



Impact Marketing Strategy Using SWOT Analysis

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Abstract. Marketing strategy is a crucial instrument for companies to compete effectively in dynamic market environments. It aims to align internal organizational capabilities with external market opportunities while also recognizing competitive strengths and weaknesses. Understanding these elements enables companies to maximize available opportunities and reduce potential threats. Managers must carefully evaluate internal and external conditions, including strengths, weaknesses, opportunities, and threats, to determine appropriate competitive strategies and maintain business sustainability. Therefore, identifying factors that influence company performance is essential in formulating an effective marketing strategy. This research focuses on determining a suitable marketing strategy for a housing developer facing competitive market conditions. The study applies a descriptive research method involving 13 respondents who are decision-makers with strong knowledge of market trends. Data were collected using structured questionnaires containing closed-ended questions to ensure consistent and measurable responses. The results of the SWOT analysis reveal that the company's total strength score is 3.300, while the weakness score is -3.029. The opportunity score reaches 3.155, and the threat score is -2.586. These findings indicate that the company is positioned in the growth stage. Therefore, the recommended strategy is to prioritize business expansion by offering a wider variety of housing types with diverse pricing options to attract broader market segments and enhance competitiveness.

Keywords: Marketing Strategy; Opportunity; Strength; Threat; Weakness.

1. BACKGROUND OF THE PROBLEM

Business development in Indonesia in recent years has increasingly demonstrated greater complexity, competition, change, and uncertainty. This situation has led to intense competition among companies, due to the increasing number of competitors, growing product volumes, and rapid technological development. These conditions force companies to pay greater attention to the environment that can influence them, so they can determine what kind of marketing strategy should be implemented and how it should be applied within the company. Therefore, competition is very important to the success or failure of a company, where even a small mistake in business decision-making can result in a decline in product sales compared to competitors, and vice versa.

Marketing strategy is one of the tools companies use to face market competition. Basically, a marketing strategy involves finding a match between a company's internal capabilities and external market opportunities. However, companies must also recognize their strengths and weaknesses in competition. This will greatly help companies understand themselves, take advantage of available opportunities, and avoid or minimize threats. In determining competitive strategies and making decisions, managers must recognize the company's weaknesses, strengths, threats, and opportunities, as well as identify competitors'

possible advantages. Thus, companies must pay attention to factors that may affect their survival, both external and internal.

The importance of companies understanding key external and internal success factors in their environment provides added value for competitiveness. What makes environmental factor analysis crucial for managers or top management includes:

- a. Companies do not operate in isolation but interact with their environment.
- b. Environmental influences are highly complex and can affect each part of the organization.

Strategy analysis and selection largely involve making subjective decisions based on objective information. Therefore, strategy formulators must be able to generate alternatives, evaluate them, and choose specific actions.

Company strategy, particularly marketing strategy, is a crucial step that must be taken and implemented by every company that wishes to survive in the market. As is well known, marketing within a company must not only be dynamic but also continuously apply superior principles, where companies must abandon outdated practices and continuously innovate. This is because the current era is no longer one where producers impose their will on consumers; instead, consumers impose their will on producers (Freddy Rangkuti, 2002).

The decline in sales of Menganti Alam Raya Sentosa Housing in Gresik has become a major concern for decision-makers at PT Bintang Karyasama in determining the marketing strategy to be implemented. Based on housing sales data from 2011 to 2012, whereas in 2012 housing sales declined to approximately 124 units. This clearly shows a decrease of 71 units, or 57% compared to the previous year's sales. This issue has become a serious concern to analyze the marketing strategies being implemented and to determine the most appropriate marketing strategy to ensure the company's sustainability.

2. LITERATURE REVIEW

Theoretical Framework

Definition of Marketing

Marketing activities are inevitably associated with promoting goods produced by an institution or company. Marketing serves as the spearhead in realizing a company's objectives. The definition of marketing, according to various experts, may differ in perspective; however, the purpose and meaning of marketing are essentially similar and do not differ significantly.

Marketing Concept

Marketing is an important factor in achieving success for a company, as it involves certain approaches and philosophies. This new approach and philosophy are known as the marketing concept. Along with the passage of time, the marketing concept has also undergone changes. According to Kotler and Keller (2006), there are five basic marketing concepts:

- a. Production Concept
- b. Product Concept
- c. Selling Concept
- d. Marketing Concept
- e. Societal Marketing Concept

Marketing Strategy

According to Kotler and Armstrong (2010), a marketing strategy is the marketing logic by which a business unit expects to achieve its marketing objectives. A marketing strategy aims to identify external consumer groups of the organization, within which there are market segments, namely subgroups of buyers within a market. The needs and wants of buyers and their responses to marketing efforts are relatively similar within a segment but differ among segments. The diversity of buyer needs and wants represents opportunities rather than threats. These opportunities and threats allow businesses to design products that match the preferences of diverse consumer groups. Companies should focus on fulfilling specific needs in order to be more effective than their competitors.

Marketing strategy is based on management analysis of the company's environment, both internal and external. According to Fandy Tjiptono (2006), there are three main elements in a marketing strategy:

- a. Consumers
- b. Competitors
- c. Company

Marketing Environment

The environment in which future success occurs may differ from the current environment. Changes in products offered by competitors can significantly influence consumer demand, and consumer preferences may change unpredictably. Technological developments often unintentionally alter product functions as well as how companies conduct their business, including purchasing, logistics, production, marketing, sales, and service. Economic, political, and social regulations frequently emerge and may directly or indirectly affect company conditions or competition.

Adaptation and self-regulation toward the market are necessary when internal changes occur. A bridge between the external and internal environments is essential. If an organization does not change its way of thinking about the environment, it will not be able to anticipate changes in customers, competitors, industries, and government policies. The environment provides opportunities for companies that are able and willing to understand their business environment.

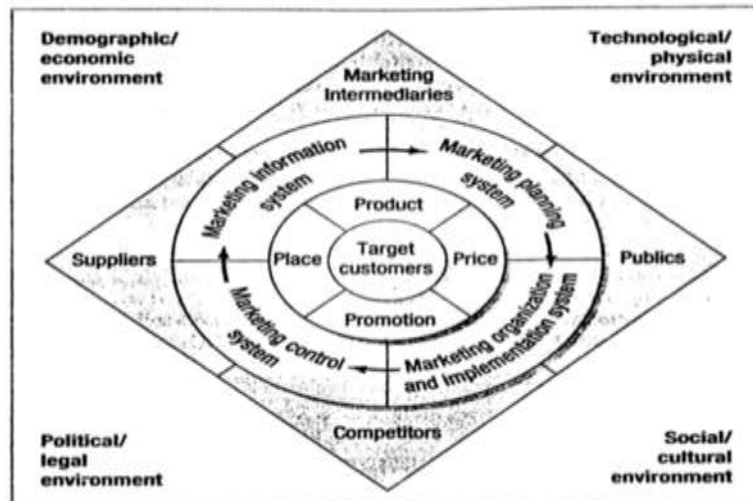


Figure 1. Factors Influencing Marketing Strategy.

Source: Kotler, 2000

The marketing environment can be divided into two categories: the internal environment and the external environment.

Internal Environment

According to Budiarto (1993), the internal environment consists of internal company activities that can be controlled. Meanwhile, Angipora (2002) defines the internal environment as environmental influences originating from within the company that directly affect overall company performance. Factors within the internal environment related to marketing strategy include:

a. Market Segmentation

According to Kotler (1997), market segmentation is the process of identifying and forming distinct groups of buyers who may require different products or marketing mixes. Market segmentation reflects efforts to improve the accuracy of a company's target selection. Sellers distinguish major market segments, target one or two of these segments, and develop products and marketing programs specifically designed for each segment.

The main types of segmentation are geographic, demographic, psychographic, and behavioral. Geographic segmentation divides the market into different geographical units such as countries, regions, provinces, cities, or neighborhoods. Demographic segmentation variables include age and life-cycle stage, gender, income, generation, and social class. Psychographic segmentation variables include lifestyle and personality. Behavioral segmentation variables consist of occasions, benefits, user status, usage rate, and attitudes.

There are four criteria that must be met for market segments so that the segmentation process can be carried out effectively and be beneficial to the company, namely:

- 1) Measurable
- 2) Accessible
- 3) Substantial
- 4) Actionable

b. Target Market

After identifying market segments, the company then determines the target market. Targeting is the process of evaluating and comparing identified groups and selecting one or more of them as potential targets with the greatest potential.

According to Machfoedz (2005), targeting involves identifying markets that can serve as marketing objectives and narrowing the focus to reach consumers who are most likely to become the market for the products or services offered. In determining which segments to enter, companies may implement one of three market coverage strategies: undifferentiated marketing, differentiated marketing, and concentrated marketing. In practice, companies may adopt one of five market coverage strategies, namely:

- 1) Single market concentration
- 2) Product specialization
- 3) Market specialization
- 4) Selective specialization
- 5) Full market coverage

c. Market Positioning

According to Keegan (2003), positioning refers to the image of a product in the minds of customers. Kotler (2005) defines positioning as the act of designing a company's offering and image so that it occupies a distinctive position (among competitors) in the minds of the target customers. After deciding which market segment to enter, the company must then determine the position it wants to occupy within that segment.

Another opinion by Machfoedz (2005) states that market positioning, according to Kotler, is the establishment of a product's meaning in the minds of consumers based on its characteristics or important attributes in comparison with competing products.

d. Marketing Mix

According to Kotler (2005), the marketing mix is a set of marketing tools that a company uses to achieve its marketing objectives in the target market. McCarthy (1990, p. 36) defines the marketing mix as controllable variables implemented by companies to satisfy target groups.

McCarthy classifies these variables into four groups known as the 4Ps of marketing, consisting of product, price, place, and promotion. In marketing strategy, companies must pay attention to the marketing mix. Companies that produce goods should focus on the 4Ps, while service companies, according to Kotler (2000, p. 434), expand the mix into 4Ps + 3Ps, namely:

- 1) Product
- 2) Price / Pricing
- 3) Promotion
- 4) Place
- 5) People
- 6) Physical Evidence
- 7) Process
- 8) Customer Service

External Environment

According to Budiarto (1993), the external environment consists of factors that indirectly influence the company and are beyond the control or authority of marketers. The external marketing environment is divided into two parts: the micro environment and the macro environment.

Micro Environment

According to Angipora (2002), the micro environment consists of external factors that have a very close influence on the company, such that all activities carried out will directly affect company operations. The micro environment includes suppliers, competitors, intermediaries, and markets.

The micro-environmental aspects are closely related to the competitive conditions in which the company operates. Consequently, factors affecting competition—such as threats and strengths possessed by the company, including the competitive situation itself—need to be

analyzed. According to Porter, as cited in Umar (2005), there are six aspects that form the competitive strategy model, namely:

- a. Threat of new entrants
- b. Rivalry among existing firms in the industry
- c. Threat of substitute products
- d. Bargaining power of buyers
- e. Bargaining power of suppliers
- f. Influence of other stakeholder forces

Macro Environment

Kotler (1992) defines the macro environment as broader societal forces that influence the entire micro environment. Several factors that need to be considered in this environment include economic, technological, and socio-cultural conditions.

The economic system can influence companies through general economic policies implemented by the government, for example, the emergence of new fuel pricing policies that affect prices. Technological development greatly assists and facilitates production processes and technical marketing activities. The socio-cultural climate strongly influences the business world, as social changes that occur can affect companies. These socio-cultural conditions encompass many aspects, such as attitudes, lifestyles, customs, demographics, religion, education, and ethnicity.

SWOT Analysis as a Formulation of Competitive Strategy

SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or business. It involves defining business or project objectives and identifying internal and external factors that are favorable or unfavorable in achieving those objectives. This technique was developed by Albert Humphrey, who led a research project at Stanford University during the 1960s and 1970s using data from Fortune 500 companies.

According to Freddy Rangkuti (2002), SWOT analysis is the systematic identification of various factors to formulate service strategies. This analysis is based on a logic that seeks to maximize opportunities while simultaneously minimizing weaknesses and threats. SWOT analysis compares external factors with internal factors.

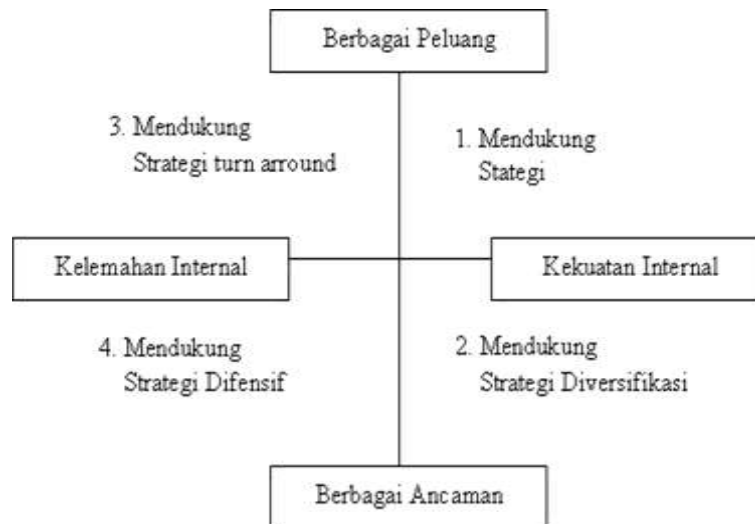


Figure 2. SWOT Analysis Diagram.

Source : Freddy Rangkuti (2001)

The SWOT analysis explains whether the information indicates conditions that will help the company achieve its objectives or indicates obstacles that must be faced or minimized in order to achieve the desired revenue. The following are data sources used in conducting a SWOT analysis according to Freddy Rangkuti (2002).

From the External Environment:

- a. Market Analysis
- b. Competitor Analysis
- c. Community Analysis
- d. Supplier Analysis
- e. Government Analysis
- f. Analysis of Specific Interest Groups

From the Internal Environment:

- 1) Financial Reports (Balance Sheet, Income Statement, Cash Flow, and Capital Structure)
- 2) Human Resource Activity Reports (number of employees, education, skills, experience, salaries, and turnover)
- 3) Operational Activity Reports
- 4) Marketing Activity Reports

3. RESEARCH METHODE

Research Approach

According to Husein Umar (2010), there are three research designs: exploratory, descriptive, and causal. In this study, the researcher aims to provide a clear description of the marketing environment, covering both internal and external environments. Identification of the internal environment reveals the company's strengths and weaknesses, while identification of the external environment identifies the company's opportunities and threats.

The researcher seeks to determine whether the marketing strategy implemented by the organization has achieved its effectiveness and to identify a new marketing strategy that can be used as a competitive advantage for the research object in order to achieve the company's objectives. Since the data collected are quantitative in nature to determine the company's strategic position and will be presented in this study, the research design used is descriptive quantitative research.

Population and Sample

In quantitative research, the population is not limited to people but also includes objects and other natural phenomena; it encompasses not only the number of objects or subjects studied but also all characteristics or attributes possessed by the subjects or objects (Sugiyono, 2010). Populations consist of two types: finite (determinable) and infinite (indeterminable) populations. This study falls under a finite population and uses the population as the sample, as the subjects studied are directly focused on decision-makers.

There are 13 respondents involved in this study, consisting of decision-makers. This study uses non-probability sampling, specifically purposive sampling, which is a sampling technique based on certain considerations, selecting individuals who are considered to have the most knowledge of the social situation of the research object. The sample includes the head of marketing, project manager, head of planning (design), head of finance, head of procurement, head of the legal division, director, commissioner, and other division heads who act as decision-makers.

Research Variables

The purpose of this research is to describe a marketing strategy that begins with the concept of how to use company resources effectively in a changing environment. In conducting this research, the variables are divided into two dimensions: internal factors and external factors, which are further classified into four variables, namely:

- a. Strengths
- b. Weaknesses

- c. Opportunities
- d. Threats

Research Limitations

To ensure a focused discussion, the scope of this research is limited as follows:

- 1) The research was conducted in the Menganti–Gresik area and its surroundings.
- 2) The research focused on Simple Healthy Housing (RSH) Type 22.
- 3) The research was limited to the analysis and formulation stage.

Types of Data

Broadly, data can be classified into several groups, including:

Data Classification Based on Collection Method

In this study, the type and source of data were obtained through primary data sources, namely data collected directly by the researcher from the original source or at the location where the research object was studied.

Data Classification Based on Nature

The data used in this category are quantitative data, which are numerical in nature and used to determine the company's strategic position. Quantitative data in this study were obtained through questionnaires.

Data Sources

Data collection techniques are the most strategic step in research, as the main objective of research is to obtain data. Without data, researchers will not obtain data that meet the established data standards (Sugiyono, 2013). In quantitative research, primary data sources and data collection techniques primarily include:

- a. Observation
- b. Interviews
- c. Questionnaires

Model and Analysis Techniques

IFAS Analysis (Internal Strategic Factors Analysis Summary)

According to Endah Prapti Lestari (2011), internal environmental analysis is the process of identifying and evaluating company characteristics such as resources, capabilities, and core competencies. Through internal environmental analysis, the company's strengths and weaknesses can be identified, allowing the company to understand past performance and project future conditions.

EFAS Analysis (External Strategic Factors Analysis Summary)

According to Endah Prapti Lestari (2011), external environmental analysis is the process of identifying and evaluating information from outside the company to determine the opportunities and threats faced by the company.

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

After obtaining the results of internal and external environmental analyses through the IFAS and EFAS matrices, the researcher formulates the marketing strategy using the SWOT matrix, which is used as a tool to compile the company's strategic factors. This matrix illustrates how external opportunities and threats (EFAS) faced by the company can be aligned with its strengths and weaknesses (IFAS). The matrix can generate alternative strategic options (Rangkuti, 2002).

The SWOT matrix consists of four types of strategies:

a. SO Strategy (Strength–Opportunity)

This strategy utilizes the company's internal strengths to capitalize on external opportunities.

b. WO Strategy (Weakness–Opportunity)

This strategy aims to reduce internal weaknesses by taking advantage of external opportunities.

c. ST Strategy (Strength–Threat)

Through this strategy, the company seeks to avoid or reduce the impact of external threats.

d. WT Strategy (Weakness–Threat)

This strategy is based on efforts to minimize existing weaknesses and avoid threats.

EXTERNAL FACTORS (EFAS)	INTERNAL FACTORS (IFAS)	
	Strengths (S)	Weaknesses (W)
Opportunities (O)	Strategi SO Strategi yang disusun untuk memanfaatkan kekuatan yang ada dalam upaya meraih peluang	Strategi WO Strategi yang disusun untuk menutupi atau mengurangi kelemahan yang ada dalam upaya meraih peluang
Threats (T)	Strategi ST Strategi yang disusun untuk memanfaatkan kekuatan yang ada dalam upaya menghadapi ancaman	Strategi WT Strategi yang disusun untuk menutupi atau mengurangi kelemahan yang ada dalam upaya menghadapi ancaman

Figure 3. SWOT Matrix.

Sumber : Rangkuti (2002)

IE Analysis (Internal–External Analysis)

The Internal–External (IE) Matrix is developed from the General Electric model (GE Model). The parameters used include the company’s internal strength parameters and the external influences it faces. The purpose of using this model is to obtain more detailed business strategies at the corporate level.

1 GROWTH Concentration through vertical integration	2 GROWTH Concentration through horizontal integration	3 RETRENCHMENT <i>Turn Around</i>
4 STABILITY Be carefull	5 GROWTH Concentration through horizontal integration STABILITY Tidak ada perubahan profit strategi	6 RETRENCHMENT <i>Captive company atau divestment</i>
7 GROWTH Concentric diversification	8 GROWTH Conglomerate diversification	9 RETRENCHMENT Bankrupt or liquidation

Figure 4. IE Matrix.

The diagram identifies nine strategic cells of the company. In principle, these nine cells can be grouped into three main strategies, namely:

- Growth Strategy**, which represents the company’s growth itself (cells 1, 2, and 5) or diversification efforts (cells 7 and 8).
- Stability Strategy**, which is a strategy implemented without changing the direction of the previously established strategy.
- Retrenchment Strategy** (cells 3, 6, and 9), which involves efforts to reduce or scale down the company’s operations.

Companies that have competence in the fields of marketing, manufacturing and innovation can make its as a source to achieve competitive advantage (Daengs GS, et al. 2020:1419). The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5). Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560). Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14). Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengumpulan data primer dengan menggunakan pertanyaan tertulis (Kumala Dewi, Indri et al, 2022:29). The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024:150)

Description of Research Results

In accordance with the problem formulation, the purpose of this study is to describe the marketing strategy, using SWOT analysis consisting of strengths, weaknesses, opportunities, and threats. For this purpose, the researcher distributed questionnaires to 13 respondents who are stakeholders within the company. The respondents' responses constitute important data that were processed and analyzed to produce useful information. The research results regarding strengths, weaknesses, opportunities, threats, and the strategies to be implemented are described in detail as follows.

Respondent Characteristics

In this study, data on respondent characteristics are required for analysis purposes. The following presents an overview of respondent characteristics based on the data collected.

Table 1. Status, Gender, Age, and Level of Education.

Characteristic	Gender		Age				Education Level			
	Male	Female	18-25	26-35	36-45	46-55	SM	Diploma	S	S2/S3
Respondent	5	8	5	5	2	1	5	2	6	
Total	13		13				13			

Source: Questionnaire

The table illustrates respondent characteristics based on gender, age, and level of education. The respondents consist of 5 males and 8 females. In terms of age, there are 2 respondents aged 36–45 years and 1 respondent aged 46–55 years, while 5 respondents are

aged 26–35 years and another 5 respondents are aged 18–25 years. Based on educational background, there are 2 respondents with diploma-level education, 6 respondents with undergraduate (Bachelor's) degrees, and 5 respondents with senior high school education.

Descriptive Data Analysis

The description of respondents' assessments is measured based on weights and ratings of the internal and external dimensions. In this context, the description of respondents' answers to the variables examined is presented, where the internal dimension includes the variables of strengths and weaknesses, while the external dimension includes the variables of opportunities and threats. This allows the intensity of each condition to be identified through the resulting weighted scores and ratings using a measurement scale.

Formulation of Alternative Marketing Strategies

EFAS Matrix

The EFE Matrix (External Strategic Factors Analysis Summary) is used to determine the magnitude of the influence of the company's external factors, namely the opportunities and threats faced by the company. The steps in preparing the EFAS matrix are almost the same as those used in preparing the IFAS matrix. However, in the EFAS matrix, the strategic factors used are opportunities and threats. The results of the EFAS matrix calculation can be seen in the EFAS table below.

The results of the EFAS matrix analysis indicate that the company's main opportunity is that after-sales service remains well received by the community, with a weighted score of 0.682. The EFAS matrix analysis also shows that the main external threat faced is the increase in material prices, which causes disruptions in material supply, with a weighted score of -0.372.

IFAS Matrix

The IFAS Matrix (Internal Strategic Factors Analysis Summary) describes and identifies the role of the company's internal conditions, consisting of strengths and weaknesses, which are calculated using ratings and weights. The results of the IFAS matrix calculation can be seen in the following table:

Table 2. IFAS Matrix.

No.	Internal Factors	Weight	Rating	Score
Strengths				
1	The Board of Directors and staff possess integrity supported by experience and commitment	0.066	3.462	0.228
2	Conducive work culture	0.075	3.077	0.231

3	Good image in the community and business environment	0.075	3.385	0.254
4	Integrated service network	0.078	3.923	0.307
5	Strong capability and experience in the property business	0.072	3.308	0.238
6	Management's commitment to customer service	0.041	3.538	0.144
7	Technical and non-technical divisions recognize the importance of activities, planning, and development	0.056	3.077	0.173
8	Organizational structure arranged according to company needs	0.064	2.462	0.158
9	Company has a sales network spread across East Java	0.063	3.615	0.226
10	Experience and competence of directors, staff, and employees	0.066	2.846	0.187
11	Board of Directors' commitment to business development	0.055	3.538	0.194
12	Employee development is carried out based on priorities	0.041	3.154	0.128
13	Ability to provide employee welfare	0.056	3.385	0.191
14	Office location is easily accessible to the public	0.064	3.538	0.227
15	Board of Directors' commitment to product growth and development	0.063	3.538	0.221
16	Product introduction can be conducted effectively	0.066	2.923	0.192
Sub Total		1.000	3.300	
Weaknesses				
1	Decision-making on exceptions cannot yet be carried out quickly	0.093	-2.769	-0.258
2	Human resource capability in developing competencies is still low	0.088	-2.615	-0.230
3	Complaint handling is unsatisfactory	0.098	-2.923	-0.288
4	Systems and procedures for implementing activities are not consistently applied	0.096	-2.923	-0.280
5	Limited number of human resources compared to the company's business scope	0.078	-2.385	-0.185
6	Standard operating procedures have not been fully developed	0.093	-2.769	-0.258
7	Most management information systems are still implemented manually	0.111	-3.308	-0.368
8	Office building is still rented	0.117	-3.462	-0.404
9	Limited availability of experts	0.106	-3.154	-0.335
10	Promotional activities are not aggressive enough	0.119	-3.538	-0.422
Sub Total		1.000	-3.029	

The results of the IFAS matrix analysis indicate that the strategic factor representing the company's main strength is the integrated service network, which has the highest weighted score of 0.307. The IFAS matrix analysis also shows that the main internal strategic factor

representing the company's weakness is insufficiently aggressive promotional activities, with the highest weighted score of -0.422 .

SWOT Matrix

Based on the analysis conducted by combining respondents' answers on the attributes of Strengths, Weaknesses, Opportunities, and Threats in the evaluation of implementation along with their respective weights, the results are presented in the weight and rating analysis tables as shown in the Appendix.

Based on the results obtained from the internal and external analyses as described above, the findings can be summarized as follows:

- a. Total Strength Score: **3.300**
- b. Total Weakness Score: **-3.029**
- c. Total Opportunity Score: **3.155**
- d. Total Threat Score: **-2.594**

From the calculations above, strategic analysis requires clarification of the position along the intersecting axes between strengths and weaknesses, as well as opportunities and threats, all of which are illustrated on positive and negative axes. As a result, the total strength score remains 3.300, the total weakness score becomes -3.029 , while the total opportunity score is 3.155, and the total threat score becomes -2.594 .

The analysis indicates that the strength factors are greater than the weakness factors, and the influence of opportunity factors is greater than that of threat factors. Therefore, the position of PT Bintang Karyasama, as the developer of Alam Raya Sentosa Housing, is located in Quadrant I, which represents a Growth position. This condition indicates that PT Bintang Karyasama has strong internal capabilities supported by a highly favorable external environment.

Based on these total scores, the position of PT Bintang Karyasama can be illustrated in the SWOT Matrix, as shown in Figure 4.2.

To determine the coordinates, the following calculations are used:

Internal Analysis Coordinate

$$(\text{Total Strength Score} - \text{Total Weakness Score}) / 2$$

$$(3.300 - 3.029) / 2 = 0.136$$

External Analysis Coordinate

$$(\text{Total Opportunity Score} - \text{Total Threat Score}) / 2$$

$$(3.155 - 2.594) / 2 = 0.281$$

Thus, the coordinate point is located at (0.281; 0.136).

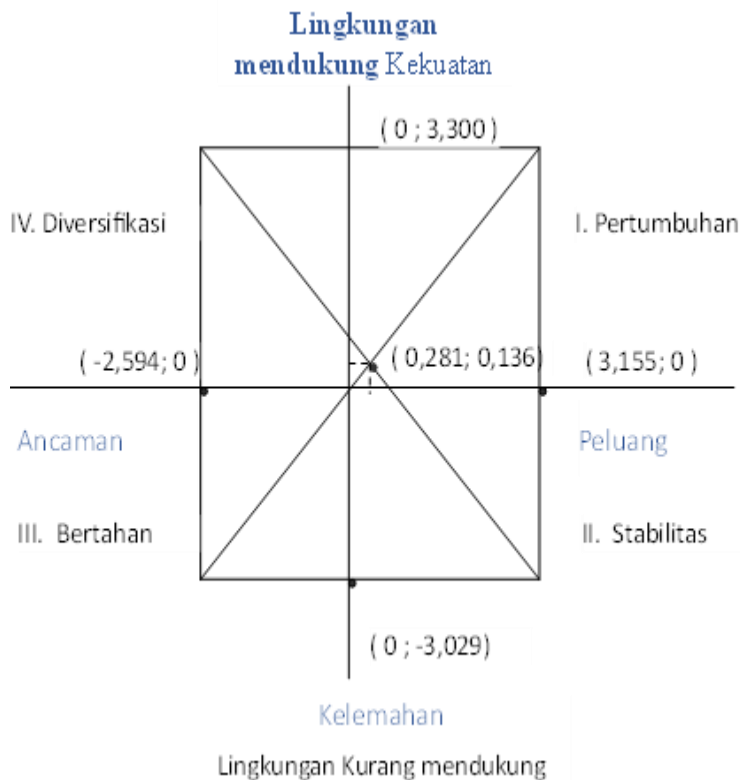


Figure 5. Position of PT Bintang Karyasama.

Source: Processed Data

After determining the intersection point of the diagonals (X), the position of the business unit is identified as being in Quadrant I, but tending to be closer to Quadrant II. Therefore, it is necessary to refine the analysis by calculating the area of each quadrant. The calculation results for each quadrant are presented in the following table:

Table 3. Matrix Area and Strategy Priority.

Kuadran	Dot Position	Matrix Area	Ranking	Priority Strategic
I	(3,155 ; 3,300)	10,412	1	Growth
II	(3,155;-3,029)	-9,556	2	Stability
III	(-2,594 ; -3,029)	7,857	4	Defence
IV	(-2,594 ; 3,300)	-8,560	3	Diversification

Source: Processed Data

From the data processing to determine the matrix area and strategy priorities in Table 4.4, it was found that the largest matrix area is in Quadrant I, with a matrix area of 10.412. However, it should also be noted that the matrix area in Quadrant II is also considerable, at 9.556. The ranking of the matrix areas for each quadrant in Table 4.4 is as follows:

- 1) **Rank 1:** Quadrant I, matrix area 10.412
- 2) **Rank 2:** Quadrant II, matrix area 9.556
- 3) **Rank 3:** Quadrant IV, matrix area 8.560
- 4) **Rank 4:** Quadrant III, matrix area 7.857

To complete this SWOT analysis, the rankings obtained for each quadrant must be converted into the SWOT matrix formulation. The SWOT matrix contains four main strategies as follows:

- a. SO Strategy (Strength and Opportunities) in Quadrant I
- b. WO Strategy (Weakness and Opportunities) in Quadrant II
- c. WT Strategy (Weakness and Threats) in Quadrant III
- d. ST Strategy (Strength and Threats) in Quadrant IV

In this analysis, the product is positioned at (0.281; 0.136) in Quadrant I, indicating that the most appropriate strategy to implement is the SO Strategy (Strength and Opportunities). However, given that Quadrant II ranks second, other strategies should also be considered to respond to competitive pressures, such as diversification through product development with a more competitive risk and return rate.

Internal-External Matrix Analysis

The Internal-External Matrix Analysis is conducted by calculating the figures from the internal and external scores obtained, with the goal of formulating a more detailed business strategy at the single business unit level. Based on the results from the SWOT analysis above, the scores are as follows:

External Factor Score:

$$\text{Opportunities} + \text{Threats} = 3.155 + (-2.594) = 0.561$$

Internal Factor Score:

$$\text{Strengths} + \text{Weaknesses} = 3.300 + (-3.029) = 0.271$$

After calculating the initial values for each internal and external factor, the next step in the Internal-External matrix is to convert the scale from **-4 to 4** into a scale of **1 to 4** through interpolation. For the external factor scale, the calculation is as follows (Pribadiyono, 2001:84):

$$1-x/1-4 = -4 - (0,561)/-4-4$$

$$1-x/-3 = -4,561/-8$$

$$-8 + 8x = 13,683$$

$$8x = 13,683 + 8$$

$$x = 2,71$$

For the internal factor scale, the interpolation calculation is as follows:

$$1-x/1-4 = -4 - (0,271)/-4-4$$

$$1-x/-3 = -4,271/-8$$

$$-8 + 8x = 12,813$$

$$8x = 12,813 + 8$$

$$x = 2,60$$

Thus, the interpolation results for the scales are:

- a. Initial value = 0.561 → External matrix value = 2.71
- b. Initial value = 0.271 → Internal matrix value = 2.60

From these converted scales, the company's position in the Internal-External matrix can be determined. This represents the result of the internal-external analysis, where the intersection line of these converted scales is used as a basis for future marketing strategy planning, integrated with the position obtained from the SWOT analysis.

This research will be conducted in three phases: measurement model (external model), structural model (internal model), and hypothesis testing. (Pramono Budi, et al., 2023; 970) Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al. 2024 :82) Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh karena itu dibutuhkan keputusan pembelian yang tepat (Kristiawati Indriana et.al. 2019:28) Kerja sama antara pemerintah, industri, lembaga penelitian dan masyarakat sipil dalam merancang menerapkan, Komitmen dan kerja sama yang kuat dari seluruh pemangku kepentingan menjadi kunci keberhasilan upaya - upaya tersebut. (Gazali Salim et al. 2024:63) The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Diana Zuhro et al. 2024:98)

4. CONCLUSION

Several conclusions were drawn from the questionnaire data processing and analysis of each dimension of strengths, weaknesses, opportunities, and threats. This provides a comprehensive overview of the changes and improvements in the marketing strategy. The analysis integrates the company's internal strengths while monitoring external opportunities.

Based on the SWOT analysis of the internal environment (strengths and weaknesses) and external environment (opportunities and threats), the total scores are as follows: (1) Total Strength Score: 3.300, (2) Total Weakness Score: -3.029, (3) Total Opportunity Score: 3.155, (4) Total Threat Score: -2.594.

Referring to these scores, it is understood that the company is in a growth phase, and the most appropriate strategy to formulate is an investment strategy, emphasizing distribution and pricing strategies. This recommendation is based on the consideration that, must aggressively engage in market penetration activities, given that a market leader already exists in this service type. Pricing strategy is crucial because the target consumers are highly sensitive to price changes, making price a key factor in their purchasing decisions.

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