



## Role of SWOT Analysis in Improving Competitiveness in Sambal Special Stall (SS)

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### ABSTRACT

This research was conducted with the aim of finding out what marketing strategies are suitable for WarungSpecial Sambal in 2019. This research uses data collection techniques by means of interviews and observations. The data analysis technique used the Fred R. David concept, namely through the strategy formulation stage, namely the input stage and the matching stage. The input stage uses an internal factory analysis summary (IFAS) matrix and an external factory analysis summary (EFAS) matrix. And the last stage is to use the SWOT Matrix and internal - external (IE). Based on the results of IFAS and EFAS, it can be seen that the total value for IFAS is 3.145 while the EFAS result is 2.778. use strengths to take advantage of opportunities, take advantage of opportunities to overcome weaknesses, use strengths to avoid threats, and minimize weaknesses and avoid threats. In the external internal matrix (IE), it is known that CV Patlapan Mandiri Primafood Semarang is in a business growth phase. This result is evidenced in the internal and external SWOT matrix which shows the state of the company is in cell 1. The right strategy applied to CV Patlapan Mandiri Primafood at this time is to SO strategy (Strength Opportunities)

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## 1. Introduction

SWOT is a tool that can be used to determine the strengths and weaknesses of a company, especially in the marketing sector. SWOT analysis is an analysis of the strengths, weaknesses, opportunities / opportunities and threats. faced by companies. SWOT analysis arises directly or indirectly due to competition from other companies that produce goods and services that are similar to the company's products. This makes the company have to set a strategy to win the competition or at least survive in the market. The competition is getting tighter and more sharp, causing companies to need precise and accurate anticipation so that the company can market its products in the market, and even if possible become the market leader. The company must carry out all its operations effectively and efficiently, including in the marketing sector. Company strategy, especially marketing strategy, is the right step that must be taken and realized by every company that wants to survive in the market (Harini, 2018). As it is well known that business is dynamic, full of color from time to time and there are interrelationships between one and another. The phenomenon that is developing in the city of Semarang today is the emergence of many food companies called Warung Special Sambal.

Waroeng Spesial Sambal (SS) was founded in 2002 with the concept of a tent stall. Yyok Hari Wahyono opened a food business by relying on the spicy taste of chili sauce. Waroeng SS has a variety of chilli choices. 28 types of chilli are prepared to accompany side dishes and rice with a spiciness level above average. This SS shop continues to grow and can get turnover from all branches in Indonesia. Currently the SS shop has more than 58 branches spread across Java, Bali and Sumatra. It is necessary to have the right strategies and programs that seek to formulate the right strategies and programs in order to take advantage of the opportunities that exist in marketing their products, and no less important is to generate interest in consumer repurchase of these products (Kotler, 2012). To keep customers from repurchasing the products offered, they must give a bigger priority portion to old customers compared to attracting new customers. SWOT Analysis The large public interest in Waroeng SS, which offers this special sambal menu, has made Yoyok's confidence stronger to develop the business even bigger by opening partnerships through the franchise system. The partnership offered by Waroeng SS has received a positive response from potential investors. In the end, the restaurant with the chilli logo with the letters SS has become a food franchise



business opportunity that is quite attractive to investors. Currently, Waroeng SS has grown to 40 outlets, and spread across various regions. Covering around Yogyakarta, Solo, Semarang, Malang, Kediri, Bandung, Jakarta, Depok, Cirebon, and even Pekanbaru. The hard work of the man who was born on September 2, 1973 along with his colleagues and im Waroeng SS, totaling more than 600 people, led the street vendors in the Yogyakarta area to their success and each outlet generated a turnover of millions of rupiah every day.

SWOT analysis of Strength, Weakness, Opportunities, and Threats has become one of the analysis tools that are useful in the business world. Before starting a new business, you should first conduct a SWOT analysis of Strength, Weakness, Opportunities, and Threats. A SWOT analysis can help to identify ways to minimize the impact of weaknesses while maximizing strengths in the business. SWOT analysis is usually used by entrepreneurs to better know and be able to measure the strengths and weaknesses they have compared to their competitors. SWOT analysis is a basic method that is widely used by companies to analyze problems from the strengths, weaknesses, opportunities, and threats of the environment. A SWOT analysis is carried out by conducting an internal survey of strengths and weaknesses, as well as an external survey for threats and opportunities. SWOT analysis is descriptive and can sometimes be very subjective. The initial stage of the strategy-setting process is to assess the strengths, weaknesses, opportunities, and threats the organization has. SWOT analysis allows the organization to formulate and implement the main strategy as an advanced stage of implementation and organizational goals, in a SWOT analysis information is collected and analyzed. The results of the analysis can cause changes to the mission, objectives, policies, or ongoing strategies. In preparing a good plan, it is necessary to know the resources and funds that are owned when starting a business, knowing all the elements of strengths that are owned, as well as any existing weaknesses. The data collected regarding these internal factors is a potential in carrying out the planned business. On the other hand, it is necessary to pay attention to the external factors that will be faced, namely the opportunities or opportunities that exist or which are ignored will arise and threats or obstacles that are expected to arise and affect the business being carried out.

## 2. Literature Review

### 2.1 SWOT analysis

According to Freddy Rangkuti (2014) SWOT analysis is a systematic identification of various factors to formulate a company strategy. This analysis is based on logic that maximizes strengths (sternngths) and opportunities, but simultaneously minimizes weaknesses and threats. According to Dr. Taufiqurokhman. M.Si (2016) SWOT analysis is a tool that helps managers determine and develop the right strategy in facing competition. However, it should be noted that the goal in determining the strategy used from the SWOT results is to basically produce a viable alternative strategy, not to determine the best strategy.

This analysis is descriptive and sometimes will be very subjective, because it is possible that two people analyzing an organization will perceive the four parts differently. This is natural, because a SWOT analysis is an analysis that will provide output in the form of directions and does not provide a magic solution to a problem.

### 2.2 SWOT Analysis in Strategic Management

Strategic Management and Strategic Competitiveness (Dr. Taufiqurokhman. M.Si 2016) is defined as a set of coordinated commitments and actions designed to exploit these competencies and achieve competitive advantage. Strategic Management and its Relation to Competitiveness, including:

- a. Strategic flexibility is a set of abilities used to respond to various demands and opportunities in a competitive, dynamic, and uncertain environment.
- b. Strategic intent is the management of the company's core resources, capabilities and competencies to realize company goals in a competitive environment.
- c. A strategic mission is a unique statement on the scope and operations of the company from a product and market perspective. A company that is successful in formulating this well will guarantee to customers what goods and services it will be able to obtain from the company concerned.

### 2.3 Factors of SWOT analysis

The SWOT analysis consists of four factors, namely:

- a. Strength (Strengths)  
Strength is a competitive advantage, and the ability of the company / organization to maintain its position with the company / organization maintaining its position by carrying out activities at the same level.
- b. Weaknesses  
A weakness is something that the company does not do well or the company does not have the capacity to do it, while its competitors have that capacity.

- c. Opportunities (Opportunities)  
Opportunity is a favorable environmental trend that can benefit from improving the performance of an organization, an organization, its division, company functions, and the company's products and services.
- d. Threats  
Threat is an unfavorable environmental tendency that can adversely affect the company's organizational position, company division, company functions, products or services.
- e. Competitiveness  
Competitiveness is the competitive advantage of a company in an industry that is determined by its competitive range, namely the extent of the target market for a business or company.

#### 2.4 SWOT Analysis Model (TOWS) Matrix

SWOT analysis model in order to create a good and precise SWOT analysis, it is necessary to make a representative SWOT analysis model. Representative interpretation here is how a case to be studied is seen based on the scope of its activities, or in other words, making analysis adjustments based on existing conditions. For example, for manufacturing and banking companies, of course these are two different forms of analysis and affect the change in the form of the analysis model to be applied.

### 3. Research Methods

#### 3.1 Types of research

This type of research uses descriptive qualitative research. According to Dr. Wahidmurni, M.Pd (2017) Research activities are carried out with the aim of answering the problems posed (generally asked in the form of research questions) which are formulated in the sub-section of the problem formulation or research focus. Based on the identification of the research questions, actually the researcher can easily determine the research design used, because from the identification results, at least one will find the characteristics of the characteristics of the research approach, the type of research, whether the researcher is required to enter or be present in the research arena, the collection technique. the required data until the required data analysis.

According to Sugiyono (2007: 14) qualitative research method is a research method based on the philosophy of postpositivism, used to examine the condition of natural objects, where the researcher is the key instrument. Data collection techniques are triangulation (combined), data analysis is inductive / qualitative, and the results of qualitative research emphasize meaning rather than generalization. In order for this research to be more measurable, the research was carried out by means of a SWOT analysis which will be illustrated with numbers, these numbers are obtained from the results of a questionnaire given to employees who have been selected in Waroeng Spesial Sambal. SWOT analysis is used so that the data obtained from the results of this study are more measurable.

#### 3.2 Selection of Informants

This research will be carried out by directly interviewing the Owner Waroeng Spesial Sambal. He is responsible for the continuity of operations in the company and handles marketing, finance, production and human resources. This interview was conducted to find out and get the right and accurate answers about what things are being done to advance and develop the company in the marketing field. The questionnaire will be given to 5 employees who have been determined by the company manager who has the right to fill in and determine the weight of each available indicator, including the manager himself.

#### 3.3 Research Stages

In conducting this research, the researcher used 4 stages, namely:

- a. The stages of preparation  
In this preparation stage the researcher begins to collect books or theories related to the research discussion on marketing strategy analysis, SWOT, Ifas & Efas.
- b. Implementation stages  
This stage is carried out by collecting data related to the research focus of the research location. In the process of collecting this data the researcher used the observation method. After obtaining permission from the Owner Waroeng Spesial Sambal, the researcher then prepared himself to enter the outlet in order to create as much information as possible from Waroeng Spesial Sambal. Then the researcher made deeper observations, interviews, and collected data from the documentation.
- c. Data Analysis Stage  
At this stage the researcher compiles all the data that has been collected systematically and in detail so that the data is easy to understand and the findings can be clearly communicated to others. After the researcher gets enough data from the outlet, the researcher analyzes the data that has been obtained by using the analysis technique. Then examine it, share and find the meaning of what has been researched.



d. Reporting Stage.

This stage is the last stage of the research stage that the researcher is doing. This stage is carried out by making a written report of the results of the research that has been carried out, this report will be written in the form of a systematic thesis report.

#### 4. Research and Discussion Results

##### 4.1 Internal and External Factors of the company

###### a. Internal Aspects

Internal aspects are used to determine the strengths and weaknesses that are considered important. Data and information on the company's internal aspects are obtained by interviewing the owner. Data and information are provided by the owner by looking at what aspects they think affect the development of Waroeng Spesial Sambal.

The following are internal aspects.

1) Products

The main product of Waroeng Spesial Sambal is the product that is sold which is of very good value and has a high nutritional level. The product is taken immediately and is still fresh when it is produced. Product quality plays an important role in consumer satisfaction. Good product packaging will provide a good image for the company in the eyes of consumers.

2) Location of the company

Strategic location can be seen from the consideration of where the company is located in the lecture environment. The location selection for Waroeng Spesial Sambal is considered strategic enough because the company is close to the source or factory of the materials needed in the packaging to delivery process. Located in a consumer area that has an active level of demand in the marketing reach of local products.

3) HR owned by the company

Quality human resources will support the company's business activities. Waroeng Spesial Sambal SDM is not of a high enough level of education, but qualified human resources are those who have a high level of productivity and loyalty to the company.

4) Consumer services

Satisfactory service will increase the company's product sales turnover. Consumers will feel happy and appreciated if given maximum service. Waroeng Spesial Sambal in providing services is by establishing good communication with consumers.

5) Employee Development Program

Employee development programs are useful for improving employee performance. There is no development policy in education because the company is not too demanding of its employees on the level of education. The development program that Waroeng Spesial Sambal provides to employees is in the form of job training that will provide a better experience for employees.

6) Pricing of Waroeng Spesial Sambal products

The price of a product is the value accepted by consumers as a sacrifice that must be paid. For companies, price is also a component that has a direct effect on company profits. In fixing the price, the company must be able to determine the value where the value is in the middle between the consumer's ability to buy and the company's desire to make a profit. Waroeng Spesial Sambal sets the product selling price according to the price offered by other companies so that it doesn't have a bad image in the eyes of consumers and the company can still receive a profit.

7) Promotion activities

Promotion is an important activity to achieve the company's product marketing goals. Promotion can be said to be successful if the product being offered gets a positive response from consumers. In the promotion activity Waroeng Spesial Sambal has received positive responses from consumers, this shows that the promotion that has been done by Waroeng Spesial Sambal has been gone.

8) Work facilities and facilities owned.

Company facilities and facilities are used to support employee performance in carrying out their work. Waroeng Spesial Sambal has sufficient facilities and facilities to support employee performance and provide employee comfort while working.

9) Market segments

Many factors underlie market segmentation for a product. The type of product can determine the market segment that falls into a certain category.

- b. External Aspects
  - 1) Government policy  
The policies issued by the government often have a big influence on companies.
  - 2) Competition structure  
The emergence of new company competitors in the same field is also a competitor that needs to be watched out for. Waroeng Special Sambal must strive for something more in the eyes of consumers so that the business remains strong and able to thrive in the midst of business competition.
  - 3) Market share  
Controlling market share is an achievement for the company. Waroeng Special Sambal determines the focus of the market share from the islands of Java, Sumatra and Kalimantan.
  - 4) Technological development  
Technological developments will facilitate and expedite services to consumers. In addition, technological developments can also support the company's overall performance. Technological developments for Waroeng Special Sambal have had a positive impact in supporting business activities.
  - 5) The power of society  
An unstable economy results in a decrease in the level of consumer purchasing power. This causes consumers to tend to prioritize their more urgent primary needs.

**4.2 SWOT analysis**

Data from the company CV Patlapan Mandiri Primafood which has been collected and analyzed on internal and external factors are then used to determine the company's strategic factors for SWOT analysis. Internal and external factors of research implementation at CV Patlapan Mandiri Primafood are as follows:

- a. Power
  - 1) The location is easy to reach and convenient
  - 2) Satisfactory service
  - 3) Good taste and attractive packaging
  - 4) Attractive interior and exterior
- b. Weakness
  - 1) Service personnel are not polite and friendly
  - 2) Lack of product variants
  - 3) Price
  - 4) Promotion and advertising is not maximal
- c. Opportunity
  - 1) Change in consumer tastes
  - 2) Increased purchasing power of consumers
  - 3) Increased consumer trust
  - 4) Consumer interest
- d. Threat
  - 1) Many Takoyaki products have appeared
  - 2) Consumers are increasingly selective in choosing quality
  - 3) Fluctuating product selling prices
  - 4) The level of competition is very tight

**4.3 Weighting**

Internal and external weighting is based on the distribution of questionnaires that have been carried out to Waroeng Special Sambal customers. The average of internal and external factors obtained on the opinions of employees is as follows:

Strength Weight Indicator Table

- a. Strength

**Table 1**  
Strength

NO	INDICATOR	TOTAL	WEIGHT
1.	The location is easy to reach and convenient	84	4,2
2.	Satisfactory service	90	4,5
3.	Great taste and attractive packaging	89	4,45
4.	Interior and exterior are attractive	81	4,05
	Weight average		4,3

Source: Processed data



The data is obtained from the sum of the scores for each strength indicator for all respondents and then divided by the total number of respondents, totaling 20 respondents. The average weight value is 4.3 which means that each respondent gives a value to the strength factor of good to very good.

b. Weaknesses

**Table 2**  
Weakness weight indicator table

NO	INDICATOR	TOTAL	WEIGHT
1.	Service personnel are not polite and less friendly	73	3,65
2.	There are not many product variants	67	3,35
3.	Expensive price	55	2,75
4.	Promotion and advertising is not optimal	62	3,1
Weight average			3,213

**Source: Processed data**

Implementation of marketing strategies

Identification of the internal and external factors in the Waroeng Spesial Sambal company after being analyzed, then given a weight and rating. The following table arrangement is the result of the analysis that has been carried out at the Waroeng Special Sambal company that is appropriate for use in implementing marketing strategies.

**Table 3**  
Table of Internal Strategy Factors for Waroeng Special Sambal

Internal Strategy Factors	Item Weight	Rating	Item Weight X Rating
<b>Power</b>			
The location is easy to reach and convenient	0,140	4	0,559
Satisfactory service	0,150	4	0,599
Great taste and attractive packaging	0,148	4	0,592
Interior and exterior are attractive	0,135	4	0,539
<b>Weakness Factor</b>			
Service personnel are not polite and less friendly	0,121	2	0,243
There are not many product variants	0,111	2	0,223
Expensive price	0,092	2	0,183
Promotion and advertising is not optimal	0,103	2	0,206
<b>Total</b>			3,145

**Source: Processed data**

The total weight of the item X rating in the table which is worth 3.145 is obtained from the sum of the weight of the item X rating of the strength and weakness factors, which are used as a reference point for the internal conditions of the Waroeng Spesial Sambal company. These results are used to see the company's current position.

**Tabel 4**  
Faktor Strategi eksternal Waroeng Spesial Sambal

Faktor-Faktor Strategi Eksternal	Item Weight	Rating	Item Weight X Rating
<b>Opportunity</b>			
Changes in consumer tastes	0,130	2	0,261
Increased consumer purchasing power	0,124	3	0,371
Increased consumer confidence	0,132	4	0,528
Consumer interest	0,134	3	0,401
<b>Threat</b>			
Many chili products have sprung up	0,107	2	0,214
Consumers are increasingly selective in choosing	0,134	3	0,401
Fluctuating product prices	0,017	2	0,234
The level of competition is very fierce	0,122	3	0,366
<b>Total</b>			2,778

**Source: Processed data**

The total weight of the item X rating on the table with a value of 2.778 is obtained from the sum of the weight of the item X rating the opportunity and threat factors, which are used as a reference point for the external conditions of Waroeng Spesial Sambal. These results are used to see the company's current position.

Research on external and internal factors owned by Waroeng Spesial Sambal can be obtained from the total score which is the sum of the multiplication result of weight and rating. Waroeng Spesial Sambal got a total score of 3.145 for internal strategic factors, while for external strategic factors it got a total score of 2.778. The next stage is based on the total score obtained by the company in internal and external strategic factors. It can be seen that the position of the company to implement a strategy appropriate to the current condition of the company by entering the total score into the internal and external matrix. The strategy for growth through vertical integration is a strategy for companies with a strong competitive market position in a highly attractive industry. In order to increase the strength of its business or its competitive position, the company must carry out efforts to minimize inefficient operating costs to control the quality and distribution of products.

## 5. Conclusion

Based on the information on the internal table of strategy analysis factors / external table of strategy analysis factors (IFAS / EFAS), it can be described as follows:

- a. SO Strategy (Strength and Opportunities)  
This strategy is carried out to take advantage of the company's strengths to seize the opportunities the company has. Using promotional media that is right on target according to the market that the company will target so that it is right on target. Innovating the types of products offered and guaranteeing the quality of the products offered and providing maximum service to consumers to get a good image of the company in the eyes of consumers.
- b. ST Strategy (Strength and Threats)  
This strategy is applied whereby the strength of the company is used to overcome the threats that "Waroeng Spesial Sambal" might face. Companies can set competitive prices to avoid threats from growing businesses in the same field and the company will excel if the raw materials offered are of high quality and the products are packaged in an attractive and neat form. The company must also strengthen its good image in the eyes of consumers so that the business that is run "Waroeng Spesial Sambal" remains consistent.
- c. WO Strategy (Weakness and Opportunities)  
This strategy is applied when the company has an opportunity to overcome business weaknesses. Companies must innovate to seize the opportunities that exist so that they have character in the eyes of consumers, and set competitive prices so that they are not inferior to other companies.
- d. WT Strategy (Weakness and Threats)  
This strategy is applied when the company must be able to overcome the weaknesses that the company has in order to avoid the business threats it will face. The company must be able to meet the shortage of employees that the company lacks. Focus on targeting market share so that the goals of the company can be met first. Selection of employees is not still in accordance with expertise, but performance can be trusted, for example with recommendations.

The right marketing strategy applied to Waroeng Spesial Sambal for now is to implement SO (Strength Opportunities) strategy. SO (Strength Opportunities) strategy is carried out to take advantage of the company's strengths to seize opportunities that the company has. Using promotional media that is right on target, namely promotional media with internet networks because promotional media with internet networks are very appropriate to use in the modern era, consumers can access their requests easily and flexibly because they can be done anywhere and anytime.

Promotion media with internet networks can minimize the company's operational costs. Innovating the types of products offered and ensuring the quality of the products offered and providing maximum service to consumers to get a good image of Waroeng Spesial Sambal in the eyes of consumers.

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