MARKETING STRATEGIES THROUGH SWOT AND QSPM IN SMA SEMEN GRESIK

Rosa Rilantiana, Yanuar Trisnowati, Roostikasari Nugraheni, Rizky Noviasri

Universitas Internasional Semen Indonesia, Jalan Veteran, Gresik, East Java, Indonesia
Email : manajemen@uisi.ac.id

High School need initial attempt to identify the school's strengths and weaknesses, both in school management, facilities should be provided by the school, to the way of teaching the teacher, as well as the programs and goals to be achieved. In addition, schools need to understand the threats that can undermine the usefulness of the schools in the community. Analysis of the SWOT matrix and Quantitative Strategic Planning Matrix (QSPM) can be applied to SMA Semen Gresik to plan the marketing strategy of educational institutions namely Semen Gresik High School by identifying internal factors and then analyzing it by formulating several alternative strategies through SWOT matrix analysis and evaluated through QSPM to get a marketing strategy.

Keywords: EFE, IFE, marketing, SWOT, QSPM, Education

I. Background of Study

The number of schools or madrasah which arise, affects competition in every educational institution. Competition attracts prospective students through quality education, extra-curricular activities, educational facilities, and even applying technology in teaching. This is done, because they realize education is a process of changing attitudes and behavior for the better, so schools need to find and improve quality in their brands. Schools need early efforts to recognize the strengths and weaknesses of the school, both in school management, facilities that must be

provided by the school, to the way the teacher teaches, and the programs and objectives to be achieved. They also need to know what needs to be developed in the future, so they can become excellent and favorite in the community. In addition, they need to understand the threats which can damage the usefulness of the school in the community.

The way to find out the advantages, disadvantages, opportunities and threats is to use a SWOT analysis (Strength, Weakness, Opportunites, and Threatment). According to Ferrel and Harline (2005) the function of the SWOT analysis is to obtain information from situation analysis and separate the main internal problems (strengths and weaknesses) and external issues (opportunities and threats). The SWOT analysis will explain whether the information indicated will help an organization achieve its objectives or provide an indication that there are obstacles that must be faced or minimized to achieve the goal. According to Rangkuti (2004: 18), the SWOT matrix can clearly illustrate how external opportunities and threats faced by an organization can be adjusted to the strengths and weaknesses it has.

The marketing strategy establishes a target market and related marketing mix. This is a big picture of what will be done in some markets (Pasaribu, 2008). The method used to prioritize marketing strategies is AHP and QSPM (Quantitative Strategic Planning Matrix). These methods can be applied to the Semen Indonesia Foundation (SMIF) to plan marketing strategies for educational institutions which shelter them by identifying internal factors and then analyze them by formulating several alternative strategies through SWOT matrix analysis and evaluated through QSPM to obtain marketing strategies, especially Semen Gresik High School.

Education is one of the responsibilities and priorities for parents. Education is also a future investment for children's success, making parents more selective and not arbitrarily choosing the best schools for their children. The number of schools or madrasah which arise, affects competition in every educational institution. Competition attracts prospective students through quality education, extra-curricular activities, educational facilities, and even applying technology in teaching. This is done, because it realizes that education is a process, so schools need to develop a strategic plan and improve the advantages they have.

Strategic planning provides job descriptions for implementing organizational activities which can improve excellence and function of the organization. Strategic planning helps school leaders to develop organizational concepts more clearly. In addition, strategic planning enables organizations to prepare for opportunities and face the challenges of a dynamic activity environment. This was confirmed by pre-research interviews with the Semen Indonesia Foundation:

"SMIF now needs to review the strategy, especially for schools, which are perceived as lacking in achievement. Data collection has been carried out, the compilation of advantages and disadvantages for SWOT analysis has been carried out ... The understanding of the market must be done to know the factors that influence it "(interview dated 11 October 2018, at 3:00 p.m.)

Strategic planning also reduces the likelihood of unpleasant mistakes and surprises, because accurate research has been done on the goals, objectives and strategies. George A. Strainer in his book "Policy and Strategy Management" adapted by Stoner (1996: 41) states that strategic planning is as follows:

"Strategic planning is process of selecting organizational goals, determining policies and programs which need to achieve certain goals in order to achieve goals, and deciding the necessary methods to ensure that strategic policies and programs are implemented." (Stoner, 1996: 41).

Evaluation of school strategies needs to be done, so quality can be maintained. The process of determining school excellence can be used to support anything that needs to be developed in the future, so they can become excellent and favorite schools in the community. Through SWOT analysis it will utilize the information of an organization, achieve its objectives or provide an indication, which are obstacles that must be faced or minimized risks. According to Thomas (2016), the SWOT matrix can clearly illustrate how external opportunities and threats faced by an organization can be adjusted to the strengths and weaknesses it has. This matrix can produce four possible sets of strategic alternatives, as follows:

Table. 1 Set of Potential Strategies

Internal Factors / External Factors	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO Strategies — Generate strategies here that use strengths to take advantage of opportunities	WO Strategies — Generate strategies here that take advantage of opportunities by overcoming weaknesses
Threats (T)	ST Strategies — Generate strategies here that use strengths to avoid threats	WT Strategies — Generate strategies here that use minimize weaknesses and avoid threats

Source: Thomas (2016) and Rangkuti (2004)

The advantage of using the QSPM matrix is the strategies can be examined sequentially and simultaneously, and there is no limit to the number of strategies which

can be evaluated at once (Zulkarnaen and Sutopo, 2013). QSPM evaluates the relative attractiveness of some alternative strategic choices objectively (Umar, 2011).

II. Literature Review

2.1 Strategic Management

The strategy influences the long-term development of the company, so it is oriented towards the future. According to Fred R. David (2011: 18) strategies are shared facilities with the long-term goals oriented. Strategy is an action requires decisions from top management and company resources in large numbers. Strategic management focuses on efforts to integrate management, marketing, finance/accounting, production/operations, research and development, and computer information systems to achieve organizational success. The aim of strategic management is to explore and create new and different opportunities according to development.

2.2 Internal-Eksternal Matrix

This Internal-External Matrix (IE) was developed from the General Electric (GE) model. The parameters used include parameters of the company's internal strength and external influences. This matrix aims to obtain a business strategy in the position to be achieved (Rangkuti, 2004).

2.2 SWOT (Strength Weakness Opportunity Threat)

According to Rangkuti (2001), SWOT analysis is an analysis conducted by identifying internal and external factors of the company to formulate the right strategy. Basically, this matrix has the aim to maximize the strengths and opportunities that the company has, but also must minimize the weaknesses and threats faced by the company. In this case, a planner must identify the company's internal and external factors including strengths, weaknesses, opportunities,

threats, because in making decisions related to the development of the company's mission, goals and policies.

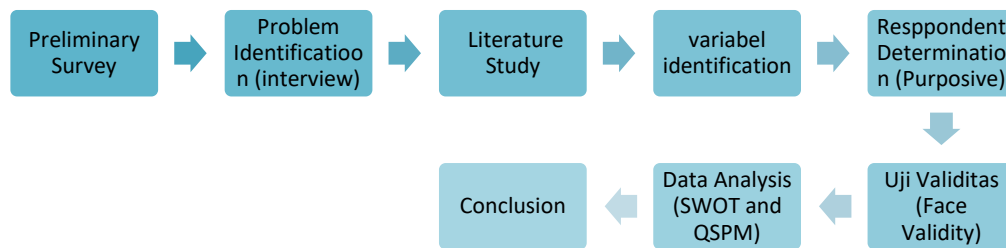**2.3 QSPM (Quantitative Strategic Planning Matrix)**

According to (David, 2010) in (Wijaya, 2013), in this QSPM analysis, several alternative strategies are evaluated objectively based on the internal and external factors of the company that have previously been identified. In this case, an entrepreneur must be able to determine a good strategy which is in accordance with the company's internal and external conditions. And QSPM is also useful as a determination of strategies that have been identified relative attractiveness based on internal and external factors of the company. QSPM also has a feature in which a series of strategies can be seen and observed sequentially based on the results of TAS (Total Attractive Scores) and other privileges in the form of compilers or researchers can enter breakthrough strategies based on internal and external factors that are appropriate in the decision making process.

III. Methodology Research

This research was conducted in May 2018-January 2019. This study only discusses internal and external factors of the SMIF Education Unit (Semen Indonesia Foundation) Semen Gresik High School which was obtained through interviews with the Chair of Semen Indonesia Foundation and Management of Semen Gresik High School:

1. Internal environment includes management (*planning, organizing, actuating, controlling*), marketing (*product, price, place, promotion, process, person, physical evidence, productivity and quality*) research, development and information system.

2. External environment includes micro environment (customers/students, competitors), industrial environment (competition between schools, threat of new entrants) and macro environment (demography, economics, social, political and technological).

3. Do not discuss financial and operational issues regarding SMIF and Semen Gresik High School at their educational institutions.

```
Preliminary  →  Problem          →  Literature  →  variabel       →  Resppondent
Survey          Identificatioon      Study          identification     Determination
                (interview)                                             (Purposive)
                                                                            ↓
Conclusion   ←  Data Analysis    ←  Uji Validitas
                (SWOT and            (Face
                QSPM)                Validity)
```

Picture 1
Research Scheme

VI. Discussion

4.1 Analysis of External Environment

External environment leads to opportunities and threats. Opportunities can directactivities of the Semen Indonesia Foundation Education Unit, Semen Gresik High School while threats, hinder movement of the organization. External factors discussed in this study are micro environment, industrial environment and macro environment. Variable opportunities and threats on each factor can be seen in Table 3.

4.2 Matriks IFE (Internal Factor Evaluation)

Internal environmental analysis was carried out through identification of internal factors of Semen Indonesia Foundation Education Unit, Semen Gresik High School to find out the strengths and weaknesses of the company. After being identified, the weighting and rating of each variable is carried out. Based on the weighting and rating using the IFE matrix, it can be

seen the total score of the IFE matrix is 3.181. Table of IFE matrix results can be seen in Table 4. The total score shows a strong position.

4.3 Matriks EFE (Eksternal Factor Evaluation)

EFE matrix analysis is the result of identification of external factors in form of opportunities and threats which influence Semen Indonesia Foundation Education Unit, Semen Gresik High School. The results of multiplication between weighting averages and rating ratings will produce a total score. Based on the weighting and rating using the IFE matrix, it can be seen the total score of IFE matrix is 2.798. The EFE matrix results table can be seen in Table 5.

IE Matrix Based on the results of IFE matrix and EFE matrix, it can be arranged later in the IE matrix. The average IFE value is 3.181 and the EFE average is 2.798. The average value of IFE and EFE is obtained from the sum of the scores on each factor, where the score is obtained from multiplication between average rating and weighting average for each factor. This value shows quadrant IV position which shows the strategy needed for Semen Indonesia Foundation Education Unit, Semen Gresik High School is currently growing and build strategy. The grow and build strategy shows Semen Indonesia Foundation High School Education Unit needs a strategy to grow better and develop the company for the better. The strategies that can be implemented by companies today are intensive strategies, integrative strategies, and concentration strategies. The IE matrix can be seen in Figure 1.

4.4 SWOT Matrix

The SWOT matrix produces several alternative strategies obtained from internal and external variables in accordance with position of Semen Indonesia Foundation Education Unit, Semen Gresik High School in the IE matrix, namely Grow and build strategy. Strategic alternatives obtained as follows:

1. SO Strategy,

a. Maintaining product quality and service to attract consumers of Semen Gresik High School, the prospective students.

b. Improving management capabilities and cooperation as a common goal.

2. WO Strategy

a. Making the use of technological advancements for marketing

b. Maintaining good relations with communities, especially in Gresik

3. ST Strategy

a. Maintaining image

b. Offering "service excellent"

4. WT Strategy

a. Providing convenience in access to education support

b. Upgrading facilities of education unit in Semen Indonesia Foundation (Semen Gresik high School)

Picture 1. IE Matrix

4.5 Quantitative Strategy Planning Matrix (QSPM)

The final stage of strategy analysis selection of strategies which appropriate and can be implemented by the company. The choice of a suitable strategy is to use QSPM analysis tool. Alternative strategies are obtained from SWOT matrix where matrix produces several alternative strategies through the company's internal and external factors. The results of the study indicate the highest scores on TAS are alternative strategies regarding maintaining the company's image or image. Three experts have an interest in alternative strategies because they assume the role of image or image will affect long-term plan of Semen Indonesia Foundation Education Unit, Semen Gresik High School. The strategy of maintaining an image or image is very important because the positive image that has been built needs to be maintained, because it is closely related to reputation of the company. The strategy gets the highest score of 6,906, experts assume that the main factor influences company's good image is its human resources. The role of teachers and employees in serving customers is the main factor. Previous research that has results similar to the strategy argues the strategy of maintaining the company's image is by maintaining quality and quality as well as innovating and developing products to improve the product (Dewi, Andri, Yonaldi, 2012). QSPM results can be seen in Table 6.

Table 2. Identification Factor of Strength and Weakness

Internal Factors	Strength	Weakness
A. Management -Planning -Organizing -Actuating -Controlling	Reguler Meetings Every structural Officers performs well performance Motivation Regularly controlled by the leader	A very limited development funds
B. Marketing -Product -Price -Place -Promotion	- Well-known by local people -Have successful alumni -Broad school Strategic location Have student support services	lack of updated learning method Lack of the latest payment method Lack of facilities treatment Promotion is not maximal

-Process	Good teamwork with the workers	
-People		
-Physical Evidence	Have a good accreditation	Required renovation and upgrading facilities
-Productivity and Quality		
C. Research and Development	Performed individually and in collaboration with others	
D. Information System	The development of administrative order	

Table 3. Identification Factor of Opportunity and Threat

External Factors	Opportunity	Threat
A. Macro Environment -Customer (student) -Competitor		Change over same competitors New competitors appear
B. Industry Environment -Threat of education products - Tight competition with other education unit - Threat from new competitor		Other competitors is upgrading and has strong capital Competitor has better facilities Education products more innovative
C. Micro Environment -Demography -Economics -Social -Politics -Technology	Gresik as a santri town Critical life style of local people -The development of Internet -The use of email and broadcast to employees	 The dynamic of local economy - SMIF Policy is based on The holding: PT Semen Indonesia - Management change in foundation

Table 4. IFE Matrix

Strengths	Average Rate	Average Weight	Total Score
A. Regularly meeting	3.33	0.057	0.190
B. Every structural Officers performs well performance	3.33	0.065	0.216
C. Motivation	3.33	0.057	0.190
D. Regularly controlled by the leader	3.33	0.059	0.196
E. Well known by local people	3.00	0.063	0.189
F. Have successful alumni	3.00	0.058	0.174
G. Strategic Location	4.00	0.059	0.236
H. Broad School	3.33	0.058	0.193

	Average Rate	Average Weight	Total Score
I. Have student support services	3.67	0.058	0.213
J. Good teamwork with workers	3.67	0.056	0.206
K. Have a good accreditation		0.048	0.160
L. Performed individually and in collaboration with others	3.33	0.049	0.180
M. The development of internet	3.67	0.047	0.141
N. The use of email and broadcast to employees		0.039	0.091
	3.00		
Weakness			0.098
A. A very limited development funds	2.33		0.103
B. Lack of the latest payment method		0.042	0.101
C. Lack of facilities treatment		0.044	0.088
D. Promotion is not maximal		0.038	0.105
E. Required renovation and upgrading facilities		0.033	0.111
	2.33	0.035	
	2.33	0.037	
	2.67		
	2.67		
	3.00		
	3.00		
Total		**1.000**	**3.181**

Table 5. EFE Matrix

Opportunity	Average Rate	Average Weight	Total Score
A. Gresik as a santri town	2.33	0.071	0.165
B. Critical Life style of local people	2.33	0.07	0.163
C. The development of Internet	2.67	0.084	0.224
D. The use of email and broadcast to employees	3	0.09	0.27
Threat			
A. Change over same competitors			
B. New competitors	3.33	0.088	0.293
C. Other competitors is upgrading and has strong capital	2.33	0.079	0.184
	2.67	0.09	0.24
D. Competitor has better facilities			
E. Education products more innovative	2.67	0.081	0.216
F. The dynamic of local economy			
G. SMIF Policy is based on The holding: PT Semen Indonesia	3	0.072	0.216
	2.67	0.045	0.12
H. Management change in foundation	3.33	0.095	0.316
	2.67	0.047	0.125
Total			**2.798**

Table 6. Result of QSPM

No.	Alternative Strategies	Total TAS	Rank
1	• Maintaining the updated and interesting quality of teaching and education services	6.443	III
	• Increasing management capabilities and teamwork	6.393	IV
	• Using technology for the marketing	5.916	VI
	• Maintaining good relation with local people in Gresik	5.795	VIII
	• Taking care the image of education unit of SMIF Semen Gresik High School	6.906	I
	• Serving innovative services to customer (student)		
	• Using The latest payment method	6.015	V
	• Well treatment and upgrading facilities	5.825	VII
		6.468	II

Conclusion

1. Alternative strategies obtained from the results of data processing using Quantitave Strategy Planning Matrix (QSPM) is to maintain the image or image, improve facilities, maintain quality and educational services tailored to the latest technology updates to attract consumers, enhance management and cooperation capabilities for corporate purposes, provide service excellent service, utilizing technological advances for marketing, providing special methods of service for students and parents of students, also maintaining good relations with the community around the school, especially the people of Gresik City.

2. The main priority results of the analysis are maintaining the image or image company with TAS 6,906. The results of the study can be utilized by the Indonesian Semen Indonesia Foundation education Unit, Semen Gresik High School in planning strategies to be able to assist development especially in the field of marketing. The next study can make prospective students or parents of students as respondents to consider marketing strategies.

PREFERENCE

David, Fred, R. 2011. *Strategic Management Manajemen Strategi Konsep, Edisi 12*, Salemba

Rangkuti, Freddy. 2004. *Analisis SWOT Teknik Membedah Kasus Bisnis*. Jakarta. PT Gramedia Pustaka Utama

Stoner, James A. F., 1996. Manajemen. Alih Bahasa Alexander Sindoro, Penyunting Bambang Sayala. Edisi Keenam, Jilid I, Jakarta: Penerbit Prehalindo.

Thomas, Rob. 2016. Four Types of Analisys Critical to Your Digital Marketing Startegy. *https://www.mycustomer.com/marketing/strategy/four-types-of-analysis-critical-to-your-digital-marketing-strategy*

Umar, H. (2001). *Strategic Management in Action.* Jakarta: Gramedia Pustaka Utama.

Zulkarnaen, H. O., dan Sutopo. (2013). Analisis Strategi Pemasaran pada Usaha Kecil Menengah (UKM) Makanan Ringan (Studi Penelitian UKM Snack Barokah di Solo). *Diponegoro Journal of Management*. 2(3): 1- 13.