

## Analysis of Product Marketing Strategies using SWOT and AHP Methods at PT Raya Utama

Vivian<sup>a</sup>, Anggianika Mardhatillah<sup>b</sup>

<sup>a, b</sup> Department of Industrial Engineering, Universitas Prima Indonesia

<sup>a</sup>Corresponding Autor : [viviann\\_yu@yahoo.com](mailto:viviann_yu@yahoo.com)

### Article Info

#### Article history

Received : May 27, 2021

Revised : June 05, 2021

Accepted : June 11, 2021

Published : June 30, 2021

#### Keywords:

SWOT;

AHP;

Matrixs;

Marketing strategy;

Travel.

### ABSTRACT

Raya Utama Travel is one of travel agency that is developing in Medan. problems that occur in Pt Raya Utama are since the establish of traveloka and the number of OTA system that are currently developing have made the company sales decreased. This research used the method of SWOT to know internal and external factor strategies in the company and followed by AHP to know what the priority strategies suit the most can be applied to the company. The result of this research obtained weighting IFE score of 2,88 while EFE obtained score weighting of 3,02. From SWOT matrixs formula obtained 3 strategies which from 3 will be choosen which one will be prioritize using AHP calculation. The result of AHP calculation showed that strategy alternative is from criteria product and strategy that can be applied to product development is changing company website program system, developing service quality, expanding and maintaining the market, increasing the types of online product, creating applications for company and frequent training for employee.

DOI: <https://doi.org/10.35891/jkie.v8i2.2538>



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### 1. Introduction

The world of tourism is growing rapidly from day-to-day and has good prospects for the future. Because of this, many companies have sprung up in the tourism sector as well as the increasing number of travel agents who have pioneered tourism businesses in Medan.

It started in the mid-2013 which the beginning develops of traveloka. The purchase of tickets (airplane tickets) at PT Raya Utama has decreased. In 2020 traveloka is not only an application that sells airplane tickets but has also developed into the field of hotel voucher, attraction tickets, train tickets, a combination of airplane and hotel tickets, airport transportation and car rental. This has increasingly seen its impact and sales in travel agencies has become not optimal. As happened at PT Raya Utama, Before traveloka appeared the company's sales revenue could reach around 80% — 90%, now it can only be around 55 — 60% and added by more advanced technological developments, people are more interested in using internet technology to make ticket purchases.

This matter makes PT Raya Utama have to consider the way to equalize, increase market competitiveness and use more technology in its marketing. This research also looking for way out for

this problem by using the method of SWOT to know inter and extern strategy first and then continued with arrangement of a hierarchy structure associated with the factors of place, price, product, promotion to decide what's the most priority strategy using the AHP method.

## **2. Literature Review**

Some of the literature reviews that are used as a reference in this study are to assist the author in completing the research that is being carried out.

### **Marketing**

Although the formulation of marketing has been stated by many experts, in the end it has the same meaning and purpose, only has difference in defining on the perspective. Some describe in terms of goods, functions, institutions, or from all sides of a system (Srinadi, 2016).

Marketing is generally a social process that manage by individuals or groups to get what they need. In its role, Marketing within the company is interrelated with the surrounding environment to determine inputs such as what kind of business is being carried out, whether the designated business can be carried out in the environment in terms of its marketing mix (Hartati & Rohim, 2016).

### **SWOT**

The main purpose of using SWOT in M-Printing is to determine the company's strategy based on external and internal factors of the company to obtain a strategy. Quantity factors need to be known to determine the impact on company goals (Pratama, Tambunan, & Sitania, 2020).

### **AHP**

Basically, AHP solves complex and unstructured problems into components, the components are arranged hierarchically by taking numeric input. Human perception experts when doing measured comparisons and then producing an alliance that determines the order and priority value of these components (Sinaga & Manalu, 2020).

## **3. Methodology**

Kind of research that use in this research is descriptive research. Where this research refers to actual problems that are currently in the studies that are gathered by collecting, organizing, and analyzing data to solve the root of the problem that occurred.

- **Method of accumulating data**

The data used in this study use primary data obtained from interview and surveys using questionnaires to guests and some employees in Pt Raya Utama and secondary data obtained from internet and journal.

- **Data Processing Methods**

Processing data in Pt Raya Utama used analysis method of SWOT, in this step will be taking 14 sample that consist of 10 guests and 4 staff for given questionnaires and interview, from the data obtained, the data arranged using swot. Then continued with determining the IFAS and EFAS calculation matrix to get the weight, scores, and rating of each internal and external factor, after obtained the calculation, an IE analysis matrix will compile which will generate what strategies can be implemented in the company. The strategy obtained will be selected which one is the most priority using the AHP method so that it is able to be implemented in the company.

## **4. Results and Discussion**

### **SWOT Analysis Arrangement**

There are 4 factors that can influence decision-making or strategy formulation in compiling this strategy analysis. The four factors will divide into two categories, consisting of internal (strengths and weaknesses)) and external (oportunities and threats). For the strategy it can see in table 1.

Table 1. SWOT Analysis Strategy

		<b>Internal</b>		
		<b>Strength</b>	<b>Weakness</b>	
		S1. Has several branches in Medan to promote ticket sales S2. Company has already registered in IATA S3. Easy to reach location in the company S4. Often conducts exhibition events for several airlines S5. There is working together with a small travel agent S6. Facility in work environment already adequate	W1. Lack of staff knowledge about using system W2. Company not update their website W3. Staff does not master the product W4. The price offered is often compared to the OTA W5. Do less reseach on guests W6. Staff does not follow SOP	
<b>Exsternal</b>	<b>Oportunity</b>	O1. Market demand is still high and wide in ticket sales O2. Inovation in the way of marketing O3. Expansion of the marketing channel O4. Technological development	1. Opening up new geographic market such as expansion outside the city 2. Expanding and maintaining the market	1. Frequently held training for employees 2. Increase promotion by utilize technology 3. Frequently held survey for guest min once a month
	<b>Threats</b>	T1. Business adjacent to the site T2. High competition in ticket sales T3. More and more new systems OTA T4. Competitor dare to compete to set a lower prices	1. Develop service quality	1. Change the website program system 2. Multiply distribution channels

After obtaining data collection which obtained from internal and external factors, then continue with calculating the weight, score, and rating. The end result of the calculations may be seen from the table below:

Table 2. IFAS Analysis

No	Factor internal dominan	Jumlah	Bobot	Rating	Bobot x Rating
STRENGTHS					
1	Has several branches in Medan to promote ticket sales	47	0,10	3,36	0,34
2	Company has already registered in IATA	51	0,11	3,64	0,40
3	Easy to reach location in the company	35	0,08	2,50	0,19
4	Often conducts exhibition events for several airlines	53	0,11	3,79	0,43
5	There is working together with a small travel	44	0,10	3,14	0,30
6	Facility in work environment already adequate	39	0,08	2,79	0,23
	Total	269	0,58		1,90



From the figures above can be seen Pt Raya Utama PT RAYA UTAMA is located in cell 2 where can be controlled in the best way using a grow and build strategy, it is: Market Penetration, Market Development, and Product Development.

### AHP (Analytical Hierarchy Process)

#### Step of AHP :

- Selection of an effective strategy to market sales
- Assessment criteria are: product, price, place, promotion
- The alternative strategy will take is the result of the IE SWOT matrix analysis, that is :
  1. Market penetration
  2. Market development
  3. Product development



Figure 2. PT Raya Utama's Marketing Strategy Hierarchy Structure Chart

Description of the hierarchy structure:

Below is an explanation of the hierarchy structure in each part of the AHP analysis:

#### 1. Ultimate goal AHP

The goal of this problem is the most effective strategy for marketing product sales at PT Raya Utama.

#### 2. AHP Criteria

The criteria that are influential and identified in marketing in the company are as follows:

##### a. Product

The increasing number of outside competitors makes PT RAYA UTAMA have to develop the service products it offers so that it can compete with outside market share both in terms of product variety, service quality and staff to knowing the product.

##### b. Price

In determining the rate of a product/service, a business enterprise must try to increase what it sells to increase customer loyalty and be able to compete with competitors.

##### c. Place

Location or place is one of the important factors of an enterprise. so a busy and strategic place is also a consumer attraction so that consumers will interest and easy to find the site of the company.

d. Promotion

The increasing competition among competitors causes a lot of competition to compete for consumer trust. Through company promotion, it can also remind consumers of the products/services that the company market.

3. Alternative strategies in the AHP structure are obtained through SWOT analysis. There are 3 strategies that can be applied by the company, that is:

a. Market Penetration

Increase promotional activities by utilizing technology, Frequently conducting surveys to customers.

b. Market Development

Increasing distribution channels, opening up new geographic markets such as expansion outside the city, increasing cooperation channels with small travel companies.

c. Product development

Changing the company's website program system, developing service quality, expanding and maintaining the market, adding to the varieties of products sale, increasing online product sales, creating apps for companies and frequent training for employees.

**Assessment Matrix Data**

After recapitulation the data on 14 respondents, the subsequent is the calculate of each comparison matrix from the respondents via excel:

1. Comparison matrix of respondents' assessment of goals

Table 4. Matrix of Comparison of Respondents' Ratings Against Goals

Criteria	Product	Price	Place	Promotion	Total	Weight	Matrix x Priority	Consistency
Product	0,24	0,30	0,32	0,23	1,09	0,27	1,04	3,80
Price	0,29	0,26	0,26	0,24	1,04	0,26	1,04	4,01
Place	0,30	0,25	0,26	0,21	1,02	0,25	1,04	4,08
Promotion	0,17	0,19	0,17	0,32	0,85	0,21	1,04	4,86
Total	1	1	1	1	4	1	0	0
$\lambda$ maks	4,19	Consistent						
CI	0,06							
RI	0,90							
CR	0,069							

2. Matrix comparison of the respondents' assessment of the product criteria

Table 5. Matrix of Comparison of Respondents' Ratings Against product

Criteria	Market Penetration	Market Development	Product Development	Total	Weight	Matrix x Prio	Consistency
Market Penetration	0.31	0.21	0.53	1.05	0.35	1.14	3.26
Market Development	0.13	0.50	0.18	0.81	0.27	1.14	4.24
Product Development	0.55	0.29	0.30	1.15	0.38	1.14	2.98
Total	1	1	1	3	1	0	0
$\lambda$ maks	3.49						

CI	0,25	Consistent
RI	5,8	
CR	0,0423	

3. Matrix comparison of the respondents' assessment of the price criteria

Table 6. Matrix of Comparison of Respondents' Ratings Against price

Criteria	Market Penetration	Market Development	Product Development	Total	Weight	Matrix x Prio	Consistency
Market Penetration	0,33	0,24	0,43	1,00	0,33	1,06	3,17
Market Development	0,20	0,40	0,27	0,86	0,29	1,06	3,67
Product Development	0,48	0,36	0,30	1,13	0,38	1,06	2,80
Total	1	1	1	3	1	0	0
$\lambda$ maks	3,21	Consistent					
CI	0,11						
RI	5,8						
CR	0,0183						

4. Matrix comparison of the respondents' assessment of the place criteria

Table 7. Matrix of Comparison of Respondents' Ratings Against place

Criteria	Market Penetration	Market Development	Product Development	Total	Weight	Matrix x Prio	Consistency
Market Penetration	0,28	0,24	0,54	1,06	0,35	1,27	3,60
Market Development	0,15	0,44	0,20	0,79	0,26	1,27	4,82
Product Development	0,57	0,32	0,27	1,16	0,39	1,27	3,29
Total	1	1	1	3	1	0	0
$\lambda$ maks	3,91	Consistent					
CI	0,45						
RI	5,8						
CR	0,078						

5. Matrix comparison of the respondents' assessment of the promotion criteria

Table 8. Matrix of Comparison of Respondents' Ratings Against promotion

Criteria	Market Penetration	Market Development	Product Development	Total	Weight	Matrix x Prio	Consistency
Market Penetration	0,30	0,25	0,46	1,01	0,34	1,15	3,41
Market Development	0,20	0,39	0,26	0,85	0,28	1,15	4,07
Product Development	0,50	0,37	0,28	1,14	0,38	1,15	3,00
Total	1	1	1	3	1	0	0
$\lambda$ maks	3,49	Consistent					
CI	0,25						

RI	5.8	<b>Recapitulation of priority weights for every factor</b> Consistent
CR	0.0426	

Below is a priority weight calculation for each factor:

Table 9. Recapitulation of Priority Weights

Goal	Factor	Weight P	Sub Factor	Weight P	rating
The most effective strategies	product	0.27	market penetration	0.094356875	2
			market development	0.072463279	3
			product development	0.103179846	1
	price	0.26	market penetration	0.086841873	2
			market development	0.074954447	3
			product development	0.09820368	1
	place	0.25	market penetration	0.087928465	2
			market development	0.065682076	3
			product development	0.096389458	1
	promotion	0.21	market penetration	0.070667284	2
			market development	0.059184936	3
			product development	0.08014778	1

### Global Analysis

From the calculation results about the determination of the most significant criteria for the most effective strategy to market its sales, it gets from the product factor criteria, namely product development for a weight of 0.103179846. For the price criteria, namely product development for a weight of 0.09820368. For the place criteria, namely product development for a weight of 0.096389458. For the promotion criteria, namely product development with a weight of 0.08014778. The results of the highest analysis priority weight are found in the product criteria, namely product development.

### 5. Conclusion

Based on result of the data research, it is able to be concluded that from the SWOT method, strategies that may be applied to the company is market penetration in the company, market development in the company, product development in the company and the most priority result of AHP is found in product criteria and the most suitable strategies that can be applied by the company is in product development by modifying the company's website program system, developing service quality, expanding and maintaining the market, increasing the types of products sold, increasing product sales online, making applications for companies and training employees often. Hopefully, for the next researcher can do research by comparing the OTA system with the tour department or other part of the travel agency or by adding the several combined methods to increase the further plans and sales in the company.



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