International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Swot Analysis In Determining Marketing Strategy (Case Study At Afina Jaya Malang Souvenir Shop)

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Abstract

This study aims to determine what marketing strategies can be applied to increase sales of Toko Afina Jaya Malang through SWOT analysis. This study uses a type of qualitative research. Primary data was obtained through interviews and observations to deepen the data obtained. Secondary data were obtained through a literature study from Toko Afina Jaya and the author's documentation. The data that has been collected is then analyzed using the IFAS EFAS matrix and the SWOT matrix. The results of measurements on the IFAS matrix for strength have a total score of 2.00 and weaknesses have a total score of 1.91. So it can be concluded that the strength is greater than the weakness. Whereas on the EFAS matrix, opportunities have a total score of 1.71, and threats have a total score of 1.63. So it can be concluded that Afina Jaya's opportunities are greater than the threats it has. Then, based on the results of the SWOT analysis diagram, Afina Jaya is in the first square position, namely supporting an aggressive growth policy (growth-oriented strategy). So that the appropriate strategy is SO, which is to continue to improve good service to consumers, increase inventory stock during major holidays, continue to provide affordable prices without reducing quality, continue to support business development, and increase distributor relations.

Keywords: Marketing Strategy; SWOT analysis; Malang Typical Souvenirs

INTRODUCTION

Business competition is getting tougher, which causes many consequences in business competition. Entrepreneurs must continue to improve their competitiveness. Entrepreneurs must be able to become stronger and be able to meet market needs in

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a short time. If it is associated with the field of marketing, entrepreneurs with strong marketing will be able to compete in intense business competition.

Marketing is a social and managerial process by which individuals and groups obtain what they need and want by creating, offering, and exchanging something of value with one another (Kotler, 2008). In practice, marketing activities must be carried out based on a series of principles in selecting target markets, identifying precise customer needs, designing buildings, producing products that satisfy some customer needs, and selling them at such prices as to be attractive to old and new consumers. Siagian, 1997: 149).

According to Assauri (2016: 169) A marketing strategy is a comprehensive, integrated and unified plan in the field of marketing, which provides guidance on the activities to be carried out to achieve the marketing goals of a company. In other words, marketing strategy is a set of goals and objectives, policies and rules that provide direction and reference for a company's marketing activities from time to time, at every level, and its distribution, especially as the company responds when the company faces. changing competitive environment and conditions.

The marketing strategy that is often used is the marketing mix or known as the marketing mix. The marketing mix according to Kotler and Armstrong is a combination of marketing variables used by companies to pursue sales targets that are to their wishes. However, over time and with the many problems that have arisen, the elements of the marketing mix are nothing only about product, price, place, and promotion, which is known as the 4P strategy. But there is also the development of the strategy used, namely: people, process, and physical evidence known as the 7P strategy (Saleh & Miah, 2019). This marketing strategy can affect two factors, namely internal factors, and external factors. Internal factors are related to strengths and weaknesses, while external factors are related to opportunities and threats. Then these two factors can be tested using a SWOT analysis. SWOT analysis is a model used to identify an organization that is profit or non-profit oriented to know the company's position more comprehensively (Fahmi, 2018)

As one of the biggest and busiest cities in East Java, of course, Malang City presents various attractions and features. Malang City is the most popular tourist destination in East Java. Malang City is one of the endless tourist destinations. starting from the beauty of nature, cities, history, culture, everything is the main attraction of this city. Malang itself is close to several very popular natural tourist objects in Indonesia such as Mount Semeru, Bromo National Park, etc. So do not be surprised if the air of this city is known to be cool and cold. Making tourists feel at home while in Malang. In its development, shopping tourism has become one of the most potential tourist attractions.

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Shopping tourism in Malang City arises because of the pattern of growth in other sectors that support tourism, namely the micro-gastronomy industry sector in the form of "food souvenirs" typical of Malang City. Afina Jaya is a typical Malang souvenir shop that sells several chips, snacks, pastries, etc. The establishment of this business is not free from problems that hinder the smooth running of the business. Starting from technological developments, consumer desires, and the emergence of similar products or substitute products. Afina Jaya needs to recognize its strengths and weaknesses in competition. This can help Afina Jaya identify herself, take advantage of every available opportunity and minimize or avoid threats.

With the problems experienced, using SWOT analysis can help determine the right marketing strategy in the future so that you can compete and dominate the market. So that later Afina Jaya Malang can get the maximum profit.

Based on research conducted by Billy Priyo Santoso (2015) on "Swot Analysis in Determining Indomaret Business Marketing Strategy (Case study on Indomaret Pabelan branch)" shows that the Indomaret franchise company Pabelan branch has high strength from its internal factors and has high opportunities from external factors. external factors, but the advantages of internal factors are stronger than the advantages of external factors so the business position is in the IA quadrant. Meanwhile, research conducted by Prakas Sanjaya (2020) on "SWOT Analysis in Determining Marketing Strategies to Increase Diesel Engine Sales (Study at Sinar Teknik Kutoarjo Store)" shows that effective marketing strategies are used to increase diesel engine sales in quadrant 1, namely supporting the strategy aggressive (SO) (Billy Priyo Santoso, 2015).

The results of research conducted by Anisa and Shinta in a journal article entitled SWOT Analysis in Determining Marketing Strategy (Case Study at the POS Office in Malang City 56100) show that the results of the data analysis obtained a total score of the highest strength factor of 0.55, the highest weakness factor of 0 .40, the highest opportunity factor is 0.55, and the highest threat factor is 0.44. The average total score on the IFE matrix is 3.89 while the EFE matrix is 4.05. These results place the Magelang City Post Office 56100 in quadrant I and the marketing strategy that must be implemented is an aggressive growth strategy (Anissa & Shinta, 2020).

The results of research conducted by Elmi and Ruliq in a journal entitled Swot Analysis as an Effort to Determine Marketing Strategy in the Tirto Utomo Siwalan Mlarak Ponorogo Refill Drinking Water Depot business show that the results of the analysis of measurement data on the IFAS matrix have strengths having a total score of 2.25 and weaknesses having total score 0.62. Whereas in the EFAS matrix, the weakness is with a score of 2.45, while the threat has a score of 0.29. Then, based on the results of the SWOT analysis diagram, Tirto Utomo is in quadrant 1 position,

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namely supporting an aggressive growth policy (growth-oriented strategy) (Elmi, Ruliq 2022)

This study aims to identify the strengths, weaknesses, opportunities, and threats that exist and to find out the marketing strategy that should be applied by Toko Afina Jaya Malang to increase sales.

OBJECTIVES

The research that researchers did use this type of qualitative research. Qualitative research is research that generates new findings/knowledge by conducting interviews and surveys. This study seeks to describe or determine the level of strengths, weaknesses, opportunities, and threats that exist in Toko Afina Jaya Malang in determining the competitive position and type of business to determine the company's strategy.

The reasons for using this type of qualitative research include: (1) the number of subjects studied is not large, (2) the research area is still accessible to researchers, (3) looking for depth of information, (4) wanting to present what is in the field as they exist, because this research was conducted in a place that was not widely accessible, the number of subjects was small and wanted to dig up in-depth information about the marketing strategy carried out by Toko Afina Jaya Malang to increase sales, this research was more suitable to use this type of qualitative research.

The analysis used in this research is to use SWOT analysis which describes as a whole how internal strengths and weaknesses can be adapted to the company's external opportunities and threats by making various alternative strategies, namely (SO, ST, WO, and WT).

a) SO strategy
   The strategy is made based on the company's mind, namely by utilizing strengths to take advantage of existing opportunities.
b) ST Strategy
   Strategies are made based on how the company uses strength to overcome threats.
c) WO strategy
   The strategy implemented is based on the opportunities that exist in the company by minimizing weaknesses.
d) WT Strategy
   This strategy is based on defensive activities and seeks to minimize the company's weaknesses and avoid existing threats.

DISCUSSION

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Marketing Strategy Applied At Afina Jaya Malang Store

The 7 elements of the marketing mix that are applied to the Afina Jaya Malang store, include:

1. Product

   Based on the results of research in the field, Afina Jaya sells the best quality products. Afina Jaya employees always carry out routine checks on product durability, return items that are not fit for sale and replace them with new items. In product packaging, we always use medium-thickness plastic to make it easier to open the package and to provide security so that the product does not become sluggish. Afina Jaya also always ensures that the products sold are clean and halal. By improving product quality, Afina Jaya hopes to provide more value in the eyes of customers and can increase customer satisfaction.

2. Price

   Based on the results of research in Afina Jaya's field, apart from selling the best quality goods, they also sell goods at affordable prices. In addition to this, Afina Jaya also provides discounts for purchases in large quantities. Taking into account demand, costs and profits, estimating a pricing strategy to assist in determining market prices and adjusting the base price to the pricing strategy.

3. Place

   Based on the results of research in the field, Afina Jaya uses a strategic location next to the Kepanjen Market T-junction which is located at Jl. Ahmad Yani, Kepanjen, Kec. Kepanjen, Malang Regency, East Java 65163. The factors for determining the strategic location that was determined by Afina Jaya based on the marketing concept included ease of access to traffic, parking lots, environment, and competition. Ease of access to busy traffic, passing vehicles, and pedestrians passing by can be profitable and consumers coming to locations are getting higher. Afina Jaya has also provided a parking space, but some customers have complained about parking difficulties when making purchases on major holidays such holidays because the parking area is narrow. An environment close to competitors will provide greater opportunities. Being close to competitors will bring your place of business closer to the intended target market.

4. Promotions

   Based on the results of field research carried out by Afina Jaya in the form of WOMM (Word Of Mouth Marketing). Even though the word-of-mouth strategy is said to be the most trusted, without having to spend a dime. With the development of an increasingly modern era. This method is still not optimal and specific because now everyone is using social media and other digital sophistication in everyday life.

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With digital marketing, marketing will be broader and the costs incurred are relatively more affordable when compared to traditional marketing.

5. People

   Based on the results of field research that Afina Jaya emphasizes its attitude towards its employees. Afina Jaya also implements 5S, namely smile, greet, greet, polite, polite. This is applied so that consumers feel comfortable and satisfied with the services provided by employees. However, when there are events or big holidays, Afina Jasa experiences difficulties due to a lack of human resources/employees. Therefore Afina Jaya recruits new employees only for certain events. Afina Jaya also maintains good relationships with suppliers of goods which makes it easier to obtain supplies, strengthens the supply chain, and improves business efficiency.

6. Process

   Based on the results of research in the field, Afina Jaya uses several tools, from the process of packing goods to payment. Afina Jaya uses gondola shelving equipped with shelving boards and glass windows to display goods. In packaging, Afina Jaya uses a plastic sealer machine to seal the product packaging so that the quality can be maintained. In the payment process, we also use an EDC (Electronic Data Capture) machine for cashless transactions. However, the cashier desk still does not use cashier software, barcode scanners, cashier printers, and customer displays.

7. Physical Evidence

   Based on the results of field research, it can be concluded that the arrangement of equipment and products at the Afina Jaya store such as storefronts, gondola shelves, and cashier's tables is still not neatly arranged which makes the store look cramped so it has not created a comfortable atmosphere and can impress visitors.

SWOT Analysis in Determining Marketing Strategy at Afina Jaya Malang Stores
IFAS Matrix

The IFAS matrix is used to describe the company's internal state which consists of the company's strengths and weaknesses which are then processed based on weights and ratings. From the results of the analysis in Table 1, the strength factor has a total score of 2.00, and the weaknesses have a total score of 1.91. So it can be concluded that the strength is greater than the weakness

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Table 1. SWOT Analysis

Internal Factors		Weigth	Rating	Score
(Strength)				
1.	Employees provide good service to consumers	0,08	4	0,32
2.	Adequate capital requirements	0,07	4	0,28
3.	Strategic location	0,07	4	0,28
4.	Affordable price	0,07	4	0,28
5.	Product quality is guaranteed	0,07	4	0,28
6.	Already have a business license	0,07	4	0,28
7.	Products sold are complete	0,07	4	0,28
Sub-Total		0,5		2,00
(Weakness)				
1.	Lack of utilization of social media as promotional media	0,11	4	0,44
2.	Not doing sales promotions	0,1	4	0,4
3.	Lack of human resources/labor	0,1	4	0,4
4.	The financial system is still manual	0,09	3	0,27
5.	The parking area is less extensive	0,1	4	0,4
Sub-Total		0,5		1,91
Number of strengths and weaknesses		1,00		3,91

EFAS Matrix

The EFAS matrix describes the company's external condition which consists of the company's opportunities and threats which are then processed based on weights and ratings.

Table 2 SWOT Analysis

External Factors		Weigth	Rating	Score
(Opportunity)				
1.	High consumer interest	0,11	4	0,44
2.	Demand increases during certain seasons	0,1	4	0,4
3.	Create jobs	0,11	3	0,33
4.	Local original product (easy to get)	0,09	3	0,27
5.	A good cooperative relationship with distributors	0,09	3	0,27
		0,5		1,71
(Treats)				

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1.	Competition is getting tougher	0,12	3	0,36
2.	The emergence of new and more innovative products	0,13	3	0,39
3.	The development of increasingly modern technology	0,13	4	0,52
4.	Switching of consumers to similar business competitors	0,12	3	0,36
Sub-Total		0,5		1,63
Number of opportunities and threats		1,00		3,71

From the EFAS results in Table 2, the opportunity and threat factors have a total score of 3.71. Where Afina Jaya has a weakness with a score of 1.91, while the threat score has score of 1.63. So it can be concluded that the weakness is bigger than the threat it has.

Afina Jaya SWOT Analysis Diagram

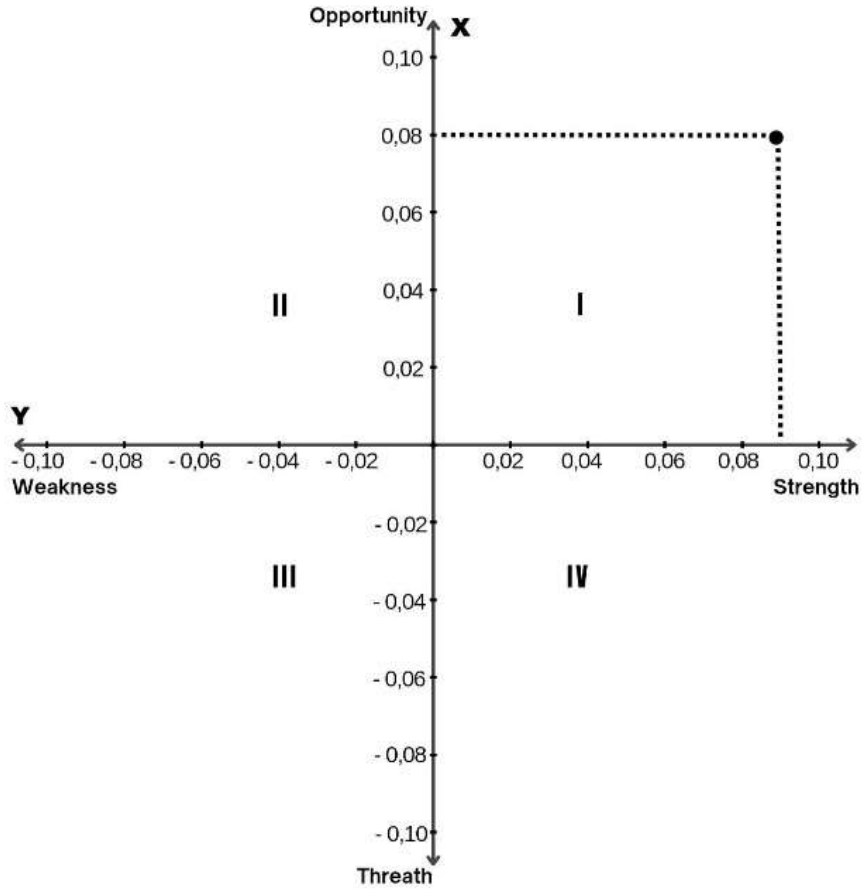
In determining the strategy to be used next, namely by matching using a quadrant diagram SWOT analysis is formed from two key dimensions, namely IFAS on the X-axis and EFAS on the Y-axis. How to determine the axis (X, Y) by finding the value of Y by subtracting the total value of S and the value of total W. then find the value of X by subtracting the total value of O with the total value of T. Based on the results of the IFAS and Afina Jaya EFAS matrices, the axis (X, Y) can be identified by:

a) Y = (strength – weakness) = 2.00 – 1.91 = 0.09

b) X = (opportunity – threat) = 1.71 – 1.63 = 0.08

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SWOT Analysis Using SWOT Matrix

According to Rangkuti, the factor used as a tool to develop a company strategy are the SWOT matrix (Rangkuti, 2008). This matrix can clearly describe how the company can match its strengths and weaknesses with the opportunities and threats it has. Produce four strategic sets of possible alternative strategies namely SO, ST, WO, and WT.

Table 3. SWOT Analysis

IFAS	STRENGHTS (S)	WEAKNESSES (W)
	1. Employees provide good service to consumers 2. Adequate capital requirements 3. Strategic location	1. Lack of utilization of social media as promotional media 2. Not doing sales promotions

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E-ISSN : 2964-0865
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EFAS	4. Affordable price 5. Product quality is guaranteed 6. Already have a business license 7. The products sold are complete	3. Lack of human resources/labor 4. The financial system is still manual 5. The parking area is less extensive
OPPORTUNITIES (O) 1. High consumer interest 2. Demand increases during certain seasons 3. Create jobs 4. Local original products (easy to get) 5. Good cooperative relationship with distributors	**SO STRATEGY** 1. Continue to improve good service to consumers 2. Increase inventory stock of goods during major holidays 3. Keep providing affordable prices without compromising quality 4. Continue to support business development 5. Adding distributor relations	**WO STRATEGY** 1. Start using social media as a sales promotion event 2. Giving discounts on certain events 3. Recruit employees who understand content marketing 4. Recruit employees who can handle the financial system professionally 5. Expand the parking area
THREATS (T) 1. Competition is getting tougher 2. The emergence of new and more innovative products 3. The development of increasingly modern technology 4. Switching of consumers to similar business competitors	**ST STRATEGY** 1. Conduct training or job training for employees 2. Doing product innovation 3. Switch to the use of modern technology	**WT STRATEGY** 1. Always update social media trends 2. Innovate in sales promotion 3. Recruit employees who are experts in financial accounting

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Based on table 3, it can be seen that the strategies that can be implemented by Afina Jaya stores are as follows:

1. Strength Opportunity (SO) Strategy

   Strategies that can be implemented by Afina Jaya to create strategies that use strengths to take advantage of opportunities are: Continuing to improve good service to consumers, Increasing supplies of goods during major holidays, Continuing to provide affordable prices without reducing quality, Continuing to support business development, and Adding distributor relations.
2. Strategy Strengths Threats (ST)

   Strategies that can be implemented by Afina Jaya to create a strategy that uses strength to overcome threats are: Conducting training or job training for employees, Carrying out product innovation, and Switching to the use of modern technology.
3. Weakness Opportunity (WO) Strategy

   Strategies that can be implemented by Afina Jaya to create strategies that minimize weaknesses to take advantage of opportunities are: Starting to use social media as a sales promotion platform, Providing discounts at certain events, Recruiting employees who understand marketing content, Recruiting employees who can handle the financial system professionally, and Expanding the parking area.
4. Weakness Threats (WT) Strategy

   Strategies that Afina Jaya can apply to create strategies that minimize weaknesses and avoid threats are: Always updating social media trends, Innovating in sales promotions, and Recruiting employees who are experts in financial accounting.

CONCLUSION

Based on the results of research conducted by the author, it can be concluded that the marketing strategy used by Afina Jaya refers to the 7P marketing mix. The results of measurements on the IFAS matrix for strength have a total score of 2.00 and weaknesses have a total score of 1.91. So it can be concluded that the strength is greater than the weakness. Meanwhile, in the EFAS matrix, opportunities have a total score of 1.71, and threats have a total score of 1.63. So it can be concluded that Afina Jaya's opportunities are greater than the threats it has. Then, based on the results of the SWOT analysis diagram, Afina Jaya is in the first square position, namely supporting an aggressive growth policy (growth-oriented strategy). So that the appropriate strategy is SO, which is to continue to improve good service to consumers, increase inventory stock during major holidays, continue to provide affordable prices

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without reducing quality, continue to support business development, and increase distributor relations.

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