



SWOT Analysis on Marketing Strategy in Mutiara Swalayan Minimarket Medan

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ABSTRACT

Mutiara Swalayan, a minimarket selling various products like basic necessities, faces challenges in maintaining high-quality production due to competition. This study identifies and analyzes competition that occurs using the method of SWOT Analysis, the study reveals that Strength of the minimarket account for 2.03. Additionally, Weakness obtained for 1.98, Opportunity and Threats respectively 2.12 and 2.10 The result of this research obtained weighting IFE score of 4.01 while EFE obtained score weighting of 4.22. This research provides insights to improve productivity and develop a growth strategy for Mutiara Swalayan, focusing on effective marketing strategies to boost competitiveness and market position. The impact of this study lies in its ability to offer practical recommendations that enhance the minimarket's resilience against competitive pressures, ultimately leading to sustainable business growth and stronger market presence.



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1. Introduction

The rising complexity, change, business limitations, and competition have led to a growth in business development in Indonesia, particularly in the service industry. (Mayang & Ratnawati, 2020). This growth in business leads to the rise of difficulties in every company, necessitating the company's efforts to compete with rivals. (Putra, 2017). In the current era of digitalization and technological advances, the modern market is very developed and increasing market competition is causing intense competition. Companies large and small, similar or dissimilar, compete to increase consumer purchasing power by seizing locations and marketing places to increase consumer purchasing power. The aim of competing companies is to expand their market dominance (Taufiqurrahman et al., 2023).

Success in a highly competitive environment is one of the key components of a successful organization in the market. (Omer, 2019). The rise of competition among companies for market share is due to economic globalization in the free market. Many new companies are appearing due to increased economic expansion, developing various products and services. (Fujiyanti et al., 2023). Companies that have begun to realize the importance of marketing in attaining their objectives will be aware of the new marketing strategies and concepts involved, as well as the fact that these marketing ideas aim to fulfill client requests and requirements (Aulia et al., 2023).

The retail sector undergoes fast growth annually. Significant growth is evident in the rise of contemporary retail outlets like minimarkets in both urban and rural locations. (Handayani & Yuliantini, 2022). Minimarkets are retail stores that selling essentials, basic necessities and facilitate transactions between producers and consumers. (Kawilarang et al., 2020). Nowadays, customers favor shopping at minimarkets due to their pleasant, tidy environment, extensive services, and wide range of products

available. (Nisa, 2020). Everyone always prioritizes spending money on their daily household needs. People will always need essential items like rice, sugar, cooking oil, instant noodles, and other basic goods. (Djati, 2020).

Currently, SWOT analysis aims to guide a company to remain focused on the analysis that must be carried out to choose a business strategy, so that this SWOT analysis can later be used as a comparison of both the strengths and weaknesses of a company, together with the opportunities and threats that will arise in a company in the future. (Primadona & Rafiqi, 2019).

In this case, Mutiara Swalayan Minimarket is a minimarket that provides a variety of products such as basic necessities and other equipment needed by the community. However, with so many similar competitors competing, Mutiara Swalayan Minimarket is required to be able to anticipate threats from external factors of the company, and must also actively utilize the strengths and opportunities that minimarkets have. The problem faced by Mutiara Swalayan lies in similar competitors. Therefore, researchers want to know the internal and external factors of Mutiara Swalayan to minimize company threats so that the company can continue to run well. From the data obtained, Mutiara Swalayan has the strength and opportunity to maintain its business and face the challenges of similar competition, so it is necessary to implement the most appropriate strategy so that Mutiara Swalayan can survive amidst this very tight competition.

2. Methodology

The research method was carried out at the Mutiara Swalayan minimarket located on Jalan Rumah Sakit Haji, Kompleks Mutiara Residence, Medan. This type of research was carried out in a descriptive qualitative manner using the SWOT analysis method to measure each strength, weakness, opportunity and threat of the Mutiara Swalayan minimarket. According to Sekaran (2016), qualitative research method follows a post-positivist philosophy and involves studying natural conditions by deliberately selecting a data source, followed by collecting data through inductive or qualitative analysis, snowballing, and triangulation. The findings of qualitative studies focus heavily on enhancing generalizability. Collecting specific data is necessary to ensure accurate and relevant information for the research topic. The data processing method is carried out using the SWOT analysis method, at this stage 30 samples will be taken consisting of staff and people who have shopped at this minimarket to be given questionnaires and interviews, from the data obtained the data is compiled using SWOT.

Then carry on with identify the calculation matrix of IFAS and EFAS to get the weight, score and rating of each internal and external factor. Upon the calculation is obtained, a SWOT analysis matrix will be prepared and a Cartesian diagram will be made to see which quadrant the minimarket is located in so that it can produce what strategies can be implemented.

3. Results and Discussion

There are four aspects that can effect strategy development when compiling this strategy analysis. The four elements will be split into two groups, including strengths and weaknesses as internal factors, and opportunities and threats as external factors. The strategy can be found in table 1 and table 2.

Table 1. Identify Internal Factors

| No | Strengths | No | Weakness |
|----|---|----|---------------------------------------|
| 1 | The price is quite affordable compared to other competitors | 1 | Poor customer service |
| 2 | Can deliver basic necessities | 2 | Dependence on certain suppliers |
| 3 | Strategic location that is easy for customers to reach | 3 | Inventory of goods that often run out |
| 4 | Availability of diverse and quality products | 4 | Limited operational hours |

| | | | |
|---|----------------------------------|---|--------------------------|
| 5 | There are interesting promotions | 5 | Slow Transaction Process |
|---|----------------------------------|---|--------------------------|

Table 2. Identify External Factors

| No | Opportunity | No | Threats |
|----|---|----|---|
| 1 | Offer attractive loyalty programs to customers | 1 | The emergence of several similar new competitors |
| 2 | Carry out promotions via social media | 2 | The decline in people's purchasing power due to economic conditions |
| 3 | To fulfill the needs of the surrounding environment | 3 | Changes in online shopping trends that affect offline customers |
| 4 | There are many residential areas around | 4 | Do not provide goods in large quantities |
| 5 | Utilize existing technology | 5 | Delay in delivery of goods from suppliers |

Once the data from both internal and external factors has been gathered, the next step is to determine the weight, score, and rating. The final outcome of the computations can be observed in the table provided.

Table 3. Table IFAS

| No | Internal Factors | weight | rating | Weight x rating |
|------------------|---|--------|--------|-----------------|
| Strengths | | | | |
| 1 | The price is quite affordable compared to other competitors | 0.10 | 4.30 | 0.43 |
| 2 | Can deliver basic necessities | 0.09 | 3.77 | 0.34 |
| 3 | Strategic location that is easy for customers to reach | 0.10 | 4.10 | 0.41 |
| 4 | Availability of diverse and quality products | 0.10 | 4.30 | 0.43 |
| 5 | There are interesting promotions | 0.10 | 4.23 | 0.42 |
| | Total | 0.49 | 20.7 | 2.03 |
| Weakness | | | | |
| 1 | Poor customer service | 0.10 | 4.20 | 0.42 |
| 2 | Dependence on certain suppliers | 0.10 | 4.23 | 0.43 |
| 3 | Inventory of goods that often run out | 0.10 | 4.30 | 0.43 |
| 4 | Limited operational hours | 0.10 | 4.30 | 0.43 |
| 5 | Slow Transaction Process | 0.08 | 3.40 | 0.27 |
| | Total | 0.48 | 20.43 | 1.98 |
| | Sub Total | 1 | 41.13 | 4.01 |

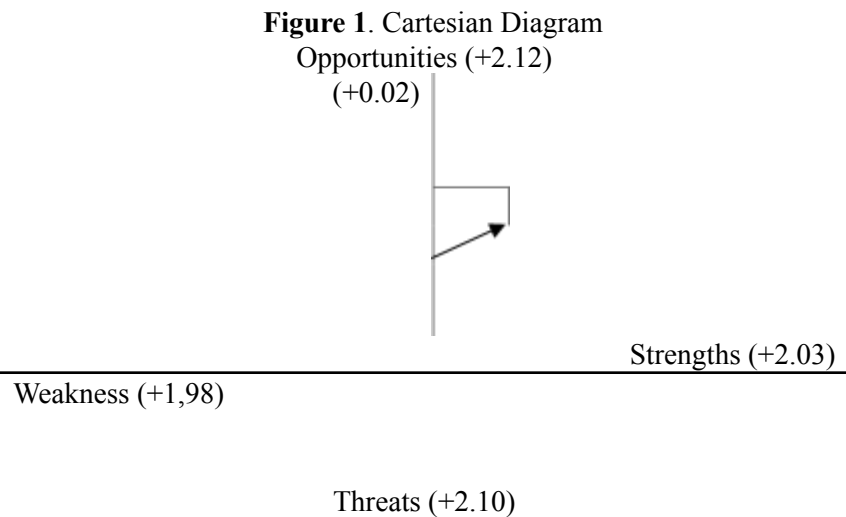
Based on the information provided above, it can be clarified that Mutiara Swalayan minimarket have the two highest strengths with 0.43 each which is the price is quite affordable compared to other competitors and availability of diverse and quality products. In this table, the total IFAS is 4.01, which means that minimarket can continue to maintain and increase their business. In addition, the table for EFAS is described below:

Table 4. Table EFAS

| No | External Factors | weight | rating | Weight x rating |
|----------------------|---|--------|--------|-----------------|
| Opportunities | | | | |
| 1 | Offer attractive loyalty programs to customers | 0.10 | 4.37 | 0.44 |
| 2 | Carry out promotions via social media | 0.10 | 4.20 | 0.42 |
| 3 | To fulfill the needs of the surrounding environment | 0.10 | 3.97 | 0.40 |
| 4 | There are many residential areas around | 0.10 | 4.20 | 0.42 |
| 5 | Utilize existing technology | 0.10 | 4.37 | 0.44 |

| | | | | |
|-----------|---|------|-------|------|
| Total | | 0.50 | 21.11 | 2.12 |
| Threats | | | | |
| 1 | The emergence of several similar new competitors | 0.10 | 4.33 | 0.43 |
| 2 | The decline in people's purchasing power due to economic conditions | 0.10 | 4.07 | 0.41 |
| 3 | Changes in online shopping trends that affect offline customers | 0.10 | 4.27 | 0.43 |
| 4 | Do not provide goods in large quantities | 0.10 | 4.17 | 0.42 |
| 5 | Delay in delivery of goods from suppliers | 0.10 | 4.13 | 0.41 |
| Total | | 0.50 | 20.97 | 2.10 |
| Sub Total | | 1 | 42.08 | 4.22 |

The EFAS table indicates that the greatest opportunities for minimarkets is in Utilize existing technology and offer attractive loyalty programs to customers, while their main threats comes from numerous rival competitors and shifting online shopping habits impacting offline customers. According to the current IFAS and EFAS tables, the Cartesian diagram can be represented as shown below:



The Cartesian SWOT diagram image reveals that the company is positioned in quadrant I, indicating a highly profitable situation due to its strengths and ability to capitalize on current opportunities. The appropriate approach for companies in this situation is to back a growth-oriented strategy. Minimarket should implement S-O strategy by utilizing its internal strengths to continue to improve the performance of this minimarket business and maintain its performance, attracting customers by providing loyalty programs that have been offered, using technology such as smartphones to carry out promotions via social media to draw the interest of customers.

There is also a SWOT matrix that can be explained as well as strategies that can be implemented by the Mutiara Swalayan minimarket such as:

- a. Strategy S-O
 1. Attracting customers by providing loyalty programs that have been offered
 2. Using technology such as smartphones to carry out promotions via social media to draw the interest of customers
 3. Maintaining affordable prices because it fulfills the needs of the densely populated surrounding environment
- b. Strategy S-T
 1. Must maintain product completeness so that customers are not disappointed
 2. Prices must be able to remain competitive with similar competitors
 3. Delivering basic necessities for customers who are more interested in online shopping
- c. Strategy W-O
 1. Improve poor customer service by providing job training to employees

2. Increasing an attractive and wider promotional network
- d. Strategy W-T
1. Having an additional supplier can help reduce the chances of delays and bottlenecks caused by rising prices and a shortage of raw materials.
 2. Provide maximum service to satisfy consumers and face competition

4. Conclusion

Based on the results that have been obtained, the researcher concludes that Mutiara Swalayan minimarket is positioned in quadrant 1, indicating it can adopt an aggressive strategy using the S-O (Strengths-Opportunities) marketing approach. By leveraging internal strengths such as maintaining product quality and competitive pricing, the minimarket can maximize available opportunities. Additionally, optimizing technology usage, particularly through social media, can further drive growth. This strategic approach enables the minimarket to expand its market presence and achieve significant progress in its business operations.

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