

MARKETING STRATEGY DESIGN IN PT. MITRA JASA ENGINEERING USING SWOT AND QSPM METHODS

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ABSTRACT

The growing number of manufacturing industries in East Java and the large number of industrial estates under development suggest a huge opportunity for the contractor services industry to gain market share. The existence of these opportunities is also offset by the increasing number of service contractors who established their companies. The tight competition makes the company PT. MitraJasa Engineering to have a proper and effective marketing strategy in order to win the competition. The purpose of this research is to design the right marketing strategy at PT. MitraJasa Engineering using SWOT and QSPM methods. The design of the marketing strategy uses two alternative strategies, the first alternative strategy is to use the old strategy used by the company and the next alternative using the strategy obtained from the analysis of internal and external factors of the company. Both alternatives will be juxtaposed in the QSP matrix to be processed to produce alternative strategies which are selected. Results of QSP matrix analysis show that alternative strategy of SWOT analysis result is the most appropriate strategy used in PT. MitraJasa Engineering with a total value of TAS is greater i.e. 5.370.

Key Words: IFE Matrix, EFE Matrix, SWOT, QSP Matrix, Marketing Strategy

INTRODUCTION

The growing number of manufacturing industries in East Java and the large number of industrial estates under development suggest a huge opportunity for the contractor services industry to gain market share. The above opportunities prove that opportunities from the construction industry will continue to grow along with economic growth in Indonesia. PT. MitraJasa Engineering is a company located in Gresik City. This company is engaged in construction services that stood since 2010 with the name of CV. MitraJasa Engineering, as time goes by and its increasing quality, in 2012 the company changed its legal entity into PT. MitraJasa Engineering to be increasingly trusted by consumers to use the services company.

PT. MitraJasa Engineering has the company's objectives stated in its vision of "Becoming a leading national private construction services company that can meet the needs of customers in the field of construction, production and suppliers services by paying attention to product quality and good corporate governance." In an effort to achieve the vision PT. MitraJasa Engineering has its missions such as "Prioritize customer satisfaction and trust through professionalism. Become a company known as a construction service company that holds integrity values, respected, qualified, and put the principle of zero accident. Providing welfare to

employees, managers, and shareholders. Working with national and international construction companies in increasing competencies in the era of globalization.

Currently, the organizational structure of PT. MitraJasa Engineering is all filled by Human Resources (HR) who has background in engineering. So in the process of project work, PT. MitraJasa Engineering always get a very good appreciation, not even rare PT. MitraJasa Engineering get awards from the project employer. But the weakness of PT. MitraJasa Engineering is the management of corporate marketing strategy is still very simple.

Since the company was established, PT. MitraJasa Engineering does not have marketing management as the reference in corporate promotional activities. The strategy used by the company in reaching the market share is simply by using the word of mouth communication and using the relation of the company owner.

The lack of company knowledge about marketing management makes the company's promotional activities run without direction. Without a clear management and marketing strategy, the company is also unaware of the company's internal conditions and also the opportunities that exist in the market. This condition can affect companies because similar construction companies are more ready to grab market share of PT. MitraJasa Engineering.

Starting from a very simple marketing strategy at PT. MitraJasa Engineering, this research will use SWOT method in analyzing factors from internal and external point of view of the company to know and to use QSPM method to assist in the determination of alternative marketing strategies between simple marketing strategy that used by company (using word of mouth and link from the owner) and the strategy obtained from the analysis with SWOT method.

RESEARCH METHODS

1. Type of Research

This type of research uses a qualitative research paradigm. This qualitative research is descriptive research using case study method, because the problem under study is a case study about the company PT. MitraJasa Engineering as well as describe the company's competitive strategy through SWOT and QSPM analysis. According to Sujarweni (2015: 24), case study method is a research on human (can be a group, organization or individual), event, in-depth background. The purpose of this research is to get an in-depth picture of a case under study. This descriptive research was chosen to find the right marketing strategy solution by finding or deeply digging the information needed from the informants. According to Bungin (2011: 69) descriptive research format is more appropriate when used to examine the problems that require in-depth study to obtain a solution from a study or to solve existing problems.

2. Subject and Research Object

Research object is what is being targeted in the research being carried out by the researcher or concretely illustrated in the problem formulation (Bungin, 2011: 78). The object studied in this research is PT. MitraJasa Engineering.

Subjects in this study are also called informants. Sampling technique in this research uses purposive sampling. According to Sugiyono (2013: 368), purposive sampling is a technique of sampling data source based on certain considerations. Subjects taken in this study are similar companies, the expert and also the internal company.

3. Data Collection Method

Methods in this research using explorative methods on the source and using descriptive analysis. Data collection in this research using interview technique and also documentation. According to Setyadin in Gunawan (2015: 160), an interview is a conversation directed at a particular problem and an oral questioning process in which two or more people are

physically opposite. Interviews conducted to obtain data or information as much as possible and as clear as possible to the subject of research. The type of interview conducted in this study is semi-structured interview technique.

In this study the researcher will use documentation as the evidence to strengthen and complement the interviews to informants. According to Sugiyono in Gunawan (2015: 179), document study is a complement of the use of observation and interview methods in qualitative research. The documentation used in this study is an official document originating from PT. MitraJasa Engineering.

4. Data Collection Method

To strengthen the validity of the data, researcher used data triangulation as a process to establish the degree of trust (validity) and degree of consistency (reliability). According to Gunawan (2015: 219), triangulation is a means of obtaining data that is perfectly valid using a dual method approach.

RESULTS AND DISCUSSION

1. Results of SWOT Analysis

1. *Strength*

- A. PT. MitraJasa Engineering has experienced staff.
- B. The accuracy and quality of the work has a good track record in the company of the project giver.
- C. The company's commitment to maintain zero accident.
- D. Completeness of certificates of companies both in terms of material and human resources (Human Resources).
- E. The number of link companies make services that can be done PT. MitraJasa Engineering more diverse.

2. *Weakness*

- A. Lack of sales force makes PT. MitraJasa Engineering work less than maximal in marketing the company.
- B. The lack of marketing tools makes PT. MitraJasa Engineering not optimal in marketing the company.
- C. The enterprise management system is still very simple.
- D. Lack of company knowledge about the new groove system in becoming a vendor or get a project.
- E. Only have an office in Gresik so rarely get information and conditions from outside.

3. *Opportunity*

- A. Many governmental development plans such as power supplementation projects.
- B. There is an increase in the construction of multi-storey buildings.
- C. The need for periodic maintenance of tools and machinery in oil and gas processing companies.
- D. The well-known performances of the company make the company will be a reference.
- E. There is an expansion of industrial area in Gresik and East Java City, making many big industrial companies start to build their company.

4. *Threat*

- A. The number of competitors is very much.
- B. High competition makes price competition tighter and reduces the value of profit.
- C. The high political factor in determining the contractor to work on the project.
- D. The existence of MEA makes the foreign workers and many foreign goods entering Indonesia.

E. Easy for people who have experience to enter in this industry.

2. IFE Matrix Analysis Results

Based on the results of IFE matrix processing obtained the total value of IFE Matrix with a total score of 2.71. The value is derived from the sum total of the multiplication of the weight of each factor that exists on the rating of each factor.

Table 1. IFE Matrix

Faktor Strategis Internal	Bobot	Rating	Skor
Kekuatan			
1 Memiliki tenaga yang berpengalaman	0.09	4	0.36
2 Kualitas hasil kerja yang baik	0.10	4	0.40
3 komitmen <i>zero accident</i>	0.13	3	0.39
4 kelengkapan sertifikat yang komplit	0.08	4	0.32
5 banyaknya <i>link</i> perusahaan	0.10	4	0.40
Kelemahan			
6 kurangnya <i>sales force</i>	0.07	1	0.07
7 minimnya <i>marketing tools</i>	0.07	2	0.14
8 sistem manajemen perusahaan ynag masih sangat sederhana	0.13	2	0.26
9 keterbatasan mengenai alur baru	0.09	1	0.09
10 hanya memiliki kantor di gresik	0.14	2	0.28
Total Skor IFE	1.00		2.71

3. EFE Matrix Analysis Results

Based on the results of the EFE Matrix processing obtained the total value of EFE Matrix with a total score of 2.68. The value is derived from the sum total of the multiplication of the weight of each factor that exists on the rating of each factor.

Table 2. EFE Matrix

Faktor Strategis Eksternal	Bobot	Rating	Skor
Peluang			
1 Tingginya angka pembangunan infrastruktur	0.12	3	0.36
2 Peningkatan pembangunan gedung bertingkat	0.12	3	0.36
3 Rutinitas untuk <i>maintenance</i> pabrik yang tinggi	0.07	1	0.07
4 Semakin dikenal karena <i>track record</i> yang baik	0.08	2	0.16
5 Bertambahnya lahan kawasan industri	0.11	3	0.33
Ancaman			
6 jumlah pesaing yang sangat banyak	0.07	2	0.14
7 persaingan harga yang ketat membuat profit menurun	0.06	2	0.12
8 faktor politik mempengaruhi penentuan kontraktor	0.15	3	0.45
9 adanya MEA membuat tenaga kerja asing masuk	0.12	3	0.36
10 <i>barriers to entry</i> yang mudah bagi orang yang berpengalaman	0.11	3	0.33
Total Skor EFE	1.00		2.68

4. QSP Matrix Analysis Results

The result of QSP matrix analysis obtained from the discussion with the procurement of Petronas Carigali shows the value of TAS (Total Attractiveness Score) of conventional strategy is 4,260 while the TAS value (Total Attractiveness Score) from strategy obtained through SWOT analysis is 5,370. The data shows that the strategies obtained through SWOT analysis are more effective for the activities and marketing strategies of PT. MitraJasa Engineering due to higher score than conventional strategy.

Table 3. QSPM Matrix

FAKTOR-FAKTOR UTAMA	Bobot	Alternatif Strategi			
		Strategi Konvensional		Strategi Hasil SWOT	
		AS	TAS	AS	TAS
Kekuatan					
1 Memiliki tenaga yang berpengalaman	0.09	3	0.27	4	0.36
2 Kualitas hasil kerja yang baik	0.10	4	0.40	4	0.40
3 komitmen <i>zero accident</i>	0.13	3	0.39	3	0.39
4 kelengkapan sertifikat yang komplit	0.08	2	0.16	4	0.32
5 banyaknya <i>link</i> perusahaan	0.10	4	0.40	3	0.30
Kelemahan					
1 kurangnya <i>sales force</i>	0.07	1	0.07	4	0.28
2 minimnya <i>marketing tools</i>	0.07	2	0.14	3	0.21
3 sistem manajemen perusahaan yang masih sangat sederhana	0.13	3	0.39	2	0.26
4 keterbatasan mengenai alur baru	0.09	1	0.09	3	0.27
5 hanya memiliki kantor di gresik	0.14	2	0.28	2	0.28
TOTAL BOBOT	1.00				
Peluang					
1 Tingginya angka pembangunan infrastruktur	0.12	2	0.24	2	0.24
2 Peningkatan pembangunan gedung bertingkat	0.12	1	0.12	2	0.24
3 Rutinitas untuk <i>maintenance</i> pabrik yang tinggi	0.07	4	0.28	3	0.21
4 Semakin dikenal karena <i>track record</i> yang baik	0.08	3	0.24	3	0.24
5 Bertambahnya lahan kawasan industri	0.11	1	0.11	3	0.33
Ancaman					
1 jumlah pesaing yang sangat banyak	0.07	1	0.07	2	0.14
2 persaingan harga yang ketat membuat profit menurun	0.06	2	0.12	3	0.18
3 faktor politik mempengaruhi penentuan kontraktor	0.15	1	0.15	1	0.15
4 adanya MEA membuat tenaga kerja asing masuk	0.12	1	0.12	2	0.24
5 <i>barriers to entry</i> yang mudah bagi orang yang berpengalaman	0.11	2	0.22	3	0.33
TOTAL BOBOT	1.00				
TOTAL TAS			4.260		5.370

CONCLUSION AND RECOMMENDATION

1. Conclusion

This study aims to choose which strategy is more effective and efficient with internal condition of PT. MitraJasa Engineering and also in accordance with existing external situations. There are several stages to find the appropriate strategy for the PT. MitraJasa Engineering. Researcher refers to David's theory (2011: 177) about the stages of formulating a strategy. Researcher was first required to analyze internal factors and also external factors of the company through a SWOT analysis that would result in other alternative strategies. And also the points of the SWOT analysis are then used as IFE and EFE matrices. The matrices are useful for determining the weight value to be included in the QSP matrix. The QSP matrix aims to see which strategy has the greatest TAS value considered the most appropriate strategy for PT. MitraJasa Engineering.

Based on the research that has been done then alternative strategy is selected which has the highest TAS score with the value of 5.370. With the result, the problem formulation of this

research has been resolved because the chosen strategy is the strategy obtained from SWOT analysis by considering internal and external factors. In this study researcher also gets a lot of recommendations from the informants. It can be seen from the many changes and developments of the strategy of PT. MitraJasa Engineering previously

With the development or improvement strategy PT. MitraJasa Engineering are expected to be able to take advantage of existing opportunities so that PT. MitraJasa Engineering can be more easily in conducting marketing activities that will impact on increasing the number of clients.

2. Recommendation

In this study there are many improvements for the strategy of PT. MitraJasa Engineering. So the researcher provides suggestion so that managerial implication in this study can be run by PT. MitraJasa Engineering, the suggestions include:

- A. PT. MitraJasa Engineering needs to complete the certification for materials and services.
- B. The collection of documents and certification of the company should be made as attractive as possible so that the employer will immediately understand what the company has.
- C. Have a useful marketing team to find data about the user or new project that will run.
- D. Maintain good relationship with the user or consultant.
- E. Always follow the development of the purchasing system at the employer company.
- F. Quality of work should take precedence.

With the revamping of marketing activities at PT. MitraJasa Engineering and SWOT analysis results, then the suggestion that also needs to be applied is the company should focus on the field of ability to be a specialization company in order to maximize the services that the company is working on.

For further research, researchers can increase the number of informants so that the results of research becomes more diverse and will create a new more varied strategy. And also the next researchers are expected to have an alternative backup strategy if this strategy couldn't be implemented maximally. The limitations of this study are the results of this study couldn't be applied to companies other than contractors, because the factors and informants studied are those that are related to contractor companies.

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