



## SWOT ANALYSIS AS A DETERMINANT OF MARKETING STRATEGY CASE

Viviana\*<sup>1</sup>, Victor<sup>2</sup>

STMB MULTISMART, Indonesia\*<sup>12</sup>

[vivianalie27@gmail.com](mailto:vivianalie27@gmail.com)\*<sup>1</sup>, [victorawen10@gmail.com](mailto:victorawen10@gmail.com)<sup>2</sup>

**Abstract:** Technology is increasingly sophisticated so it can provide convenience for mankind. However, it is undeniable that the era of globalization has made transactions easier, but has tightened business competition. This study aims to organize the description by making it controllable. The description is balanced by analysis and delivery into the interpretation. In designing and establishing a marketing strategy, researchers first analyze market segmentation, target market, and market positioning. Then the researchers conducted an environmental analysis consisting of the internal environment and the external environment of PT Karya Lencana Mas Medan. Based on the results of the analysis above, the researchers conducted a SWOT analysis consisting of an analysis of strengths, weaknesses, opportunities, and threats which were then combined in a SWOT matrix, intending to know alternatives which is possible in planning a marketing strategy using a marketing mix analysis consisting of product, price, place, and promotion. Based on the results of the study, it can be concluded as follows. Based on its marketing strategy, PT Karya Lencana Mas Medan is considered quite good, because it has chosen the right segment and is targeted by competitors from the same industry so that the company's market positioning runs smoothly and the marketing mix implemented by PT Karya Lencana Mas Medan is also sufficient. One of the promotions that have been done is canvassing. The current location is also considered strategic because it is in the middle of the city.

**Keywords:** SWOT Analysis, Marketing Strategy

### INTRODUCTION

Today, the vehicle is no longer a luxury item, but a necessity. We can see so many vehicles used by the community, from motorcycles to airplanes. In simple terms, on the road, we can see a variety of vehicles used for various functions, for example, motorbikes for private vehicles, for public transportation such as online motorcycle taxis (gojek, grab, maxim, etc), or for businesses such as street vendors. Technology is increasingly sophisticated so that it can provide several alternative solutions that can provide convenience for mankind. One of them is PT. Karya Lencana Mas Medan which is located on Jl. Aksara no.117 Medan. However, it is undeniable that the era of globalization has made transactions easier, but has tightened business competition, especially those in the same industry, thus requiring businesses to make continuous improvements and be responsive to changes, and must be fast in responding to existing changes and the changing environment. increasingly complex. This makes businesses need a good strategy that is formulated from strategic planning and environmental analysis. By considering the various aspects and backgrounds above, the researchers chose PT Karya Lencana Mas Medan as the object of research.

Through the implementation of marketing strategies, it is hoped that PT Karya Lencana Mas Medan can advance and be able to face increasingly fierce competition in the transportation industry. The researcher will first analyze the market segment (segmentation), target market (targeting), positioning of PT Karya Lencana Mas Medan, then analyze the internal and external environment of PT Karya Lencana Mas Medan, to examine the strengths, weaknesses (weaknesses), opportunities (opportunities) and threats (threats) which will later be combined into the SWOT matrix. Then the researcher will also analyze the marketing strategy, namely, the marketing



mix strategy which consists of product, price, distribution (place), and promotion. Based on the background of the problems described above, the authors are interested in taking the title " SWOT Analysis as a Determinant of Marketing Strategy Case".

The limitation of the problem in this research is SWOT Analysis (X1), Determinants of Marketing Strategy (X2), and VIAR Motorcycle (Y1). Data collection was carried out at PT. Karya Lencana Mas Medan. Based on the formulation of the problem above, the purpose of this study is to find out, and examine: The effect of SWOT analysis on VIAR motorcycles at PT. Karya Lencana Mas Medan. The effect of marketing strategy on VIAR motorcycles at PT. Karya Lencana Mas Medan. The effect of SWOT analysis and marketing strategy on VIAR motorcycles at PT. Karya Lencana Mas Medan.

The benefits that are expected to be obtained from the results of this study are:  
Theoretical benefits: Theoretically, it can add and enrich studies on product quality in improving purchasing decisions at PT. Karya Lencana Mas Medan. The results of this research are theoretically expected to contribute ideas in enriching the insight into the concept of Business Administration, especially entrepreneurship. Practical benefits: For companies, the results of this study are expected to contribute ideas and considerations to improve marketing strategies at PT. Karya Lencana Mas Medan. For researchers, with the results of this study, the authors know and understand the factors that can affect the marketing strategy at PT. Karya Lencana Mas Medan.

According to Galavan (2014), SWOT analysis (Strength, Weakness, Opportunity, and Threat) is an analysis to obtain useful or effective strategies that are applied according to the market and current public conditions, opportunities (opportunities), and threats (threats) are used to find out the environment. external or external then the strengths and weaknesses are obtained through internal or internal analysis. SWOT analysis is used to evaluate strengths or strengths, weaknesses or weaknesses, opportunities or opportunities, and threats or threats in a project or business speculation (Cahyono, 2016).

SWOT analysis is the identification of various factors systematically to a formulate company strategy Rangkuti in (Rusmawati, 2017). SWOT analysis allows companies to identify the factors that influence both positively and negatively from within and an outside company (Bilung, 2016). According to Purwanto in Rusmawati (2017) analyzing more deeply SWOT, it is necessary to look at external and internal factors as an important part of a SWOT analysis.

According to David (2017), strategy is defined as a shared means with long-term goals to be achieved. Strategy is an action potential that requires top management decisions and a large number of company resources. So, a strategy is an action or activity carried out by a person or company to achieve the goals or objectives that have been set. Rangkuti (2015), argues that strategy is a tool to achieve goals in its development, and the concept of strategy it continues to grow. Understanding Marketing Management according to Assauri (2015), is Marketing management is an activity" analysis, planning, implementation, and control of programs designed to establish, build, and maintain benefits of exchange through target markets to achieve the goals of the organization (company) in the long term.

According to Assauri (2015), marketing strategy is a set of goals and objectives goals, policies, and rules that guide businesses company marketing from time to time on each level and references and their allocation, especially in response to the company's facing the competitive environment and conditions always changing. According to Tjahjaningsih & Soliha (2015), defines: Marketing management is the process of analysis, planning, and implementation, from product embodiment, pricing, distribution, and promotion to creating exchanges with target groups to meet customer



and company goals. Market is a place where consumers with their needs and wants are willing and able to engage in exchanges to meet needs and desires (Priansa, 2017).

According to Shaferi & Laksana (2019) marketing is the meeting of sellers and buyers to carry out transactions for goods or services. So, the understanding of the market no longer refers to a place but rather to activities or activities meeting of sellers and buyers in offering a product to consumers. According to Limakrisna & Purba (2017), marketing is one of the activities in the economy that helps in creating economic value. The economic value itself determines the price of goods and services. An important factor in creating value. These are production, marketing, and consumption. Marketing is the link between production and consumption activities.

According to Manap (2016), marketing is a process of planning and implementation of conception, pricing, product process determination, promotion, and place or distribution, as well as a social and managerial process to achieve a destination. According to Sunyoto et al. (2019), marketing is a human activity that aims to satisfy the needs and wants of customers through a process of exchange and parties with an interest in the company. According to Sudaryono (2016), Marketing is a process that determines consumer demand for a product or service, motivates the sale of the product or service, and distributing the product or service to the final consumer at a profit. According to Shimp (2014), marketing is a set of activities in which businesses and other organizations create value exchanges between businesses and the company itself and its customers.

A hypothesis is a tentative question or the most probable conjecture that has yet to be verified. The relationship between variables in this study has the following hypothesis: SWOT analysis has a significant effect on VIAR motorcycles at PT. Karya Lencana Mas Medan. Marketing strategy has a significant effect on VIAR motorcycles at PT. Karya Lencana Mas Medan. SWOT analysis and marketing strategy have a significant effect on VIAR motorcycles at PT. Karya Lencana Mas Medan.

## METHODS

This type of research data is qualitative data. Descriptive research is a form of research aimed at describing existing phenomena, both natural phenomena and man-made phenomena which can include activities, characteristics, changes, relationships, similarities, and differences between one phenomenon and another (Sukmadinata, 2017). In this study, the population used in this study were area managers, branch heads, and several users or consumers of PT. Karya Lencana Mas Medan. This study uses a snowball sampling technique with a total sample size of 50 samples. In addition to using secondary data, the author conducts a literature study by studying and taking data from related sources that can provide information about this research, such as textbooks and scientific journals related to research variables, namely SWOT Analysis, Marketing Strategy, and VIAR Motorcycles.

This study aims to organize the description by making it controllable. The description is balanced by analysis and delivery into the interpretation. In designing and establishing a marketing strategy, researchers first analyze market segmentation, target market, and market positioning. Then the researchers conducted an environmental analysis consisting of the internal environment and the external environment of PT Karya Lencana Mas Medan.



Based on the results of the analysis above, the researchers conducted a SWOT analysis consisting of an analysis of strengths, weaknesses, opportunities, and threats which were then combined in a SWOT matrix, intending to know alternatives. which is possible in planning a marketing strategy using a marketing mix analysis consisting of product, price, place, and promotion.

### RESULTS AND DISCUSSION

PT. Karya Lencana Mas Medan was founded in 2010 by Mrs. Lily, S.kom. This company has been running for about 11 years and is a family business. PT. Karya Lencana Mas Medan is located at Jl. Aksara No. 117 Medan. Making VIAR Motor Indonesia, especially in the Karya type, the best Leading Brand for commercial motorcycles in Indonesia, especially in North Sumatra. Mission PT. Karya Lencana Mas Medan is to provide quality and guaranteed vehicles at affordable prices and the best service, especially for the majority of residents and customers of VIAR Motor Indonesia in North Sumatra. The purpose of PT. Karya Lencana Mas Medan is: "Serving customer needs and earning profit". External environmental analysis is carried out by analyzing opportunities and threats to the existence of PT. Karya Lencana Mas Medan.

**Table 1. Results of External Factor Analysis of PT. Karya Lencana Mas Medan**

EXTERNAL FACTORS	BOBOT	RATING	BOBOT X RATING
<b>OPPORTUNITY</b>			
The increase in the price of fuel (fuel oil) makes 3-wheeled motorbikes an alternative solution to reducing fuel costs when compared to wheels	0.15	3.0	0.45
The existence of venture capital funds from state banks such as BRI, BNI, Bank of North Sumatra, or Islamic Banks for those who need capital funds effort	0.18	4.0	0.72
Financing supported by PT ADIRA Finance	<b>0.24</b>	<b>5.0</b>	<b>1.2</b>
Is The Best Motor Niaga 2010 in the magazine Automotive	0.15	5.0	0.75
Small and Medium Enterprises (SMEs) in Indonesia are Develop	0.18	4.0	0.72
			<b>3.84</b>
<b>THREAT</b>			
There are competitors from other brands that also sell 3-wheel motorcycles	0.10	4.0	0.40
			<b>0.40</b>
<b>TOTAL</b>	<b>1.00</b>		<b>4.24</b>

Source: Data that has been processed by Viviana (2021)



Based on the results of the EFE matrix analysis in table 1, it can be seen that the main opportunity for PT. Karya Lencana Mas Medan is financed by PT. Adira Finance with a weighted score of 1.2. And the threat they have is from competitors from other brands who also sell 3-wheel motorcycles with a weighted value of 0.40. From table 1 it is also seen that the total number of weighted values is 4.24 which means that PT. Karya Lencana Mas Medan can handle threats by taking advantage of existing opportunities. Internal analysis is done by analyzing the strengths and weaknesses of PT. Karya Lencana Mas Medan which is the subject of discussion is the resources owned by PT. Karya Lencana Mas Medan, work facilities, relations between staff and leaders, networks, and networks.

**Table 2. Results of Internal Factor Analysis of PT. Karya Lencana Mas Medan**

INTERNAL FACTORS	BOBOT	RATING	BOBOT X RATING
<b>STRENGTH</b>			
The tub can be modified according to consumer needs	0.15	5.0	0.75
Always improve service after-sales service and on-call service	<b>0.18</b>	<b>5.0</b>	<b>0.90</b>
Classified in low investment because 1 pickup can be equal to 6 works	0.13	4.0	0.52
Vehicle tax is the same as motorbike 2	0.14	5.0	0.70
Permission to drive a 3 wheeled motorbike using sim c	0.13	4.0	0.52
Able to lift a lot of things like a car	0.12	5.0	0.60
			<b>3.99</b>
<b>WEAKNESS</b>			
Still classified as a company that is not widely known by the public	0.15	3.0	0.60
			<b>0.60</b>
<b>TOTAL</b>	<b>1.00</b>		<b>4.59</b>

Source: Data that has been processed by Viviana (2021)

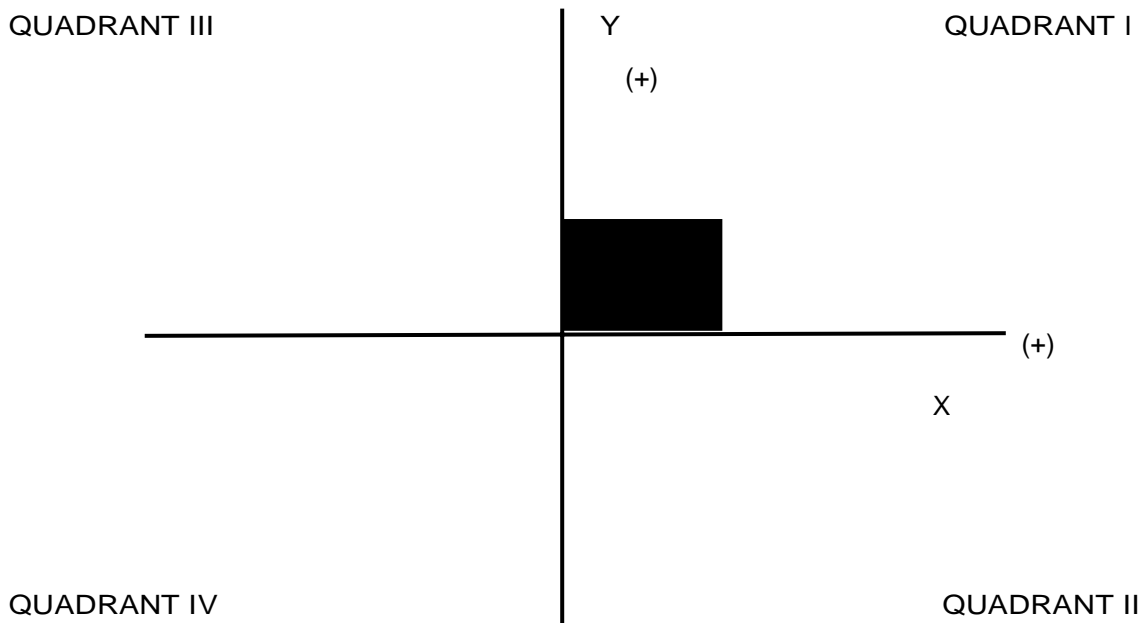
Based on the results of the IFE matrix analysis in table 2, it is known that the main strength of PT. Karya Lencana Mas Medan is always improving after-sales service and on-call service, with a value of 0.90. From table 2 it is also known that the weakness of PT. KaryaLencana Mas Medan is still classified as a company that is not widely known by the public with a weighting value of 0.60. PT. Karya Lencana Mas Medan has a total weighted score of 4.59 so it is considered to have a fairly strong internal position because can overcome weaknesses by using existing strengths.





From the results of the analysis on the external environment and internal environment, it can be obtained SPACE matrix from PT. Karya Lencana Mas Medan, which the picture will show 4.3 followings:

$$\begin{aligned} \text{Strengths – Weaknesses} &= 3.99 - 0.45 = 3.54 \\ \text{Opportunity – Threat} &= 3.84 - 0.40 = 3.44 \end{aligned}$$



**Figure 1. SPACE Matrix Analysis Results PT. Karya Lencana Mas Medan**  
 Source: data that has been processed by Viviana (2021)

From the results of the SPACE matrix analysis, it is known that PT. Karya Lencana Mas Medan at the time of the research was in Quadrant I (Aggressive) which means the company can take advantage of its internal strengths to attract external opportunities, overcome internal weaknesses, and avoid various external threats, therefore, market penetration, product development, integration backward, forward integration, horizontal integration, diversification or combination strategies are possible to choose depending on the specific situation faced by the company. After analyzing the external environment and internal environment, these factors are combined into a SWOT matrix to obtain marketing strategies for PT. Karya Lencana Mas Medan.



**Table 3. SWOT analysis of PT. Karya Lencana Mas Medan**

<p style="text-align: center;"><b>Internal Factors (IFAS)</b></p> <p style="text-align: center;"><b>external factors (EFAS)</b></p>	<p><b>Strength:</b></p> <ol style="list-style-type: none"> <li>1. Able to lift a lot of things like a car</li> <li>2. Permission to drive this 3-wheel motorcycle using sim c.</li> <li>3. The vehicle tax is the same as a 2-wheeled motorcycle.</li> <li>4. Classified in low investment because 1 pickup can be equal to 6 works</li> <li>5. Always improve after-sales service and on-call service.</li> <li>6. The tub can be modified according to consumer needs.</li> </ol>	<p><b>Weakness:</b></p> <ol style="list-style-type: none"> <li>1. Still classified as a company that is not widely known by the public.</li> </ol>
	<p><b>Opportunity:</b></p> <ol style="list-style-type: none"> <li>1. Small and Medium Enterprises (SMEs) in Indonesia are growing to 52,000,000 SMEs.</li> <li>2. Was The Best Motor Niaga 2010 in the magazine automotive.</li> <li>3. Financing is supported by PT ADIRA Finance and PT MNCfinance.</li> <li>4. The existence of venture capital funds from state banks such as BRI, BNI, Bank of North Sumatra, or Sharia Banks for those who need venture capital funds.</li> <li>5. Increase in fuel prices (materials Fuel Oil) which makes 3-wheel motors an alternative solution in reducing fuel costs when compared to 4-wheeled motors.</li> </ol>	<p><b>Strength Strategy –Opportunity:</b></p> <ol style="list-style-type: none"> <li>1. Using existing services to attract new customers and consumers.</li> <li>2. Inviting PT ADIRA and the banking sector to cooperate in promotional activities to provide alternatives for consumers and potential customers in dealing with increasing the need for business and dealing with the increase in fuel oil (BBM).</li> </ol>
<p><b>Threat :</b></p> <ol style="list-style-type: none"> <li>1. There are competitors from other brands that also sell 3-wheel motorcycles</li> </ol>	<p><b>Strength-Threat Strategy:</b></p> <ol style="list-style-type: none"> <li>1. Use and improve service quality so that consumers become loyal.</li> </ol>	<p><b>Weakness-Threat Strategy:</b></p> <ol style="list-style-type: none"> <li>1. Conduct continuous market observations to better serve consumers and potential customers.</li> </ol>

Source: data that has been processed by Viviana (2021)



Based on the results of the SWOT analysis, it is known that PT. Karya Lencana Mas Medan has higher opportunities and strengths than threats and weaknesses. Companies can take advantage of internal strengths and external opportunities to avoid various external threats.

### CONCLUSION

Based on the results of research that has been conducted on PT. Karya Lencana Mas Medan about swot analysis of VIAR motorcycle marketing determinant strategy, the researcher concludes that there is a significant effect between swot analysis and marketing strategy simultaneously.

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