

Marketing Strategy using SWOT and QSPM Methods

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Abstract: Hijab Alila (HA) is one of the Muslim fashion brands in Indonesia. This brand has 52 distributors to distribute its products to all customers in Indonesia, one of which is the Karawang distributor. In carrying out its distribution in the Karawang region, this distributor had internal and external constraints. The purpose of this study is to determine the company's external and internal environmental factors and find out appropriate alternative strategies. The method used are SWOT and QSPM. The data used are secondary and primary data. Secondary data were obtained from company data, literature studies, books, internet, and journals. While the primary data obtained from the questionnaire, interviews and observation. Based on the results of data processing, it is found that the value of the internal matrix is 3.15 and the value of the external matrix is 2.71. Then for the results of the IE matrix, it is found that the Karawang distributor occupies position IV which is called the growth and develop the position. In this position, the company carries out market penetration strategies, market development, and product development. Then for the results of QSPM, the company is advised to promote the product through as many social media accounts in the most possible creative way to reach a wider and more market.

Keywords: Marketing Strategy, Karawang Distributor, SWOT, QSPM.

I. INTRODUCTION

The development of the hijab fashion industry in Indonesia began in the 1990s [1]. Followed by the emergence of several Muslim fashion brands that offer a variety of clothing designs to meet public demand. Because at that time, the headscarves were not only used by students or recitals, but artists, businessmen, private employees, civil servants, and even female officers and security guards began to use the hijab in carrying out their duties. The Chairperson of APPMI (Indonesian Fashion Entrepreneurs Designer Association) said that "APPMI started the Muslim industry campaign with the 2015 route map that was able to penetrate the ASEAN market, 2020 was able to penetrate the Asian market, and 2025 had led the world market". Even according to data from the state of global Islamic economic 2017-2018, consumption of Muslim fashion in Indonesia reached USD 13.5 billion or entered the ranks of the 5 world's top. This shows the huge potential of the domestic market, in addition to the consumption of world Muslim fashion reaching USD 245

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billion, which is the third-largest fashion market after America and China (Gati, 16 October 2018). This makes many people flock to invade the Muslim fashion business world which creates increasingly fierce competition, so the company will use a variety of "magic and ultimate" moves in order to win the competition. In this context, just a little mistake in making business decisions can result in a decline in sales of products compared to competitors' products, and vice versa.

Hijab Alila (HA) is a well-known brand in Indonesia owned by the wife of Ustadz Felix Siauw, established in the late 2011, engaged in Muslim fashion, such as robe, khimar (quadrilateral, instant pet, and non-pet gobo) and Muslim clothing accessories (socks, cuffs, ciput, pins, outer, etc.). The brand's vision and mission are to do business and preaching, inviting all Muslim women to dress according to Islamic law for adults, children's clothing and also wear. All models are designed according to the rules of the hijab shar'i and His rules. The focus of the brand's target market is more towards Muslim women because the products issued are more dominant to the robe and khimar for Muslim women. At present, HA already has 55 distributors throughout Indonesia, one of which is the Karawang Distributor. This distributor will later become the object of research. HA has two main competitors, namely Kiciks Muslimah and Ayyabina, wherein 2018, the brand has a high sales turnover compared to HA, which reaches 200 million per month. Sales Hijab Alila, Bekasi and Karawang Distributors are as follows:

Table 1. Sales Turnover of Hijab Alila, Bekasi and Karawang Distributors from July - December 2018 (IDR)

MONTH	BEKASI	KARAWANG
July	Rp 47.477.435,00	Rp 11.871.750,00
August	Rp 65.115.037,00	Rp 20.133.500,00
September	Rp 53.137.255,00	Rp 22.109.023,00
October	Rp 49.999.725,00	Rp 25.284.855,00
November	Rp 70.158.150,00	Rp 38.817.993,00
December	Rp 63.383.190,00	Rp 31.655.319,00
SUM	Rp 394.270.792,00	Rp 149.872.440,00

From above the data shows that Karawang distributor sales turnover (27.54%) is smaller than Bekasi distributors (72.46%).

Below is the total population of Bekasi and Karawang by gender in 2013-2018.

Table 2: Population of Bekasi City by Gender in 2013-2018 (Quantitative Strategic Planning Matrix) methods.

YEAR	BEKASI		TOTAL
	Male	Female	
2018	1.482.546	1.461.104	2.943.650
2017	1.447.872	1.425.612	2.873.484
2016	1.413.424	1.389.859	2.803.283
2015	1.378.883	1.354.357	2.733.240
2014	1.344.022	1.318.989	2.663.011
2013	1.309.175	1.283.644	2.592.819

Source: Central Bureau of Statistics, 2019

Data from the Central Bureau of Statistics shows that the population in Bekasi City is always increasing every year, both for men and women. And the total population of men (50.42%) and women (49.57%) are almost the same.

Table 3: Number of Population of Karawang Regency according to Gender in 2013-2018

YEAR	Karawang		TOTAL
	MALE	FEMALE	
2018	1.198.372	1.143.954	2.342.326
2017	1.187.274	1.118.468	2.305.742
2016	1.177.310	1.107.101	2.284.411
2015	1.166.478	1.095.138	2.261.616
2014	1.154.982	1.078.169	2.233.151
2013	1.142.884	1.069.314	2.212.198

Source: Central Bureau of Statistics, 2019

Similar to the City of Bekasi, Karawang Regency also has increased every year, both men and women. And the total population of men (51.52%) and women (48.48%). Following are the total population according to Islam religion in Bekasi and Karawang in 2014-2018:

Table 4 Population According to Islam religion in Bekasi and Karawang in 2014-2018

CITY	YEAR				
	2018	2017	2016	2015	2014
BEKASI	2.560.976	2.499.931	2.438.856	2.377.919	2.316.820
KARAWANG	2.295.479	2.259.627	2.238.723	2.216.384	2.188.488

Source: Central Bureau of Statistics, 2019

From the data of the Central Bureau of Statistics, the amount of Hijab Alila expenditure per person in Bekasi City can be calculated at Rp 136.38 / person and Karawang Regency at Rp 65.29 / person. This figure is obtained from the calculation of each total sales of Bekasi and Karawang distributors in 2018 divided by the total population in 2018 in each city/district. Therefore it can be assumed that the sales turnover of Karawang distributors is smaller than the Bekasi city, for the number of purchases of each individual. Data on the number of residents according to religion in the Karawang regency shows a greater percentage than the city of Bekasi, which is 97% Muslim while Bekasi City is only 87%. With this data, Karawang distributors should have more market opportunities compared to Bekasi distributors. Therefore, the researcher wants to analyze the marketing strategy at Karawang distributors so that their sales will increase and compete with competitors, used the SWOT (Strengths, Weaknesses, Opportunities, Threats) and QSPM

II. REVIEW OF LITERATURE

A company/organization needs to recognize the strengths and weaknesses of competitors in order to more easily identify themselves and be able to see business opportunities, as has been done by research [2] for the formulation of university business strategies, [2] analyze strengths and weaknesses in the development of culinary study programs, [3] to make strategic planning on developing aluminum in Iran, [4] for the development of chocolate business strategic planning, [5] to formulate corporate strategies and more. Because companies are required to be always creative and innovative so as not to be left behind or competed by competitors, all organizations need marketing [6][7] to achieve its goals and objectives, therefore the company requires different strategies to achieve long-term goals that are used as guidelines for each company employee. Marketing strategy [8][9] is marketing logic and based on that, business units are expected to achieve their marketing goals (Kotler dan Armstrong, 2010). The Marketing Strategy is based on the company's manager's analysis of the company's environment both internally and externally using SWOT analysis [10] [11] [12] [13]. SWOT analysis is a method of analysis that is widely used in determining company strategies related to marketing, production, or company development [14][2][3][4][5]. There are 3 main elements in marketing strategy [15]:

- a. Consumer
 - Marketing must know the needs, desires of customers and satisfaction, understand who the customers are, their preferences, characteristics, lifestyles, and factors that influence their consumptive patterns.
- b. Competitor
 - Every organization must understand and know its competitors, weaknesses, strategies, competence, and relations of competitors.
- c. Company
 - To meet customer satisfaction, strategies, performance, personal competence, resources (human, natural, financial, technological, intellectual, information and time) are needed.

To conduct a SWOT analysis, it is necessary to analyze the marketing environment which can be grouped into micro and macro environments [16]. The Microenvironment is an actor who is close to a company that affects its ability to serve customers, including:

- a. Company
 - b. The supplier
 - c. Marketing Intermediary
 - d. Customer
 - e. Competitor
 - f. Public
- Whereas the macro-environment reflects the greater power that influences the microenvironment, including:
- a) Demographic Environment
 - b) Economic Environment
 - c) Technology Environment
 - d) Socio-Cultural Environment



- e) Political and Legal Environment
- f) Natural/ Ecological Environment

The business analysis tool commonly used to help companies see growth opportunities with long-term strategic planning and reviewing the company's product portfolio in order to make the decision to invest, develop or stop their products is the BCG Matrix. The BCG matrix assists companies in determining the allocation of resources and as an analytical tool in brand marketing, product management, strategic management, and portfolio Analysis. The BCG matrix was developed by Bruce Henderson in the 1970s. Bruce Henderson is also the founder of Boston Consulting Group (BCG). The objectives of this BCG matrix are as follows:

- a. Develop market share strategies for product portfolios based on their cash flow characteristics.
- b. Develop the company's product portfolio so that its strengths and weaknesses are clear.
- c. Deciding whether to continue investing in products that are not profitable.
- d. Allocate product marketing budgets to maximize long-term cash flow.
- e. Measuring management performance based on product performance on the market.

How to use the BCG Matrix is as follows:

1. Identify the unit of analysis
Products can be individual products for certain market segments and can be used to analyze business unit strategies, corporate and national.
2. Collect statistical data needed for analysis in the form of:
 - Annual product sales data
 - Competitor's annual sales data (for the same product).
 - Annual product growth rate.
3. Calculate the relative market share
Divide the annual sales of products against the total sales of competitors. To see the results of the calculation of the relative market share is as follows:
 - a. If market share = 1, this company has the same market share as the main competitors.
 - b. If the market share <1, this company has a smaller market share than the main competitors.
 - c. If the market share is > 1, this company has a larger market share than the main competitors.

Plot market share on the BCG matrix diagram

Each company is plotted according to the market growth rate (percentage of sales growth) and relative position with competitors (market share). The market growth rate is the projected level of sales for the market to be served. Usually measured by a percentage increase in the value of sales for the past two years. The market growth rate is an indicator of the relative attractiveness of market share divided by the market share of the most dominant competitors. The relative competitive position is a basic comparison of the relative strengths of various businesses that are in the business portfolio, in relation to their respective strength positions.

The formula for each quadrant

Market growth rates are generally distinguished by high and low classification. While relatively competitive positions are distinguished based on market shares between 1.0 and 1.5 so

that the position is classified as high (High) is called a leader (leader). The formula used in this analysis is:
Market Growth Rate = (Sales year n- Sales year n-1) / (Sales year n-1) x 100%

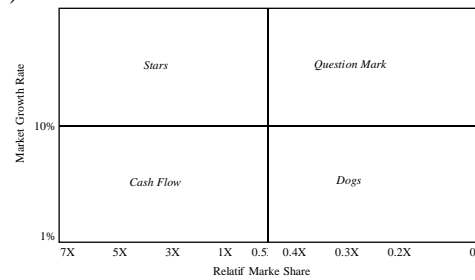


Figure 1 Diagram of BCG's Growth-Share Matrix Karawang Distributor

III.METHODOLOGY

This type of research is descriptive (qualitative), where's data collected through a list of questions in surveys, interviews or observations. Data collected in this study are primary data and secondary data, internal data and external data.

Population and Sample

The questionnaire distributed to HA consumers who had bought through a Karawang distributor was 1,498 peoples with an error level of 10%. So based on calculations using the Slovin formula, the number of samples is as much:

$$n = \frac{1.498}{1.498(0,1)^2 + 1} = 93,742$$

The number of samples used in this study was 94 peoples, but to facilitate the calculation it was rounded up to 100 peoples. In this study, qualitative analysis was used, such as:

- a. BCG matrix analysis
- b. SWOT analysis
- c. EFAS matrix analysis
- d. IFAS matrix analysis
- e. IE matrix analysis
- f. SWOT Matrix
- g. QSPM matrix

IV. RESULT AND DISCUSSION

4.1. BCG Matrix

This BCG matrix is used to determine the position of the Karawang Distributor in terms of growth and market share. The following is the sales report for Karawang Distributors in 2018:

Table 5 Sales of Karawang Distributors in 2018 and 2019 (IDR) Karawang Distributor Market Growth Rate

No	Month	Year of 2018 (IDR)	Year of 2019 (IDR)
1	January	-	35,161,542.00
2	February	-	26,359,914.00
3	March	-	22,837,251.00
4	April	-	102,650,248.00
5	May	-	19,161,494.00
6	June	-	28,083,577.00
7	July	11,871,750.00	-
8	August	20,133,500.00	-
9	September	22,109,023.00	-
10	October	25,284,855.00	-
11	November	38,817,993.00	-
12	December	31,655,319.00	-
		149,872,440.00	234,254,026.00



$$\begin{aligned}
 TPP &= \frac{(\text{Sales 2019}-\text{Sales 2018})}{(\text{Sales 2018})} \times 100\% \\
 &= \frac{(234.254.026-149.872.440)}{149.872.440} \times 100\% \\
 &= 56,30 \rightarrow 56\%
 \end{aligned}$$

From the above calculation, the Karawang Distributor's market growth rate is 56%.

The following are sales data for HA's main competitors:

Table 6: Competitor Sales of Companies in 2018 (IDR)

No	Competitor Brand Name	National Sales Volume (IDR)	Sales Volume in Karawang (IDR)
1	Kicks Muslimah	8,343,789,500.00	329,605,750.00
2	Ayybina	6,815,249,604.00	314,688,250.00
	Total	15,159,039,104.00	644,294,000.00

Based on Table 6, total competitor sales in 2018 reached 644,294,000 IDR. This total sum will later be made as a divisor of the total sales volume of Karawang Distributors in 2018 which will be used to determine the Relative Market Share (RMS) of Karawang Distributors. The calculation is as follows:

$$\begin{aligned}
 RMS &= \frac{(\text{Sales Volume Karawang Distributor 2018})}{(\text{Sales Volume of Competitor year 2018})} \\
 &= \frac{149.872.440}{644.294.000} = 0,23 < 1
 \end{aligned}$$

The calculation of the relative market share shows that the Karawang Distributor has a lower market share than its competitors because the market share value is less than 1. So, this Karawang Distributor has a good market growth rate of 56% and a market share of 0.23. Then the position of the Karawang Distributor in the BCG Matrix is as follows:

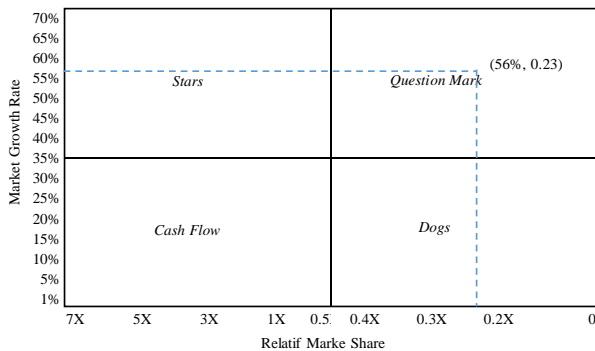


Figure 2 BCG Distributor Matrix Karawang Year 2018.

From the results of the BCG Matrix found that the distributor Karawang with competitors (Kicik Muslimah and Ayyabina) located in the position of the "question mark", shows that the company's position is in a condition of low market share but has high market growth. This condition shows weak cash flow so the company must make decisions on how to strengthen its market development or sales strategy. This growth can be achieved by investing and improving business performance. In this position although the market share is low, demand is already quite visible. So, the thing that Karawang distributors must be done can to implement a discounted strategy accompanied by giving attractive prizes or reinforcing a more attractive promotion.

4.2. SWOT Analysis

The SWOT analysis in this study compares internal factors, namely strengths, and weaknesses, with external factors, namely opportunities, and threats. Then, internal factors are entered into the IFAS (Internal Strategic Factor Analysis Summary) matrix and external factors are entered into the EFAS matrix (External Strategic Factor Analysis Summary). The results of IFAS and EFAS analysis, IE (Internal External) matrix are produced.

Table 7 Results of the SWOT Questionnaire

NO	Indicators	Condition Assessment				
		1	2	3	4	5
1	Speed of serving customers	-	-	3%	29%	68%
2	There is a hotline for channeling complaints	3%	67%	28%	2%	-
3	Giving souvenirs after making a purchase	12%	88%	-	-	-
4	The model has characteristics	6%	37%	53%	4%	-
5	Product models follow the trends	2%	26%	22%	26%	24%
6	New models come out every month	9%	28%	27%	11%	24%
7	Has a variety of color variants	-	3%	30%	31%	36%
8	For sale in an offline store	89%	11%	-	-	-
9	For sale at department store	84%	11%	5%	-	-
10	The price offered is attractive	-	-	11%	79%	10%
11	Promotion through social media (internet)	1%	2%	24%	51%	22%
12	Has marketer (reseller) Product	-	11%	23%	59%	7%

From the results of the questionnaire, it can be concluded that if the result is more dominant, if the value dominant at number 4 (good) or 5 (very good), then it is put into strength or opportunity, but if the value is more dominant at number 1 (very not good) or 2 (not good) then put into weaknesses or threats distributor Karawang. And if the average questionnaire results are in answer at number 3 (good enough), then it is included in one of the internal factors (strengths and weaknesses) or external factors (opportunities and threats) of the company adjusted to the current situation.

Strengths and Weaknesses

Based on the analysis of the questionnaire, the company's internal environment and discussions with the owner of the Karawang distributor, it can be concluded that the Karawang distributor has the following strengths and weaknesses:

Strength consists of:

- Speed in serving buyers
From the results of the questionnaire, it was concluded that the Karawang distributor's services to buyers had a good speed.
- The price offered is attractive
The price offered by HA has a good rating from customers. This is seen from the material used by HA and competitors with the same quality but HA is able to offer a more attractive price.



- c. Having a marketer (reseller) product
HA products are not only sold to end-users, but they are also sold to many resellers or marketers in Karawang distributors, as an extension or to expand the marketing network of HA products.
- d. Promotion through social media
In marketing HA products, Karawang distributors are 100% through social media, ranging from Instagram, Facebook and market places such as Shopee and Tokopedia so they can reach wider and more consumers.

Weaknesses consist of:

- a. Not sold in the offline store
One of the highest weaknesses of the Karawang distributor is that it does not have an offline store so consumers cannot directly see the product and quality of HA.
- b. Not sold in department stores
Besides not being sold in an offline store, Karawang distributors in selling HA products also do not sell in department stores so that promotion or marketing directly to customers is still lacking.
- c. There are no souvenirs
Another weakness of the Karawang distributor is the absence of souvenirs for consumers. Giving this souvenir is very influential in the product promotion process.
- d. There is no complaint hotline
In submitting a complaint regarding product quality or service is not provided by the Karawang distributor, so when there is a delivery error or product defects can not be quickly handled immediately.

Opportunities and Threats

Based on questionnaire analysis, the company's external environment and discussions with owner-distributor Karawang, the opportunities and threats are as follows:

Opportunities consist of:

- a. Population growth is increasing.
With the increasing number of residents in the city of Karawang, it is very likely to get even more customers.
- b. The majority of the Muslim population is more than any other religion.
The majority of the Muslim population in the Karawang area will provide great opportunities for Karawang distributors in the future.
- c. The husband of the main owner HA is a famous ustadz.
The popularity of the husband of the main owner is a famous ustadz, where he has many followers in his personal social media account. This has the opportunity to attract the target market through the account owned by the ustadz. So the product will be more famous.
- d. Increasing the number of hijab users
The increase of hijab users is very likely for this HA product to get more and more customers.

The threat consists of:

- a. The trend of people towards offline / department. Stores.
Because HA products are not sold offline or in certain stores so consumers cannot buy directly, even though there are still many consumers who tend to go offline. Because of this, consumers will come to other distributors who have an offline store.

- b. Compete with famous brands.
HA products compete with brands that have first appeared in the Muslim fashion world such as Zoya and or other well-known brands so that it will be a little difficult for Karawang distributors to attract consumers who are already familiar with other products.
- c. Competitor promos are more creative and interesting.
This more creative and attractive competitor promo can be seen from other brands or their competitors using unique brochure designs through social media or distributing brochures directly and distributing souvenirs to customers.
- d. Competitor product models are more creative and innovative.
Models offered by other brands or competitors are many trendy models. This greatly affects HA products to develop, so it is necessary to continue to develop ideas to create competitive product models.

4.3. Internal Strategy Factor Matrix

This matrix is arranged based on the company's Strengths and Weaknesses, with weighting and rating for each company's internal factor items. The assignment of weights corresponds to the significant level of each of the company's internal strategy factors. The following are the results of the company's strengths and weaknesses analysis.

Karawang distributor strength factors are:

- a. The most significant strength is the price offered to attract consumers and promotion through social media.
- b. A significant strength is speed in serving buyers or consumers.
- c. A less significant strength is having a product reseller.

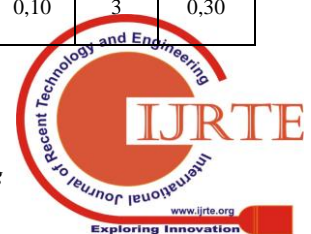
While the weaknesses are:

- a. The most significant weakness is the product is not sold in the offline store.
- b. The insignificant weakness is that the product is not sold in department stores, giving souvenirs and distributing complaints.

Rating for each factor by giving a scale ranging from 4 (very good), 3 (good), 2 (average) and 1 (below average) based on the influence of these factors on the condition of the Karawang distributor. The value of strength and weakness rating is always opposite, if the strength factor is greater then it is given a value of 4 whereas if the weakness factor is greater given the value of 1. Here are the results of the weighting and rating values of each of the company's factors:

Table 8 Internal Strategy Factor Matrix Distributors in Karawang

Code	Internal Strategy Factor	Bobot	Rating	Bobot X Rating
STRENGTH				
S1	Speed of serving customers	0,15	4	0,60
S2	The price offered is attractive	0,15	3	0,45
S3	Has marketer (reseller) Product	0,10	4	0,40
S4	Promotion through social media (internet)	0,15	4	0,60
Subtotal				2,05
WEAKNESS				
W1	Not for sale offline store	0,15	2	0,30
W2	Not for sale at Departement store	0,10	2	0,20
W3	There are no souvenirs	0,10	3	0,30
W4	There is no complaint hotline	0,10	3	0,30



Subtotal			1,10
TOTAL	1,00		3,15

The results of the matrix above show the Karawang Distributor Strengths score is 2.05 while the Weaknesses 1.10 and for a total score is 3.15.

4.4. External Strategy Factor Matrix

This matrix is arranged based on external factors including Opportunities and Threats, weighting and rating for each company external factor item in the same way as assigning internal factor weighting and rating. Karawang distributor opportunity factors are:

- a. The most significant opportunities are increasing population growth, the majority of the population of the city of Karawang is Muslim and an increasing number of hijab users.
- b. A significant opportunity is the husband of the main owner is a well-known ustadz who has many followers on his personal Instagram account.

While the threat factors are:

- a. The most significant threat is the promotion of competitors or other brands that are more interesting and creative.
- b. A significant threat is that HA products are not sold in offline stores, models offered by competitors are more creative and innovative and compete with well-known brands.

Furthermore, the rating for each factor is the same as verifying the internal factor rating. The value of opportunity and threat rating always opposes, if the opportunity factor is greater then it is given a value of 4 whereas if the threat factor is greater given the value 1. Following is the identification of the results can be seen in the following table:

Table 9 External Strategy Factors for Karawang Distributors

Code	External Strategy Factors	Bobot	Rating	Bobot X Rating
OPPORTUNITY				
O1	Population growth is increasing	0,14	4	0,57
O2	The number of the Muslim population is more than other religions	0,14	4	0,57
O3	The main owner of a famous ustadz	0,10	3	0,29
O4	Increasing the number of hijab users	0,14	4	0,57
Subtotal				2,00
THREAT				
T1	The trend of people towards offline / department store	0,10	2	0,10
T2	Compete with famous brands	0,14	2	0,29
T3	Competitor promos are more creative and interesting	0,14	1	0,14
T4	Competitor product models are more creative and innovative	0,10	2	0,19
Subtotal				0,71
TOTAL		1,00		2,71

From the company's external strategy matrix analysis the score for Opportunities is 2.00 and the Threat score is 0.71 with a total score of 2.71. Then for the Strength score

(Strength) is 2.05 while the value of Weaknesses (Weakness) 1.10 with a total score is 3.15.

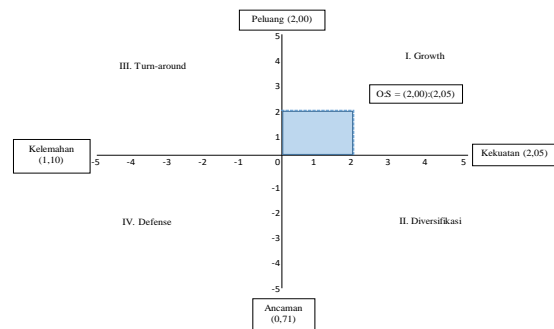


Figure 3 Cartesian Diagram of the Karawang Distributor SWOT Analysis

From the figure above shows that the Karawang Distributor is at a good point with a development strategy (growth) that can increase sales with the superiority of the products owned and further strengthen in terms of product promotion.

4.5. Internal and External Environmental Analysis

The average total score on the internal matrix was 3.15 while the external matrix obtained an average total score of 2.71. These results place the Karawang distributor in cell IV called the growth and development strategy as can be seen in Figure 4. In this position, it is possible for the company to carry out a market penetration strategy, market development, and product development. Increasing the existing market share is one of the ways in which the market penetration strategy. Increasing the market share of this product can be done by expanding the marketing area, maintaining price stability, developing products and maintaining or improving product quality. Here are the results of the IE distributor Karawang matrix:

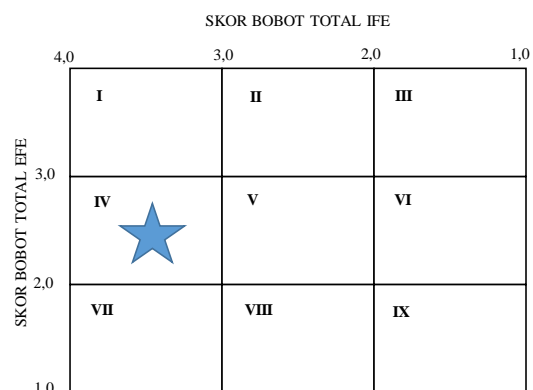


Figure 4 IE Distributor Matrix

4.6. SWOT Matrix

Based on IFAS and EFAS, can be through by SWOT analysis to have the marketing strategies. The results of the SWOT matrix obtained ten alternative strategies as follows:

Table 10 Karawang Distributor SWOT Matrix

IFAS	Strength (S)	Weaknesses (W)
	1. Speed of serving customers 2. The price offered is attractive 3. Has marketer (reseller) Product	1. Not for sale offline store 2. Not for sale at Department store 3. There are no souvenirs 4. There is no complaint hotline
EFAS	(SO) Strategy	(WO) Strategy
	1. To increase marketers (resellers) of products to reach a wider market. (SO1) 2. Promoting products on many social media so that products are more famous (SO2) 3. Still maintaining price stability (SO3) 4. While maintaining the speed of service (SO4)	1. Providing an offline store for consumers who want to see first hand the quality of the product (WO1) 2. Giving souvenirs for every purchase of a certain amount to attract many customers (WO2) 3. Providing hotline for submitting complaints so that problems are immediately followed up. (WO3)
Opportunities (O)	(ST) Strategy	(WT) Strategy
1. Population growth is increasing 2. The number of the Muslim population is more than other religions 3. The main owner of a famous ustadz 4. Increasing the number of hijab users	1. Make product models more attractive and creative than competitors (ST1) 2. Continue to develop products so as not to lag behind competitors (ST2)	1. Do an exhibition to attract buyers (WT1)
Threats (T)	(ST) Strategy	(WT) Strategy
1. The trend of people towards offline / department store 2. Compete with famous brands 3. Competitor promos are more creative and interesting 4. Competitor product models are more creative and innovative	1. Make product models more attractive and creative than competitors (ST1) 2. Continue to develop products so as not to lag behind competitors (ST2)	1. Do an exhibition to attract buyers (WT1)

4.7. QSPM Matrix

The QSPM matrix aims to determine priority strategies by Karawang distributors. The QSPM matrix uses weight values and Attractive Score (AS) values that are assessed by respondents. From the two values, it will get the Total Attractive Score (TAS). The highest TAS value becomes the main choice of priority strategy while the smallest TAS value is the last choice.

Following are the results of the calculation of the TAS value in the QSPM matrix:

Table 11 Results of Calculation of TAS Value on the QSPM Matrix

NO	Strategy Alternative	TAS Score	Level
1	To increase marketers (resellers) of products to reach a wider market. (SO1)	14,53	3
2	Promoting products on many social media so that products are more famous (SO2)	22,35	1
3	Still maintaining price stability (SO3)	16,31	2
4	While maintaining the speed of service (SO4)	13,27	6
5	Providing an offline store for consumers who want to see first hand the quality of the product (WO1)	13,94	5
6	Giving souvenirs for every purchase of a certain amount to	13,21	7

	attract many customers (WO2)		
7	Providing hotline for submitting complaints so that problems are immediately followed up. (WO3)	12,42	8
8	Make product models more attractive and creative than competitors (ST1)	14,10	4
9	Continue to develop products so as not to lag behind competitors (ST2)	11,08	10
10	Do an exhibition to attract buyers (WT1)	12,06	9

From the results of the QSPM matrix calculation, the 3 best alternative strategies or the highest TAS values are obtained, namely:

1. Promote the product on many social media so that the product is more famous (SO2)
2. While maintaining price stability (SO3)
3. Increase marketers (resellers) of products to reach a wider market. (SO1).

V. CONCLUSIONS

Based on the results of research conducted at HA Karawang distributor can be concluded as follows:

1. Karawang Distributors must use the SO (Growth) strategy to increase their sales turnover by utilizing the superiority of the products they have and the better use of promotions.
2. From the QSPM analysis it is recommended to choose an alternative strategy by promoting products through as many social media accounts as creative as possible, maintaining price stability, and increasing product marketers (resellers).

VI. RECOMMENDATIONS

By seeing the dynamic market conditions, it is suggested as follows:

- a. To continue to see or monitor the development of environmental conditions that are increasingly the number of hijab users and population growth that is predominantly Muslim by utilizing the power of the company
- b. Continue to promote products through social media in as creative way as possible, by endorsing artists or celebrities, placing advertisements on Facebook, Instagram, Shopee and other market places.

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