

SWOT ANALYSIS TO DETERMINE THE RIGHT BUSINESS STRATEGY

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ABSTRACT

This study aims to determine the internal and external factors of the company, the company's portfolio and determine the right business strategy at JAB Feed Animal Feed Factory. This type of research uses a sequential exploratory model and the method used is a mixed method or mixed method. The focus of this research is to analyze internal factors and external factors including: strengths, weaknesses, opportunities and threats that affect the JAB Feed Animal Feed Factory in determining the company's portfolio and determining business strategies. The data sources used are observations, questionnaires and interviews. In this study using 2 data analysis techniques, namely the qualitative data analysis technique used in this study using interactive Miles and Huberman. While quantitative analysis techniques use SWOT analysis. The data validity used in this research is source triangulation. The results showed that the internal factors of the JAB Feed Animal Feed Factory obtained a value of 0.75 while for external factors obtained a value of 1.03 and the company was in quadrant I position, this position indicates a strong and opportunity company/aggressive strategy, where an aggressive strategy means that the company must be able to take advantage of the company's strengths in maximizing opportunities from the company's external scope.

Keywords: SWOT analysis, internal factors, external factors, and business strategy.

INTRODUCTION

Meeting the need for grass for animal feed during the dry season is often hampered by the availability of fresh grass for animal feed. The limited availability of water during the dry season results in limited grass because it is difficult to grow. In contrast, rice straw is abundant in the dry season. Fermented hay has better protein content than unfermented hay fermented (about 7-9%). Straw is also easier for animals (cattle and goats) to digest because it is odorless and odorless and contains more nutrients. To overcome the dry season, breeders are advised to consume concentrate. To ensure optimal meat production in the cattle fattening industry, breeders must have the ability to provide high quality feed. according to Koddang in Salvia, Ramaiyulis and Dewi (2022) explains that the level of concentrate feeding has a significant

effect on male Bali cattle . The more intensive the level of feeding, the more it is equipped with an increased digestibility (BK) ration.

Jabung village farmers buy concentrate products which are only available at the JAB Feed Animal Feed Factory. This animal feed factory not only produces concentrate, but there are 6 products, namely: 3 product variants for dairy cows and 3 products for calves . After researchers conducted a pre-survey at the JAB Feed Animal Feed Factory, researchers found company changes related to the sales fluctuations they faced from 2020 until now. Therefore, researchers are starting to become interested and will carry out strategies so that sales are optimal as before the fluctuations occurred.

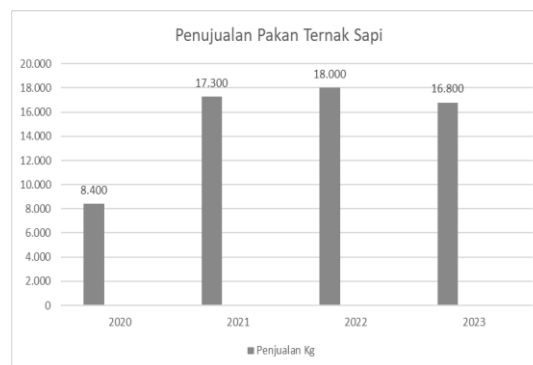


Figure 1 Graph Sale 2020-2023 period

Source: Researcher 2024

Figure 1 is income sale JAB Feed Animal Feed Factory, where income highest obtained in 2022 meanwhile lowest income obtained in 2020.

According to KBBI, the concept of fluctuation is the ebb and flow of prices, or price shifts caused by the interaction between demand and supply. Fluctuation is a form of irregularity in the economy, because prices continue to rise and fall due to various factors. It can be concluded that fluctuations show inconsistencies in the economy from time to time. From the background back above can concluded that formulation problem is as following:

1. What are the results of the internal-external environmental analysis at the JAB Feed KAN JABUNG Animal Feed Factory ?
2. What are the portfolio results at the factory ? JAB Animal Feed Feed KAN JABUNG?
3. What is the right strategy for factories ? JAB Animal Feed Feed KAN JABUNG?

Research purposes This for know results analysis internal environment and environment external to the JAB Feed Animal Feed Factory, knowing results portfolio at the JAB Feed Animal Feed Factory.

LITERATURE REVIEW

Strategy Management

According to Wheelen and Hunger in Nazarudin (2018) in the book Strategic Management state Management strategic is series decisions and activities decisive management success term long company .. These activities include strategy formulation or planning. Action or implementation and evaluation .

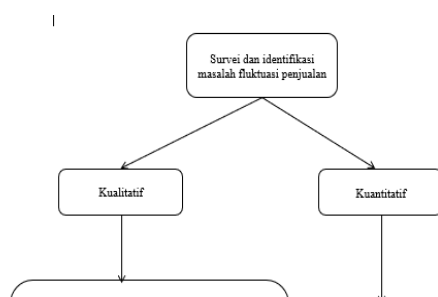
SWOT Analysis

According to Rangkuti (2021) SWOT analysis is a tool for identifying various factors. that occurs systematically to be used in formulating strategies. This analysis method uses logic that can maximize strengths and opportunities. At the same time, weaknesses and threats are minimized.

Business Strategy

According to Bahauddin, Aria and Dewa (2020) Business strategy is a strategy developed by a company or organization to operate at the business unit level. After achieving business goals, the next step is to determine a business strategy. According to Yatminiwati (2019), there are 3 basic principles for running a business to achieve high profits, namely: Differentiation, Overall Cost Leadership and Focus.

Framework Think



METHODS

The type of research used in this research is *sequential exploratory* , type study this This will become qualitative data collection and analysis followed with quantitative data collection . . Focus study This is analyze internal and external factors that influence JAB Feed Animal Feed Factory and determine the right business strategy. Study This carried out at the JAB Feed Animal Feed Factory which is located at East Gandon Hamlet, Sukolilo, Kec. Jabung, Malang Regency, East Java 65155. Variable in study This is variable Strength, Weakness, Opportunities, Threats and Business Strategy. Internal measurement study This use sourced weights, ratings and scores from Rangkuti (2021). Study This use two data sources viz primary data sources and secondary data sources, primary data is obtained from interview and filling questionnaire by the manager while secondary data in study This form literature and research previous, technique deep data collection study This form observation, questionnaires and interviews to managers and consumers JAB Feed Animal Feed Factory. Study This use two technique data analysis, engineering analysis qualitative using Miles and Huberman's interactive model whereas analysis qualitative use technique SWOT analysis. Accuracy of the data used in study This is triangulation source for increase data accuracy.

DISCUSSION

Analysis Internal Environment

A. Human Resources

JAB Feed Animal Feed Factory has integrate source Power experienced and expert people in the field, so capable produce quality products. Employees at the JAB Feed Animal Feed Factory in general Already Work for 10 years and has enough employees many things This show that business Already developed and trusted by the community. Lots of it variant product concentrate is increasing consumers who need it product the. For get skilled employees JAB Feed Animal Feed Factory No experience difficulty Because majority public here is farmers and ranchers.

B. Company Resources

JAB Feed Animal Feed Factory show that although There is various obstacles, but company This has operate system good and orderly operations start from the material process standard until purchasing. For overcome material standard which is not Certain JAB Feed Animal Feed Factory has 3 ways namely: having 2 suppliers, providing material standard substitution and effort PO contract in form term long.

C. Physical Resources

JAB Animal Feed Factory Feed is sufficient own facility complete operational, only just No There is facility For checking nutrition. Facilities lacking complete impact directly at capacity production company. Lack equipment cause production concentrate No Can done in amount big or stock, of course For fulfil large market demand. JAB Feed Animal Feed Factory is necessary utilise technology with method carry out activity promotion on social media, besides utilise appropriate marketing strategy technology like matter his share brochure to community and implement promotions in the days certain.

Analysis environment External

A. Economics and politics

Economy is factor possible competition influence continuity life a company. JAB Feed Animal Feed Factory. Besides that lack help from government, indeed help government in the company This like case management business entity licensing.

As for the method JAB Feed Animal Feed Factory in overcome turmoil economy without raise price product concentrate that is with control cost power Work direct If costs power Work direct No can controlled, then that will be controlled company that is overhead costs or expenditure outside the production process . General overhead costs found in related production processes with operation tools , machines and power Work .

B. Social

Environment social is very role important in continuity JAB Feed Animal Feed Factory, with exists support and trust public company This Still Keep going operational although experience fluctuation. During business get support and acceptance well by society local, That is not quite enough answer social For Keep going provide product quality concentrate. This matter No only guard satisfaction customer but increase reputation companies in society wide.

Support environment social No only help in matter market access and efficiency operational, but also improve motivation and enthusiasm work in the end contribute to sustainability growth company. Manage good relationship with society and consumers as well as innovate and maintain quality product concentrate.

C. Competitors

JAB Feed Animal Feed Factory has competitors who sell product concentrate with cheap price and quality different. This matter remember majority people in Jabung Village is the breeder who made it concentrate as need cattle.

For overcome challenge This is necessary for the JAB Feed Animal Feed Factory maintain and improve quality product concentrate in maintain trust consumer. Then Keep going do innovation product with present variants new to concentrate. The latter that is guard connection Good with competitors.

D. Suppliers

Polar branes are material main in product concentrate. For ensure supply material raw materials, the JAB Feed Animal Feed Factory obtained the Polar brand from the United State. The process of procuring polar branes goes through erantara party third. With importing quality polar bran high, they are can ensure that material standard used always fulfil required standards.for produce product quality concentrate tall as well as obtain trust consumer to JAB Feed Animal Feed Factory.

Business Strategy

A. Differentiation

JAB Feed Animal Feed Factory has advantages seen by the public as well as own Lots benefit for cattle cow nor goat as well as get optimal profit according to opinion Yatminiwati differentiation at the JAB Feed Animal Feed Factory is more maintain and improve quality product concentrate for results cow's milk production the more smooth, design interesting product as well as color on the product concentrate. Product benefits concentrate besides give

results cow 's milk production becomes smooth, product this can also be done add cow body weight as well as make cow the more nutritious.

B. Focus

JAB Feed Animal Feed Factory more focus quality products to increase market demand increase as well as Keep going continuously innovate to create variants concentrate become many things That prevent occurrence of cow agar No strike Eat as well as strengthen company market position. Besides that JAB Feed Animal Feed Factory is necessary utilise technology like case stage activity promotion on social media.

So the business strategy used in JAB Feed Animal Feed Factory is differentiation and focus, because company own design product unique concentrate as well as company more focused For maintain and improve quality as well as innovate Keep going continuously for variations product concentrate the more many things That strengthen position company still tall.

IFAS MATRIX

Table 1. JAB Feed Animal Feed Factory IFAS Matrix

Faktor Internal	Bobot	Rating	Skor	Keterangan
Strenght (Kekuatan)				
Ketersediaan bahan baku tidak pernah mengalami kekosongan	0,12	4	0,48	Bahan baku pada Fabrik JAB Feed tidak pernah mengalami kekosongan
Mempunyai merek dan label yang sudah melewati uji legalitas	0,11	4	0,44	Merek dan label yang sudah terdaftar dan melewati uji legalitas
Memiliki varian produk	0,09	4	0,36	Varian produk konsentrat memiliki kandungan nutrisi yang berbeda
Struktur organisasi saat ini sangat efektif dalam mendukung pencapaian perusahaan	0,10	4	0,40	Struktur organisasi sangat dibutuhkan karena adanya struktur organisasi dapat mencapai tujuan perusahaan
Komunikasi antar departemen atau tim dalam struktur organisasi sangat lancar	0,10	4	0,40	Komunikasi antar departemen sangat penting agar karyawan paham akan bidangnya masing-masing
Sub Total	0,52		2,08	
Weakness (Kelemahan)				
Lemahnya sistem promosi	0,11	2	0,22	Lemahnya promosi offline seperti halnya tidak membagikan brosur
Kurangnya strategi pemasaran	0,09	2	0,18	Kurangnya strategi pemasaran dalam media sosail
Pendapatan yang kurang stabil	0,11	3	0,33	pendapatan yang tidak menentu akibat fluktuasi
Keterbatasan modal atau dana	0,08	3	0,24	Keterbatasan modal yang tersedia untuk operasional
Kurangnya fasilitas untuk pengecekan nutrisi	0,09	4	0,36	Tidak adanya alat pengecekan nutrisi
Sub Total	0,48		1,33	
Total	1			

Source: Data processed in 2024

Internal Strategic Factor Analysis Summary (IFAS) Matrix Table, the total weight of the strengths and weaknesses analysis is 1.00. Then you can see the total score based on the strength of the highest score, which is 0.48, namely the availability of raw materials that never experience shortages. Meanwhile, the highest score for the weakness factor was 0.36, namely the lack of facilities for checking nutrition.

EFAS MATRIX

Table 2. EFAS Matrix for JAB Feed Animal Feed Factory

Faktor Eksternal	Bobot	Rating	Skor	Keterangan
Opportunities (Peluang)				
Kebutuhan pelanggan yang cukup besar	0,11	4	0,44	Kebutuhan pelanggan yang cukup besar karena mayoritas masyarakat disini adalah peternak
Tingkat kepercayaan peternak terhadap Pabrik Pakan Ternak JAB Feed yang cukup tinggi	0,11	4	0,44	Produk konsentrat pada Pabrik Pakan Ternak JAB Feed ini membuahkan hasil untuk menghasilkan susu
Inovasi baru dapat memperkuat posisi pasar perusahaan	0,09	3	0,27	Inovasi yang dimiliki Pabrik Pakan Ternak JAB Feed ini yaitu memiliki banyak varian konsentrat
Hubungan dan kerjasama dengan pemasok (supplier) berjalan dengan baik dan harmonis	0,11	4	0,44	Hubungan dengan pemasok sangat baik, bahkan pemasok bahan baku tetap sama mulai tahun 2003 sampai sekarang
Memiliki konsumen tetap	0,12	4	0,48	Konsumen tetap disini merupakan konsumen yang setor susu pada Pabrik Pakan Ternak JAB Feed
Sub Total	0,54		2,07	
Threats (Ancaman)				
Munculnya pesaing yang menjual dengan harga murah	0,09	3	0,33	Kualitas yang berbeda dan harga selisih RP. 40.000 dengan Pabrik Pakan Ternak JAB Feed
Munculnya pesaing baru yang pelayanannya baik	0,09	3	0,27	Pelayanan yang baik seperti bisa diantar ke rumah langsung
Pertumbuhan pasar yang tidak stabil	0,09	2	0,18	Pertumbuhan tidak stabil karena pada tahun 2023 banyak ternak yang mengalami PMK
Perubahan preferensi konsumen yang tidak sesuai	0,08	1	0,08	Perubahan minat produk konsentrat dan layanan
Perubahan teknologi yang menyebabkan kebocoran data dan privasi dapat merusak reputasi perusahaan	0,11	2	0,18	Pabrik Pakan Ternak JAB Feed tidak mempublikasi data penjualan maupun data yang lain pada website, hal ini dikarenakan menghindari kebocoran data dan privasi perusahaan
Sub Total	0,46		1,04	
Total	1			

Source: Data processed in 2024

External Strategic Factor Analysis Summary (EFAS) Matrix Table, the total weight of the opportunity and threat analysis is 1.00. Then the total score is written It can be seen from the probability that the highest value is 0.48, namely having regular customers. For The threat factor with the highest total score is 0.33, namely new competitors who sell concentrate at low prices with different qualities.

SWOT diagram

- A. The horizontal axis (X) is an internal factor. (strengths and weaknesses) creates a coordinate value $X = 2.08 - 1.33 = 0.75$

B. The Vertical Axis (Y) is external factors (opportunities and threats) create a coordinate value $Y = 2.07 - 1.04 = 1.03$

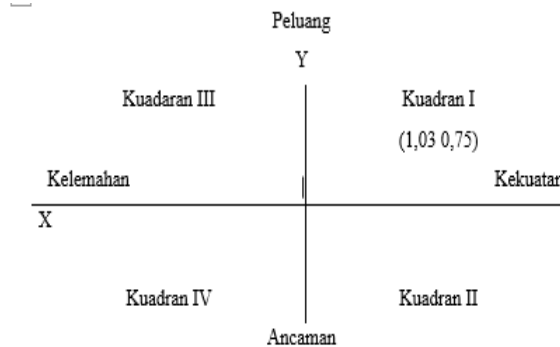


Figure 2. SWOT Diagram of JAB Feed Animal Feed Factory

Source: Data processed in 2024

Based on the results of the SWOT diagram above, you can concluded that portfolio JAB Feed Animal Feed Factory is in Quadrant I which means aggressive strategy. Quadrant 1 is very situation profitable for JAB Feed Animal Feed Factory, This because there is possible opportunities utilized from the power it has company as well as maintain and improve quality product. which are already exist and do activity online promotion on social media.

SWOT MATRIX

Table 3. JAB Feed Animal Feed Factory SWOT Matrix

IFE EFE	IFE	Kekuatan / Strengths (S)	Kelemahan/ Weakness (W)
		1. Ketersediaan bahan baku tidak pernah mengalami kekosongan 2. Mempunyai merek dan label yang sudah melewati uji legalitas 3. Memiliki varian produk 4. Struktur organisasi saat ini sangat efektif dalam mendukung pencapaian perusahaan 5. Komunikasi antar departemen atau tim dalam struktur organisasi sangat lancar	1. Lemahnya sistem promosi 2. Kurangnya strategi pemasaran dalam penggunaan media sosial 3. Pendapatan yang kurang stabil 4. Keterbatasan modal atau dana yang tersedia untuk operasional 5. Kurangnya fasilitas untuk pengecekan nutrisi
	Peluang/ Opportunities (O)	Strategi S-O	Strategi W-O
	1. Kebutuhan pelanggan yang cukup besar 2. Tingkat kepercayaan peternak terhadap Pabrik Pakan Ternak JAB Feed yang cukup tinggi 3. Inovasi baru dapat memperkuat posisi pasar perusahaan 4. Hubungan dan kerjasama dengan pemasok (supplier) berjalan dengan baik dan harmonis 5. Memiliki konsumen tetap	1. Menjaga dan meningkatkan kualitas produk 2. memperluas jaringan pemasaran Anda	1. Melakukan sistem stok produk demi meningkatkan ketersediaan produk yang biasa konsumen butuhkan 2. Meningkatkan pemasaran produk melalui kegiatan promosi di media sosial
	Ancaman/ Threats (T)	Strategi S-T	Strategi W-T
	1. Munculnya pesaing yang menjual dengan harga murah 2. Munculnya pesaing baru yang pelayanannya baik 3. Pertumbuhan pasar yang susah dikendalikan 4. Perubahan preferensi konsumen yang tidak sesuai dengan produk atau layanan 5. Perubahan teknologi yang menyebabkan kebocoran data dan privasi dapat merusak reputasi perusahaan	1. Meningkatkan pelayanan konsumen dan mempertahankan loyalitas dalam menghadapi persaingan	1. Meningkatkan dan memperbaiki kemampuan manajerial melalui evaluasi dan meningkatkan pemasaran produk melalui kegiatan promosi di media sosial

Source: Data processed in 2024

Result of table SWOT Matrix above JAB Feed Animal Feed Factory is in SO position.

1. SO Strategy

SO strategy is implemented with use the power it has company For utilise existing opportunities. With exists growth amount cattle is great opportunity open wide on business feed livestock, then Animal Feed Factory can maintain quality products and expand network marketing in determine the right strategy.

2. ST Strategy

ST strategy is implemented with utilise the power it has company For overcome potential threat. to factory JAB Feed feed. Emergence competitors who sell with price cheap However with quality different is very threatening Serious so that factory feed cattle capable increase his customers service and care loyalty in face competition.

3. WO Strategy

WO strategy is used when company have opportunity For overcome threat business. Therefore that's the factory feed cattle must own system stock and improve marketing in activity promotion via social media.

4. WT Strategy

This strategy use cacra with avoid existing threats as well as minimize weakness. Animal Feed Factory must improve and improve ability managerial through evaluate and improve marketing product through activity promotion.

Suggestion

Based on findings, discussions and conclusions drawn, suggestions obtained as follows following This:

1. Companies must know more in related Insufficient use of promotional media maximum especially on the use of social media JAB Feed Animal Feed Factory, Therefore That party management must create programs that can supervise and manage material promotion. Order can maximize use of promotional media and hope can support progress JAB Feed Animal Feed Factory .

2. Related condition optimal sales such as before experience fluctuations, company can consider steps strategic like strengthen promotion, increase quality product and optimize service customer.

3. Related consumer remains at the JAB Feed Animal Feed Factory, company need maintain and improve quality products for trust and demand consumer tall.

4. For researchers next, if use the same title and use the same analysis, expected can use or add information supporter addition for more strengthen the results of the strategy formulated.

CONCLUSION

Based findings with discussion in the study This. More or less conclusion taken is:

1. Internal environmental factors that occur strength JAB Feed Animal Feed Factory is source power, image and structure organization. Whereas factor the internal environment that becomes weakness JAB Feed Animal Feed Factory is skills marketing and sourcing Power finance.

2. Environmental factors external becoming opportunity JAB Feed Animal Feed Factory is change situation competition and improvement connection with buyer or supplier. Whereas factor external becoming threat JAB Feed Animal Feed Factory is entry competitors new and growing markets.

3. Results of The IFAS matrix is 0.75, meanwhile results from The EFAS matrix is 1.03, based on JAB Feed Animal Feed Factory SWOT diagram results are located position in Quadrant I is supportive position policy growth That means, company must more nuanced and exploitable existing opportunities with the power it has company.

4. Business Strategy at the JAB Feed Animal Feed Factory, namely more focus guard and maintain quality as well as Keep going continuously innovate in order

5. Variants product concentrate the more much for the company's market position still tall. Besides that company JAB Feed Animal Feed Factory is a must utilise technology like case do activity promotion on social media.

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