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SWOT Analysis Marketing Strategy In Creating A Competitive Advantage Home Industry Handicraft Folding Mat (Studies on CV. Excellent Group)

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Abstract

This study aims to analyze marketing strategies using SWOT analysis to create a competitive advantage in the folding mat home industry. This study was carried out at CV. Excellent Group in Kemendung Hamlet, Jatirejo Village, Tikung District, Lamongan Regency. The type of research used is descriptive qualitative. Data collection methods include interviews, observation, and a review of the literature. Interviews were conducted with company leaders and mat distributors. Analyze the data using IFAS, EFAS, and SWOT matrices. The results of the SWOT analysis show that the strength gets a score of 2.23 while the weakness gets a score of 0.54. Strength gets a higher score than weakness, with a difference of 1.69. Furthermore, opportunities get a score of 1.71 while threats get a score of 1.09. Opportunities get a higher score than threats, with a difference of 0.62. Based on the results of the internal and external matrix analyses, it is clear that a suitable strategy for the CV folding mat industry exists. Excellent is a Strengths-Opportunities (S-O) strategy, namely a strategy using strengths to take advantage of the opportunities owned by the company. improving the quality of products and services will increase the company's capacity by utilizing the ability of teamwork and company experience to reach potential markets.

Keywords: Competitive Advantage, Marketing Strategy, SWOT Analysis

INTRODUCTION

development in this increasingly modern time the government must quickly build a strong economy, one of which is through Domestic Industry, because the domestic industry is a form of activity in the business world and a form of people's economy that has the potential to develop the people's economy and has an impact on improving the national economy (Muhammad et al.2021). Domestic Industry is

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currently growing quite rapidly in Indonesia, so the existence of domestic industry can help the government in alleviating poverty and reducing unemployment. Domestic Industry in Indonesia is quite stable and able to maintain a balance of conditions when the economic crisis comes. Domestic Industry activities are one of the main components in the development of the local economy. Its existence is indispensable in rural areas since rural industry in general can be characterized by small-scale industries. Domestic Industrial Growth is an industry that has an important role in improving the quality of the community's economy.

Domestic Industry in Indonesia is engaged in various business sectors, including the folding mat home industry located in Jatirejo Village, Tikung District, Lamongan Regency. Nowadays the existence of folding mats is starting to shift with modern mats commonly called carpets. This could be because modern mat motifs and models are more varied than folding mats, or even the marketing strategy is more attractive.

In a state of increasingly strong competition and high challenges, updates related to marketing strategies are certainly carried out in every company, including the folding mat home industry located in Jatirejo Village, Tikung District, Lamongan Regency. The strategy used in the folding mat industry is still relatively conventional and has not used technological sophistication. So there is a lack of people who are interested in folding mats. Customers of the folding mat are also still at the regional level. The only enthusiasts for folding mats are people who are in the area around the industry. To increase public interest in folding mats, it is necessary to update more innovative strategies, such as introducing folding mats through social media, radio advertisements, and television. With the renewal related to marketing strategy, it is hoped that the marketing process can be carried out outside the island or even abroad, to create a competitive advantage.

Home industry folding mats use a blending strategy with a distributor system. It does not sell at retail to the market or store so not everyone can buy directly from the company. The East Java region distributor is located in the Mojokerto regency, and the Central Java region is located in the Semarang regency. The company uses marketing with a distributor system with the aim that the goods that come out on the market do not clash with other excellent products so as not to cause mutual prices between distributors and each other. If that happens, it will be detrimental to the company. Other marketing strategies are the same as other companies, the difference is the quality of the goods. With stable quality, it will determine that excellent mats can be accepted by the community.

Marketing strategy is the right way, integrated and attached to marketing that is in the field of marketing that shows guidelines related to the activities you want to

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do to achieve the marketing goals of a company. Marketing strategy is the right way, integrated and attached to marketing that is in the field of marketing that shows guidelines related to the activities you want to do to achieve the marketing goals of a company. Meanwhile, according to (Gunawan, 2017) promotional strategies are about advertising, sales marketing, public relations, and direct sales. Promotion should be carried out on an ongoing basis, not only done at the opening. Promotion is very important so that buyers so that the products offered are widely known.

Every company has a strategy for marketing its products. The marketing strategy in each company must also be different. some companies market their products through print media such as newspapers, magazines, brochures, etc. some companies market their products through mass media and even online media. The strategies used certainly have their strengths and weaknesses so each company should be able to use the right strategy according to the circumstances of the company.

two factors can affect marketing strategy, including inner factors and external factors. Strengths and weaknesses are the inner aspects of the company. Inside factors include all kinds of functional management including marketing, finance, operations, human resources, research and development, management information systems, and company culture. Meanwhile, external factors are related to conditions that occur outside the company that affects the company's decision-making. These factors include the industrial environment and business environment, economic, political, legal, technological, population, and socio-cultural.

Identifying competitors' strategies, goals, strengths, weaknesses, and reaction patterns must exist as or strategy in a company as a determinant of an effective marketing strategy in a company. Analyzing a strategy can be achieved using various analyses, one of the analyses that can be used is a SWOT analysis. The function of the SWOT analysis is to be able to analyze the strengths, weaknesses, and marketing strategies contained in the company which is carried out using an analysis of intercompany conditions as well as an analysis of the opportunities and threats faced by the company that occurs to the company's external conditions. Through SWOT analysis, companies can determine the appropriate marketing strategy to create a competitive advantage. the result of the implementation of a strategy that uses a lot of existing resources in the company (C, 2017) Competitive advantage is a form of utilization of a company that produces products or services that have a larger market or interest than other competitors. The competitive advantage of the business owned is very necessary for business strategy.

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Research Focus

limiting qualitative studies as well as separating research to choose which data are relevant and irrelevant (Adhi Kusumastuti, 2019). Restrictions in qualitative research are more based on the level of importance, urgency, and reality of the problem to be solved (Sugiyono, 2017). The focus of this research includes:

1. To understand how to implement marketing strategies in the home industry of folding mat crafts.
2. To identify internal and external factors of the folding mat craft industry to formulate a competitive advantage-based marketing strategy using the SWOT method.

Objectives

1. Analyze the implementation of marketing strategies in the home industry of folding mats
2. Analyze the inter factors (strengths and weaknesses) and external factors (opportunities and threats) of the implementation of marketing strategies in the folding mat craft industry

RESEARCH METHODOLOGY

Marketing Strategy

In the opinion (of Kotler, P. and Armstrong, 2014), a marketing strategy is a marketing pipeline in which a company can create value for customers and can have a profitable relationship with customers. Marketing strategy is a program that shows the company's interpretation of the impact generated by marketing activities on product demand on consumers. In his book (Fandy Tjiptono, 2012) says that a marketing strategy is a plan that a marketing manager wants to do. This action plan is based on the analysis of the condition, and the goals of the company and as a measure for the achievement of such goals.

Marketing Strategy Indicators

In the book compiled by (Kotler, P. and Armstrong, 2014) marketing strategy indicators five things are interrelated, the five indicators include:

1. Market determination is the determination of the market to be served. Market determination begins with running market segmentation and then determining the target market that is most likely to be served by the company.
2. Product planning, covering the categories of products sold, creating product lines, and an overview of individual offers at each place. The product itself offers all the benefits that customers can have by carrying out a purchase. These

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benefits include the products offered, the product brand, the existence of the product offered, the guarantee or guarantee, repair services, and services provided by the seller, and the existence of relationships between individuals that may be established between consumers and consumers.

3. Pricing, yes, deciding the price that matches the selling value of the product to consumers.
4. Distribution system, namely whale shale and marketing channels that are passed by the product so that it reaches the hands of the end consumer who buys and uses the product
5. Marketing communication (promotion), which includes advertising, personal selling, and consumer linkages.

SWOT Analysis

(Rangkuti, 2016) Explaining that SWOT analysis is a systematic recognition of all factors to formulate a marketing strategy. SWOT compares opportunity and threat factors with inter-strength and weakness factors. The excellence of SWOT analysis is centered on the skills of the determinants of corporate strategy to optimize the ability of strength factors and opportunity utilization So that it acts as a tool to minimize weaknesses in the organization and reduce the impact of threats that arise and must be minimized.

According to one opinion expressed (Fahmi, 2015) to be able to analyze widely SWOT, it is necessary to remember that external factors and inter factors are important parts of SWOT analysis, namely:

1. External Factors, These factors influence the formation of opportunities and ideas (O and T).
2. Internal Factors. This factor affects the formation of strengths and weaknesses (S and W).

Table 1. External Factors and Internal Factors

a. Faktor Eksternal				
Opportunities (Peluang)	>	*Threats* (ancaman)	⇨	Kondisi perusahaan yang baik
Opportunities (Peluang)	<	*Threats* (ancaman)	⇨	Kondisi perusahaan yang tidak baik
b. Faktor Internal				
Strengths (Kekuatan)	>	*Weaknesses* (Kelemahan)	⇨	Kondisi perusahaan yang baik
Strengths (Kekuatan)	<	*Weaknesses* (Kelemahan)	⇨	Kondisi perusahaan yang tidak baik

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Based on the explanation in the picture above, it can be divided into two, including:

1. It is said that it is good if the company has opportunities (opportunities) exceeding threats (threats), and vice versa.
2. It can be said that a company is good if strengths exceed weaknesses, and vice versa.

Competitive Advantage

According to (Kotler, P. and Armstrong, 2014) "The notion of competitive advantage is an advantage over competitors achieved by offering less value or greater utility due to higher prices. Indicators of competitive advantage In the research conducted (Li et al., 2014), the competitive advantage of companies was measured using the following metrics:

1. Price
   the value that customers exchange for the benefit of owning or using a product or service. From this, it follows that price is a financial sacrifice that customers make to profit from the use of goods or services.
2 Quality
   Product quality is the focus of the company, quality is one of the most important guidelines to improve product competitiveness.
3. Delivery Dependability
   Supply dependence is used to monitor the performance of suppliers in delivering the products that customers need in a timely, complete, and quality manner.
4. Product Innovation
   Innovation is a broader concept that concerns the application of a new idea, product, or process. Innovation is the result of creative ideas owned by the company
5. Time to Market
   Time to market refers to the extent to which a company can introduce/launch new products faster than other competitors.

RESEARCH METHODOLOGY

The method used in this study is a descriptive method, with a qualitative approach. The case study in this study is placed on the CV. Excellent Group which is located in Kemendung Hamlet, Jatirejo Village, Tikung District, Lamongan Regency. The research subjects include company leaders and customers. The objective of this study includes the role of SWOT analysis of marketing strategies in the folding mat

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home industry to create a marketing strategy based on competitive advantage. In this study, data was collected through:

1. Interviews were conducted with company leaders and customers.
2. Observation is carried out by making direct observations.
3. Literature Study through references, journals, or articles on the internet.

The data analysis in this study adopts the SWOT method, which shows the company's performance as an effort to establish a combination of internal and external factors.

RESULTS AND DISCUSSION

This research adopts a descriptive method with a qualitative approach. This research was conducted on a CV. Excellent Group which is located in Kemendung Hamlet, Jatirejo Village, Tikung District, Lamongan Regency. The research subjects include company leaders and customers. The object of this study is the role of SWOT analysis of marketing strategies in the home industry folding mats to create a marketing strategy based on competitive advantage. In this study, data was collected through: (1) Interviews conducted with company leaders and customers. (2) Observation is carried out by direct observation. (3) Literature Study through references, journals, or articles on the internet. Data analysis in this study uses the SWOT method, which shows the company's performance as a tool to determine internal and external factors.

Identification of internal and external strategic factors

1. Internal Factors

Strength

1. CV. Excellent Group that is already known to the public CV. Excellent Group is a company engaged in the production of mats this company was founded 20 years, and not only experience but quality and service made this company known to the wider community, especially in the city of Lamongan. One of the benefits or advantages of a CV. Excellent Group is a fast-playing process and a price that matches the quality that makes a CV. Excellent Group now has customers and is known to the wider community, since 2002 CV. Excellent Group stands and provides the best service and product quality for consumers so that it is well known to consumers.
2. Quality products. CV. Excellent Group is a mat manufacturing company that in the production process uses very thorough and tenacious human

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resources so that there is no doubt about the quality of the products produced.

3. Quality service. to provide the best possible service to CV consumers. Excellent Group by providing classy service and good products where there is no need to wait too long for products because of CV. Excellent Group has a very sufficient stock of products for consumers who order or buy products on a large scale.
4. Delivery of goods that are always on time. Not only provide good service but also pay attention to the delivery time and process, namely successful and successful CV. Excellent Group is a trust.
5. Low price but quality. Based on the analysis of the company, CV. Excellent Group offers consumers low prices and good product quality, and this strategy was implemented at a time when the company was founded and is still running, successfully attracting consumers. By applying low prices with quality CV products. Excellent Group has many other advantages, namely a strategic location that makes it easy to get there.
6. Good relationships between leaders and employees. Building a harmonious relationship between managers and employees requires a lot of intelligence, ranging from intellectual, emotional, and spiritual intelligence, to communication intelligence, and responsibility intelligence. The leader is in charge of aligning the entire strength of the organization to achieve the mission, vision, strategy, and objectives of the organization; While employees work wholeheartedly to support management responsibilities to ensure that the vision, mission, strategy, and objectives of the organization can be realized according to plans and expectations. The problem is often that managers and employees are not always able to unite and melt into one whole and confident force to realize all the dreams of the organization.

Weaknesses

1. Not so much promotional activities. Advertising reminds consumers of new products, educates them about the features and benefits of the brand, facilitates image formation of consumers, and has regular and average consumers such as customers from large merchants and from the public who do know that CV. Excellent Group has quality products.
2. the presence of potential customers makes many opportunities open. Potential customers are obtained through the marketing system and the relative value in the form of the value of the products offered relative to the

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price paid by the customer. In addition, customer growth can also be driven through word-of-mouth marketing mechanisms. The concept of relative value can also be developed for other possible measures, such as the reward of employees for their achievements in the company. Providing consumers with service and product quality, so that consumers are satisfied, and thus indirectly information for potential new consumers who will become consumers in the future.

3. Consumer-Recognized Product Quality. Product quality greatly affects business continuity. Thanks to good quality, consumers can judge and feel satisfied with the products they buy and make consumers buy back the products. Excellent Group always puts quality first. The appropriate thread size and more attractive colors are always designed and designed in such a way.
4. The emergence of the development of the Internet is aimed at improving communication with customers and suppliers, which helps to increase sales. Gaining new clients or customers and building a customer base is not always easy. The Internet is one of the true alternative platforms that serve as a meeting point for millions of people around the world. Therefore, it is easier to attract new customers with large groups on the Internet, since the Internet offers information about manufacturing products. CV. Excellent Group.

Threats

1. The abundance of competitors close to the company. Competition between companies is a natural thing to happen because the products sold have similarities, but it can be that the quality of character and type are different. However, we need to remember, the capacity and resources owned are very different from one another. Based on that research around CV. Excellent Group also has a business making mats that make CVs. Excellent Group suffered a setback in the manufacture of mats, so it became a very serious threat to the company.
2. Competitors that have wide capacity and reachability. Based on research in companies that are competitors for CV. Excellent Group, they have more proficient expertise and have a wider market reach. So far the determination of CV advertising tools. The management of the Excellent Group is carried out manually according to the standard specifications set by the company. It has many drawbacks including the effectiveness and efficiency of the time and resources that the company spends on promoting products. If there is an error in the selection of creatives, so that the achievement of the selected creative is not by the company's goals, then it is detrimental to the company itself.

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3. Fluctuating raw material prices. When prices rise, manufacturers often face problems and may even suffer losses. The problem that arises for industrial enterprises is related to raw materials. Raw materials are the most important thing in the production process, the high price of raw materials makes producers reconsider production costs and profits. The more expensive the price of raw materials, the higher the price of the product. In such circumstances, manufacturers must be smart to find ways to solve the problem.
4. Customers who have price sensitivity can move to competitors who offer low prices. The price can be passed on to competitors who offer lower prices. Price is an important aspect because the price is a very sensitive part for consumers. Consumers see price as a factor that must be adjusted to their purchasing power. To get optimal profit, it is necessary to carry out pricing.

Addiction to customer products is usually reflected in the speed of purchase and the number of purchases. The higher the price of the goods, the more likely it is that customers will buy other products that are cheaper or reduce the number of products purchased. Vice versa, the lower the price, the more customers buy the product in larger quantities than usual. This makes it difficult for manufacturers to compete with large companies that can offer services and cheaper prices.

Table 2 SWOT Analysis on Home Industry Folding Mat

Strength	**Weakness**
1. CV. Excellent Group that is already known to the public 2. Quality products 3. Quality service 4. Delivery of goods that are always on time 5. Low price but quality 6. a Good relationship between leaders and employees.	1. Not so much promotional activities 2. Limited Labor 3. Not Utilizing Social Media
Opportunity	**Treats**
1. CV. Excellent Group Has regular customers (Agents) 2. There are still many opportunities open because of the potential customers 3. Consumer-Recognized Product Quality	1. The abundance of competitors close to the company 2. Competitors who have wide capacity and reachability

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4. The occurrence of internet development aimed at improving communication with clients and suppliers will help increase sales	3. Fluctuating raw material prices 4. Customers who have price sensitivity can move to competitors who offer low prices.

Furthermore, to formulate alternatives to the CV strategy. Excellent Group Lamongan uses a SWOT matrix. Alternative strategies are prepared based on the interaction of internal and external factors of the company to obtain a marketing strategy. Some alternative strategies that can be carried out by the company, as in the following table:

Table 3. SWOT Matrix

IFAS / EFAS	***Strengths* (S)**	***Weaknesses* (W)**
	1. CV. Excellent Group that is well-known to the public; 2. Quality products; 3. Quality service; 4. Delivery of goods that are always on time; 5. Low price but quality; 6. a Good relationship between leaders and employees.	1. Not so many promotional activities. 2. Limited labor 3. Not utilizing social media
***Opportunities* (O)** 1. CV. Excellent Group Has fixed customers (Agents); 2. There are still many opportunities open because of potential customers 3. Consumer-recognized product quality	***Strengths-Opportunities* (S-O)** By improving the quality of products and services, it will increase the company's capacity by utilizing the company's teamwork ability and experience to reach potential markets	**S *Weaknesses-Opportunities* (W-O)** To improve quality products, companies must recruit employees who are by their fields, and also to create a company image, they must expand promotions via the internet or social and non-internet media

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4. The development of the internet.		
***Threats* (T)** 1. The number of competitors close to the company; 2. Competitors who have wide capacity and reachability; 3. Fluctuating raw material prices; 4. Customers who have price sensitivity can move to competitors who offer low prices.	***Strengths-Threats* (S-T)** Improving quality, shuttle services and expanding reachability to outside the city / Java with promotions and internet services	***Weaknesses- Threats* (W-T)** To remain a superior company, it must expand the cooperation network and also increase the quality of human resources and forgive

Based on the aforementioned analysis shows that the performance of the company can be determined by a combination of internal and external factors. The combination of the two factors is shown in the diagram of the SWOT analysis results as follows:

1. Support the Strengths-Opportunities strategy
   This strategy is based on the company's way of thinking, which is to utilize all the power to seize and make the most of opportunities. The S-O strategy pursued by CV. Excellent Group that is, By improving the quality of products and services, it will increase the company's capacity by utilizing the company's teamwork capabilities and experience to reach potential markets.
2. Support the Strengths-Threats strategy
   Strategy in using the power that the company has to overcome threats. The S-T strategy is pursued by CV. Excellent Group Lamongan is, Improving quality,

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shuttle services, and expanding reachability outside the city / Java with promotions and internet services.

3. Support the Weaknesses-Opportunities W-O strategy (support the turnaround strategy)
   This strategy is applied based on the utilization of existing opportunities by minimizing existing weaknesses. The W-O strategy pursued by CV. Excellent Group Lamongan is, To improve quality products, companies must recruit employees who are their fields, and also to create a company image, they must expand promotions via the internet or social and non-internet media.
4. Support the Weaknesses-Threats W-T strategy (supports the defensive strategy)
   This strategy is based on defensive activities and seeks to minimize existing weaknesses and avoid threats. The W-T strategy is pursued by CV. Excellent Group Lamongan to remain a superior company, must expand the cooperation network and also increase quality and forgiving human resources.

Of the four possible alternative strategies obtained above, the most appropriate strategy is used by CV. Excellent Group to create a competitive advantage, namely the formulation of an effective strategy finally obtained is the S-O strategy, which is a strategy using Strenght to take advantage of the company's Opportunities, namely, Strengths-Opportunities (S-O) Strategy. improving the quality of products and services will increase the company's capacity by utilizing the company's teamwork ability and experience to reach potential markets.

The existence of customer satisfaction can also affect the sales turnover generated to achieve a competitive advantage between companies. If customers are satisfied with a product, demand will increase and sales turnover will also increase and will increase the company's capacity so that the company can excel in the competition, on the other hand, if customers are not satisfied, demand will decrease as well as sales turnover. The important thing that must be considered is that customers who are not satisfied with a product will not buy or use the product offered again, besides that dissatisfied customers can also tell other consumers about the ugliness of the product they get, thus causing a bad image among consumers. The company must also increase cooperation with suppliers, distributors, and tenders.

CONCLUSION

Based on the description that has been put forward in the previous chapters, several conclusions can be put forward in this chapter, namely:

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1. Strength-Opportunities (S-O) By improving the quality of products and services, will increase the company's capacity by utilizing the company's teamwork ability and experience to reach potential markets.
2. Strengths-Threats (S-T) Improve quality, shuttle services, and expand reachability to outside the city / Java with promotions and internet services.
3. Weaknesses-Opportunities (W-O) to improve quality products, the company must recruit employees who are by their fields, and also to create a company image, it must expand promotions via the internet and non-internet.
4. Weaknesses-Threats (W-T) to remain a superior company, it must expand the cooperation network and also increase quality human resources and forgive.

With the above strategy, it can be concluded that CV. Excellent group Lamongan uses the right strategy, namely the S-O strategy By improving the quality of products and services, it will increase the company's capacity by utilizing the company's teamwork capabilities and experience to reach potential markets.

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