



Application of SWOT Analysis in Determining Marketing Strategy at PT. Aquafarm Nusantara Naga Kisar Perbaungan

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ABSTRACT

This study aims to analyze the strengths, weaknesses, threats, and opportunities that exist in PT. Aquafarm Nusantara Naga Kisar Perbaungan. This research is a type of qualitative research method that uses a quantitative approach. The qualitative method uses IFAS (Internal Factor Analysis Strategy) and EFAS (External Factor Analysis Strategy) matrices which are then processed by AHP (Analytical Hierarchy Process) to assist data processing and make decisions in implementing strategies at PT. Aquafarm Nusantara Naga Kisar Perbaungan. The results of this study indicate that PT. Aquafarm Nusantara Naga Kisar Perbaungan in the SWOT diagram is in quadrant 3, then the right strategy for the company to run is to support the turn around strategy by implementing the WO (weaknesses opportunities) strategy. where the strategy can be healthy for the company. From the results of the AHP (Analytical Hierarchy Process) processing, it was obtained a proposal to run method 2 (new), namely by lowering product prices by making adjustments to current economic conditions and increasing the quality of human resources. PT. Aquafarm Nusantara Naga Kisar Perbaungan is expected to reshape the structure of the marketing division and innovate products in accordance with current market conditions.

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1. Introduction

Indonesia is a country consisting of thousands of islands with various kinds of natural wealth. The five largest islands are the islands of Sumatra, Java, Kalimantan, Sulawesi and Papua. The largest natural wealth in the marine sector is the cultivation of seawater and freshwater fish, therefore Indonesia has the potential as the largest fish cultivator in the world.[1]. In addition, the awareness of the Indonesian people to consume fish is much higher than in previous years. Indonesian people are aware that fish is a rich source of protein that is relevant to support growth and improve quality of life.

SWOT analysis is an analysis used to decide an effective strategy to be implemented based on the market and public conditions, where Opportunities (opportunities) and Threats (threats) are used to determine the external environment and then compare them with Strengths (strengths) and Weaknesses (weaknesses) obtained through internal analysis [2]. The company's environment also affects the success or failure of marketing carried out by the company. These environmental factors include internal and external factors. Internal factors include the strengths or weaknesses of a company, which will be translated into several areas such as finance, human resources, operations and marketing. External factors include threats and opportunities for companies that occur outside the company such as market conditions, competitors (competitors), suppliers and the government which will greatly affect the company.

PT. Aquafarm, also known as Regal Springs, is a Swiss PMA (Foreign Investment) company engaged in the cultivation of freshwater fish, especially exporters of world-class premium Tilapia fish fillets. PT. Aquafarm Nusantara produces two types of processed fish products, namely top meat and bottom meat.

In 2013, there was a decline in sales due to reduced fish production, this was due to bad weather factors so it was very risky if the company continued to produce fish. In 2014 and 2015 there was another decline in sales caused by the emergence of a new competitor, namely the home industry from China which sells products much cheaper than the price of the company's products.

In 2016 there was a decline in the level of tilapia exports from North Sumatra. There was a decline in tilapia exports of 2,692,224 kg from the previous year, this figure was the sharpest level of decline from previous years. This is due to the circulation of regulations prohibiting foreign vessels and fishing gear that are not environmentally friendly, as well as eliminating floating net cages (KJA) which can hinder the fish



production process. This causes a flood of seawater fish production so that freshwater fish production is rarely found in the local market.

In 2017, there was another decline in sales due to the acquisition of the company which caused a change in the company's management system, each division head was replaced with an external party, which resulted in a lack of good cooperation between managers and employees.

The flood of seawater fish in the local market has caused many business actors who previously cultivated White Snapper (Barramundi) to switch and cultivate Tilapia. The reasons include Tilapia, apart from being able to be cultivated in fresh water, it can also be cultivated in ponds. But this has resulted in an increase in competitors, not only in the local market but also internationally so that it can disrupt sales and marketing of the company.

The phenomenon of fish marketing that is very clear in the local community is the high price of fish, fish smells fishy, fish is difficult to process or cook, fish has many spines and so on. Because of this phenomenon, it can certainly hinder the marketing of fish in the community.

2. Literature review

2.1 Definition of Marketing

Marketing is a social and managerial process. Marketing is an activity that aims to achieve company goals, carried out by anticipating customer or client needs and directing the flow of goods and services that meet customer or client needs from the product.[3].

Marketing activities do not only include buying and selling, marketing activities include:

- a. Determine what consumers want
- b. Design and develop a product that can satisfy these needs kebutuhan
- c. Determining the best way of determining quality, setting the right price, promoting and distributing the right product [4].

2.2 Understanding Marketing Strategy

Marketing strategy is a plan that outlines the company's expectations of the impact of various marketing activities or programs on the demand for products or product lines in certain target markets. [5]. Therefore, companies need a strategy called the Grand Strategy or the Core Strategy or the core strategy.

There are 2 marketing strategy variables, namely:

- a. Variables that cannot be controlled include: the state of competition, technological developments, demographic changes, political and economic policies, and natural resources.
- b. Variables that can be controlled include: market segmentation, marketing mix, marketing budget, and timing [6].

In determining the marketing strategy, there are three processes that will be passed, namely:

- a. Segmenting process, is the process of categorizing, classifying, classifying all potential targets of marketed products.
- b. Targeting process, is the process of determining the target, who is the target.
- c. Positioning process, is how to place a position in the eyes of customers when compared to competitors.

In a marketing strategy, companies must pay attention to what is called the Marketing Mix. Companies that produce products must pay attention to the 4Ps, namely: product, price, promotion, and place. Meanwhile, companies that produce services must pay attention to the 3Ps, namely: people, physical evidence, and process.

2.3 SWOT analysis

SWOT analysis as a means of systematically identifying various factors to formulate strategies based on logic that can maximize potential and opportunities but simultaneously minimize weaknesses and threats so that it will provide output in the form of targets to achieve goals [7].

The process that must be carried out in making a SWOT analysis needs to go through the following stages:

- a. Evaluation of Internal and External factors
- b. Internal and External Matrix Creation
- c. Decision-making [8].

2.4 Indicator Analysis of Strength, Weakness, Opportunity and Threat (SWOT)

Environmental analysis also plays a role in formulating strategies, because through this analysis the company can find out the strengths and weaknesses of Pesang. After knowing the strengths and weaknesses of competitors, the company can formulate the right strategy in marketing its products[9].

- a. Analysis of the Company's Internal Environment.

Internal environment variables shape the atmosphere in which work is carried out. The variables in the internal environment include:

- 1) Structure
- 2) Culture
- 3) Resource [9].

b. Company External Environmental Analysis

The company's external environment is the variables of opportunities and threats that come from outside the company, which consists of the company's macro environment and micro environment. The macro environment consists of five main forces, namely demography, economy, technology, politico-legal, and socio-cultural. While the macro environment consists of customers, competitors, distribution channels and suppliers[9].

- | | |
|-------------------------|---------------------------------|
| 1) Macro Environment | 2) Competitive Environment |
| a) Economic Factor | a) Newcomer Threat |
| b) Social Factor | b) Supplier Power |
| c) Political Factor | c) Buyer Power |
| d) Technological Factor | d) Availability of Substitutes |
| e) Demographic Factors | e) Competitive Competition [9]. |

2.5 Internal Strategy Factor Matrix

Analysis of internal environmental factors was carried out using the IFE (Internal Factor Evaluation) matrix. The IFE matrix serves to find out how big the role of internal factors in the company is[10].

2.6 External Strategy Factor Matrix

Analysis of external environmental factors was carried out using the EFE (External Factor Evaluation) matrix. The EFE matrix serves to find out how big the role of external factors in the company is[10].

2.7 Internal External Matrix

The IE matrix is the total weighted value of the IFE matrix and the EFE matrix. The total weighted value of the IFE matrix is placed on the vertical axis and the total weighted value of the EFE matrix is placed on the horizontal axis[10]. The elements used in this matrix are the parameters of the company's internal strength and the external influences it faces[11].

3. Research methodology

3.1 Research Instruments

In this research, the instrument used is a questionnaire (questionnaire) and documentation. In quantitative research, the data in the study must be converted into numbers, namely scoring.

The answer to each instrument has a level from very good to very bad, it can be in the form of words, including: Very good, good, somewhat good, enough, less, very less. Weighting is done to collect data that has been obtained from respondents. Then performed the analysis using SWOT analysis.

a. Analytical Hierarchy Process

Analytical Hierarchy Process is a decision support model that describes a complex multifactor or multi-criteria problem into a hierarchy. With a hierarchy, a complex problem can be broken down into several groups and then arranged into a hierarchy so that the problem is more structured and systematic.[12]. This analysis is intended to create a problem model that does not have a structure, usually set to solve measurable problems (quantitative), problems that require an opinion (judgment) or in complex or unframed situations, in situations where statistical data is very minimal and or not. exist at all and only qualitatively based on perception, experience and or intuition[13].

AHP has a basic input in the form of a ratio scale. The model uses a limit of 1 to 9 which is considered sufficient to represent human perception.

4. Research Results and Discussion

Table 1
SWOT analysis at PT. Aquafarm Nusantara Naga Kisar Perbaungan.

	Power	Weakness
INTERNAL FACTORS	1) The company is the largest tilapia exporter.	1) Marketing division employees are not given the freedom to express opinions and provide input,
	2) The company innovates products according to current needs and trends.	2) Marketing division employees do not analyze consumer tastes (segmentation, consumer tastes, purchasing power, etc.) before marketing the product
	3) The company has international standardization certificates: ASC, BRC, GAA.	3) The company does not own copyright in accordance with applicable laws
	4) The company's products are practical and easy to consume	4) The company does not modify the organizational structure in accordance with the company's marketing strategy
	5) The company's products can be consumed by all groups.	5) Marketing division employees do not conduct market research before marketing the product.
	Opportunity	Threat
EXTERNAL FACTORS	1) The company sells all processed fish products.	1. Competitors have product prices that are cheaper than the company's product prices.
	2) The company's products are in demand by consumers, especially foreign consumers such as America and Europe	2. Home industry has an effect on the company.
	3) Suppliers are on time in providing needed resources..	3. The new competitor company produces the same product as the company's product.
	4) The supplier fulfills the demand for resources as required by the company.	4. Consumers are less interested in products other than the company's main products.
	5) Consumers buy products in large quantities for resale.	5. The products of competing companies are in demand by consumers.

Table 2
IFAS Matrix Ma

Internal Strategic Factors	Weight	Rating	X Rating
Strength:			
1. The company is the largest tilapia exporter.	0.120	4	0.480
2. The company innovates products according to current needs and trends.	0.115	3	0.345
3. The company has international standardization certificates: ASC, BRC, GAA	0.096	4	0.384
4. The company's products are products that are practical and easy to consume.	0.089	2	0.178
5. The company's products can be consumed by all groups.	0.080	1	0.080
Weaknesses:			
1. Marketing division employees are not given the freedom to express their opinion and provide input.	0.150	3	0.450
2. Marketing division employees do not analyze consumer tastes (segmentation, consumer tastes, purchasing power, etc.) before marketing the product.	0.100	4	0.400



Internal Strategic Factors	Weight	Rating	X Rating
3. The company does not own copyright in accordance with applicable laws.	0.098	4	0.392
4. The company did not modify the organizational structure in accordance with the company's marketing strategy.	0.088	2	0.176
5. Marketing division employees do not conduct market research before marketing the product.	0.064	4	0.256
Total	1.0		3.141

Table 3
EFAS Matrix

External Strategic Factors	Weight	Rating	X Rating
Opportunity:			
1. The company sells all processed fish products.	0.098	3	0.294
2. The company's products are in demand by consumers, especially foreign consumers such as America and Europe.	0.135	4	0.540
3. Suppliers are timely in providing the resources needed by the company,	0.078	2	0.156
4. The supplier fulfills the demand for resources as required by the company.	0.067	2	0.134
5. Consumers buy products in large quantities for resale.	0.122	3	0.366
Threats:			
1. Competitors have product prices that are cheaper than the company's product prices.	0.135	4	0.540
2. Home industry (home industry) has an effect on the company.	0.100	3	0.300
3. The new competitor company produces the same product as the company's product.	0.088	2	0.176
4. Consumers are less interested in products other than the company's main products.	0.077	1	0.077
5. The products of competing companies are in demand by consumers.	0.100	3	0.300
Total	1.0		2,883

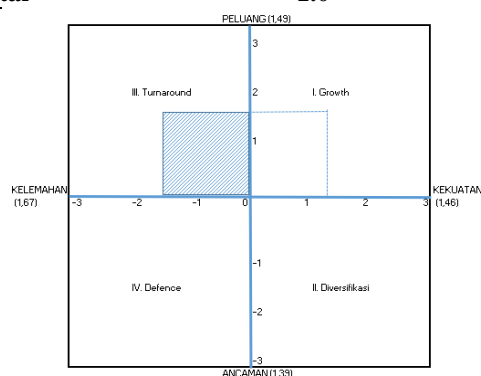


Fig 1 SWOT Chart

From the results of the SWOT diagram above, it can be seen that PT Aquafarm Nusantara Naga Kisar perbaungan is in the third quadrant and supports the turn around strategy.

Table 4
PT. Aquafarm Nusantara Naga Kisar Perbaungan SWOT Matrix

ifas / EFAS	STRENGTH(s) Internal Strength	Weaknesses (w) Internal Weaknesses
Opportunities (o) External Opportunities	SO STRATEGY	WO STRATEGY
	a) The company added its export area. b) PT. Aquafarm Nusantara increased the number of exports to America. c) PT. Aquafarm Nusantara is developing innovations for tilapia products d) Companies can market their products to retail companies in Indonesia. e) PT. Aquafarm Nusantara runs fish hatchery and growth activities in Indonesia	1) The company participates in a government project, namely the ASEAN Economic Community (AEC) 2) PT. Aquafarm Nusantara is expanding to other potential areas. 3) PT. Aquafarm Nusantara can hire an experienced expert 4) The company runs its operational processes in Indonesia 5) Companies must comply with the regulations set by the government.
Threats (t) External Threats	STRATEGY	WT STRATEGY
	1) PT. Aquafarm Nusantara increased the number of fish fillet production. 2) PT. Aquafarm Nusantara must maintain the quality of its products. 3) PT. Aquafarm Nusantara continues to carry out hatchery activities in ponds. 4) PT. Aquafarm routinely has to clean the lake water. 5) The company provides open job vacancies	1. Companies should start targeting the domestic market 2. The company performs a clear product specialization with competitors' products. 3. The company may include information regarding the nutritional and vitamin content on the packaging. 4. The company continues to open a fish processing unit in Indonesia 5. The company cooperates with the investigators to conduct a more thorough review of the issue of environmental pollution.

Table 5
AHP problem criteria

Criteria	Weight
Price	0.34397
Product quality	0.32541
Human Resources	0.33062

Table 6
AHP Strategy Results

Criteria	Weight
Model 1 (Old)	0.32673
Model 2 (New)	0.75544



4.1 Discussion

In research conducted at PT. Aquafarm Nusantara Naga Kisar Perbaungan, the author took the following steps: interview with Mr. Wagiman as general manager at PT. Aquafarm Nusantara branch of Naga Kisar Perbaungan as well as distributing questionnaires to employees who work at PT. Aquafarm Nusantara Naga Kisar Perbaungan which contains several related statements regarding SWOT at PT. Aquafarm Nusantara Naga Kisar Perbaungan. From the results of these interviews, the researchers conducted a SWOT analysis using the IFAS and EFAS Matrix. Furthermore, the researchers used the SWOT Matrix to facilitate the formulation of marketing strategies that are suitable for use by PT. Aquafarm Nusantara Naga Kisar Perbaungan. In the SWOT matrix there are four strategies, namely SO, WO, ST and WT strategies. According to the SWOT Diagram, PT.

5. Conclusion

The internal marketing factors that affect the company are: Economic, social, political, technological and demographic with the main strength being the economy. While the structural and cultural factors are weaknesses that are owned by PT. Aquafarm Nusantara Naga Kisar Perbaungan. External marketing factors that affect the company are: Strength of suppliers and strength of buyers. Meanwhile, factors that pose a threat to the company are: Competitive environment, availability of substitute goods, new entrants and competitive rivalry.

In the Analytical Hierarchy Process (AHP) the criteria for the company's marketing strategy problems are obtained as follows: Price, product quality and resources. After analyzing the results, the results for the proposed method 1 (old) have a smaller weight than the proposed method 2 (new), then the most appropriate decision according to the results of the AHP is to use method 2 (new): Lowering product prices by adjusting current market economic conditions and improve the quality of human resources.

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