

SWOT ANALYSIS OF SUPPORTING MARKETING STRATEGY COOPERATIVE EXISTENCE IN CORRECTIONAL INSTITUTION

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Abstract: The life of prisoners in the Penitentiary is very limited in meeting their needs and experiencing conditions of revocation of the right to freedom of movement limited by the prison walls. On the other hand, there is access to fulfillment of needs through visitors' luggage, and there are also illegal shanties where inmates who sell inside the selling block can threaten the existence of cooperatives inside prisons, which is considered more expensive than items outside of prison. This study aims to determine the marketing strategies used by organizations in prisons effectively and efficiently to maintain their existence. In this study, the authors used a descriptive qualitative research method with data collection methods through interviews, observation, documentation, and literature studies. The marketing strategy of Purwokerto Penitentiary Cooperative based on the results of the SWOT analysis shows the need for regulations to regulate visitors with their cargo and need to collaborate with investors, producers, distributors, and managers of cooperatives.

Keywords: Marketing Strategy, Cooperative Existence, Correctional Institution

INTRODUCTION

The existence of cooperatives in a Correctional Institution is a means to improve the welfare of cooperative members, namely the correctional officer itself. The number of prisoners in prison is getting more and more, even exceeding the prison capacity. On the other hand, the basic needs of prisoners as humans are undoubtedly diverse. Still, the food provided for prisoners is limited, even though the Penitentiary has delivered a different food menu in ten days. Detainees feel bored with the food provided, so they want other types of food and drinks that are not provided by the Penitentiary. Detainees need daily necessities that are not provided by prisons, such as toiletries, slippers, food, and soft drinks, so they need to have a cooperative in a Penitentiary. Prisoners feel bored with the food provided, so they want other types of food and beverages that are not provided by the Penitentiary. Detainees need daily needs that are not provided by the prison, such as toiletries, slippers, food, and soft drinks, so they need to have a cooperative in a Penitentiary.

But on the other hand, researchers found in Purwokerto Penitentiary Institution that the existence of cooperatives inside the prison that sells goods is more expensive than products sold outside Penitentiary so that the purchasing power of inmates is small. Then access to visits that are allowed to bring goods, both food, and others to meet Prisoners' needs, can be a threat to the existence of cooperatives in prison. Excessive visiting luggage can be the potential for prisoners to open illegal shanties in cells that can become competitors in the cooperative prison. The number of visitors and the intensity of family visits to Prisoners also influence Prisoners' needs that have been met without going through cooperatives, so that market demand is even declining and affects the benefits of employee cooperatives and threatens the existence of organizations in Correctional Institution.

Also, the goods provided by cooperatives in prison are still incomplete, so they are unable to accommodate all prisoners' requests so that fulfillment can only be through visitors and access from the outside prison and affect the existence of

cooperatives within Correctional Institution itself.

SWOT analysis is the identification of a strategic plan to discuss various factors systematically in formulating a cooperative marketing strategy within correctional institutions. In general, determining the right approach to maintain the existence of cooperatives in prison starts with convincing the strengths and weaknesses in the internal aspects and identifying the opportunities and threats contained in the cooperative's external environment in Penitentiary. Thus, organizations in Lapas can maintain their existence and achieve effective and efficient goals for the common welfare of both officers as members of cooperatives and Prisoners as market shares (Vani, 2016).

According to Lamb et al (2001) in Nuariputri (2010) marketing strategy is the activity of determining and explaining or targeting a market and improving and maintaining marketing methods that create consumer satisfaction with the intended market (Firmansyah & Abdilah, 2014).

Marketing strategies in business as a way to get the expected results based on the conditions and the current structure. This strategy is useful for waiting for future problems and opportunities in the right terms that are systematic, rational, critical, focused, and integrative (Pearce and Robinson, 1997). The marketing strategy articulates a plan in the best use and superiority of the company to achieve talking (Ramadhan & Sofiyah, 2008).

Marketing strategy is a method or tool used by business people to accomplish a goal in various considerations with long-term goals through marketing activities (Vani, 2016) in Danang sunyata (2013). In marketing a product, it requires a strategy so that we can sell products effectively and efficiently to achieve marketing targets.

In scientific dictionaries, the meaning of the word's life is a form that seems to be visible. Reproduction

means as existence, where the facts in question are the influence of the presence or absence of something attempted (Field & Jeffcott, 1989).

Based on Law No. 12 of 1967 article 3, Indonesian unions are social, economic organizations with a social character, consisting of people or cooperative legal entities which constitute the economic structure of the people as joint ventures based on the principle of kinship (Cleary, 2019) in (Sartika & Soedjono). The cooperative is one financial institution that can implement inclusive finance.

The purpose of this research is to find out the right marketing strategy to support the existence of cooperatives in prisons.

METHODS

The research method that I use is descriptive qualitative with primary and secondary data with data collection techniques through interviews, observation, documentation, and literature study.

According to Moleong (2005) qualitative research as a research procedure that produces descriptive data in the form of written or oral words from people and observable behavior (Firmansyah & Abdilah, 2014).

Data collection techniques used in this study were observation techniques, interviews, literature studies. In this study, the authors use a data analysis method in the form of descriptive research, which is by implementing all the data obtained in the way of a description, reason, and description of the actual situation by data from the company, then collecting and interpreting adjusts to the theory then concludes the application of an appropriate product marketing strategy for the Purwokerto Penitentiary Cooperative (Firmansyah & Abdilah, 2014).

This study discusses how the marketing strategies of cooperatives in prisons are suitable for maintaining the existence of unions in prisons. The

author formulates a plan using SWOT analysis of internal and external factors as strengths and weaknesses as well as opportunities and threats to develop the best cooperative marketing strategy

to be implemented to support the existence of cooperatives in prisons, with research objects including prisoners as a target market or consumers, prison officers as members of organizations, and employees of unions in Purwokerto Penitentiary.

The author has researched for approximately one month from 9 June to 10 July 2019, and the research location is in Penitentiary Class 2A Purwokerto, Banyumas, Central Java.

The author examines from a variety of sources by taking data through interviews as many as 10 Prisoners, 3 Correctional Officers, and 2 Cooperative Employees to explore information related to the problems faced and expectations of the speakers. The author also observes and documents the activities and situations of cooperative marketing goods in Lapas as research analysis material to formulate an appropriate collaborative marketing strategy in prisons.

RESULTS AND DISCUSSION

Cooperatives in Purwokerto Penitentiary consist of Penitentiary 2A officers with correctional heads as prison supervisors and informing other structures based on mutual consultation. The purpose of this cooperative is to improve the welfare of Purwokerto Penitentiary officers.

In selling cooperative items in Purwokerto Correctional Institution, it is carried out by employees outside Correctional Institution employees under the auspices of third parties who collaborate with Correctional Institution Purwokerto.

The Purwokerto Penitentiary Cooperative sells in two locations, which are located in the outer yard of the Penitentiary near the parking lot and can be reached by the visitor's access point while the other is inside the Purwokerto

Penitentiary. Goods sold in cooperatives in Penitentiaries are incomplete. They cannot fulfill all the needs of Prisoners, so they find different ways to achieve them, one of which is through goods carried by visitors so that they need the right strategy in marketing to Prisoners.



Figure 1. The cooperative atmosphere in Purwokerto Correctional Institution

Source: documentation by the author (2019)

The picture above shows the atmosphere of how the conditions exist for cooperatives in Purwokerto Correctional Institution. The cooperative in Purwokerto Prison is strategically located in the middle near the Prisoners' activity center, which is between the soccer field, mosque, church, monastery, work hall, and the three blocks of Prisoners' dwelling. The atmosphere in the picture looks lonely from the buyer, and the goods in the cooperative are also incomplete and not varied, so the writer is interested in researching and formulating appropriate strategies in marketing the cooperative so that its existence will survive and achieve collective goals effectively and efficiently.

The author formulates the marketing strategy of Purwokerto Penitentiary Cooperative using the SWOT analyst as follows:

Internal factors

Strenght

Correctional Institution Purwokerto Cooperative has several strengths that support the marketing of its products to Prisoners and the community (visitors).

1. Strategic location

Cooperatives in Purwokerto Penitentiary in selling their goods are in two strategic places, the first being in the prison yard, which is affordable for visitors because it is close to the visitor's entrance lane and also the outside community. The second location is inside the Penitentiary, which is also strategic because it is close to the center of the prisoners' activities, such as workshops, including worship, sports fields, and also located between the housing blocks of the three prisoners themselves. Therefore, it is very affordable for inmates.

2. The legality of Correctional Institution Purwokerto Cooperative

Cooperatives in Purwokerto Penitentiary in carrying out trade activities of goods to Prisoners and visitors have a valid license and as the only seller of assets legally recognized at Purwokerto Penitentiary

3. cooperation with third parties as marketing managers

The strength of collaboration with third-parties as to the manager of sales of products based on the agreement of both parties Lapas and cooperative managers so that employees can control and evaluate the purchase of cooperatives.

4. Have their products (prisoners' work activities)

The items sold are also the work of Prisoners both in the form of handicrafts and regional specialties as a unique attraction.

5. Policymaker at Purwokerto Penitentiary

The Purwokerto Penitentiary has the power and authority to make rules and policies regarding discipline in prisons.

Weakness

The existence of cooperatives in Penitentiary has a gap in the form of:

1. Price of expensive goods

Goods sold by unions are considered more valuable than products sold outside the prison because there are no competing merchants, so the unions control and set prices that are quite expensive.

2. The goods sold are still incomplete and limited

The products sold by the cooperative are still sketchy, so prisoners to meet the needs that are not available in the collective through visiting luggage by family and visiting colleagues

3. The number of sales outlets is limited

Lack of number of outlets or booths in there is only one and is not available in each residential block, so it requires leaving the residential neighborhood to buy something

4. Lack of human resource training for cooperative development

His human resources as a collaborative manager have never participated in specialized training either prison officers as members of cooperatives or their employees so that organizations are less developed in Purwokerto Penitentiary.

External factors

Opportunities

Purwokerto Penitentiary cooperative has several occasions from the cooperative's external environment:

1. The number of prisoners increased

Prisoners in the Purwokerto Penitentiary are growing in number to reach 1,156 (data for

June 2019) as a market share opportunity because the largest cooperative customer is a Prisoner.

2. The interest of other parties to manage cooperatives in Purwokerto Penitentiary

There is a unique attraction by other parties to cooperate in leading organizations in Purwokerto Penitentiary. Evidenced when the authors do research, there was another party facing the head of Purwokerto Penitentiary to negotiate as the manager of the cooperative, that party was the Jeera Foundation. But to be able to cooperate in collaborative management must be discussed by the collective management along with its members.

3. Investor's interest to invest in cooperative in Purwokerto Penitentiary

With the interest of investors to invest in Purwokerto cooperatives, it becomes an opportunity to develop organizations and increase the number of goods to be sold so that organizations become more extensive and survive in prison.

4. Prisoner's Needs

The diverse needs of prisoners are an opportunity for cooperatives to provide the items needed by prisoners

5. Interest Manufacturers and distributors of goods

The existence of organizations in correctional institutions as the only party that legally conducts sales attracts the interest of producers and distributors to be able to cooperate market their products.

Threat

External factors that threaten the existence of cooperatives in Purwokerto Penitentiary, namely:

1. Goods carried by visitors

Unlimited visitor luggage can be a threat because Detainees fulfill their needs through visitors' bags, so there is no need to buy at the Illegal cooperative kiosk in the prison block

The presence of unlawful stalls in prison blocks carried out by illegal Prisoners obtained through goods from outside, which are brought in significant quantities by visitors who are not monitored by officers.

2. Number of visitors

The information that the author got from one of the officers at the Purwokerto Penitentiary that significant holidays such as Eid will increase the number of visitors coming to Purwokerto Lapas and when many visitors arrive, sales in the cooperative have decreased, or there are empty buyers.

3. Weak convict purchasing power

Based on the recapitulation of data on daily sales of goods purchased by Prisoners, there are not many and prefer to buy products at lower prices.

Marketing strategy of Purwokerto Penitentiary Institution cooperative products

Furthermore, Purwokerto Penitentiary cooperatives in formulating their marketing strategies require a SWOT matrix so that they can analyze both internal and external factors so that they can make the right decision.

Bersa Based on the SWOT matrix (Firmansyah & Abdilah, 2014) in Rangkuti (2000) the results of a SWOT analysis of the Purwokerto Penitentiary Cooperative resulted in the following strategies in product marketing:

Table 1. SWOT Matrix of Purwokerto Penitentiary cooperatives

Internal factors	Strenght (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. Strategic location 2. The legality of Lapas Purwokerto Cooperative 3. Cooperation with third parties as marketing managers 4. Have your products 5. Policymakers in Purwokerto Prison 	<ol style="list-style-type: none"> 1. The price of goods is high 2. Goods sold are still incomplete and limited 3. The number of sales outlets is limited 4. Lack of human resource training for cooperative development
External Factors	Strategi S-O	Strategi W-O
Opportunities (O)	<ol style="list-style-type: none"> 1. Collaborating with the best cooperative management, 2. Attracting investors to invest their capital so they can develop cooperatives 3. Increase the number of items sold to suit all Prisoners' needs 	<ol style="list-style-type: none"> 1. Collaborate with producers and distributors of goods so that they can sell at competitive prices and can complement products that have not been available before. 2. With the additional capital from investors, they can open new outlets in each residential block to facilitate the reach of buyers from prisoners in each block. 3. hold specialized training to develop cooperatives
	Strategy S-T	Strategy W-T
Threat (T)	<ol style="list-style-type: none"> 1. Make a policy about the rules limiting excessive amounts of visitor luggage. 2. Conducting surveillance of potential illegal shanties in prison blocks 	<ol style="list-style-type: none"> 1. Make a policy of the rules regarding the leniency of visitors luggage carried on the front cooperative free of inspection by sticking to the seal of the cooperative 2. Selling more varied items so there is a cheaper choice of goods

Source: Data processed (2019)

From the SWOT matrix above, we can see that the strength and opportunity factors are more significant than the weakness and threat factors in Purwokerto Penitentiary cooperatives. Therefore, the existence of organizations in correctional institutions should be enough to be able to keep going and maintain their life.

The development of cooperative marketing strategies in Purwokerto Penitentiary is based on the interpretation of the SWOT analysis as follows:

1. SO Strategy (Strengths opportunities)
 - 1.1 Collaborating with the best collaborative management,
 - 1.2 Attracting investors to invest their capital so they can develop cooperatives
 - 1.3 Increase the number of items sold to suit all Prisoners' needs
2. WO Strategy (Weakness opportunities)
 - 2.1 Collaborate with producers and distributors of goods so that they can sell at competitive prices and can complement products that have not been available before.
 - 2.2 With the additional capital from investors, they can open new outlets in each residential block to facilitate the reach of buyers from prisoners in each block.
 - 2.3 hold specialized training to develop cooperatives
3. ST Strategy (strengths threats)
 - 3.1. Make a policy about the rules limiting excessive amounts of visitor luggage.
 - 3.2. Conducting surveillance of potential illegal shanties in prison blocks
4. WT Strategy (Weakness threats)
 - 4.1 Make a policy of the rules regarding the leniency of visitors luggage carried on

the front cooperative free of inspection by sticking to the seal of the cooperative

- 4.2 Selling more varied items so there is a cheaper choice of goods

Based on the formulation of the strategy refers to the results of the SWOT analysis, the Purwokerto Penitentiary cooperative should be able to overcome the weaknesses and threats and maximize the opportunities and strengths effectively and efficiently as a cooperative strategy in marketing to both Prisoners and visitors.

CONCLUSION

The Purwokerto Penitentiary Cooperative must implement an effective and efficient marketing strategy to overcome weaknesses and threats. The marketing strategy of the Purwokerto Penitentiary Cooperative based on the results of the SWOT analysis shows the need to make regulations that regulate visitors with their goods and need to collaborate with investors, producers, distributors, and cooperative managers to support the cooperative's existence.

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