

SWOT ANALYSIS FOR DETERMINING THE COMPANY'S POSITION IN BUSINESS SUSTAINABILITY

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ABSTRACT

The purpose of this study is to analyze internal and external factors to determine the position of Tahu Sutra Presta Jaya MSME in business sustainability using SWOT analysis. This research method uses a mix method. Data collection techniques in this study through interviews, questionnaires, observation and documentation. Qualitative data analysis techniques use the Miles and Hubberman model while quantitative data analysis techniques use SWOT analysis. The results of this study indicate that the position of Tahu Sutra Presta Jaya MSME in the SWOT diagram is in quadrant I which supports an aggressive strategy. The strategies that can be applied in these conditions are the Strengths-Opportunities, SO strategy.

Keywords: Company Position, SWOT Analysis, MSM

INTRODUCTION

In recent years, the tofu industry in Indonesia has experienced significant growth. Demand for tofu products is increasing due to population growth and changes in consumption habits. At the same time, competition in the tofu industry is increasing with the emergence of various new tofu Micro, Small and Medium Enterprises (MSMEs). According to Wijoyo, et al. (2021) Micro, Small and Medium Enterprises (MSMEs) are businesses managed by individuals or entities that meet certain criteria for small or micro scale businesses.

Tofu is a food that contains a lot of protein and is rich in nutrients made from the coagulated sediment of soybean seeds. Rich in protein and low in calories, tofu is an excellent source of calcium, iron, magnesium, phosphorus, zinc and potassium, as well as various other minerals. Therefore, it is not surprising that tofu is considered an excellent source of protein to

consume every day, considering the importance of protein for the health of the human body (Aladin & Syarif, 2021) .

One of the tofu management businesses in Turen District is the Presta Jaya Tofu Sutra MSME. A company certainly cannot be free from existing problems. The problems faced by Presta Jaya Silk Tofu MSMEs include challenges or obstacles in internal factors, namely employees who are suddenly absent and inadequate facilities and there are also external factors, namely new competitors who slow down tofu products on the market which causes sales of MSMEs. Presta Jaya Sutra Tahu is declining. The following is sales data for Presta Jaya Sutra Tofu in the last 5 years which has decreased:

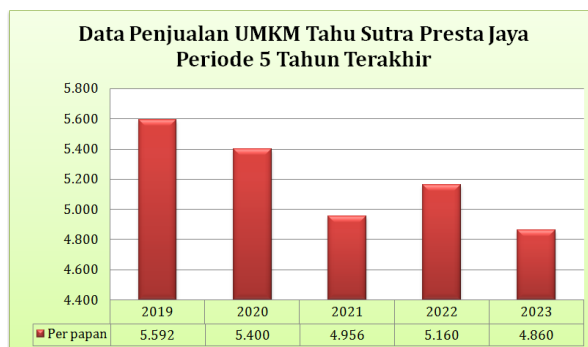


Figure 1Presta Jaya Silk Tofu UMKM Sales Data for the Last 5 Years Period

Source: Data processed in 2024

Based on Figure 1, it can be seen that the sales data for Presta Jaya Tahu Sutra MSMEs for the last 5 years. The data obtained was that the lowest sales in 2023 were 4,860/board and the highest in 2019 was 5,592/board. The conclusion was that the sales data for Presta Jaya Sutra Tahu MSMEs had experienced ups and downs in the last 5 years.

According to Rangkuti, (2021) SWOT analysis is a systematic approach to identifying the various components involved in developing a company plan. This analysis aims to minimize risks and weaknesses while optimizing opportunities and strengths.

Researchers want to conduct research based on available facts and data. about Presta Jaya Silk Tofu UMKM for the reason of knowing the company's position and needing to develop marketing techniques to improve its position in the silk tofu industry.

The problem formulation in this research was formulated based on the background information provided, which includes:

1. How to apply a SWOT analysis consisting of internal strengths and weaknesses as well as external opportunities and threats for Tahu Sutra Presta Jaya MSMEs?

2. What is the position of Tahu Sutra Presta Jaya MSMEs in terms of business sustainability based on the results of the SWOT analysis?
3. How to determine a company's position in business sustainability using a SWOT diagram?

LITERATURE REVIEW

Understanding MSMEs

MSMEs according to Law Number 20 of 2008 are businesses that can create jobs and provide financial services for various types of customers, classified as small, medium and micro companies.

Organizational Environment

According to Susilowati and Basuki (2005) in (Putra, 2020) everything that exists around a business and may have an impact on its operations is considered part of the organizational environment. There are two types of environment in an organization, namely:

Internal Environmental Analysis

Internal environmental analysis has an important role in identifying the strengths and weaknesses that exist within the company (Paroli, 2023) . According to Peter in Paroli, (2023) . These internal environmental factors include several important aspects, such as experience, talent, and competence are all considered human resources. Company resources, such as strategy, structure, culture, production/operations, and marketing. Physical resources include things like equipment, locations, distribution networks, and technology.

External Environmental Analysis

Many businesses have to deal with an external environment that is global, complex and rapidly changing, making it increasingly difficult to understand. Companies can leverage external environmental analysis to address this often imprecise and incomplete environment. (Setiadi, et al., 2020) . The following are internal environmental factors according to (Setiadi, et al., 2020) , namely demographics, economics, politics or law, socio-culture, technology, threat of entry of new entrants, suppliers, and the level of competition between competitors.

Positioning

According to Ritonga, et al. (2018) *Positioning* describes a company's efforts to improve its position and offer services that are beneficial to clients in a particular market segment.

SWOT Analysis

According to Rangkuti, (2021) SWOT analysis is a systematic approach to identifying the various components involved in developing a company plan. This analysis aims to minimize risks and weaknesses while optimizing opportunities and strengths.

EFAS and IFAS matrices

According to Rangkuti, (2021) before compiling an external strategic factor matrix or *External Strategic Factors Analysis Summary* (EFAS), it is very important to understand the external factors first. Because at this stage, data is not only collected, but also classified and analyzed.

According to Rangkuti (2021), after identifying the company's internal strategic factors, these factors were formulated in the context of the company's strengths and weaknesses using the *Internal Strategic Factor Analysis Summary* (IFAS) table.

SWOT diagram

Internal and external factors influence each other significantly on business performance. Therefore, when carrying out a SWOT analysis, these two factors must be taken into account thoroughly using a SWOT analysis diagram. The following is a SWOT analysis diagram:

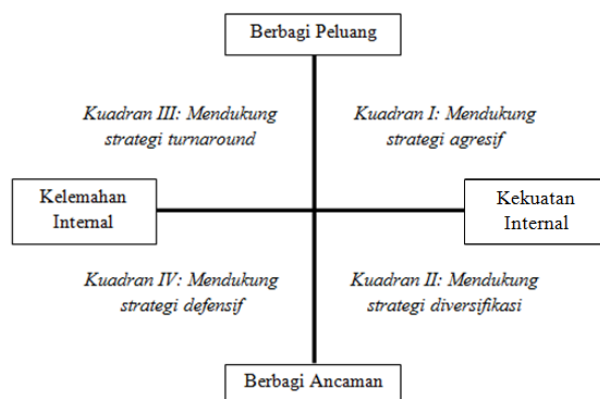


Figure 2SWOT Analysis

Source: Rangkuti, (2021)

SWOT Matrix

Using a SWOT matrix is one way to organize the strategic components of a company. This matrix shows the relationship between internal strengths and weaknesses and external opportunities and threats. Four different types of possible strategies are generated by this tool.

METHODS

This research method uses *a mix method with the type of research using Sequential* research with an *Exploratory Sequential Mixed Methods Design model* , which means that in this research design, the researcher starts by analyzing qualitative data first before using the findings in the quantitative phase. The focus of this research is (1) Analyzing the internal strengths and weaknesses as well as external opportunities and threats of Tahu Sutra Presta Jaya MSMEs to formulate company positioning (Qualitative). (2) Determine the company's position in business continuity through a SWOT (Quantitative) diagram. There were 3 informants in this research, owners, employees and consumers of Tahu Sutra Presta Jaya MSMEs. This research contains 4 variables, namely Strengths, Weaknesses, Opportunities and Threats and this research uses measurements, namely weights, ratings and rating scores in the IFAS and EFAS Matrices. The type of data used in this research is qualitative data as the main data, both primary data and secondary data obtained from the company. Data collection techniques use interviews, observation, chairperson and documentation. The qualitative data analysis technique uses the Miles and Huberman model, while the quantitative data analysis technique uses the SWOT analysis technique.

DISCUSSION

Qualitative

Internal Factors

a. Human Resources

UMKM Tahu Sutra Presta Jaya has integrated human resources who are experienced in their respective fields, so that they are able to produce high quality products. Employees at this MSME are on average between 30 and 45 years old. This business development reflects the ability of Tahu Sutra Presta Jaya MSMEs to adapt to increasing market demand and manage human resources effectively.

b. Company Resources

UMKM Tahu Sutra Presta Jaya shows that with well-organized operational processes, the company is able to produce quality tofu products and succeeds in marketing its products effectively despite facing various obstacles. MSME Tahu Sutra

Presta Jaya can continue to develop and overcome the challenges it faces, showing that the company's resources have been managed optimally.

c. Physical Resources

The physical resources owned by this MSME are still considered inadequate. Presta Jaya's Tahu Sutra MSME only has two fryers and one grinding tool. Limited equipment means that tofu production cannot be done in large quantities, which of course affects the ability of Presta Jaya Silk Tofu MSMEs to meet larger market demand.

External Factors

a. Economics and Politics

Economic turmoil is an important factor that can affect the continuity of Presta Jaya's Tahu Sutra MSME business. Apart from that, Tahu Sutra Presta Jaya MSMEs also feel disappointed with the lack of assistance from the government. All of these conditions indicate that they are a serious challenge for the continuity of MSME businesses such as Tahu Sutra Presta Jaya MSMEs.

b. Social

In the case of the Tofu Sutra Presta Jaya MSME, support from the social environment is very visible. With many people also running tofu businesses, there is a synergy where each business can support each other and provide tofu products without having to go far to the market.

c. Competitors

Presta Jaya Sutra Tofu UMKM faces tough competition with many other tofu businesses in the surrounding area, considering that the majority of people in Gedog Wetan Village, Turen District, make tofu business their main livelihood. The potential emergence of new entrants in the tofu industry further increases the intensity of competition in the area.

d. Supplier

In an effort to ensure a stable and high quality supply of raw materials, Presta Jaya Sutra Tahu MSMEs rely on imports of soybeans from the United States. The process of procuring imported soybeans is carried out through intermediaries or third parties, which makes it easier for them to obtain soybeans at a purchase price of IDR 12,000 per kilogram.

Quantitative

SWOT Analysis

a. IFAS and EFAS matrices

Table 1 *Internal Strategic Factor Analysis Summary* (IFAS) Matrix

No.	Faktor Internal	Bobot	Rating	Skor Bobot
Kekuatan				
1.	Mengintegrasikan semua aspek sumber daya yang sangat baik	0,11	4	0,44
2.	Karyawan yang berpengalaman	0,12	4	0,48
3.	Kegiatan operasional yang tertata	0,09	3	0,27
4.	Strategi pemasaran yang baik seperti penetapan harga kompetitif dan layanan retur produk	0,13	4	0,52
5.	Mengekspresikan kepuasan pelanggan dan fleksibilitas dalam pelayanan	0,08	3	0,24
Sub Total		0,53		1,95
Kelemahan				
1.	Fasilitas yang kurang memadai	0,12	2	0,24
2.	Pemasaran belum menggunakan teknologi	0,09	3	0,27
3.	Karyawan yang tiba-tiba tidak masuk	0,08	3	0,24
4.	Teknologi belum dipergunakan dalam semua kegiatan perusahaan	0,11	2	0,22
5.	Lokasi jauh dari perkotaan	0,07	3	0,21
Sub Total		0,47		1,18
Total		1,00		3,13

Source: Data processed in June 2024

Based on the IFAS Matrix Table, the total weight score from the strengths and weaknesses analysis is 3.13. The highest strength factor value is 0.52. Meanwhile, for the weakness factor, the highest weight score was 0.27.

Table 2 *External Strategic Factor Analysis Summary* (EFAS) Matrix

No.	Faktor Eksternal	Bobot	Rating	Skor Bobot
Peluang				
1.	Unggul harga produk dari pesaing	0,13	4	0,52
2.	Konsumen yang sudah berlangganan	0,09	3	0,27
3.	Penyesuaian harga	0,11	4	0,44
4.	Lokasi yang cukup mendukung di kalangan masyarakat	0,09	3	0,27
5.	Dukungan dari masyarakat dengan adanya usaha tahu	0,12	4	0,48
Sub Total		0,54		1,98
Ancaman				
1.	Banyaknya pesaing baru	0,12	1	0,12
2.	Pesaing baru yang memperlambat produk tahu sutra dipasaran	0,11	1	0,11
3.	Ketidakcocokan harga dengan konsumen	0,07	3	0,21
4.	Teknologi yang canggih dalam pemasaran produk	0,08	2	0,16
5.	Turunnya tren tahu sutra	0,08	3	0,24
Sub Total		0,46		0,84
Total		1,00		2,82

Source: Data processed in June 2024

Based on the EFAS Matrix T able, the total weight score from the opportunity and threat analysis is 2.82. The chance factor for a high value is 0.52. Meanwhile, for the threat factor, the weight score is 0.24.

b. SWOT diagram

The overall score obtained by reducing the strength and weakness factors as coordinate points on the X axis is 0.77, while the external factor score obtained by reducing opportunity and threat factors as coordinate points on the Y axis is 1.14, so a diagram can be drawn SWOT as follows:

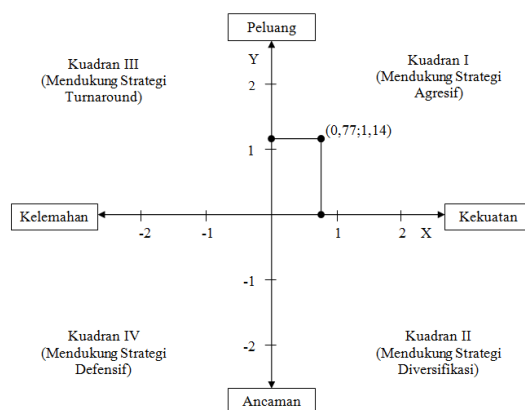


Figure 3 SWOT Diagram of Tahu Sutra Presta Jaya UMKM

Source: Data processed in June (2024)

Based on Figure 3 SWOT Diagram of UMKM Tahu Sutra Presta Jaya, the results of the analysis show the position of UMKM Tahu Sutra Presta Jaya in **quadrant I** (Supporting Aggressive Strategy), which means the company has greater strengths and opportunities than weaknesses and threats .

c. SWOT Matrix

Based on the position in the SWOT diagram, it is in quadrant I. A suitable strategy to use is the *Strengths Opportunities* (SO) strategy, namely by utilizing superior product prices and good marketing strategies to attract more consumers to subscribe, taking advantage of customer satisfaction and flexibility in service. so that consumers continue to subscribe, utilizing experienced employees with organized operations to improve products in the community.

Suggestion

In connection with the completed analysis, the author provides the following suggestions:

1. There needs to be an appropriate marketing strategy to overcome the weaknesses of Tahu Sutra Presta Jaya MSMEs, namely trying to utilize digital platforms such as social media, websites and e-commerce to increase marketing reach. Digital marketing can help overcome the disadvantages of locations far from urban areas and open access to wider markets.
2. Suggestions for further research include more in-depth research on the application of digital marketing technology that is suitable for MSMEs, such as the use of social media, websites and e-commerce.

CONCLUSION

Based on the results of qualitative and quantitative research and discussion in this research, the following conclusions are obtained:

1. Identification results of the internal factors and external factors of Tahu Sutra Presta Jaya UMKM still have enough strength to take advantage of existing opportunities and the position of the Presta Jaya Tahu Sutra UMKM company in the SWOT Diagram is in Quadrant I which shows that Presta Jaya Tahu Sutra UMKM is in a position strong enough to take advantage of existing opportunities.
2. From the calculation results of the IFAS and EFAS matrices, the reduction in strength and weakness factors is 0.77, while the reduction in opportunity and threat factors is 1.14. The strategy that can be applied in these conditions is *Strengths-Opportunities* , SO.

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