JSTI
Jurnal Sistem Teknik Industri

Marketing Strategy Planning With SWOT Analysis and Quantitative Strategic Planning Matrix (QSPM) at CV. Dex Media Kreasi

Arjun Dwi Patlan Dimyati[1], Wahyudin[2], Hamdani[3]

[1,2,3]*Department of Industrial Engineering, Universitas Singaperbangsa Karawang, Karawang, Indonesia*

Abstract. The current condition of industrial competition is getting tougher, including in the printing industry. CV. Dex Media Kreasi is a printing company in Karawang. With this competition, CV. Dex Media Kreasi must have a strategy to survive and excel in attracting consumers. This study aims to analyze the best marketing strategy that can be applied by CV. Dex Media Kreasi. The method used is SWOT analysis and QSPM matrix. Based on the results of the SWOT analysis, the IFE value was 2,735 and the EFE was 2,784. Then obtained 12 alternative strategies were obtained from the SWOT matrix which was analyzed using QSPM to obtain priority strategies. Three priority strategies were obtained, namely ST2 Strategy with a TAS value of 5,424. WO3 strategy with a TAS value of 5,373. SO1 strategy with a TAS value of 5,354. The three proposed alternative strategies are Promoting with the help of influencers to increase consumer confidence, Rearranging the process and layout of production machines and regulating the availability of raw materials so that production delays do not occur, as well as establishing cooperation and conducting special promotions to large companies at least is in Karawang Regency.

Keyword: Marketing, SWOT, IFE, EFE, QSPM

Abstrak. *Kondisi persaingan industri saat ini semakin ketat, termasuk pada industri percetakan. CV. Dex Media Kreasi merupakan salah satu perusahan percetakan di Karawang. Dengan persaingan tersebut CV. Dex Media Kreasi harus memiliki strategi agar tetap dapat bertahan dan unggul dalam menarik konsumen. Penelitian ini ditujukan untuk menganalisis strategi pemasaran terbaik yang dapat diterapkan CV. Dex Media Kreasi. Metode yang digunakan yaitu dengan analisis SWOT dan matriks QSPM. Berdasarkan hasil analisis SWOT didapatkan nilai IFE sebesar 2,735 dan EFE sebesar 2,784. Kemudian didapatkan 12 strategi alternatif yang didapatkan dari matriks SWOT yang dianalisis menggunakan QSPM untuk mendapatkan strategi prioritass. Didapatkan tiga strategi prioritas yaitu Strategi ST2 dengan nilai TAS 5,424. Strategi WO3 dengan nilai TAS 5,373. Strategi SO1 dengan nilai TAS 5,354. Adapun tiga usulan alternatif strategi tersebut yaitu Melakukan promosi dengan bantuan infuencer agar menambah kepercayaan konsumen, Menata ulang proses dan tata letak mesin produksi serta mengatur ketersediaan bahan baku agar tidak terjadi penundaan produksi, serta Menjalin kerja sama dan melakukan promosi secara khusus kepada perusahaan besar minimal yang ada di Kabupaten Karawang.*

Kata Kunci: Pemasaran, SWOT, IFE, EFE, QSPM

---

*Corresponding author at: Universitas Singaperbangsa Karawang, Karawang, Indonesia

E-mail address: arjundwipatland@gmail.com

1. Introduction

The main goal in business activity is to get as much profit as possible [1]. Usaha Mikro Kecil Menengah (UMKM) is a form of business that coexists with the community. Changes in the uncertain business environment make UMKM in a difficult condition to influence at this time [2]. The ups and downs of people's purchasing power make UMKM experience income instability because it is influenced by the number of customers. Not to mention the current business environment, which is increasingly competitive, caused by the establishment of many new UMKM. As it is known that UMKM has a central role in the Indonesian economy [3]. The presence of UMKM cannot be separated from today's society. Because of the importance of the role of UMKM in economic resilience efforts and also their benefits in sources of community income [4]. This role can be seen in the magnitude of the absorption of UMKM towards the workforce and also their contribution to Gross Domestic Product (GDP) [5]. The potential of UMKM is so great for the Indonesian economy, especially the regions if managed properly. One form of UMKM that is developing and starting to be widely carried out is the printing business. A printing company is a type of business that is engaged in printing both on paper, plastic, cloth and so on [6]. In the printing business, various processes are needed in its activities such as setting images, words, colors and others in an effort to provide satisfaction to customers. This is in order to create customer loyalty so that customers will place an order again in the future [7]. This business is growing simultaneously because of the many needs of users of printing services. Such as making banners for businesses, billboards for advertisements, photo printing, and others. To win the intense competition and increase its business capacity, the company must be ready to face the challenges. Therefore, the company must be able to analyze its potential such as strengths, weaknesses, opportunities, and threats compared to competitors to face increasingly fierce competition conditions. [8].

Companies must be able to continue to adapt and adapt to be able to compete and survive with changing market conditions [9]. Therefore, SWOT analysis is considered an appropriate tool in identifying strategies for the company. The strategy is based on the potential of the company based on a SWOT-analysis carried out to obtain the maximum profit. In the SWOT analysis, the basis for determining the strategy is by analysis and identification in a structured manner through thinking that can maximize strengths and opportunities, while simultaneously minimizing weaknesses and threats [9]. the use of the Quantitative Strategic Planning Matrix (QSPM) in collaboration with SWOT analysis is expected to be able to provide the best marketing strategy analysis. Some of the advantages of using the QSPM matrix, such as existing strategies, will be examined in succession. In addition, the number of strategies that can be analyzed at once is not limited in number [10]. Marketing is the main support in a company, therefore a good marketing function is very much needed in achieving the company's expected goals in intense competition.

CV. Dex Media Kreasi is an UMKM in Karawang Regency that focuses on the printing sector. In its business process, CV. Dex Media Kreasi serves the manufacture of needs such as banners, souvenirs, photo printing, stickers, and other graphic products. The number of similar printing houses around the company's location, makes CV. Dex Media Kreasi must have the right

marketing strategy to remain competitive in the intense competition so that it excels in attracting and increasing consumer purchasing power. Knowing the internal and external factors of a business is the first step in the process of formulating a good marketing strategy. To formulate the right strategy, the company must be able to know the potential possessed both inside and outside the company. Through the SWOT analysis, it is expected that the company can find out its potential and then formulate several alternative strategies based on the SWOT analysis. So this research is aimed at formulating strategies that can be done to maximize marketing CV. Dex Media Kreasi.

The previous research that was used as a reference included research conducted [11], this study explains the use of SWOT analysis to determine the company's position based on the IE matrix. Research conducted [12], this study uses QSPM analysis in the process of identifying priority strategies that can be implemented by the company. Research conducted [13], In this study, QSPM analysis was used to identify priority strategies based on the largest TAS value. Research conducted [14], In this study, the SWOT matrix is used in an effort to develop alternative strategies that can be applied by the company in maximizing its marketing. Research conducted [15], in this study used SWOT analysis and IFE, EFE analysis to assess the company's internal and external factors. Based on previous research, the SWOT analysis and the QSPM matrix were used independently. Meanwhile, in this study, SWOT and QSPM analyses were collaborated to formulate and determine the company's strategy to maximize its marketing.

2. Research Method

This study aims to determine the best strategy that can be done to maximize the company's marketing. The method used is SWOT and QSPM analysis. The framework for this research is as shown in Figure 1.
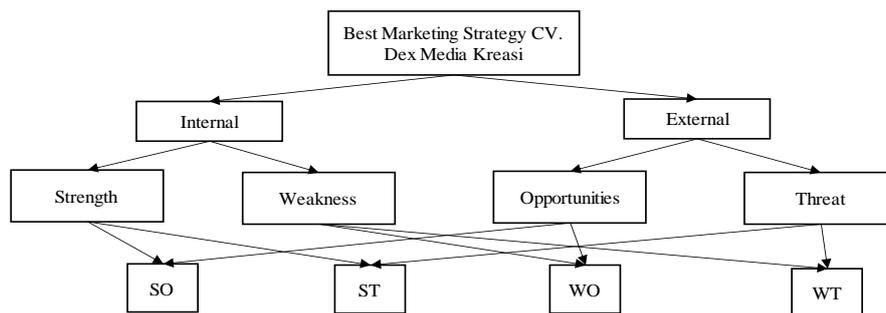

Figure 1 Research Concept Framework

SWOT analysis is used to identify internal and external factors that are potential and threats to the company. From the results of the analysis of internal and external factors can then be formulated alternative strategies can be done to maximize marketing. From the several alternative strategies obtained, the priority of the strategy is determined based on the scoring using the QSPM method.

In order to facilitate the understanding of the research flow, the research methodology is made in the form of a flow chart. The following are the stages in this research as shown in Figure 2:
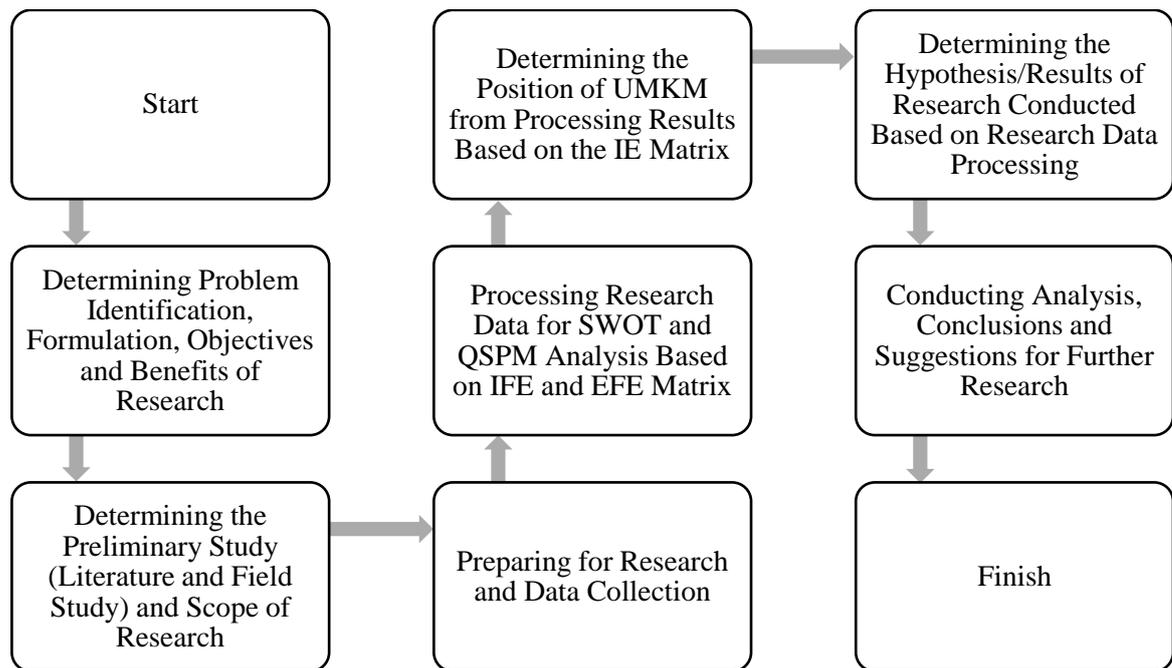

Figure 2 Research Flow Series

1. Basic Research Method

    This study uses a qualitative approach supported by quantitative data analysis. In other words, quantifying qualitative data through scoring [16].

2. Research Location Determination Method

    The selection of research locations is based on purposive considerations, this is based on the determination of certain characteristics by the researcher on the prospective sample in accordance with the research to be carried out. [16]. The implementation of the research is at CV. Dex Media Kreasi is located in Karawang Regency.

3. Data Types and Sources

    There are two data used in this study, namely primary and secondary. Primary data is data obtained directly with respondents through interviews. While secondary data is data that is obtained not directly but from the results of reports such as sales progress or other things.

4. Data Collection

    Data collection was carried out in several ways in this study, namely by observation, interviews, and recording. Observations are made by observing objects directly, namely on business activities at CV. Dex Media Kreasi. Then interviews were conducted by asking

questions to management and employees. Then the recording is done by recording things that are deemed necessary such as the results of interviews, marketing and sales progress, and others.

5. Data Analysis Method

- Analysis of Internal and External Factors

  The first data analysis is to identify and analyze the company's internal and external factors. This analysis was carried out using a SWOT analysis in its determination. The factors to be analyzed are the strengths and weaknesses for the internal components, then the opportunities and threats for the external components. The goal is that the formulation of the strategy carried out can be by the conditions of the company. In the SWOT analysis, the identification of various factors is carried out systematically to obtain a strategy for industrial development.

- Alternative Strategy

  After the first analysis stage is carried out, then formulate a strategy based on the results of the analysis. This analysis uses a SWOT matrix which will then obtain 4 possible alternative strategies, namely the strength-opportunity strategy (SO), the strength-threat strategy (ST), the weakness-opportunity strategy (WO), and the weakness-threat strategy (WT) [17]. This alternative strategy is intended as a development strategy for CV. Dex Media Kreasi. After obtaining alternative strategies, then determine alternative priority strategies using the QSPM matrix. In the end, three alternative strategies were prioritized for implementation.

3. Result and Discussion

There are several steps involved in determining alternative strategies at CV. Dex Media Kreasi. This stage is based on and is based on a SWOT analysis. The results in this study were obtained through several stages as follows:

3.1. SWOT Analysis

In formulating a strategy that can be done by UMKM in maximizing market potential is to do a SWOT analysis. This analysis is used to identify and identify the potential of UMKM. From this analysis will be known such as strengths, weaknesses, opportunities, and threats. From the results of this SWOT analysis, further actions can be taken to maximize the potential of the UMKM market. The results of the SWOT analysis from CV. Dex Media Kreasi are as shown in Table 1:

Table 1 CV. Dex Media Kreasi SWOT Analysis Results

	Strength		Weakness
1	Has many variants of printing products	1	Prices offered to tend to be higher than competitors

2	High-quality product results	2	Some production activities depend on vendors
3	Smooth marketing system either through social media or offline store	3	Availability of raw materials is still not regular
4	Good and complete facilities and customer service	4	Limited production space and ineffective machine layout
5	Strategic offline store location	5	Employees who work still often make mistakes
Strength		**Weakness**	
6	Printing whose legal existence is clear	6	Don't have a branch yet
Opportunities		**Threat**	
1	It has been trusted by more than 200 companies and agencies throughout Indonesia	1	The number of printing competitors around the location
2	The number of large companies in the district. Karawang has the potential to become a customer	2	The cost of promotion is not small because of the marketing system on a large scale
3	The development of today's technology that is all go digital	3	Vendors for some products are not in control of the availability
4	The need for printing products that continues to grow and expand	4	Consumers switch to competitors who have lower prices
5	The number of fields that require printing intervention	5	The price of raw materials used increases in price
6	The high usage of the internet allows the spread of advertisements more widely and quickly	6	Production errors caused by miscommunication between customer service and the production department

3.2. IFE Analysis

After obtaining the results of the SWOT analysis, then the Internal Factor Evaluation (IFE) analysis was carried out. This analysis is conducted to identify internal factors that can affect the company's strategy. This IFE analysis consists of components of strengths and weaknesses in the SWOT analysis. The IFE analysis is intended to assess and then get a score to determine the position of UMKM. Then from the existing alternatives, a score is given to get the total value of the internal strategic factors. The results of the analysis of external strategy factors are as shown in Table 2:

Table 2 CV. Dex Media Kreasi IFE Analysis Results

Internal Factors	Weight	Rating	Score
Strength			
Has many variants of printing products	0.112	3	0.336
High-quality product results	0.086	4	0.344
Smooth marketing system either through social media or offline store	0.074	3	0.222
Good and complete facilities and customer service	0.074	2	0.148
Strategic offline store location	0.075	2	0.15

Printing whose legal existence is clear	0.078	2	0.156
Weakness			
Prices offered to tend to be higher than competitors	0.104	4	0.416
Some production activities depend on vendors	0.088	3	0.264
Weakness			
Availability of raw materials is still not regular	0.081	2	0.162
Limited production space and ineffective machine layout	0.071	2	0.142
Employees who work still often make mistakes	0.081	3	0.243
Don't have a branch yet	0.076	2	0.152
Final Score	1	23	2.735

Based on Table 2, it can be seen that the IFE value obtained from the internal factor weighting is 2,735. The results of the IFE value also show how the attitude of the management or company in responding to its internal factors. From the value obtained, it means that CV. Dex Media Kreasi's management response is above average.

3.3. External Factor Evaluation (EFE) Analysis

Same as for internal factors, then the analysis for External Factor Evaluation (EFE) is then carried out. This analysis is conducted to identify external factors that influence the company's strategy. This analysis consists of the components of opportunities and threats in the SWOT analysis. Similar to the IFE analysis, the EFE analysis is also carried out to determine the position of UMKM in external aspects. Then from the existing alternatives, a score is given to get the total value of the external strategy factors. The results of the analysis of external strategy factors are as shown in Table 3:

Table 3 CV. Dex Media Kreasi EFE Analysis Results

External Factors	Weight	Rating	Score
Opportunities			
It has been trusted by more than 200 companies and agencies throughout Indonesia	0.074	2	0.148
The number of large companies in the district. Karawang has the potential to become a customer	0.078	2	0.156
The development of today's technology that is all go digital	0.085	3	0.255
The need for printing products that continues to grow and expand	0.088	3	0.264
The number of fields that require printing intervention	0.092	4	0.368
The high usage of the internet allows the spread of advertisements more widely and quickly	0.082	3	0.246

Threat			
The number of printing competitors around the location	0.083	3	0.249
The cost of promotion is not small because of the marketing system on a large scale	0.078	2	0.156
Vendors for some products are not in control of the availability	0.083	2	0.166
Threat			
Consumers switch to competitors who have lower prices	0.088	3	0.264
The price of raw materials used increases in price	0.082	2	0.164
Production errors caused by miscommunication between customer service and the production department	0.087	4	0.348
Final Score	1	20	2.784

Based on Table 3, it can be seen that the EFE value obtained from the weighting of external factors is 2,784. The results of the EFE value also show how the attitude of the management or company in responding to external factors. From the value obtained, it means that CV. Dex Media Kreasi's management response is above average.

3.4. IE Matrix Analysis

After obtaining the value for the strategic factor, then the value of the two-factor analyzes is converted into the form of an Internal-External (IE) matrix. The use of this matrix aims to determine the company's position based on the meeting of internal and external values obtained previously. This is to make it easier to identify alternative strategies for the company. As previously obtained, the IFE value was obtained at 2,735, while the EFE value was obtained at 2,784. Then the value is then applied to the IE matrix as follows:
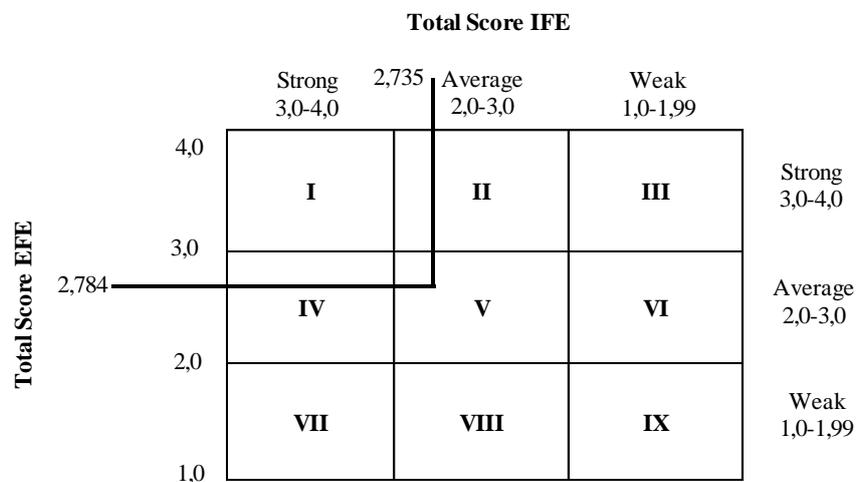

Figure 3 CV. Dex Media Kreasi IE Matrix Results

Based on the results obtained in the IE matrix, it can be seen that CV. Dex Media Kreasi is in the V quadrant of the IE matrix, namely in the defend and maintain cells. This position means the company is undergoing a growth phase which can be good potential. Then this potential can be managed by using a strategy of maintaining and maintaining, namely by market penetration and development.

3.5. SWOT Matrix Analysis

The next step is to formulate alternative strategies based on the results of previous analyzes. The determination of this alternative strategy uses a SWOT matrix which is based on the intersection between the company's internal and external factors. With this analysis, several alternative strategies will be obtained that can be applied by the company to maximize its marketing. The results of the SWOT matrix obtained are as shown in Table 4:

Table 4 CV. Dex Media Kreasi SWOT Matrix Results

		Strength		**Weakness**
		S-O		W-O
Opportunities	1	Cooperating and conducting special promotions to large companies at least in Karawang Regency	1	Provide discounted prices for customers who order products with a large capacity
	2	Conduct education-based promotions such as graphic design workshops	2	Procurement of raw materials for a longer period. In order not to be too dependent on vendors
	3	Doing advertisements about services in offline stores to attract customers' attention	3	Rearrange the process and layout of production machines and regulate the availability of raw materials so that there are no production delays
		S-T		W-T
Threat	1	Create a marketing strategy by highlighting existing strengths or advantages so as not to lose competitiveness with competitors	1	Considering the price of the product by paying attention to the prices offered by competitors
	2	Promoting with influencer stones to increase consumer confidence	2	Holding package prices that tend to be cheaper than normal prices
	3	Creating a cost-effective marketing system and adapting to the times	3	Adding production machines that did not previously exist so that production activities do not depend on vendors

3.6. Quantitative Strategic Matriks Planning (QSPM) Analysis

After obtaining alternative strategies that can be carried out through the SWOT matrix, then the Quantitative Strategic Matrix Planning (QSPM) method is used. This method is used to identify strategic priorities based on the total attractiveness score (TAS) of each strategy. The attractiveness score (AS) is obtained from the comparison with the management. Then the TAS value is obtained from the total multiplication between the AS values and the weights for each factor that has been determined in IFE and EFE. The results of the recapitulation of the TAS value of each alternative strategy using the QSPM method are as follows:

Table 5 TAS Value Calculation Results

Strategy	TAS Score	Strategy	TAS Score
SO1	5.354	WO1	5.219
SO2	4.483	WO2	5.347
SO3	4.909	WO3	5.373
Strategy	**TAS Score**	**Strategy**	**TAS Score**
ST1	5.215	WT1	5.059
ST2	5.454	WT2	5.019
ST3	5.277	WT3	5.024

From the results in Table 5, the largest TAS value is obtained in the ST2, WO3, and SO1 strategies. Therefore, strategic priorities are set on the three strategies.

3.7.   Discussion

From the results of the QSPM analysis, it can be seen that the greatest TAS value is obtained in the alternative strategy of Strength-Threat 2 (ST2), namely Promoting with influencer stones to increase consumer confidence. This alternative strategy has the largest TAS value with a value of 5,424 which means that the management can prioritize the strategy to be carried out first. In addition to ST2, the next largest value is in WO3 with a value of 5,373 and SO1 with a value of 5,354, namely Rearranging the process and layout of production machines and regulating the availability of raw materials so that production delays do not occur and establish cooperation and carry out special promotions to large companies at least located in Karawang Regency. So based on this TAS value, the management can prioritize these three strategies to be carried out first to increase and maximize the market potential they have.

Based on the QSPM analysis that has been carried out above, 3 alternative strategies were chosen based on the highest TAS value, namely as follows:

1. ST2's strategy is to promote with influencers to increase consumer confidence with a TAS value of 5,424
2. The WO3 strategy is to rearrange the process and layout of the production machine and regulate the availability of raw materials so that there is no production delay with a TAS value of 5,373.
3. SO1's strategy is to establish cooperation and carry out special promotions to large companies at least in Karawang Regency with a TAS value of 5,354.

Therefore, these three priority strategies are expected to be the best strategies in maximizing the marketing process at CV. Dex Media Kreasi.

4.   Conclusion

Based on the results obtained, CV. Dex Media Kreasi needs to formulate the right strategy and implement it so that it can continue to compete with the many existing competitors. Based on the results of the SWOT analysis, there are 12 (twelve) alternative strategies that can be applied by

UMKM from the results of the analysis of internal and external factors. Then from the 12 alternative strategies, the 3 best alternative strategies were obtained based on the highest Total Attractive Score (TAS). The three strategies are Promoting with influencers to increase consumer confidence, Rearranging the process and layout of production machines, and regulating the availability of raw materials so that production delays do not occur, as well as establishing cooperation and conducting special promotions to large companies at least in the Regency Karawang. From the three strategies, it is hoped that CV. Dex Media Kreasi will be able to penetrate the market even better so that it can improve the company's performance and sales. After obtaining the right marketing strategy at CV. Dex Media Kreasi, suggestions for further research are to help companies design business process plans and establish and validate important points in the business such as resources, activities, relationships to be established with related parties, revenues, to expenses that must be spent with the company. applying the Business Model Canvas method or analyzing external influences that are important to the company using PESTEL analysis or other methods.

REFERENCE

[1]   W. G. A. Luntungan and H. N. Tawas, "Strategi Pemasaran Bambuden Boulevard Manado: Analisis Swot," *Jurnal EMBA,* pp. 5495-5504, 2019.

[2]   R. D. Sianturi, "Manajemen Pemasaran Menggunakan Analisis SWOT Pada UMKM Guna Meningkatkan Daya Saing UMKM," *Journal of Business and Economics Research (JBE),* vol. 1, no. 1, pp. 45-50, 2020.

[3]   Rahmi, S. Dalimunthe and D. Susita, "Analisis SWOT sebagai Upaya Peningkatan Keunggulan Kompetitif Usaha Mikro Kecil Menengah (UMKM) di Wilayah Jakarta Timur," *Jurnal Pemberdayaan Komunitas MH Thamrin ,* vol. 3, no. 2, pp. 87-95, 2021.

[4]   A. Luthfiyah, F. Djamhur, R. Melinda, Y. Rasyid and A. M. Putri, "Analisis SWOT Untuk Meningkatkan Manajemen Strategi Pada UMKM (Studi Usaha Jahit Pani di Pekanbaru)," *Jurnal Pendidikan Tambusai ,* vol. 5, no. 2, pp. 3033-3041, 2021.

[5]   D. A. Sari and R. Suprapto, "STrategi Peningkatan Daya Saing UMKM Pengolahan Ikan Melalui Analisis SWOT," *ournal of Management & Business ,* vol. 1, no. 2, pp. 110-122, 2018.

[6]   M. S. Hariati, W. Utari and Muninghar, "Strategi Perusahaan Untuk Meningkatkan Kesejahteraan Pekerja Menggunakan Sistem Premi Dalam Pengupahan Buruh Arian Skala UMKM Pada Usaha Percetakan di Surabaya Barat," *Jurnal Manajerial Bisnis,* vol. 1, no. 2, pp. 169-177, 2017.

[7]   W. Lestari, S. Musyahidah and R. Istiqamah, "Strategi Marketing Mix Dalam Meningkatkan Usaha Percetakan Pada CV. Tinta Kaili Dalam Perspektif Ekonomi Islam," *Jurnal Ilmu Ekonomi dan Bisnis Islam,* vol. 1, no. 1, pp. 64-85, 2019.

[8]   Nirmala and C. R. Uripi, "Analisis Swot Untuk Bisnis Percetakan Di Kota Purwokerto," *Journal & Proceeding Feb Unsoed,* vol. 6, no. 1, pp. 619-629, 2016.

[9]   A. Wicaksono, "Strategi Pemasaran dengan menggunakan Analisis SWOT Tanpa Skala Industri Pada PT X Di Jakarta," *Jurnal Manajemen Industri dan Logistik,* pp. 192-201, 2018.

[10]   D. M. Candana and M. Afuan, "ANalisis Strategi Pemasaran Cafe Dapoer Enha Sago Kabupaten Pesisir Selatan Menggunakan Matriks SWOT dan QSPM," *JMPIS,* pp. 151-162, 2020.

[11]   C. A. Sugianto and C. Hongdiyanto, "Perumusan Strategi Pemasaran Menggunakan Metode Qspm Pada Bisnis Sambal Noesantara," *Jurnal Performa,* pp. 106-115, 2017.

[12]   R. T. Kusumah and H. Suryana, "Model Analisis Swot Dan Qspm Dalam Pemilihan Strategi Pemasaran Distro Botrock Cianjur," in *Seminar Nasional IENACO*, Surakarta, 2018.

[13]   I. Prayudi, P. Wisnubroto and J. Susetyo, "Analisis Strategi Pemasaran Eva Boutique Dengan Metode SWOT dan QSPM," *Jurnal REKAVASI,* pp. 33-40, 2019.

[14]   H. K. Zia, R. Semiarty and R. P. Lita, "Analisis Swot Sebagai Penentu Strategi Pemasaran Pada Rumah Sakit Gigi Dan Mulut Baiturrahmah Padang," *Jurnal Kesehatan Andalas,* pp. 6-11, 2018.

[15]   D. Prayudi and R. Yuistria, "Penggunaan Matriks SWOT dan Metode QSPM pada Strategi Pemasaran Jasa Wedding Organizer: Studi Kasus pada UMKM Gosimplywedding Sukabumi," *Jurnal Maksipreneur,* pp. 224-240, 2020.

[16]   H. Irianto and T. Mardikanto, Metoda Penelitian dan Evaluasi Agribisnis, 1st ed., Surakarta: Universitas Sebelas Maret, 2010.

[17]   F. Rangkuti, Analisis SWOT Teknik Membedah Kasus Bisnis, 1st ed., Jakarta: PT. Gramedia Pustaka Utama, 2001.