

SWOT ANALYSIS IN DETERMINING MARKETING STRATEGIES IN MICRO, SMALL AND MEDIUM ENTERPRISES (CASE STUDY OF CAFFE LA'BOSQUE IN KOTABUMI)

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Abstract

This study aims to determine the marketing strategy in the Caffe La'Bosque business through SWOT analysis, the research method carried out is qualitative descriptive. The number of informants in this study was 10, namely caffe owners, employees and visitors. The analysis used in this study was IFAS, EFAS, IE Matrix and SWOT Matrix. The data collection used is in-depth interviews and observations where researchers come directly to the location to conduct research. Based on the results of the discussion, it was concluded that caffe La'Bosque has the advantages of quality raw materials and has a strategic location where caffe La'bosque is located in the middle of the city in Kotabumi and is in the stadium Sukung Kotabumi and adjacent to schools and offices, the biggest weakness in this company is the lack of marketing carried out where the threat of caffe La'Bosque itself is the number of competitors who have the same business and provide good prices. more tilted so that caffe la'bosque must be more aggressive in promoting so as not to be rivaled, A suitable strategy in doing marketing is horizontal integration which means a marketing strategy carried out to increase profits and sales.

Keywords: SWOT Analysis, Marketing Strategy, MSMEs

1. Introduction

Micro, small and medium enterprises (MSMEs) are activities that are able to expand employment, provide broad economic services to the community, and can play a role in the process of equitable distribution and increase in community income, encourage economic growth and play a role in realizing national stability. The improvement and empowerment of MSMEs is currently receiving considerable attention from various parties, both from the government, private banks, non-governmental organizations, and other institutions. MSMEs are an important part of the economy of a country or a region, including in Indonesia. The development of the Small and Medium Enterprises (MSMEs) sector gives its own meaning to efforts to increase economic growth and in efforts to reduce the poverty rate of a country.

The growth and development of the MSME sector is often interpreted as one of the indicators of development success, especially for countries that have low per capita income. The development of the number of Micro, Small and Medium Enterprises (MSMEs) is increasing over time. This indicates that the business activity of the community continues to increase, so that this growing growth deserves serious attention from various parties, especially from the government to maintain the existence of these MSMEs.

It is undeniable that these MSMEs have an important role in supporting the nation's economy. Marketing needs serious attention by MSMEs. Especially in the process of determining the marketing strategy must be really mature, so that the chosen marketing

strategy will be able to penetrate the market. Moreover, the increasingly fierce competitive conditions like today, the ability to seize market share will affect the survival of MSMEs themselves. This situation is no exception to be faced by Caffe La'bosque in Kotabumi.

Caffe La'bosque has challenges in this business. The first obstacle is the number of competitors in the same field The second obstacle is the existence of competitors who provide cheaper prices, the third obstacle is the lack of marketing done, to overcome these obstacles an appropriate marketing strategy is needed to maintain the existing business so that Caffe Labos'que can become one of 1

Caffe is visited by many consumers and to make Caffe La'Bosque can compete with other Caffe. It is necessary to use SWOT analysis to find out Internal and External Factors to determine the Marketing Strategy to be used. The author takes the marketing strategy on Caffe La'Bosque as data because he wants to know the ways the owner of Caffe La'Bosque to stay competitive and maintain his business.

2. Theoretical Background

2.1 Marketing Strategy

Tjiptono (2016) explained: "marketing strategy is a fundamental tool designed to achieve a company's goals by developing a sustainable competitive advantage."

Kolter (2017) "marketing strategy is a mindset that will be used to achieve marketing goals in a company, it can be about specific strategies for target markets, positioning, marketing mix (marketing mix), and the amount of marketing expenditure."

2.2 SWOT Analysis

Rangkuti (2014) explains SWOT analysis, namely: "examining various factors one by one to formulate business strategies".

SWOT analysis is a method to evaluate the strength, weakness, opportunity, threats of a company. This analysis is useful for determining the company's strategy and direction in the future and conducting strategic planning before carrying out business activities.

SWOT analysis includes efforts to identify strengths, weaknesses, opportunities and threats that determine company performance. External information about opportunities and threats while internal covers the strength and weakness of the company's performance

2.3 IFAS

Internal strategic factor analysis is an analysis that assesses performance which is an internal factor, namely strengths and weaknesses that exist to achieve company goals.

2.4 EFAS

Analysis of external strategic factors is focused on conditions whose tendency to arise from outside but can affect company performance.

2.5 IE matrix (external internal)

The IE matrix is a matrix that serves to position a company into a matrix containing 9 cells, the IE matrix itself consists of two dimensions, namely the total of the IFAS score on the x-axis and EFAS on the y-axis.

3. Methods

3.1 Types of Research

The type of research carried out is descriptive qualitative. The important idea is that researchers go into the field to make observations about a phenomenon in a natural state. In such cases, this approach is closely related to participatory observation. Field researchers usually make extensive field notes which are then coded and analyzed in various ways.

3.2 Data Collection Techniques

The data collection techniques used in the study are as follows:

1) Observation

Observation is a direct observation activity that uses all sensory devices (sight, hearing, smell, and taste) of a particular object with the aim of obtaining the expected information. This observation method is used by researchers to determine the general state of the object of study.

2) Interview

Interview or commonly also called interview is a dialogue conducted by interviewers to resource persons who aim to find data about background variables. The interview in this study was addressed to business owners and employees of Caffe La'Bosque to explore information about the driving and inhibiting factors and development programs of Caffe La'Bosque in Kotabumi.

3) Questionnaire

Questionnaire is a technique of collecting information from respondents using written questions. In this study, the author used a questionnaire technique to explore information about obstacles and opportunities from external factors of Caffe, strengths and weaknesses of internal factors of Caffe, in this case data obtained from visitors to Caffe La'Bosque in Kotabumi.

4) Documentation

Data collection techniques by using written documents of research results as a source of research data.

3.3 Data Analysis Techniques

The data analysis technique used is SWOT analysis. This method is based on strengths, weaknesses, opportunities and threats that come from outside and from within the company. The next stage of analysis is to determine the Internal Factor Analysis Summary (IFAS) which is a strength and weakness factor in the company, then determine the External Factor Analysis Summary (EFAS) factors based on opportunities and threats to the company. The IE matrix positions a company's Strategic Business Unit (SBU) into a matrix consisting of 9 cells, then uses the SWOT matrix to develop a corporate strategy that clearly describes the opportunities and threats faced by the company so that it can be adjusted to the company's strengths and weaknesses.

4. Results and Discussion

Caffe La'Bosque is one of the culinary businesses located in Kotabumi, North Lampung. In the marketing aspect, Caffe La'Bosque markets products by mouth to mouth to customers, besides that Caffe La'Bosque also does marketing through social media Instagram. Caffe La'Bosque has operating hours serving customers Monday-Sunday 10.00 - 21.00 WIB, Caffe La'Bosque has 6 employees. 3 employees to make food and

beverages, 1 employee as a cashier, 2 employees to deliver food and beverages to consumers. However, observations show that the way employees work is so slow that they need additional employees.

MAIN COURSE		SNACK & ADDITIONAL	
Beef Sandwich	Rp. 32.500,-	Super Mario Pizza	Rp. 60.500,-
Fried Rice Beef Matah	Rp. 38.500,-	Beef Black Pepper Pizza	Rp. 61.000,-
Fried Rice Special	Rp. 38.500,-	Hawaiian Pizza	Rp. 59.500,-
Fried Rice Seafood	Rp. 36.500,-	Sicilia Pizza	Rp. 59.000,-
Traditional Tenderloin Steak	Rp. 60.000,-	Eby Furai	Rp. 28.500,-
Traditional Beef Rib Soup	Rp. 57.000,-	Tempe Mendoan	Rp. 20.500,-
Iga Sapi Bakar	Rp. 59.000,-	Chicken Stick Drum	Rp. 29.500,-
Chicken Katsu	Rp. 38.000,-	Cheese Fries	Rp. 26.000,-
Sate Taichan	Rp. 33.000,-	Spicy Chicken Cheese	Rp. 33.000,-
Chicken Teriyaki	Rp. 34.500,-	Homade Croffle	Rp. 30.000,-
Spaghetti Aglio Olio	Rp. 33.000,-	Platter Mini Combo	Rp. 30.000,-
Spaghetti Bolognese	Rp. 32.500,-	Nachos	Rp. 35.000,-
Fettuccine Carbonara	Rp. 32.000,-	Homade Potato Wedges	Rp. 28.500,-
Beef Black Pepper	Rp. 35.000,-	Friench Fries	Rp. 21.000,-
Beef Teriyaki	Rp. 42.000,-	Spicy Chicken Wings	Rp. 30.000,-
Beef Sambal Matah	Rp. 37.500,-		

ADDITIONAL SAUCE & RICE	
White Rice	Rp. 5.000,-
Sunny Set Up	Rp. 5.000,-
Mozarella Cheese	Rp. 8.000,-
Cheese Sauce	Rp. 10.000,-
Black Pepper Sauce	Rp. 10.000,-
Mushroom Sauce	Rp. 10.000,-
Barbeque Sauce	Rp. 10.000,-

Figure 1. Menu Caffe La’Bosque

Caffe La'Bosque has many product variants contained in the menu display in figure 1. The price offered by Caffe La'bosque starts from Rp. 20.500,- to Rp. 61.000,- according to the results of interviews to visitors said that the price offered by caffe La'bosque is quite expensive for students and students.

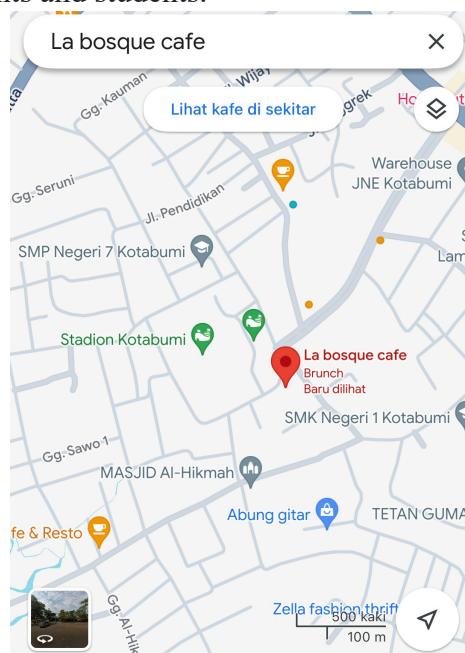


Figure 2. Caffe La'Bosque Location

The location at Caffe La'Bosque is located on Jl. Stadion Timur, Klp. Seven, Kec. Kotabumi Selatan. Caffe La'Bosque is located in a strategic area where the area is located at Sukung Kotabumi Stadium which is also adjacent to several schools and is in the middle of the city so it is easy to reach.

4.1 Internal Factor Analysis Summary (IFAS)

In weighting and assigning value in each aspect of internal factor analysis, it can be done by determining important factors from the internal conditions of an industry to be studied, grouped into strengths and weaknesses. The weight column represents the importance of each factor, the weighting of 0.20 is very important, 0.15 is important, 0.10 is quite important, 0.5 is not important. and if added together it would be worth 1.00. Then, the rating is the value of the internal condition of each organization. A value of 4 for very good conditions, a value of 3 for good conditions, a value of 2 for ordinary conditions, and a value of 1 for bad conditions. Factors 4 and 3 are only for the strength group, while the values 2 and 1 are for the weakness group. The value of each factor is the product between the weight and rating, if all values are added together, the value of the internal factors of the effort can be known.

Table 1. Internal Factor Analysis Summary (IFAS)

No	Internal Factors	Weight	Rating	Score
Strength				
1	Products vary	0,15	4	0,60
2	Quality raw materials	0,20	4	0,80
3	What it offers	0,10	3	0,30
4	Attractive product appearance	0,15	3	0,30
Sub Total		0,60		2.00
Debilitation				
1	Marketing done little	0,10	2	0,20
2	Services performed by employees	0,10	2	0,20
3	Price offered	0,10	2	0,20
4	Lack of marketing personnel	0,10	2	0,20
Sub Total		0,40		0,60
Total		1.00		2.60

Source: La'Bosque, 2023

Based on Table 1. The total IFAS Caffe La'Bosque matrix score is 2.60 including the average in internal strength.

4.2 External Factor Analysis Summary (EFAS)

After analyzing internal factors, the same is also done to analyze external factors, namely by determining important factors from the external conditions of the company studied, grouped into opportunities and threats. The weighting of 0.20 is very important, 0.15 is important, 0.10 is quite important, 0.5 is not important and if added together it would amount to 1.00. Rating is an anticipatory value of the environmental condition. Opportunity rating is positive where larger opportunities are rated 4 but if small are rated 1. The threat rating is done the other way around, if the threat is very large, it is given a rating of 1, but if the threat is small, it is given a rating of 4. The value of each factor is the product of weight and rating, if all values are added together, it can be known the value of external factors from the company.

Table 2. External Factor Analysis Summary (EFAS)

No	External factors	Weight	Rating	Score
Chance				
1	Increased consumer demand	0,15	3	0,45

2	Product quality according to consumer perception	0,20	4	0,80
3	Many loyal customers	0,15	3	0,45
4.	Strategic location	0,15	3	0,45
Sub Total		0,65		2.15
Threat				
1	The number of competitors in the same field	0,10	2	0,20
2	Competitors who price less	0,10	2	0,20
3	Have the same product as a competitor	0,5	3	0,15
4	Competitors are aggressively providing price promotions	0,10	3	0,30
Sub Total		0,35		0,85
Total		1.00		3.00

Source: La'Bosque, 2023

Based on Table 2. The total value of the EFAS Caffe La'Bosque matrix is 3.00, including high external forces.

4.3 IE matrix (Internal External)

The results of the analysis of internal factors at caffe La'bosque in Kotabumi amounted to 2.60 while the results of the analysis of external factors amounted to 3.00, can be seen in Table 3 the results show that caffe La'bosque is in Cell II which means that Caffe La'Bosque is in a growth strategy. The marketing strategy that can be used by caffe La'bosque to increase sales and increase buying interest from consumers is horizontal integration to avoid losing sales profits caused by many threats from competitors who sell the same product

Table 3. IE matrix

		Total Internal Strategy Factor Score		
		STRONG	AVERAGE	WEAK
		(3.0 - 4.0)	(2.0 - 2.99)	(1.0 - 1.99)
Total External Strategy Factor Score	TALL (3.0 - 4.0)	I Healing	Caffe La'Bosque	III Shrinking
	INTERMEDIATE (2.0 - 2.99)	IV Stability	V Growth	VI Shrinking
	LOW (1.0 - 1.99)	VII Growth	VIII Growth	IX Liquidation

Source: processed data, 2023.

4.4 SWOT matrix

The SWOT matrix clearly illustrates how the internal opportunities and threats faced can be adjusted to their internal strengths and weaknesses.

After determining IFAS, EFAS and IE Matrix then further determine SWOT Matrix, this is to apply how the internal and external environment can be adapted to company

conditions. With the SWOT matrix, there are strategies that can be applied by companies as in table 4 below.

Table 4. SWOT matrix

IFAS	STRENGTH: 1.product varies 2.Quality raw materials 3.Facilities offered 4.attractive product appearance	WEAKNESS: 1.Marketing done little 2.services performed by employees 3.price offered 4.lack of marketing personnel
EFAS	SO STRATEGY: 1.caffe La'bosque is expected to maintain product variety so that consumer demand continues to increase 2.caffe La'bosque must maintain product quality for customer satisfaction 3.Improve existing facilities so that visitors who attend feel comfortable	WO STRATEGY: 1.caffe La'bosque is looking for special employees to do marketing so that they can intensively promote on social media that is widely reached by many people 2. Company owners must pay more attention to employees in order to improve service to consumers so that consumers feel satisfied and comfortable with the services provided 3. Reduce prices and portions so that the prices offered are cheap with good quality but do not harm the company.
TREATH: 1.number of competitors in the same field 2.competitors who provide cheaper prices 3.has the same product as competitors 4.Competitors aggressively provide price promotions	ST STRATEGY: 1.caffe La'bosque should do more frequent promotions on social media to attract consumers 2.Give a discount or buy 1 get 1 to attract buyers 3.caffe la'bosque must innovate continuously on the menu offered so that it is not the same as competitors	WT STRATEGY: 1.Caffe La'Bosque must be creative in promoting and carrying out various events such as live music so as not to be rivaled 2.Set an affordable price so that it can be purchased by all people.

Source: processed data, 2023.

5. Conclusion

Based on the results and description above, several points can be drawn that become conclusions in this writing, namely: the strengths possessed by Caffe La'bosque are varied products, quality raw materials, good facilities offered, attractive product appearance. The weaknesses of caffe la'bosque are marketing that is done little, service is not good, the price offered is less affordable and the lack of marketing personnel. The opportunities that caffe la'bosque has are increasing consumer demand, quality recognized by consumers, the number of loyal customers and a strategic location where caffe la'bosque is in the middle of Kotabumi city and is close to schools and stadiums. While the threat is the number of competitors in the same field, competitors provide cheaper prices, have similar products with competitors, and competitors who aggressively promote. Then how to overcome this all caffe la'bosque can do several strategies in the SWOT Matrix, and can stabilize the strategy where this strategy is applied without changing the strategy that has been set.

Caffe La'bosque should need to improve marketing through social media where in this day and age almost everyone uses social media so that consumers can see the potential possessed by Caffe La'bosque, besides that Caffe La'bosque must always innovate the menu offered so that consumers are more interested and can increase buyer interest, the number of competitors must be more attention so that the company is not competitive and can always grow.

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