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## SWOT AND QSPM ANALYSIS: MARKETING STRATEGY PLANNING TO INCREASE SALES AT SAID'S ROTI JEMBER

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**Abstract:** Management good management must own a strategy for increase Power competitive especially in terms of marketing . Marketing strategy is set goals and objectives policies , as well set guiding rules marketing , for one namely Said's Roti. So that Said's Roti business can survive and compete , then strategy is needed . Strategy formulated with identify internal and external environment from Said's Roti. The purpose of study This is For identify internal and external factors used For formulate appropriate alternative strategies for Said's Roti. Method used in study This is IFE matrix , EFE matrix , IE matrix , SWOT matrix , and QSPM Matrix . The results of the SWOT analysis show that position company is in cell V where the strategy is right used is a strategy of guarding and defending through market penetration strategies , market development and product . Based on the results QSPM analysis , from six strategic alternatives that have been made there is alternative the most popular strategy or priority and have mark tall that is intensify promotion .

**Keywords:** Marketing Strategy , SWOT, QSPM

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### INTRODUCTION

Management management must own a strategy for increase Power competitive especially in terms of marketing . Marketing strategy have role important For reach success effort , with do implementation of accurate marketing strategies through utilization opportunity in increase sales , then position companies in the market can improved or maintained [1]. Marketing is involved disconnected with need life daily most people [2]. Through this process , the product or service created , developed , and distributed to public . Related strategy concepts tightly with A planning For reach direction objective Far to front [3]. Marketing strategy basically is comprehensive , integrated plan For marketing goods and services . In other words, marketing strategy is set goals and objectives policies , as well set guiding rules marketing goods and services . Marketing strategy is something managed plans in the field marketing For reach optimal [4]results . So for obtain optimal results , marketing strategy This have room wide scope in the field marketing among them is an inside strategy face competition , pricing strategy, product strategy , and service strategy [5].

Based on study [6] do research entitled " Marketing Strategy using SWOT and QSPM Methods". Based on the results processing of data obtained mark internal matrix of 3.15 and value matrix external of 2.71. Then For results IE matrix is obtained that the Karawang distributor occupies the so-called IV position with position grow and thrive . On position this , company carry out market penetration , market development and development strategies product . Then For QSPM results , company recommended For promote the product through social media accounts as much as possible with creative way Possible For reach more markets wider and more Lots . On research [7] The IE Matrix research results were obtained The position of Mutiara Mart Rowotengah

Jember is in quadrant IV which is marked with an asterisk which means the stability strategy, the strategy being implemented increase quality product, maintain price and availability existing products, developing promotion with utilise more technology advanced. Results of the Mutiara Mart SWOT Matrix have the first strategy namely SO strategy where this strategy utilise strength company For reach opportunities that exist in the environment outside, use obtain profit for company, below a number of strategy, completeness product still guarded, exploited strategic location For open branch as well as interesting consumers, increase quality service.

Indonesia is a large country own industry processing food type cake. Indonesia is rich in it culinary food typical area, food typical the is a must asset preserved so still become characteristic typical area the [8]. One of method preserve it is with the existence of Micro, Small and Medium Enterprises (MSMEs). Micro, Small and Medium Enterprises (MSMEs) have role important in absorption power work in Indonesia. Based on information from the Ministry of Cooperatives and MSMEs in 2021 quarter 1, MSMEs are able absorb 97% of the force work and contribute to product domestic gross (GDP) of 61.07% or IDR 8,573.89 trillion [9]. MSMEs have role important in create field work, move growth economy, and improve well-being people in context this, improvement the MSME sector has potency big For give impact positive for well-being public [10]. Development of MSMEs themselves need more improved Because will capable give progress economy as well as as business For lower number poverty at a time area. The more the increase in MSMEs will give rise to tight competition, MSMEs can afford it endure if apply management good management like from facet marketing, production, sourcing Power human and financial [11]. Application management good processing can become key success For increase Power MSME competitiveness and can maintain and develop MSME business.

In the city jember Lots once MSMEs produce processed a kind of pastry and bakery. One of the local MSMEs that produces pastry and bakery is Said's Roti. In 2015 until In 2019, Said's Roti sales reached 11,200 pcs per month and experienced very significant decline in 2020 until with 2021 reaching 1,980 pcs per month. In 2022 until with 2023 showing enhancement but Still Not yet increase in a way significant amounting to 4,260 pcs per month. Because of the necessary there is an appropriate marketing strategy For applied to Said's Roti ie with use SWOT and QSPM analysis.

SWOT analysis is identification various factor in a way systematic For formulate company strategy, analysis This based on possible logic maximizing strengths and opportunities however in a way simultaneously can minimize weaknesses and threats. [3] SWOT analysis is Very important analysis If used, because with exists our SWOT analysis can see What just weakness from product that will We market it with maintain all the strength that we have as well as see opportunity What just which Can We take advantage To use increase sale as well as minimize threats that will happen [12]. QSPM analysis is something tool analysis For know and determine possible priority strategies applied in company, help in determine the best strategy or prioritized from various existing strategic alternatives, so can increase sale product [13]. QSPM has superiority observed in a way together and sequentially so that minimize overlooked factors based on integration relevant internal and external factors [14].

Based on this background, researcher interested For do study with title “Marketing Strategy Planning Use SWOT and QSPM analysis in Increase Sales at Said's Roti Jember”.

## METHOD

### Research design

Research used that is method study qualitative . Research methods qualitative can interpreted as method research based on philosophy *postpositivism* , used For examine the conditions scientific object , where researcher as a key instrument , technique data collection is carried out in a way combined , data analysis qualitative , and results study qualitative more emphasize understanding meaning , and constructing phenomenon rather than generalizations [15]. Qualitative research in type This use type research descriptive . Descriptive research Enough explained situation or events , research This No try For look for or explain A relationship , no in the form of a hypothesis test or predict but rather a descriptive format qualitative carried out in research shaped studies case [16]. Determination informant *ie* use method *purposive sampling*. According to [15] *purposive sampling* is technique taking sample data source with considerations and goals certain , researchers do interview to the person who is seen to know best about situation problems at Said's Roti Jember.

### Instrument Study

Instruments used in research This that is use observation and interviews . Interview done to owner business employees and consumers For get information related conditions at Said's Roti with components that become strengths , weaknesses , opportunities and threats for Said's Roti, as well For determine the right strategy For made priority main company in marketing Said's Roti.

### Analysis Techniques

In research This use SWOT analysis and QSPM analysis . Stages technical SWOT analysis includes analysis *Internal Factors Evaluation (IFE) Matrix* , *Matrix External Factors Evaluation (EFE)*, *Internal External Matrix (IE)*, and *Matrix SWOT*. Analysis techniques used aim For identify aspects strategic management of environment external and internal to the company strengths ( *Strengths* ), weaknesses ( *Weaknesses* ), opportunities ( *Opportunities* ), and threats ( *Threats* ).

#### 1. *Matrix IFE ( Internal Factors Evaluation )*

According to [13] analysis *The Internal Factors Evaluation (IFE) matrix* is used For evaluate strengths and weaknesses in something business , as well become base For identify and evaluate connection between these areas .

#### 2. *Matrix (External Factors Evaluation)*

According to [13] analysis *The External Factors Evaluation (EFE) matrix* is used For make strategic planning with summarize and evaluate information economic , social , cultural , demographic , environmental , political , government , legal , technological , and competitive .

#### 3. *Matrix IE ( Internal and External )*

According to [13] *Matrix IE* can shared become three parts, namely:

- a. Formula For divisions located in cells I , II, or IV are described as “ growing and building ”. Intensive strategy (market penetration, integration to front, and horizontal integration) or integrative (integration to front, integration to rear and horizontal integration) is most appropriate for divisions This.
- b. Divisions in cells III , V , or IV can be best managed with a “ detain and guard ” strategy. Market penetration and development product are two common strategies used For these types of divisions .
- c. Formulation problem the divisions in cells VI, VII, or IX are " harvest". or “divestment”.

#### 4. Analysis *Matrix SWOT* (Strengths, Weaknesses, Opportunities, Threats)

According to [13] The *SWOT Matrix* is A tool matching internal and external factors companies that can help manager in develop four strategy types , namely strength-weakness strategy (SO), weakness-opportunity strategy (WO), strength-threat strategy (ST), and weakness-threat strategy (WT).

5. *Quantitative Strategic Planning Matrix* (QSPM)

According to [13]QSPM ( *Quantitative Strategic Planning Matrix* ) is enabling tool formulating strategies for evaluate factor internal and external locks . QSPM uses input from analysis stage 1 and match results from stage 2 for decide in a way objective between various alternative strategies . The EFE Matrix , IFE Matrix , and CPM form stage 1, together with SWOT Matrix , SPACE Matrix , IF Matrix , and Matrix *Grand Strategy* that forms stage 2, deliver required information For create a QSPM (Stage 3).

## RESULTS AND DISCUSSION

Marketing strategy is fundamental plan of the company For face internal environment and environment external . This process done as effort in development superiority company For serve the market effectively sustainable . So from That determining marketing strategy need grounded from internal and external analysis as appropriate effort besides use SWOT analysis is necessary exists management good marketing , management marketing shared become four frequent aspects known with designation mix marketing or *marketing mix* . According to [17] mix marketing or *marketing mix* is something tool good marketing is in place in something company, where company capable control it so you can influence target market response consisting from four group variable Can called with 4P, namely:

1. Product

Product is all something produced through a process for sold to consumers . From the results interview to informant key The products offered by Said's Roti are very diverse . Said's Roti offers food healthy ingredients base without material chemistry nor synthesis so that product can consumed by all circles age matter the submitted by the owner of Said's Roti.

2. Price

Price is nominal amount or fees offered by Said 's Roti to consumer in do something activity sell buy . From the results interview to informant the price set by Said's Roti for every product obtained of 50% ingredients standards and expenses incurred like electricity , water and salaries employee . Prices are also influenced by several factor like weather , availability material standard , and distribution material standard . The price offered by Said's Roti for pia products Rp. 23,000, product stradel and bolen Rp. 40,000, and prol tape Rp. 30,000. the price offered by Said's Roti is sufficient affordable because adapt with circles targeted consumers .

3. Place

Location is place for Said's Roti provides goods the production For makes it easier do buy and sell with consumer . Said's Roti is located on Jalan Dr. Sutomo No. 28 RT. 001 RT. 025 025 Subdistrict Compliance Subdistrict Kaliwates Jember Regency . The location is called a strategy because is in the middle center city jember so that youthful consumer For reach out .

4. Promotion

Promotion is something form communication carried out by Said's Roti towards the product produced so known widely by society . From the results interview to informant key promotion This aim For tell and introduce product from Said's Roti Alone . Promotion of Said 's Roti Alone Still use *Word Of Mouth*

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*Marketing* (WOMM) and sometimes promote using social media like Facebook, WhatsApp, and Instagram but Still using social media from owner No using social media official from Said's Roti Alone.

### Internal and External Environmental Results of Said's Roti

Environment business consists from internal environment and environment external influences activity business is happening in something business. Second environment the can is known through analysis environment business for know internal conditions of the business like strengths and weaknesses business, as well recognize condition external something business like opportunities and threats that are influenced by existing circumstances outside from environment.

#### 1. Said's Bread Internal Factors

##### 1) Strength

###### a. Raw material quality

Processing Said's Roti always guard quality from material standard used. Raw materials used like Edamame soybeans and tape use material quality raw materials the best and through a *quality control* process by the owner.

###### b. Own legality and licensing

This Said's Roti product has own number P-IRT permission. The P-IRT number is certificate licensing for company scale home production ladder food nor drink. Product food consumed must safe from ingredients dangerous. Said's Roti products already get P-IRT number 206350901027

###### c. Product No use material preservative

Said's Roti products are processed available food characteristic typical unique that is use material basic edamame and tape are not use material preservative in the processing process.

###### d. Place owned by personal

Said's Roti business location is built house place production by the owner Said's Roti business so sustainability Said's Roti business can runs smoothly without exists expenditure of funds for rent or contract funds shop. Place business owned by Alone can give strength in suaha business carried out.

###### e. Strategic location

Said's Roti is conveniently located in the center city jember precisely on Dr. Sutomo No. 28 RT. 001 RT. 025 025 Subdistrict Compliance Subdistrict Kaliwates Jember Regency. This location can reachable with easy for consumers, so matter the including to in factor strength.

##### 2) Weakness

###### a. Promotions used Still simple

Promotions carried out Still in a way simple, that is use signpost name and promotion from mouth to mouth. Promotions carried out You should also use social media where at the time Social media is very influential especially For promotion business or business.

###### b. Relative price tall from its competitors

Said's Bread set price only can reach group level intermediate to the top so that circles level middle down to minimal for buy Said's Roti products.

###### c. Lack of taste innovation

Still innovating flavors Produced by Said's Roti only chocolate flavor variations just For all product except delicious edamame pia product still original.

## 2. External Factors Said's Roti

### 1) Opportunity

#### a. Open roomy work for public around

Said's Roti opened field Work for public around those who need it work .

#### b. Consumer interest to product

Consumers who like it Said's Roti products are made from basic edamame and tape will try various type type processed edamame and tape. Consumer interest in furniture something product can influenced by yourself Alone nor anyone else.

#### c. Connection Good between suppliers and owners business

Connection owner with supplier No Once experience late pay so that No Once experience constraint .

### 2) Threat

#### a. The more many competitor

Something business No will regardless from A competitor . Competitor from Said's Roti is competitors who produce similar products that is processed pastry.

#### b. Business idea easy imitated by competitors

Processing business this pastry food will more Lots imitated by competitors . It's easy imitated by competitors is something threat.

#### c. Price of materials standard No stable

No stability price material standard can also be done threaten where is Said's Roti business ? price sale product can can also increase cause Power buy consumer experience decline .

**Table 1 Internal and External Factors**

Internal factors		External Factors	
No	Strength	No	Weakness
1	Raw material quality	1	Promotions used Still simple
2	Own legality and licensing	2	Relative price tall from its competitors
3	Product No use material preservative	3	Lack of taste innovation
4	Place owned by personal		
5	Strategic location		
No	Opportunity	No	Threat
1	Open roomy work	1	Lots of it competitor
2	Consumer interest to product	2	Business idea easy imitated
3	Connection Good between suppliers and owners business	3	Price of materials standard No stable

## Analysis IFE and EFE matrices

### 1. Analysis IFE Matrix ( *Internal Factors Evaluation* )

IFE matrix is used For know how much big influence from internal factors contained in a business . The IFE matrix illustrates internal condition of something consisting of business from strengths and weaknesses will be used in strategy formulation.

**Table 2 Results of Said's Roti IFE Matrix**

No	Internal factors	Weight	Rating	Weighted Score
<b>Strength</b>				
1	Raw material quality	0.175	3	0.525
2	Own legality and licensing	0.150	3	0.450
3	Product No use material preservative	0.175	3	0.525
4	Place owned by personal	0.150	4	0.600
5	Strategic location	0.150	3	0.450
<b>Weakness</b>				
1	Promotions used Still simple	0.050	1	0.050
2	Relative price tall from its competitors	0.075	1	0.075
3	Lack of taste innovation	0.075	1	0.075
	<b>Total</b>	<b>1,000</b>		<b>2,750</b>

Weighted score show how much Good response company to something originating factors from strengths and weaknesses possessed by a business based on table 4.3 factors that become strength main that is place owned by personal with score weighted 0.600. these factors worthy made factor strength main Because can profitable for owner because No need pay or emit cost rent annual so that company in face other competitors will more young .

Factors that become weakness main that is factors that have mark smallest weighted . Based on table 4.3, the factors are weakness main that is promotions used Still simple with score weighted 0.050. these factors worthy made weakness main Because promotion Because without exists promotion consumer No will know products What only those produced by Said's Roti.

Calculations in the table on with use Said's Bread IFE matrix obtains mark amounting to 2,750. A value above 2.5 indicates that position company capable respond with Good internal factors with utilise existing powers as well as can overcome weakness inside company .

## 2. Analysis EFE Matrix ( *External Factors Evaluation* )

EFE matrix is used For know how much big influence from factors external contained in a business . The EFE matrix illustrates condition external from something consisting of business from opportunities and threats that will used in strategy formulation .

**Table 3 Said's Roti EFE Matrix**

No	Internal factors	Weight	Rating	Weighted Score
<b>Opportunity</b>				
1	Open roomy work	0.231	3	0.692
2	Consumer interest to product	0.269	4	1,077
3	Connection Good between suppliers and owners business	0.231	3	0.692
<b>Threat</b>				
1	Lots of it competitor	0.077	1	0.077
2	Business idea easy imitated	0.077	2	0.154
3	Price of materials standard No stable	0.115	1	0.115
<b>Total</b>		<b>1,000</b>		<b>2,808</b>

Calculations in the table on with use Said's Bread EFE matrix obtains mark amounting to 2,808. A value above 2.5 indicates that position company capable respond with Good factor external with utilise existing opportunities as well as can overcome something threat .

Based on the results table 4.4 factors opportunity main that is interest consumer to product with score weighted 1.077. these factors worthy made opportunity main because interest consumer influence decision consumer in buy something product So interest consumers are very influential to development of Said's Roti.

Threat main on Said's Roti ie the more many competitor with score weighted 0.154. There are competitors who has product similar can disturbing Power buy public to Said's Roti products . Similar competitors with nearby location will become threat for owner business .

### Analysis IE Matrix ( *Internal and External* )

Result of calculations have been made obtained from IFE matrix and EFE matrix then furthermore do preparation IE matrix (internal and external ). The IE matrix is used for analyze position company in a way details and the most appropriate strategy For implemented in the company.

**Figure 1 Said's Roti IE Matrix**

			Skor bobot Total IFE				
			Kuat	Sedang	Tinggi		
			3,0 - 4,0	2,0 - 2,99	1,0 - 1,99		
Skor Bobot Total EFE	Tinggi	3,0 - 4,0	I	II	III	IFE = 2,750	
	Sedang	2,0 - 2,99	IV	V	VI	EFE =2,808	
	Rendah	1,0 - 1,99	VII	VIII	IX		



Calculation The average IFE value is 2.750 , meanwhile The average EFE value of 2.808 shows Said 's Roti is in position cell V. Position This meaning the strategy of guarding and defending . Possible strategy Said's Roti is implemented , namely a market penetration and development strategy product .[13] state that the strategy of guarding and defending covers cells III, V, or VII can managed with market penetration and development strategies product .

Market penetration strategy can used For overcome market development with increase market share . Increase sales at Said's Roti can be done with do promotions are also expanding range to consumers in the marketing process , retaining quality , maintain price and multiply type product For alluring consumer .

### Analysis SWOT Matrix

SWOT Matrix is tool matching For observe environment marketing , fine from internal form strengths and weaknesses as well as from external form opportunities and threats . IE analysis shows Said's Roti position is in cell V, so prepared formulation SWOT matrix more notice related internal and external factors in formulate a strategy. All element from SWOT matrix in the form of strengths , weaknesses , opportunities and threats will formulated a number of alternative strategies. Drafted alternatives in SWOT matrix has four development, namely SO (strengths-opportunities), WO (weaknesses-opportunities), ST (strengths-threats), and WT (weaknesses-threats) which provide combination best between all four as presented in the table follow:

**Table 4 Said's Roti SWOT Matrix**

<div>IFE</div> <div>EFE</div>	<div>Strength</div> <ol style="list-style-type: none"> <li>1. Raw material quality</li> <li>2. Own legality and licensing</li> <li>3. Product No use material preservative</li> <li>4. Place owned by personal</li> <li>5. Strategic location</li> </ol>	<div>Weaknesses</div> <ol style="list-style-type: none"> <li>1. Promotions used Still simple</li> <li>2. Relative price tall than competitors</li> <li>3. Lack of taste innovation</li> </ol>
	<div>Opportunities</div> <ol style="list-style-type: none"> <li>1. Open field work</li> <li>2. Consumer interest to product</li> <li>3. Connection Good between suppliers and owners business</li> </ol>	<div>WO Strategy</div> <ol style="list-style-type: none"> <li>1. Make account business both on social media Facebook, Instagram, WhatsApp and others with Name brand For promote products produced</li> </ol>
	<div>Threats</div> <ol style="list-style-type: none"> <li>1. Lots of it competitor</li> <li>2. Business idea easy imitated</li> <li>3. Price of materials standard No stable</li> </ol>	<div>WT Strategy</div> <ol style="list-style-type: none"> <li>1. Set an affordable price</li> </ol>

#### 1. SO Strategy (*Strength-Opportunities*)

This strategy namely the strategy that uses strength For use the best opportunity . Companies need notice strengths and opportunities in a way simultaneously . Here's a strategy that can be done used, namely:

- 1) Maintain material raw and product . Raw material which are already Good need maintained to ensure the taste of the product can awake . Companies need guard quality material standard already There is so that company Still can Work The same with Good without exists obstacle in supply material standard .

- 2) Make innovations for interesting interest consumer . Said's Roti can do various type innovationsu product the new one like add type a new , different product from competitors . Consumer interest is very necessary in buy something product .

## 2. ST Strategy (*Strength-Threats*)

This strategy namely the strategy used strength and overcoming threat to something company . The company is coping the threats that exist within companies that can bother continuity from his business . Here's a strategy that can be done used:

- 1) Develop innovation product can give satisfaction separately for Said's Roti consumers because own choice variation more products diverse . This also improves Power Said's Roti competition in compar-ison competitors kind .
- 2) Expansion network supplier can done with multiply cooperation with supplier material standard espe-cially edamame and tape. Expansion network supplier can minimize risk lack *supply* materials through cooperation with edamame farmers and tape makers in various area.

## 3. WO Strategy (*Weaknesses - Opportunities*)

This strategy namely a strategy that utilizes opportunity For minimize existing weaknesses on a company . Said's Roti is necessary minimize existing weaknesses so that get a chance in add range consumer . Following this is a viable strategy used , ie Make account business both on social media Facebook, Insta-gram, WhatsApp and others with Name brand For promote products produced . Said's Roti is necessary using social media For promote the product like use Facebook, Instagram, WhatsApp or other social media that you can bring which consumers can increase Said's Roti income .

## 4. WT Strategy (*Weaknesses - Threats*)

This strategy namely based strategy corporate nature persist and try minimize possible weaknesses threaten something company . Said's Roti is necessary endure in overcome existing weaknesses and threats . Fol-lowing this is a viable strategy used that is Set an affordable price . Price is one of them factor affecting consumer in do purchase . By setting affordable selling price can guard loyalty consumer .

## QSPM analysis

A QSPM (*Quantitative Strategic Planning Matrix*) analysis is something stages final in formulation alternative to a strategy. Stages This used For take something the most appropriate decision For something company based on internal factors and factors external . Calculations in the QSPM analysis were obtained with multiplying the weighted average of a internal factors as well external with mark Attraction (AS) so can total attraction power (TAS) is obtained . Following This is results calculation from Said's Roti Business:

**Table 5 QSPM Matrix**

No	Strategy Alternatives	Score BAG	Rating
1	Make account business both on social media Facebook, Insta-gram, WhatsApp and others with Name brand For promote products produced	6,635	1
2	Make innovation new and also a new taste	5,979	2
3	Develop innovation product	5,410	3
4	Set an affordable price	5,383	4
5	Maintain quality material raw and product	5,371	5
6	Expansion network supplier	4,862	6

Result of total power calculation priority pull (TAS). for Said's Roti that is intensify promotion with TAS score obtained amounting to 6,635. Intensify promotion required For introduce product caught public wide so

that product the the more known by many people. Intensify promotion can use social media at the moment This such as WhatsApp , Facebook, and Instagram or social media others who can bring consumer or customer.

Alternative strategies that have mark Lowest that is expansion network supplier with TAS score of 4.862. Alternative to this strategy get score Lowest Because expansion network supplier do not have influence significant to Said's Roti marketing without exists good promotions as well as innovations latest For interesting interest consumer .

## CONCLUSION

Result of study This analysis IFE and EFE matrices show Said 's Roti is in position cell V position This meaning the strategy of guarding and defending . And from results QSPM analysis of Said's Roti marketing strategy priorities , namely make account business good on social media Facebook , WhatsApp , Instagram , etc. with Name brand For promote products produced . Suggestions for owner of Said's Roti namely the manager of Said's Roti is expected make account business good on social media so you can promote product so you can interesting interest consumers and add innovations product latest .

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