

# THE APPLICATION OF SWOT ANALYSIS AS A BUSINESS DEVELOPMENT STRATEGY FOR SLAUGHTER CHICKEN FARMERS DURING THE COVID-19 PANDEMIC (Study on Banjar Slaughter Chicken Farmers of Dencarik Village Corot Office, Banjar District, Buleleng Regency)

G.A Oktaviana<sup>1</sup>, N.L.P.R Dewi<sup>2</sup>

<sup>1</sup>Jurusan Manajemen, <sup>2</sup>Jurusan Ekonomi dan Akuntansi, Universitas Pendidikan Ganesha, Singaraja  
Email: [ari.oktaviana@undiksha.ac.id](mailto:ari.oktaviana@undiksha.ac.id), [puja.rosita@undiksha.ac.id](mailto:puja.rosita@undiksha.ac.id)

## Abstract

*This study aims to determine the business conditions of beef chicken farmers in Dencarik village during the coronavirus/Covid-19 pandemic based on internal and external factors, and to find out how to use business development strategies with SWOT analysis in beef chicken farmers' businesses in Dencarik village during the virus pandemic. corona. This type of research is a qualitative research with data collection techniques by field observation by interviewing key informants, namely Mr. Made Endy Aristiawan as the owner of a chicken breeder in Dencarik village and several employees who work in the business to find out the business of the chicken breeder during the COVID-19 pandemic. and the effect of SWOT analysis in business development. The results showed that the COVID-19 pandemic had a significant impact on the sales results of chicken breeders in Dencarik village in 2020 this happened because of the impact of the domino effect generated by the impact of the economic recession which caused sluggishness in sales but the use of appropriate marketing strategies such as data submitted by the owner of the chicken breeder business in Dencarik village. As with the use of SWOT analysis in this study, it can be seen that the chicken breeder business can still exist by emphasizing the use of Strength opportunities strategies based on the data obtained and the results of the SWOT matrix table based on IFAS and EFAS.*

**Keywords :** *marketing strategy, business development, SWOT*

## 1. Introduction

This *coronavirus* pandemic has brought a fairly wide domino effect, including to small businesses in the village. Small businesses in the village are the economic support of rural communities, faced with a number of increasingly complex challenges. This *coronavirus* pandemic has brought problems that develop in society no longer purely special and even felt globally, but also intersect with formal / national laws. Small businesses in the village, which are expected to be at the forefront of maintaining the economic resilience of rural communities, are faced with problems marketing products to the community during a pandemic, considering that with the pandemic, these small businesses have a limited scope in selling products to the community. This is due to the loss of a source of income that has been the main support of family life.

The most important thing during the *coronavirus* pandemic which is the staple of production is planning, because many small entrepreneurs fail at the beginning of their businesses due to not being able to design good planning, especially this pandemic, many business people compete with other business people so that their businesses always exist. So, once entering the world of marketing, many unexpected things happen and do not know what to do. According to Tjokroaminoto (in Usman, 2008: 60): "Planning is the process of systematically preparing activities that will be carried out to achieve certain goals". Business planning is a document that states the belief or ability of a company to sell goods / services by attracting consumers to buy and make a profit.

Researchers used one of the findings that exist in the business people of slaughter chicken farmers. Before the *coronavirus* pandemic, slaughtered chicken farmers sold slaughtered chicken above the cost of production, but now it's the opposite. The selling price per kg of slaughtered chicken is IDR 17,000, but after the Covid-19 pandemic entered Indonesia, all slaughtered chicken prices dropped dramatically. As a business person, of

course, this problem will be a threat if left on an ongoing basis, it affects business income which then business people can go out of business.

There are opportunities from the slaughter chicken business during the corona virus pandemic run by Mr. Made Endy Aristiawan, of course he is guided by the *Strength, Weakness, Opportunities, Threat* (SWOT) strategy, actually there are many business development strategies, but to measure the extent of business success opportunities during a pandemic, Mr. Made Endy Aristiawan focuses more on using the SWOT strategy, the rationale for using this strategy is to optimize strength and minimize the weaknesses of the business managed by Mr. Made Endy Aristiawan, as well as take advantage of emerging opportunities and overcome incoming threats. In the business world, changes in conditions and situations you will often encounter, namely the corona virus pandemic. It has caused changes, these changes must be addressed by business people by analyzing your SWOT so that the business you run can survive sustainably. Doing a SWOT analysis is not something easy. Some business people use the services of consultants to conduct SWOT analysis. However, business people can do it themselves even though the results obtained are not like consulting from consultants, the most important thing is that business sustainability is very important.

In this study, there are several previous literature and research that are used as a basis for conducting this research. Research on the application of business development strategies based on the SWOT concept has been carried out, one of which is However, this research is still carried out on the application of business development strategies based on SWOT analysis to maintain the existence of the application of SWOT for business people. The results of Hidayanti's research (2018) revealed that all opportunities that exist are increasing demand for tile in the market and technological developments that greatly affect the development of tile business in Jatirenggo Village and technological developments that greatly affect the development of tile business in Jatirenggo Village while the strongest threat is extreme weather and more modern competitors.

In Zuhrotun Nisak's research in 2013, he explained theories about SWOT analysis from several figures and expert experts in his research. SWOT analysis includes efforts to identify strengths, weaknesses, opportunities, and threats that determine company performance. External information about opportunities and threats can be obtained from many sources, including customers, government documents, suppliers, banking circles, peers in other companies. Many companies use the services of scanning agencies to obtain newspaper flashes, research on the internet, and analysis of relevant domestic and global trends (Richard L. Daft 2010: 253) Furthermore, Fredi Rangkuti (2004: 18) explained that SWOT Analysis is the systematic identification of various factors to formulate company strategies. This analysis is based on logic that can maximize *strengths* and *opportunities*, but simultaneously minimize weaknesses and threats. The process of making strategic decisions is always related to the development of the company's mission, goals, strategies and policies. Thus, strategic planning must analyze the company's strategic factors (strengths, weaknesses, opportunities and threats) under current conditions. SWOT analysis compares external factors of *opportunity* and threats with internal factors of strength and weakness.

Research (Hidayati, 2018) the results of the study revealed that the implementation of strategies in the company using Growth Oriented Strategy in packaging its business to generate profits is determined in the central role of the manager This is because, in the cartesius diagram of SWOT analysis it is shown that the highest total score value is in the first quadrant where the quadrant is a very profitable situation. PT. Arma Anugerah Abadi has many opportunities and strengths so that it can seize and take advantage of existing opportunities while minimizing weaknesses and overcoming various threats.

Judging from the differences in the studies above, later this research will focus more on the role of business development in optimizing SWOT analysis in the coronavirus pandemic. Considering that business development is a concept that must be optimized in all agencies and organizations in running their business business. When viewed from the similarities in previous studies here, the similarities both use measuring tools, namely SWOT Analysis in measuring the extent to which the organization develops.

According to David (2011), strategy is a tool to achieve long-term goals that include geographic expansion, diversification, acquisition, product development, market penetration, business reduction, divestiture, liquidation, and *joint venture*. This strategy is a potential action that requires upper-level management decisions and large amounts of company resources. Meanwhile, according to Marrus, defining strategy as a process of determining the plans of top leaders that focuses on the long-term goals of the organization, accompanied by the preparation of ways and efforts so that these goals can be achieved. In an effort to achieve a goal, every company is always faced with an ever-changing environment. Therefore, sensitivity to environmental changes and the ability to adapt to the environment needs to be possessed by every company. Sarabiah (2011) suggests that there are alternative strategies that can be used by every company, where the determination of this strategy is taken through 12 actions, namely forward integration, backward integration, horizontal integration, retrenchment, divestment, and liquidation.

SWOT analysis is the identification as a factor for formulating corporate strategy. Fredi Rangkuti (2004: 19) This analysis is based on logic that can maximize *strengths* and *opportunities*, but together can minimize weaknesses and threats.

The company's strategic decisions need to consider internal factors that include strengths and weaknesses as well as external factors that include opportunities and threats. Therefore, there needs to be important considerations for SWOT analysis. In identifying as problems that arise in the company, very careful research is needed so as to be able to determine a very fast and appropriate strategy in overcoming problems that arise in the company.

In general, SWOT analysis is well known to most of the technical teams that make up the company's plan. Part of the strategic planning work focuses on whether the company has sufficient resources and capabilities to carry out its mission and realize its vision. Recognition of strengths will help the company to pay attention and see new opportunities, while an honest assessment of existing weaknesses will give realism weight to the plans that will be made by the company. So the function of SWOT Analysis is to analyze the strengths and weaknesses of the company, as well as analysis of the opportunities and threats faced by the company which is carried out through a review of the company's external conditions.

SWOT analysis is useful if it has been clearly determined in what business the company operates and which direction the company is heading towards the future and what measures are used to assess the success of company management in carrying out its mission and realizing its mission from the results of the analysis will map the company's position to its environment and provide appropriate general strategy choices and be used as a basis for setting company goals for the next 3-5 years To meet the needs and expectations of stakeholders or SWOT analysis is useful for analyzing factors within the company that contribute to the quality of service or one of its components while considering external factors.

The main objective of SWOT Analysis is to identify the overall corporate strategy Fredi Rangkuti (2004: 20). Almost every company and business observer in its approach uses a lot of SWOT analysis. This trend seems to be increasing, where one is interconnected and interdependent. The use of SWOT Analysis has actually appeared a long time ago starting from its simplest form, namely in order to devise strategies to defeat enemies in battle. The basic concept of this SWOT approach seems very simple as stated by Sun Tzu that if we have recognized the strengths and weaknesses of the opponent, it is certain that we can win the battle. In its current development, SWOT analysis is not only used to develop strategies on the battlefield, but is widely used in the preparation of business planning (*Strategic Business Planning*) which aims to develop long-term strategies so that the direction and goals of the company can be achieved clearly and decisions can be made immediately along with all changes in facing competitors.

## 2. Method

The research method used is qualitative research method. This study aims to obtain information about the current situation, and see the relationship between existing variables, or in other words this study describes what it is in accordance with the variables studied. This kind of research is often used to make policies or decisions to do or provide solutions in solving problems (Susanti, 2014). This research is intended to raise facts, circumstances, variables, and phenomena that occur now (when the research takes place) and present them as they are. Qualitative descriptive research describes and interprets data related to the current situation.

The data used in this study includes data collection by direct observation to the field by collecting interview data from informants to obtain primary data and secondary data. Observation is a method of collecting data through direct observation or careful and direct review in the field or research location. In this case, researchers guided by their research design need to visit the research site to observe directly various things or conditions in the field. The discovery of science always begins with observation and returns to observation to prove the truth of science.

In this study, the data analysis used was an interactive analysis model. First of all conduct data collection and analyze it. Similar data are collected according to the group. Then data reduction is carried out to select, focus, and perfect data that is still coarse.

## 3. Results and Discussion

This research was conducted from 2020 to 2021. The data used in this study are primary data and data through observations and interviews with business owners of village slaughter chicken farmers in Denarik. In identifying the internal environment including strengths and weaknesses, and the external environment which includes opportunities and threats, from business actors, direct interviews have been conducted with parties related to this study. The purpose of distributing this questionnaire is to obtain various details regarding internal factors consisting of strengths and weaknesses of slaughter chicken farmers and external factors which include opportunities and threats for slaughter chicken farmers in Denarik village. Then obtained the results of an interview conducted with Made Endy Aristiawan as the owner of a slaughter chicken farmer business in Denarik village regarding the business conditions he lived (Friday, July 16, 2021) which stated, "Business conditions before *Corona* and after certainly have a huge change not only in terms of income but in terms of To survive in order to continue to exist and still be able to maintain sales but as much as possible we still try to Maintaining the quality of the chicken we raise in order to continue to provide the best chicken to the market".

The same thing was also expressed by Wayan Budiarta, who works as an employee at the Denarik village slaughter chicken farmer business (Saturday, July 17, 2021), who complained that the amount of salary received decreased considering the salary system based on the percentage of sales which was affected by the *COVID-19 pandemic*. The employee said, "Business conditions before *Corona* and after that are certainly very big changes not only in terms of salary but in terms of the portion of work done also changed, this is certainly one of the effects of decreasing turnover in kendang due to this pandemic, but we always try to work as well as possible to maintain the quality of harvest from our kendang so that we can still provide the best chicken to the market".

In addition to the statements obtained through interviews, we also attach observation data and get profit results before the pandemic period until entering the *COVID-19 pandemic* period and we pour it in the form of a table as follows.

Month	Year	Unit (tails)	Unit (Kg)	Gross Profit (Rp)	Net Profit (Rp)
January	2020	8.690	19.544	344.828.000	62.501.000
March	2020	8.420	17.346	311.430.000	40.240.000
May	2020	8.819	19.730	343.570.000	41.251.000
July	2020	7.745	15.157	267.476.000	77.739.000
September	2020	7.423	19.567	358.000.000	38.251.000
December	2020	7.690	17.708	297.319.000	47.745.000
February	2021	7.860	12.507	238.000.000	42.893.000
July	2021	7.712	22.250	434.107.000	54.611.000

Table 1. Sale of slaughtered chicken

So it can be concluded that the COVID-19 pandemic caused a decrease in sales turnover, especially in September 2021 which certainly disrupted stability in the company, but it can also be seen in the table that sales results during the *COVID-19 pandemic* were quite fluctuating due to the marketing strategy carried out by the owner of a slaughter chicken farmer business in Dencarik village which was delivered in an interview (Friday, July 16, 2021) as follows, "Marketing strategy Of course it is very important for the development of the business we have, in addition to increasing sales profits, of course, to get a higher sales price than the price given from our partner companies, In Corona conditions like today, of course, in addition to increasing sales profits for business development, surviving and surviving is certainly no less important in conditions of economic recession as it is today".

It was clearly conveyed by the owner of a slaughter chicken farmer business in Dencarik village that marketing strategy is one of the important things needed from the business he runs in order to continue to exist and survive during the *COVID-19 pandemic*, this is in line with the opinion of Nradha (2000: 108) who stated that every company certainly cannot be separated from the marketing strategy, the marketing strategy in question aims to manage the amount of costs / expenses incurred by companies that compare revenue receipts by innovating products. If an organization cannot manage its marketing strategy, it affects business development even if it continues continuously, losses will continue to be experienced by the company because it cannot manage a good marketing strategy. Talking about marketing strategy practices certainly cannot be separated from accountability. Marketing strategy accountability is a form of responsibility from the party in charge of managing to the party who provides tasks or mandates. In addition, Made Endy Aristiawan also conveyed the following statement regarding the strategy carried out as a business owner of a ptong chicken farmer in Dencarik village, "For the difference in the strategy we use is not much different besides maintaining the quality of chickens on our farm so that they still have good quality and when the harvest period is not infected with disease, which means that the strategy we use still maintains the strength we have, namely in the Seririt area to Banjar We are the only chicken farmers with a large capacity and have quite good chicken quality".

So, it can be concluded that the COVID-19 pandemic affected sales and turnover in the slaughter chicken farmer business in Dencarik village during the *COVID-19 pandemic*, even though the business can still exist and even still survive during the pandemic because business owners continue to emphasize marketing strategies by maintaining chicken quality and quality in sales services, chicken health is well maintained and this too In line with Rangkuti's statement in Purnaningsih (2008) which states that service quality is a fundamental strategy in the company's efforts to achieve success and sustainability in an environment of intense business competition. Business owners also maximize communication in the promotion of their chickens by promoting the products they have and continued with word to mouth promotions from consumers who already know the quality of chickens owned by livestock businesses in Dencarik village and at competitive prices, This is

what causes the sales generated in this business to fluctuate and continue to exist during the pandemic because business owners maximize marketing strategies by maximizing personal sales and it is in accordance with what Philip Khotler (2005: 266) said Personal selling is the most effective tool in the last stage of the buying process, especially in building buyer preferences, beliefs, and actions. Therefore, it is very important to implement marketing strategies in business development in accordance with these principles.

Based on the business conditions of slaughter chicken farmers in Dencarik village during the COVID-19 pandemic, of course, several factors are influenced, one of which is the use of marketing strategies that do not escape SWOT analysis as a support and factors that support business development and can survive during the pandemic. His business is said to be quite developed, this is marked by his ability to maintain his business to date even though it is hit by a pandemic. The survival of the slaughter chicken farmer business in Dencarik village until now is certainly influenced by how the strategy of the slaughter chicken farmer's business in maintaining his business to be able to compete in the midst of a pandemic. The strategy used by slaughter chicken farmers in maintaining their business can be illustrated based on the business conditions of slaughter chicken farmers in Dencarik village, both in terms of *strengths*, *weaknesses*, *opportunities* and *threats* faced.

To compile the company's strategic factors in this study, a SWOT matrix is used according to Freddy Rangkuti (2007: 31), the use of this matrix can clearly describe how the external opportunities and threats faced by the company can be adjusted to their strengths and weaknesses. This matrix will produce four sets of possible strategic alternatives as follows:

Table 2. SWOT Matrix

IFAS EFAS	<b>STRENGTHS (S)</b> 1. Strategic Location 2. Competitive Price 3. Friendly HR 4. Product Quality	<b>WEAKNESSES (W)</b> Large capital in business establishment. Maintenance of production equipment
<b>OPPORTUNITIES(O)</b> Wide market share  Competitors.	<b>SO STRATEGY</b> Expanding market share Make the price affordable Givespecial discounts on certain purchase amounts, especiallyfor repeat customers	<b>WO STRATEGY</b> Improve cost efficiency. 2. apply for credit to the bank to increase business capital Cooperate with production equipment technicians. 3. Need to create a business focus by owning increasingly innovative product innovations.
<b>THREATS (T)</b> 1. New competitors emerge. 2. The high price of damaged access road feed	<b>STRATEGY ST</b> Develop competitiveness. Improve service to customers.	<b>WT STRATEGY</b> Selection of transportation services used. Which adapts to road access Attention to comfort and quality Establish good relations with customers

The SWOT matrix in table 2, produces four strategic alternatives that can be taken by owners or business managers of slaughter chicken farmers in Dencarik village in facing competition and surviving during the pandemic and even endemic.

In this study, it was found that the *Covid-19 Pandemic* affected the sales level of the slaughter chicken business in Dencarik village which experienced a decrease in sales or sales turnover during the Covid-19 pandemic. Based on these findings, several efforts can be made to maintain existence and survive during the covid-19 pandemic by using optimal marketing strategies, one of which is a SWOT analysis to design what needs to be done during an economic recession and overcome things that might occur in business development during the *covid-19 pandemic* to optimize internal and external factors owned by the company. And based on the results of identification and the results of the SWOT matrix in this study, the strategy used and can be optimized for slaughter chicken farmers in Dencarik Village is a strategy that relies on *strengths* and opportunities which in its implementation relies on strengths and takes advantage of opportunities owned based on external factors and internal factors with the opportunity to expand market share, by providing prices which is affordable and provides discounts and special bonuses for certain purchases for customers, especially regular customers who have made several transactions or *repeat orders*.

#### 4. Conclusion

The results obtained from this study that the *Covid-19 pandemic* affected sales due to the domino effect of the resulting economic recession and had an impact on the sales turnover of slaughtered chicken farmers in Dencarik village. As well as the efforts made in dealing with the problems in this study, namely by implementing and maximizing marketing strategies, especially SWOT analysis to support companies to survive and even develop during a pandemic. And based on the results of identification and the results of the SWOT matrix in this study, the strategy used and can be optimized for slaughter chicken farmers in Dencarik Village is a strategy that relies on strengths and opportunities which in its implementation relies on strengths and takes advantage of opportunities owned based on external factors and internal factors with the opportunity to expand market share, by providing affordable prices and Providing discounts and special bonuses for certain purchases for customers, especially regular customers who have made several transactions or *repeat orders*.

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