

Analysis SWOT as a Basis for Strategy Formulation Nissan Car Marketing at PT Wahana Rejeki Mobilindo Tegal

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ABSTRACT

This research was conducted on the business of selling the Nissan car brand at its official dealer in Tegal City. Thus, the object of this research is PT Wahana Rejeki Mobilindo in Tegal City, which has its address at Jalan Kolonel Soegiono No. 124, Kemandungan, City of Tegal. The subject of this research is the manager of PT Wahana Rejeki Mobilindo in Tegal City.

Data collection on research subjects was carried out by means of a one-stage study, namely research in which data were collected all at once. The data collected can be in the form of data from one or several research subjects covering one or several time periods (days, weeks, months and years).

The results of the study: 1) there are several strengths that have been expressed at PT Wahana Rejeki Mobilindo, namely a reliable marketing communication system and the distribution of brochures that are often carried out continuously (continuously); good service quality, mastery of qualified *product knowledge marketing*, good product facilities and *services*; the establishment of a harmonious and well-maintained relationship between employees and the relationship between leaders and subordinates; the formation of synergistic work coordination can be created through a good relationship system between these organizations. 2) there are several weaknesses in PT Wahana Rejeki Mobilindo with details, namely the level of sales and profits that are lacking in the company; the level of satisfaction, loyalty and the number of employees who are less in the company. 3) there are several opportunities that need to be seized by PT Wahana Rejeki Mobilindo, namely consumer perceptions of the price of Nissan products; comparison of product prices with competitor prices in the same class, product availability and government support; cooperation with finance companies and insurance and spare parts availability. 4) there are several threats that need to be immediately anticipated by PT Wahana Rejeki Mobilindo, namely product designs that are less good than other similar products; consumer perceptions of nissan products, marketing areas and competitors' marketing strategies.

Keywords: Strength, Weakness, Opportunity, Threat

INTRODUCTION

Companies that produce goods and services similar to the company's products. companies that are most at risk of product competition are companies that produce electronic goods, machinery, and also automotive. This is because these items can be read and assessed from the summary of specifications. Therefore, companies that produce these goods must compete in providing added value to satisfy their consumers.

One of the automotive companies in Tegal City is PT Wahana Rejeki Mobilindo which sells cars under the Nissan and Datsun brands. PT Wahana Rejeki Mobilindo must establish a strategy to be able to win the competition or at least survive in the market. The increasingly fierce competition in automotive sales has resulted in companies requiring accurate anticipation so that companies can market their products and even become market leaders if possible. Research Method

Method Selection

This research includes descriptive exploratory research with an *expose facto approach*, because it aims to describe the situation on the phenomena that occur in the field. According to Arikunto (2010: 3) descriptive research is a research that aims to describe or explain something, for example circumstances, conditions, situations, events, activities and others. Arikunto (2010: 14) suggests that exploratory research is research that seeks to explore new knowledge to find out a problem. This research is a descriptive research that uses a qualitative approach. Descriptive research is a research that aims to systematically, factually, and accurately describe the facts and characteristics of a particular population or area.

According to Sugiyono (2007: 14) qualitative research methods are research methods based on the philosophy of *post-positivism*, used to examine the condition of natural objects where the researcher is the key instrument. This study seeks to describe or determine the level of advantages, disadvantages, opportunities and threats of PT Wahana Rejeki Mobilindo's business Tegal. This picture is assessed by a quantitative approach which is implemented using a Likert scale, then the variables to be measured are translated into indicator variables (Arikunto, 2010: 104).

Data Collection Techniques

Data was collected simultaneously through a survey method with a questionnaire as a data collection tool. After that the researchers did not conduct another survey of the same respondents. This kind of research method refers to Sarwono and Martadiredja (2008: 65) who state that a *one-shot study* is a design used to examine one group by being given one treatment and the measurement is done once.

Data Analysis Techniques

This study aims to describe a case that occurred in PT Wahana Rejeki Mobilindo in Tegal. The analytical technique used is to use non-statistical data methods (qualitative descriptive data analysis), namely to analyze data by studying the application of existing theories in practice and to sharpen the results of the analysis used SWOT (*strengths*,

weaknesses, opportunities, threats) techniques.

The SWOT technique analyzes the strengths, weaknesses, opportunities and threats faced by the company so that it can formulate an appropriate marketing strategy. This SWOT analysis was made by comparing the external factors of opportunities and threats with the internal factors of strengths and weaknesses (Rangkuti, 2006: 30). SWOT analysis requires a matrix of External Strategic Factors (EFS) and Internal Strategic Factors (IFS). From the analysis of the strategic factor matrix, strategic management can find out what strategic factors exist in the company.

Research Results

Level of Data Collection

This stage is basically not just a data collection activity, but also a classification and pre-analysis activity. In connection with this activity, researchers will take two kinds of data from PT Wahana Rejeki Mobilindo Tegal Branch, namely company internal data and company external data. The data collection process was carried out by interviewing researchers with the Head of the Tegal Branch.

Internal data is a type of data that describes the situation and conditions within a company. Internal data basically describes the company's strengths and weaknesses.

If the data that is categorized is an advantage, then it can be a company's strength. On the other hand, if it is a deficiency, it will be a weakness of the company. According to Rangkuti (2006:24), the dimensions of the company's internal data include company financial reports, reports on human resource activities, reports on operational activities and reports on marketing activities.

The external data is a type of data that describes the situation and conditions that exist outside the company. If the data has the potential to benefit the company, it can be grouped into the classification of company opportunities. However, if it has the potential to harm the company, then the data is included in the company's threat classification. According to Rangkuti (2006:24), the company's external data collection can be obtained through several dimensions including market analysis, competitor analysis, community analysis, supplier analysis and government analysis.

Company Internal Data Indicators

Internal data indicators are obtained from the decomposition of the company's internal data dimensions. This indicator is the formulation of the company's internal strategy factors. The purpose of formulating the company's internal strategy factors is to classify the company's strengths and weaknesses. The description of the description of the internal data indicators can be seen from the table as follows:

Table 1
Internal Data Dimensions and Indicators
Company Internal Data

Dimension	Indicator
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Financial statements	Product sales rate
	Income level
statements	Interpersonal relations between employees
	Interpersonal relations between leaders and subordinates
	Quality of service to potential customers
	Mastery of product knowledge in
	marketing Employee
HR activity report	satisfaction
	Employee loyalty Number of employees Workshop
Operational activity report	facilities Product
	service
Marketing activity report	Marketing communication
	Brochure distribution

Based on the description of the table, it has been stated that the dimensions of financial reports, operational activity reports and marketing activity reports each have two data indicators. On the other hand, the dimensions of the report on human resource activities have seven indicators. Thus the dimensions of the report on human resource activities have the most indicators among other dimensions.

Company External Data Indicators

External data indicators are a breakdown of the external data dimensions. This solution aims to facilitate the identification of which data activities will potentially benefit and harm the company. This indicator is an external factor strategy formulation. The description of the division of dimensions into several indicators can be seen in full through the table below, as follows:

Table 2
External Data Dimensions and Indicators
Company External Data

Dimension	Indicator
Market analysis	Consumer perception of the Nissan product brand Consumer perception of the price of Nissan products Marketing area
Competitor analysis	Prices of competitors' products in the same class Competitor's marketing strategy
Community analysis	Cooperation with finance companies Cooperation with insurance companies
Supplier analysis	Availability of products from suppliers Availability of
Government	spare parts from suppliers Government support

analysis	
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The indicator that has been identified from the dimensions of the company's external data is a form of exposure that has been generated from interviewing researchers before conducting questionnaires. If we look at the dimensions of market analysis and competitor analysis, each has three data indicators. Meanwhile, the dimensions of community analysis, supplier analysis and government analysis each have two indicators.

Company Internal Strategy Factor Analysis (IFS)

The elaboration of the company's internal strategy factor (IFS) data is an indicator that comes from the dimensions of the company's external data. The company's internal strategy factor (IFS) data can be classified into company strengths and weaknesses. The IFS data is also calculated so that researchers can find out how much the company's strengths and weaknesses are. The complete calculation of IFS data is as follows:

Table 3
Corporate Internal Strategy Factors (IFS)

Internal Strategy Factors	Weight	Rating	Weight x Rating
Strength			
Interpersonal relations between leaders and subordinates	0,077	3	0,231
Interpersonal relations between employees	0,077	3	0,231
Quality of service to potential customers	0,096	4	0,384
Mastery of <i>product knowledge</i> in <i>marketing</i>	0,096	4	0,384
Workshop facilities	0,096	3	0,288
Product service	0,096	4	0,384
Marketing communication	0,116	3	0,348
Brochure distribution	0,116	3	0,348
Weakness			
Product sales rate	0,058	2	0,116
Income level	0,058	2	0,116
Employee satisfaction	0,038	2	0,076
Employee loyalty	0,038	1	0,038
Number of employees	0,038	1	0,038
Total	1,000		2,982

The complete calculation of the value of weights and ratings is obtained from Appendix 3. Data on the number of weighting scores (weight x rating) is data that shows how the company interacts with the company's internal strategic factors.

Factor Analysis of the Company's External Strategy (EFS)

The company's external strategy factors (EFS) have been formulated through the elaboration of the external data dimensions into several indicators. Furthermore, several indicators formed (EFS) are classified into opportunities and threats to the company. This EFS data is calculated so that researchers can find out how big the company's opportunities and threats are. The complete calculation of EFS data is as follows:

Table 4
Enterprise External Strategy Factors (EFS)

External Strategy Factors	Weight	Rating	Weight x Rating
Opportunity			
Consumer perception of the price of Nissan products	0,143	4	0,572
Prices of competitors' products in the same class	0,119	3	0,357
Cooperation with finance companies	0,095	4	0,38
Cooperation with insurance companies	0,095	4	0,38
Availability of products from suppliers	0,119	4	0,476
Availability of spare parts from suppliers	0,095	3	0,285
Government support	0,119	3	0,357
Threat			
Consumer perception of the Nissan product brand	0,048	2	0,096
Marketing area	0,048	2	0,096
Competitor product design in the same class	0,071	2	0,142
Competitor's marketing strategy	0,048	1	0,048
Total	1,000		3,189

The table shows the weights and ratings of the company's opportunities and threats. The complete calculation of the value of the weight and rating data is obtained from Appendix 3. Data on the total weighted score (weight x rating) is data that shows how the company interacts with external strategic factors.

Conclusion and Suggestions

Conclusion

Based on the research results that have been presented through interviews and questionnaires with the Head of the Tegal Branch at PT Wahana Rejeki Mobilindo, the researchers can provide the following conclusions:

1. There are several strengths that have been disclosed to PT Wahana Rejeki Mobilindo, namely: as follows :
 - a. A reliable marketing communication system and distribution of brochures that are often carried out continuously (continuously).
 - b. Good quality of service, mastery of qualified *product knowledge marketing* , good product facilities and *services* . This strength will be the main attraction for potential consumers, because it will create a positive impression in their minds.
 - c. The establishment of harmonious and well-maintained relationships between employees and relationships between leaders and subordinates. The formation of synergistic work coordination can be created through a good relationship system between these organizations.
2. There are several weaknesses in PT Wahana Rejeki Mobilindo with the details as follows:
 - a. The level of sales and profits that are less in the company. If this is allowed to drag on, it is almost certain that the longer the company will not be able to maintain its viability.
 - b. The level of satisfaction, loyalty and the number of employees who are less in the company. If this is left unchecked, the longer the number of employees will be less and the company's productivity will decrease.
3. There are several opportunities that need to be seized by PT Wahana Rejeki Mobilindo with the following details:
 - a. Consumer perceptions of the price of Nissan products. This is a good opportunity because with a good perception of price, consumers will be more interested in buying Nissan products.
 - b. Comparison of product prices with competitor prices in the same class, product availability and government support. This opportunity can be used as a strategy to increase sales volume.
 - c. Cooperation with finance and insurance companies as well as the availability of spare parts. This can be used as material in the company's promotional activities both now and in the future.
4. There are several threats that need to be immediately anticipated by PT Wahana Rejeki Mobilindo with the following details:
 - a. Product design that is less good than other similar products. This can be an obstacle in marketing the product.
 - b. Consumer perceptions of Nissan products, marketing areas and competitors' marketing strategies. Some of these factors can also be obstacles that will hinder the company's marketing activities.

Suggestions

Based on some of the conclusions that have been explained, the researcher can provide: some suggestions are as follows:

1. The strength of a company can provide a comparative advantage. A company's strength that cannot be matched or imitated by competitors more broadly is a distinctive competence. The researcher's suggestions to PT Wahana Rejeki

Mobilindo are:

- a. Improving and complementing the marketing communication strategies that have been carried out previously (not only distributing brochures) such as *direct marketing*, *sponsorship*, corporate image building, *public relations strategies*, publicity and *word of mouth*.
- b. Improve and maintain good relations between employees and management. This can be done by setting a good example or example from superiors to others employees, listening to good ideas from employees and direct confrontation if there are conflicts between employees.
2. Weaknesses of the company are everything that cannot be fulfilled or cannot be done by the company. The researcher's suggestions for some of the weaknesses of PT Wahana Rejeki Mobilindo are:
 - a. Increase sales by implementing a product offering system with pick-up (the sales promotion team is more aggressive), opening the door to market segmentation as wide as possible and paying special attention to customers.
 - b. Increase employee satisfaction and loyalty by implementing good HR management, providing employee rights fairly, creating a comfortable working atmosphere, providing clear career paths, and providing rewards and bonuses for employee achievements.
3. Opportunity is everything that is outside the company and needs to be grabbed before competing companies can grab it. The researcher's suggestions for the opportunities that exist at PT Wahana Rejeki Mobilindo are:
 - a. Improve and maintain consumer perceptions of the price of Nissan products. This can be done by means of a price comparison promotion system (comparing product prices with competitors).
 - b. Increase and utilize cooperation with insurance and financing companies. This can be done by continuously approaching these external parties and maintaining good relations.
4. Threats are environmental factors that can hinder the company in achieving its goals.
- marketing strategies that will be able to compete with the marketing strategies of competing companies.

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