

# SWOT Analysis as The Basis of The Marketing Mix in Increasing Income in PT. Elteha International Singaraja

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## ABSTRAK

Penelitian ini bertujuan untuk mengetahui analisis SWOT pada PT. Elteha International cabang Singaraja dan mengetahui analisis SWOT sebagai dasar bauran pemasaran. Teknik analisis yang digunakan dalam penelitian ini adalah Reduksi Data, Tampilan Data/Penyajian Data dan Penarikan Kesimpulan dan Verifikasi. Hasil penelitian menunjukkan bahwa PT. Elteha International Singaraja adalah sebuah usaha yang bergerak di bidang ekspedisi. Penentuan strategi pemasaran menggunakan metode analisis SWOT. Data internal dan eksternal diperoleh dari hasil wawancara tidak terstruktur dengan narasumber yaitu pimpinan perwakilan PT. Elteha International Singaraja, karyawan di PT Kerta Gaya Pusaka, hubungannya dengan PT. Elteha International Singaraja dan konsumen tetap di PT. Elteha International Singaraja menyimpulkan sebagai berikut, Faktor internal dan eksternal yang menjadi kekuatan dalam meningkatkan pendapatan pada PT. Cabang Elteha International Singaraja adalah kecepatan dalam pengiriman dibandingkan dengan jasa lainnya, perusahaan juga memiliki kantor yang tersebar di seluruh Indonesia, selalu memberikan keamanan terhadap barang yang akan dikirim, faktor yang menjadi kelemahan dalam meningkatkan pendapatan di PT. Elteha International cabang Singaraja.

## ABSTRACT

This study aims to find out the SWOT analysis at PT. Elteha International Singaraja branch and to know the SWOT analysis as the basis for the marketing mix. The analytical techniques used in this study are Data Reduction, Data Display/Data Presentation and Drawing Conclusions and Verification. The results showed that PT. Elteha International Singaraja is a business engaged in the field of expeditions. Determination of marketing strategy using SWOT analysis method. Data from internal and external were obtained from the results of unstructured interviews with the resource persons, namely the head of representatives of PT. Elteha International Singaraja, employee at PT Kerta Gaya Pusaka, relation to PT. Elteha International Singaraja and consumers remain at PT. Elteha International Singaraja concludes as follows, Internal and external factors that are a strength in increasing revenue at PT. Elteha International Singarajabranch are speed in delivery compared to other services, the company also has offices spread throughout Indonesia, always providing security for the goods to be sent, a factor that becomes a weakness in increasing revenue at PT. Elteha International Singaraja branch.

## 1. INTRODUCTION

The development of business in Indonesia is getting sharper with complexity, competition, change, and uncertainty (Aini & Anah, 2018; Fahmi, 2015; Suhartini, 2018). In running a business, of course there is a problem that interferes with the running of the business, both internally and externally (Harumi, 2016; Raj, 2016). This situation creates sharp competition between companies including shipping companies, thus forcing companies to pay more attention to the internal and external environment that can affect the company, so that companies know what marketing strategies are and how they should be applied within the company (Gong et al., 2019; Halim, 2016). Therefore, every business actor is required to think about and determine what strategy will be implemented to face the increasingly complex business world competition so that the business that has been run so far does not experience losses that cause setbacks in the business (Kotler & Keller, 2016; Mamahit et al., 2021).

PT. Elteha Internasional Singaraja has several competitors in today's world of expedition business, namely, JNE and PT Pos Indonesia. The development of the expedition business which continues to increase has caused the level of competition in the expedition business to be very competitive. Below

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are the shipping costs from JNE, PT Pos Indonesia and Elteha Internasional PT. Singaraja: shipping costs per kilo of PT. Elteha Internasional Singaraja amounted to Rp. 12,000, - when compared to JNE and PT Pos Indonesia, the price was more expensive than competitors. In addition, the timeliness of delivery to the safety of the goods sent was a determining factor for consumers who used similar services to be interested in using them, but at PT. Elteha Internasional Singaraja has not been able to maximize the existing opportunities so that consumer interest in using delivery services at PT. Elteha Internasional Singaraja is still lacking and able to compete with other competitors, thus it is necessary to apply the right strategy in order to be able to analyze which aspects need to be improved and the implementation of the right strategy.

The strategies commonly used in determining marketing strategy policies are SWOT or can be called Strengths (Strengths), Weaknesses (Weaknesses), Opportunities (Opportunities), and Threats (Threats) (Candana & Afuan, 2020; Ratnawati, 2020). In this strategy, it is commonly used by business actors, both businesses that are included in the large category and also small and medium in nature with the aim of being able to compete in the business world (Azis et al., 2017; Desky & Rahmawati, 2019; Irawan, 2017). The company must be able to maintain its market share and even expand the market share in order to compete with other shipping companies (Nazwirman & Erna, 2016; Suswanto & Setiawati, 2020).

Marketing strategy is a very important part. In the implementation of the overall strategy there are action plans to achieve company goals or market targets. Marketing strategy is a way to achieve long-term goals, thus determining marketing strategies through appropriate SWOT analysis will be able to increase revenue (Malamassam, 2020; Subaktilah et al., 2018; Suhartini, 2018). Through SWOT analysis, it will be easier for companies to determine the right strategy to increase their income (Istiqomah & Andriyanto, 2018; Ritonga, 2018). The strategic decision-making process is always related to the development of the company's mission, goals, strategies, and policies (Gultom et al., 2014; Subaktilah et al., 2018). Thus, strategic planners must analyze the company's strategic factors (strengths, weaknesses, opportunities, and threats) in the current conditions. This is called situation analysis (Gong et al., 2019; Syaiful & Elihami, 2020).

Based on the data in the field, it can be seen that there are fluctuations in the number of shipments and the amount of income at Elteha Internasional PT. Singaraja, the highest shipment was in 2015 with 26,973 shipments of goods and total revenue of Rp. 762,580,100, - and the smallest number of shipments in 2014 which only the number of shipments were 13,569 goods with a total income of Rp. 259,671,500, -. In general, if you look at the data, it tends to experience a significant decrease in both the number of shipments and the amount of revenue. So, it needs various efforts that need to be improved by the management of PT. Elteha Internasional Singaraja to increase the company's revenue. Therefore, PT. Elteha Internasional Singaraja, which is a freight forwarding company, needs to consider more aspects of the marketing mix, human resource facilities and infrastructure and good relations with consumers to maintain company revenues. The previous studies show that the strategy that has the highest value is SO by improving quality services, expanding market share to support the performance provide affordable rates to maintain customer loyalty and increase and add cooperation with online business-based partners (Nazwirman & Erna, 2016; Ratnawati, 2020). Therefore, the focus and purpose of this research is to find out how the results of the SWOT analysis as the basis for the marketing mix in increasing the revenue of PT. Elteha International Singaraja.

## 2. METHODS

The approach used in this research is descriptive qualitative. Informants in this study are related parties, namely owners, employees and consumers at "PT. Elteha International Singaraja.". The sample of this research was taken by using purposive sampling technique. The source of the data obtained will be collected through interview and documentation techniques, the results of the interview will be carried out with a Data Credibility Test, namely to assess the truth of the findings of qualitative research. Furthermore, triangulation of data is carried out to test the credibility of a data through various data collection techniques and various data sources. The use of triangulation is also to track dissimilarities between data obtained from one informant and another. The informants interviewed who became the source of data in this study were Mr. I Made Adnyana as the Head of Representative of PT. Elteha Internasional Singaraja, then Mr. I Gede Yardana as an employee of PT. Elteha Internasional Singaraja, then Mr. Ketut Arya Arya Wisuda as employees of PT. Elteha Internasional Singaraja, then Mr. Komang Sumerata as permanent customer representing BNI Singaraja branch, then Mr. Made Sudiarta as permanent customer representing BCA Singaraja branch and finally Ms. Komang Sriani as individual permanent customer at PT Kerta Gaya Pusaka Sinagraja branch. These five informants are considered to be able to provide information on the problems to be investigated in this study.

### 3. RESULTS AND DISCUSSIONS

#### Results

The informants interviewed who became the source of data in this study were Mr. I Made Adnyana as the Head of Representative of PT. Elteha Internasional Singaraja, then Mr. I Gede Yardana as an employee of PT. Elteha Internasional Singaraja, then Mr. Ketut Arya Arya Wisuda as employees of PT. Elteha Internasional Singaraja, then Mr. Komang Sumerata as permanent customer representing BNI Singaraja branch, then Mr. Made Sudiarta as permanent customer representing BCA Singaraja branch and finally Ms. Komang Sriani as individual permanent customer at PT Kerta Gaya Pusaka Sinagraja branch. These five informants are considered to be able to provide information on the problems to be investigated in this study.

The results of interviews related to swot analysis used to find out how big the role of the internal factors contained in the company in determining marketing strategy. From the results of the analysis carried out, it can be said that the internal factors include, the strength possessed by the company in order to increase revenue at PT. Elteha Internasional Singaraja, the delivery services offered are very diverse, complete delivery fleet, speed in delivery compared to other service companies, always provide security for the goods to be sent. Weaknesses that exist in PT. Elteha Internasional Singaraja as follows: Lack of promotional tools, so people are much more familiar with other private companies as goods delivery companies, couriers do not take the initiative to call the recipient of the goods, if at any time the goods are not delivered because the address is difficult to find or for other reasons. the price for consumers is still considered more expensive.

While the results from interviews related to swot analysis used swot analysis to find out how big the role of the external factors contained in the company in determining the marketing strategy from the results of the analysis carried out, it can be said that, the external factors include. Opportunities owned by PT. Elteha Internasional Singaraja has many relationships with several well-known companies in order to send several document packages, by maintaining these relationships it can maintain the regular customers that they have so far and provide maximum service consistently. While the threats faced are the increasing number of competitors for delivery service providers who are increasingly innovative in providing their services and the lack of widening of the service system with receipt checking applications and websites from PT. Elteha Internasional Singaraja to provide maximum service in accordance with current trends.

#### Discussion

The results of the swot analysis above, the basis for determining the strategy that is set in order to increase revenue at PT. Elteha International Singaraja as follows. where the first strategy is as follows the S-O strategy, it is expected that PT. Elteha Internasional can take advantage of the speed of delivery to further encourage consumers who run online businesses to use the delivery services of PT. Elteha International Singaraja. Recalling the needs of consumers who will send goods not only in cities, the company has opened offices spread throughout Indonesia so that the delivery range is wider than competitors. Utilizing the security of goods which is very important so that it can be more convincing for online business users, then the implementation of the S-T strategy, seeing the level of competition that is getting sharper, better security of goods should be carried out to keep customers at PT. Elteha International Singaraja. With innovative and attractive services, the presence of counters spread throughout Indonesia will support PT. Elteha Internasional Singaraja should do promotions if you want to get consumers by having services through the website so that consumers will be more widely accessible and easier. Furthermore, the W-O Strategy maximizes promotional tools well so that it is easier to be known by online businessmen and to be able to establish cooperation. Lowering prices for private consumers in order to meet the growing demand for shipping services today. Convince and provide product information security of PT. Elteha Internasional Singaraja by expanding the service network and the last strategy, namely the W-T Strategy, which by increasing promotional facilities can attract more consumers so as not to lose to competitors. With a price that is quite expensive from competitors, it can be a differentiator from competitors by way of security of goods, because in this case the priority is the safety of goods. So, with a competitive price the PT. Elteha Internasional Singaraja can compete with this price comparison. So, by considering and paying attention to internal and external factors the company will be wiser in implementing the strategy that will be used which will have an impact on increasing revenue at PT. Elteha International Singaraja.

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#### 4. CONCLUSION

Based on the company's internal and external analysis, the company's strength lies in the speed of delivery compared to other services, the company also has offices spread throughout Indonesia, always providing security for the goods to be sent, a factor that is a weakness in increasing revenue at PT. Elteha Internasional Singaraja is the lack of promotional advice, so that people know more about other private companies as goods delivery companies, prices for private consumers are more expensive and consumers still do not believe in the safety of the goods to be sent.

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