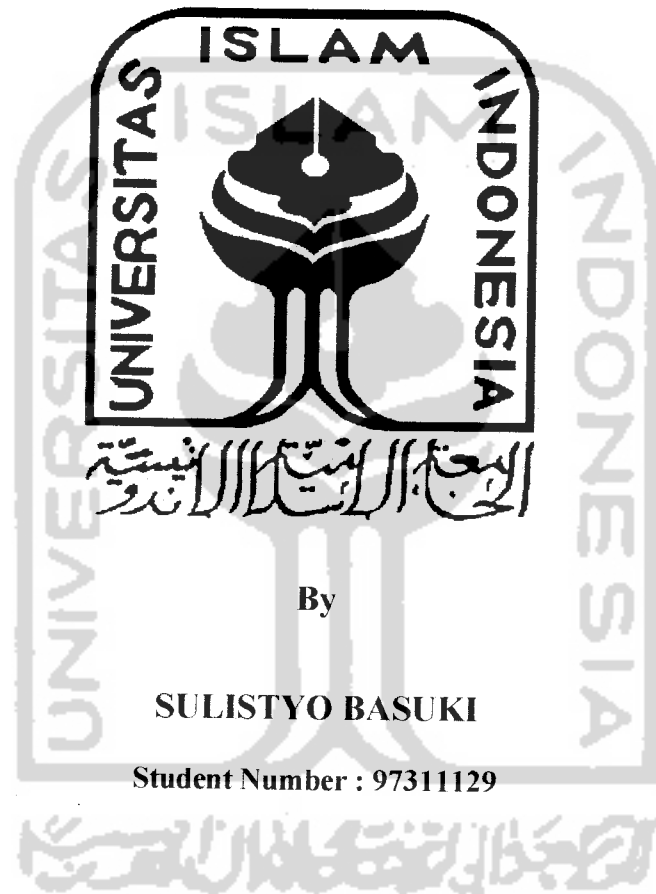


**SWOT ANALYSIS IN THE MARKETING STRATEGY OF
STUDENT'S COOPERATIVE
JOGJAKARTA STATE UNIVERSITY (UNY)
A THESIS**

**Presented as Partial Fulfillment of the Requirements
To Obtain the Bachelor Degree in Management Department**



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**THE SWOT ANALYSIS IN MARKETING STRATEGY OF
STUDENTS COOPERATIVE
JOGJAKARTA STATE UNIVERSITY (UNY)**

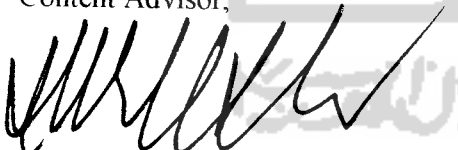
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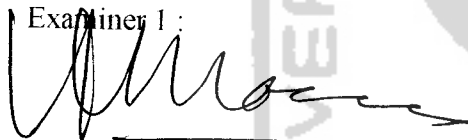
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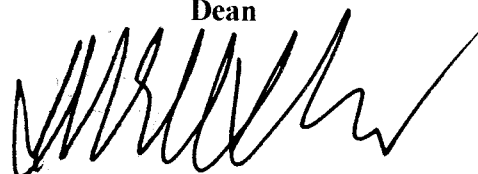


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Finally, this thesis is still far from perfect, but hopefully this thesis could be useful for the company itself to analyze their marketing strategy and able to implement the appropriate strategy in their business.

Jogjakarta, February 2005

Sulistyو Basuki

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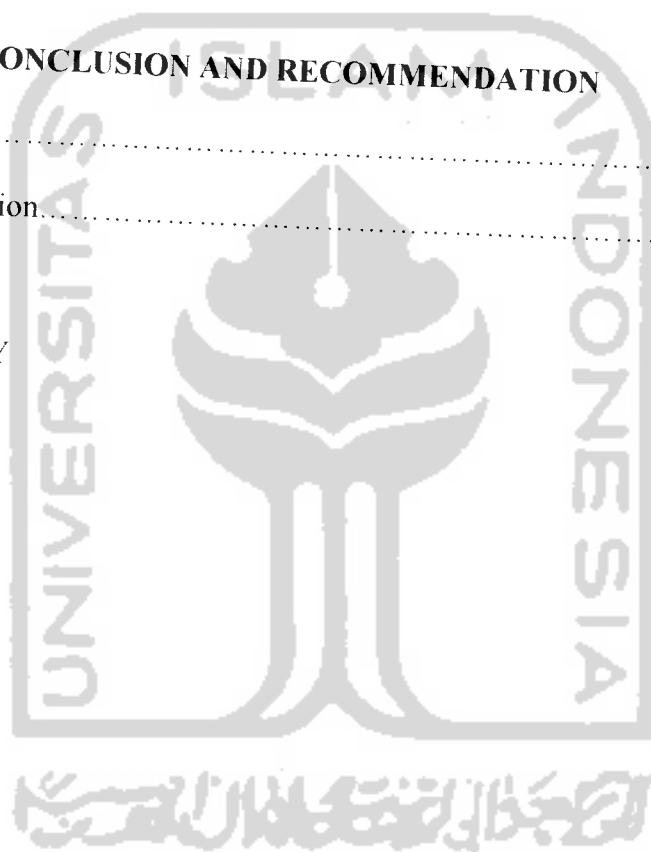
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ABSTRACT

Marketing strategy, like the other corporate strategies, is a point that really needs to be concerned by the company in order for them to run their business. It is because; marketing strategy can be used as a fundamental tool which can be planned systematically in obtaining the company's goal, by developing its competitive superiority through the market entered and marketing program that is used to serve the target market.

This research is done in Student's Cooperative at UNY by using questionnaire as a research instrument, which is filled by the management staff of the company until the second level (supervisor).

In this research the writer uses two analysis tools, they are SWOT diagram analysis (4 quadrant), and SWOT matrix analysis (4 cell). The use of SWOT Diagram analysis is to determine the company's position according to the strength and the weaknesses possessed by the company and also the threats and opportunity faced by the company. While the SWOT matrix analysis is done to be able to determine another alternative for company's strategy.

The result of this research shows that the business position of Kopma UNY is on the second quadrant for the SWOT analysis. This result shows that Kopma UNY is at the growth position. Based on that analysis, so the company can use the combination of ST strategy alternative. The strategy instrument that can be done by the company to using the strength in order to reduce the threat by improving product quality, service to the customer, and price level adaptation to surpass low product demand. Maintain the product quality, service to the customer and price level adaptation, which is relatively better than the competitor. Besides that the company can use province economic potency to increase market segment, improve and apply drive to change in order to settle the insufficient support from the university and the government policy.

ABSTRAK

Strategi pemasaran, seperti halnya strategi korporasi lainnya adalah suatu bahasan yang benar-benar harus dicermati oleh perusahaan dalam menjalankan bisnisnya. Hal tersebut dikarenakan strategi pemasaran dapat dijadikan alat fundamental yang bisa direncanakan secara sistematis untuk mencapai tujuan perusahaan, dengan mengembangkan keunggulan bersaing yang berkesinambungan melalui pasar yang dimasuki dan program pemasaran yang digunakan untuk melayani pasar sasaran tersebut.

Penelitian ini dilakukan di Koperasi Mahasiswa UNY dengan menggunakan kuisisioner sebagai instrumen penelitian yang diisi oleh pihak jajaran manajemen perusahaan sampai dengan level kedua.

Pada penelitian ini, penulis menggunakan dua alat analisis, yaitu analisis diagram SWOT (4 kuadran), dan analisis matrik SWOT (4 sel). Penggunaan analisis diagram SWOT digunakan untuk mengetahui posisi perusahaan berdasarkan kekuatan dan kelemahan yang dimiliki serta peluang dan ancaman yang dihadapi oleh perusahaan. Sedangkan analisis matrik SWOT digunakan untuk mengetahui alternatif pilihan strategi perusahaan.

Hasil menunjukkan bahwa posisi bisnis Koperasi Mahasiswa UNY berada pada Kuadran II untuk analisis SWOT. Hasil tersebut menunjukkan bahwa Koperasi Mahasiswa UNY berada pada posisi yang sedang menghadapi ancaman meski masih mempunyai kekuatan/tumbuh.

Berdasarkan hasil analisis maka perusahaan dapat menggunakan kombinasi alternative strategi ST. Instrumen strategi yang dapat dilakukan perusahaan untuk menggunakan kekuatan dalam rangka mengurangi ancaman adalah dengan meningkatkan kualitas produk, meningkatkan pelayanan dan penyesuaian harga untuk menghadapi permintaan produk yang rendah, mempertahankan kualitas produk, menghadapi permintaan produk yang rendah, mempertahankan kualitas produk, pelayanan kepada konsumen dan penyesuaian harga yang secara relatif lebih baik dari pesaing, menggunakan potensi ekonomi daerah untuk meningkatkan segmen pasar, mengembangkan dan menerapkan kemauan untuk berubah untuk mengatasi kurangnya dukungan dari kebijakan pemerintah dan universitas.

CHAPTER I

INTRODUCTION

1.1 Background of the Study

The competition in the market nowadays is getting tighter and tighter, and this condition puts every company has to find and create ways or alternatives to develop its business and the most important is not losing its market share. This must be done to maintain the company itself and to gain optimal profit. Moreover, for that reason, businesspersons have to be able to manage its company in every business sector including marketing sector.

Marketing has an important role because marketing is the backbone of the company. A good marketing will lead to the success of the company, that is by creating ways to enter the market, gaining market share and surviving in the market competition.

Marketing is defined as a social and managerial process by which individuals and groups obtain what they need and want through creating, offering, and exchanging products of value with others.¹

According to that definition, marketing is an interaction trying to make an exchange connection. Marketing makes decisions in setting the price of the product,

¹ Kotler, Philip. (1980). Marketing Management: Analysis, Planning, Implementation, and Control (Ninth Edition). New Jersey: Prentice Hall.

promotion and distributing the goods and services to the consumer. By seeing that there is a lot of activity that must be done in marketing, so that it should be arranged in order to make it effective and efficient through marketing management. Marketing management is the process of planning and executing the conception, pricing, promotion and distribution of goods, services, and ideas to create exchanges with target groups that satisfy customer and organizational objectives.

Due to the competition in business nowadays, which is getting tighter, it is normal if the leader of a company gives extra attention to the problems that is related to marketing. This is because marketing is an important factor in the growing process of the company. A company would not be able to survive if it cannot market or sell goods and services they produced. Every company has to be able to place it self to the situation and condition they face. This is related to the competition between businesspersons, which force them to make a good marketing strategy. With good marketing strategies, a company can be able to find a way to compete with their competitor or even superior over its competitor.

Although the majority of economists writing on Indonesia's industrialization frequently associated the declining in the performance of industrial sector in the recent years as a usual consequence of currency crisis, the findings of Adams study (1999) indicated that the declining was basically rooted from the weaknesses in Indonesia's industrialization strategies. Indonesia's industrialization strategies failed to motivate industrial firms to upgrade productivity and efficiency. In addition, Indonesia's Industrialization strategies, in various ways, are not conducive to

anticipate the demands of the increasing competitive environment in the global market.²

Cooperative is one of business units that has long story in Indonesia since 1896, began with Purwokerto vice regent, R. Aria Wiriaatmadja established credit cooperative like Raiffeisen in Germany to help poor people, especially for low official.³

So many definition of cooperative and here is one of the definition, cooperative is defined as a business voluntary organized, operating at cost, which is owned capitalized by members patrons as users, sharing risks and benefits, proportional to their participation.⁴

Students cooperative (KOPMA) UNY is one of cooperative business unit that is located in UNY, Yogyakarta. Kopma UNY has been established since 1983 and has already survived, and also has significant growth in students cooperative's history especially in Jogjakarta, which is already well known as the city of students and so many universities that exist in this city, and certainly each of them has a student's cooperative. Kopma UNY tries to serve the students and also community/public.

² Adam, Latif (2001). Indonesia's Industrialization: Strategies, Achievement, and Problems. *Ekonomi dan Keuangan Indonesia Volume XLIX no. 2*.

³ IGN. Sukamdiyo (1999). *Cooperative Management*. Erlangga.

⁴ Ewell Paul Roy (1981). *Cooperative Development and Principles and Management*, Interstate Printers and Publisher, Illinois.

Here is the marketing environment of Kopma UNY, that can be considered as the opportunities and threats of the company:

- Micro Environment consists of the environment near the company (same kind of company around the environment) which influences their ability to serve the consumer.

The opportunity in this area for the company is still good by maintaining their market shares and increasing their services. The threats for the company (competitor) is the same kind company such as Mirota Kampus Gejayan, while the competitor in the same level are Vikita and Toko Merah.

- Macro Environment consists of a broader scale of environment, which influences all business performers in the macro environment of the company.

This environment includes of the Government Policy, the economic development, and other factors that have connection directly or indirectly to the company. The opportunities that can be counted on such as better economic situation, the supply of the material to sale with low price. The threats for the company such as worsen economic situation are able to influence the buying power of its consumer.

In obtaining the company's goal, management needs to consider about two factors, the internal factor, which still can be controlled by the company, and the

external factor that is beyond the control of the company. External factor is the business environment of the company, which makes the business Opportunities and Threats for the company. Internal factor consists of marketing management, financial management, operational management human resource management etc. From internal factor, the company can identify their Strength and Weaknesses. A company is able to obtain its goal when the Strength of the company is more than the weaknesses of the company. Relied on that reason, a company is able to use all of their business opportunities and minimalize their business Threats.

The writer focuses more on the marketing segment of Kopma UNY because the writer views that making a good marketing strategy is the most important part in order to make the company able to compete with the other companies and able to survive in the competition. Based on the reason explained above, this thesis, therefore, will be entitled **“SWOT Analysis in the Marketing Strategy of Student’s Cooperative (KOPMA) UNY”**

1.2. Problem Identification

Considering the competition of business, which is getting tighter, we need to make an analysis of internal and external in the company environment by using SWOT analysis in their marketing strategy, so that Kopma UNY can improve their business and able to compete with other companies.

1.3. Problem Formulation

1. What are the internal factors depicting the Strength and the Weaknesses of Kopma UNY?
2. What are the external factors gearing the Opportunities and Threats for Kopma UNY?
3. What kind of marketing Strategy should Kopma UNY use?

1.4. Problem Limitation

The Research in the Kopma UNY is limited only to the analysis of Strength-Weaknesses-Opportunities-Threats (SWOT), in order to find the best marketing strategy that can be used by Kopma UNY as the object of the research.

1.5. Research Objectives

There are several objectives in this research. Moreover the detail objectives of this research are to:

1. Identify the internal factors, which are the Strength and the Weaknesses of the company
2. Identify the external factors, which are the Opportunities and Threats for the company
3. Identify the best marketing strategy for Kopma UNY

1.6. Research Contribution

Hopefully, this research can give contribution;

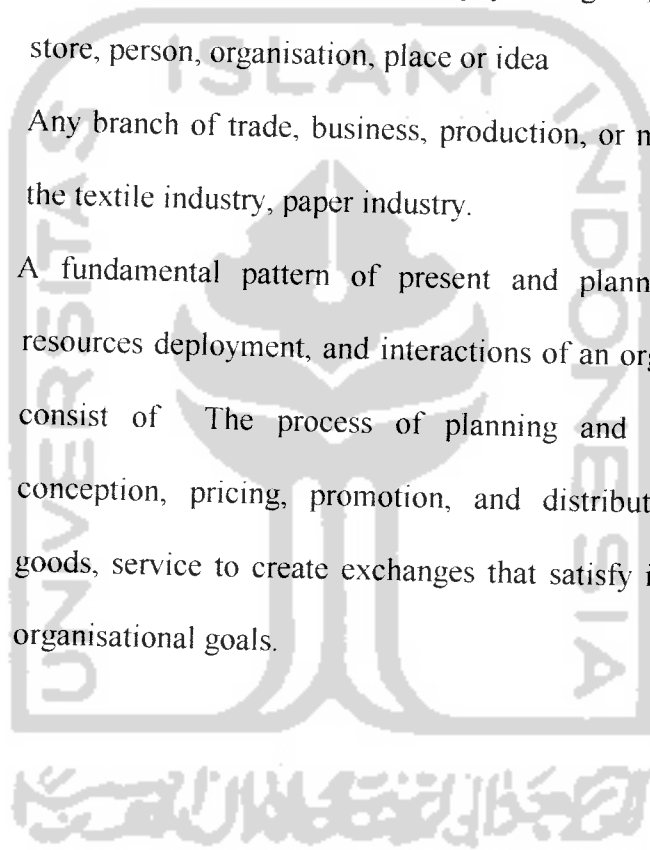
1. To the company itself, hopefully the result of this research can be useful in order to be able to identify what are the Strengths and weaknesses factor of the company and what are the Opportunities and Threats for the company, so that the company is able to set their marketing strategy precisely.
2. To the writer, this research is very useful in order to get more knowledge and as a comparison between theories from college with the reality in the field.

1.7. Definition of Terms

Strategy: A fundamental pattern of present and planned objectives, resources deployment, and interactions of an organization with markets competitors and other environmental factor

Cooperative: economic organization with social characteristic and managed based on familiar value.

- Marketing: The process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, service to create exchanges that satisfy individual and organisational goals.
- Product: Anything that can be offered to a market for attention, acquisition use, or consumption that might satisfy a need or want. Thus, a product may be physical good, service, retail store, person, organisation, place or idea
- Industry: Any branch of trade, business, production, or manufacture; as the textile industry, paper industry.
- Marketing strategy: A fundamental pattern of present and planned objectives, resources deployment, and interactions of an organization that consist of The process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, service to create exchanges that satisfy individual and organisational goals.



CHAPTER II

REVIEW OF RELATED LITERATURE

This chapter will highlight the meaning of strategy and what the characteristics of strategy in order to make it effective for the company. To make the strategy more effective, inevitably it also needs a good management. In this chapter we will also discuss the meaning of strategic management and the principal component of management strategy.

Every company must notice buyer's need and wants to compete in the market. Thus in this chapter we will also discuss the meaning of marketing strategy and the importance of making a good marketing strategies for the company. This chapter also discusses about the SWOT concept since SWOT, by knowing the internal factor and the external factor of the company, can be used to find the best strategy for the company.

2.1. Strategy and Strategic Management

There is no single, universally accepted definition of strategy. Different authors and managers have different definitions, depending on how they understand the subject. Experience has shown that it is better not to provide a precise definition of what strategy is; rather, the emphasis should be on understanding issues that underlie various definitions and then see which definitions holds up better in specific content

Two keys in understanding strategy will be to examine the dimensions of strategy and define criteria for evaluating an effective strategy

Quinn provides a framework for both¹. For Example, with regard to dimensions of strategy, he suggests four aspects, viz.: 1). Strategy contains three essential elements: Goals and objectives to be achieved, key policies that should guide actions, and action programmes that are initiated to accomplish the goals. 2). Good strategies are formulated around a select number of concepts and thrust areas. This is needed for cohesion, balance and form. 3). The strategy should help in building a position that can withstand unforeseeable external forces and 4). In an organisation, there is a hierarchy of related and mutually supporting strategies.

For a strategy to be effective, it must have the following key characteristic²:

1. Objectives and goal since are clearly stated and considered to be decisive and attainable;
2. There is scope for initiative and freedom of actions—the chosen strategy should also enhance commitment;
3. It should enable mobilisation and use of resources at decisive points in order to ensure success and enhance the superiority of the firm vis-à-vis the competition;

¹ Das, Rajnan (2000). *Crafting The Strategies: Concept and Cases In Strategic Management*. New Delhi: Tata Mcgraw-Hill Publishing Company Limited.

² Das, Rajnan (2000). *Crafting The Strategies: Concept and Cases In Strategic Management*. New Delhi: Tata Mcgraw-Hill Publishing Company Limited.

4. It should have flexibility and maneuverability to facilitate the alternation of a course of action and also to minimise the fixed allocation of resources to defend the firm's position in market;
5. It must be championed by committed leadership; in other words, the interest and values of key managers must match the needs of their role;
6. The strategy must make use of speed, secrecy and intelligence to initiate a surprise attack on opponents, with a view to altering the relative competitive position;
7. The strategy must protect the resource base of the organisation as well as the key operating points from attacks by competitors.

Mintzberg describes strategy as plan, pattern, position and perspective³. Strategy is a *plan* since it spells out a conscious and intended course of action to deal with a situation. Strategy is a *pattern*, in a stream of actions taken by a firm, which implies a consistency in managerial behaviour and thought processes. It needs to be noted that strategy as a *plan* and strategy as a *pattern* can be different; for example, plans may not be 'realised' while a pattern may emerge without a formal plan.

Strategy is also a position in the sense that it is a 'fit' between the firm and its environment. Such a position can be achieved through a plan or through a pattern of

³ Das, Rajnan (2000). *Crafting the Strategies: Concept and Cases in Strategic Management*. New Delhi: Tata Mcgraw-Hill Publishing Company Limited.

behaviour. Defined on this basis, strategy is really aimed towards seeking and maintaining a sustainable position in which the firm will have competitive advantages. Mintzberg description of a firm's strategy as perspective is based on the realisation that the strategy of a firm is nothing but an ingrained way of perceiving the world around the firm. Certain organisations pursue aggressive strategy and introduce pacesetter technologies because they wish to dominate their business environment in the midst of uncertain future, while some other organisations tend to follow a set of strategies on the assumption that the world around them will remain stable. This difference in the perspective of two organisations creates a difference in the strategies to be pursued. Viewed from this angle, a strategy is really a 'concept' that resides in the minds of key managers who pursue them and also try to enhance their acceptance, by building a consensus and commitment among people around the chosen course of action

By knowing the importance of strategy in a firm, of course, it also needs a good management, which in the end this strategy will develop into one unity of strategic management.

The most significant improvement in the management processes came in the 1970's, when "long range planning," "new venture management" "planning, programming, budgeting," and "business policy" were blended. At the same time, increased emphasis was placed on environmental forecasting and external consideration in formulating and implementing plans. This all-encompassing approach is known as strategic management.

Strategic management is defined as the set of decisions and actions that result in the formulating and implementation of plans designed to achieve a company's objectives.⁴

Strategic management involves the planning, directing, organizing, and controlling of a company's strategy-related decisions and actions. By strategy, managers mean their large-scale, future-oriented plans for interacting with the competitive environment to achieve company objectives. A strategy is a company game plan. Although that plan does not precisely detail all future deployments (of people, finances, and material), it does provide a framework for managerial decisions. A strategy reflects a company's awareness of how, when, and where it should compete; against whom it should compete; and for what purpose it should compete.

Using the strategic management approach, managers at all levels of the firm interact in the planning and implementing. Therefore, an accurate assessment of the impact of the strategy formulation on organizational performance requires not only financial evaluation criteria but also non-financial criteria—measures of behaviour-based effects. In fact, promoting positive behavioural consequences also enables the firm to achieve its financial goals.⁵

Strategic management will lead the company to make strategic decisions. Strategic decision is a tool to gain company missions. Strategic decision will make

⁴ Pearce, John A, *Strategic Management: Formulation, Implementation, and Control*, 7th edn, McGraw-Hill Book Co., 2000.

⁵ Pearce, John A, *Strategic Management: Formulation, Implementation, and Control*, 7th edn, McGraw-Hill Book Co., 2000.

the company's policies, which is the guide for the company how to act. These policies will show how source must be allocated and how the job in the company should be done, so manager can implement strategy appropriately.

2.1.1 The Principal Component of Management strategy

In the practice, the component of business strategic is done according to the management principal function, they are planning, implementing, and controlling, because of that, business strategy consists of three processes that are connected to each other and unbroken, the process of formulating, execution, and controlling of the strategy. The last process is needed for giving a feedback to next planning process.

The Principal Component of Management strategy⁶

1. Business environment analysis

It is needed to analyze the business opportunities and threats.

⁶ Suwarsono (1994), Manajemen Strategik: Konsep, Alat Analisa, dan Konteks. UPP AMP YKPN

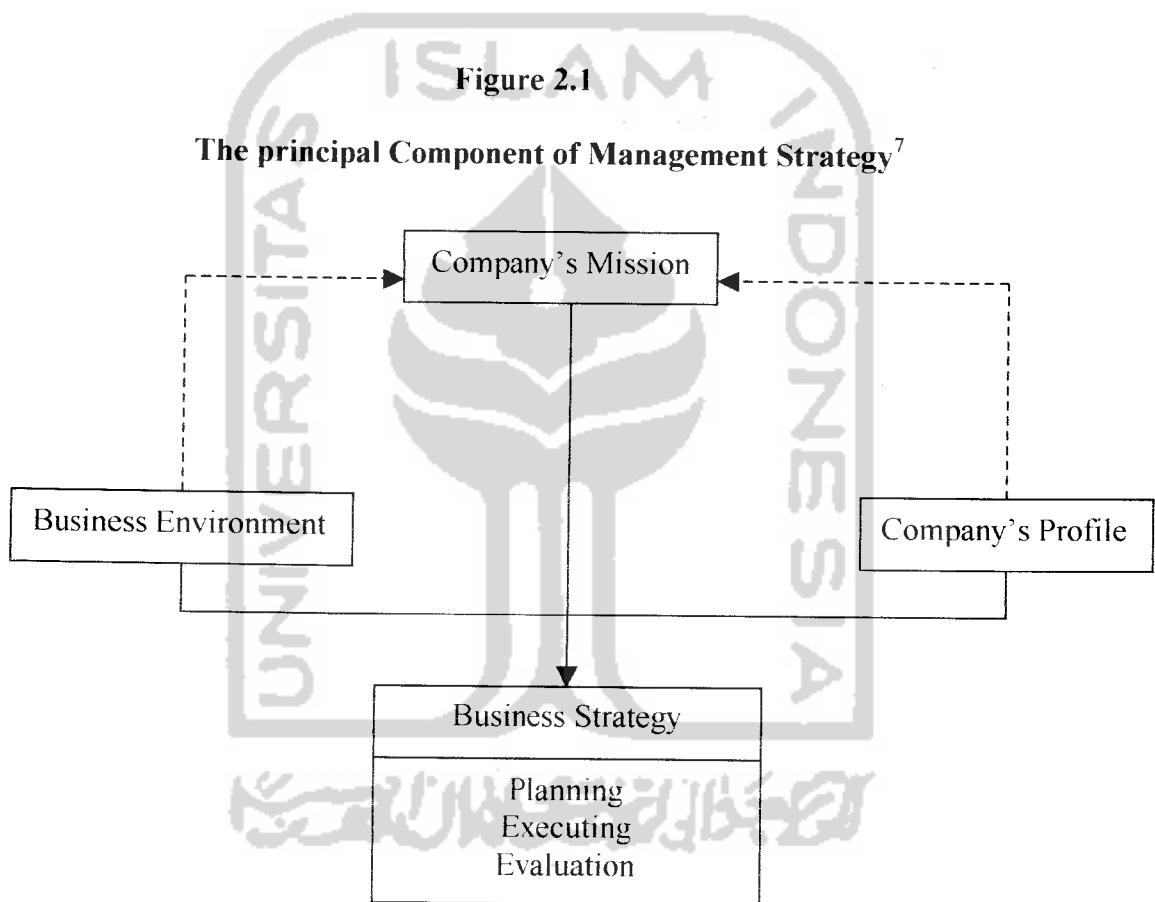
2. Company profile analysis

It is needed to identify the strength and the weaknesses of the company.

3. Business strategy (planning, execution, and evaluation)

It is needed to obtain the company's goal.

4. Company's mission



⁷ Suwarsono (1994), Manajemen Strategik: Konsep, Alat Analisa, dan Konteks. UPP AMP YKPN

1. Business environment Analysis

Business environment analysis is meant to try to identify the business opportunities, which need attention from executives, and at the same time, is aimed to examine the business threats that need anticipation by the company.

Business Environment analysis consists of:

- ◆ Macro environment Analysis

This environment consists of economy, technology, politics environment and including government, law, sociocultural environment.

- ◆ Industrial environment (competitive environment)

Industrial environment is placed between the macro environment and the prospect of the company and because of that, it is called as the intervening variable. However, without being influenced by macro environment, industrial environment can also stand itself to the company's objective.

2. Industrial environment and competitor analysis

Industry environment analysis and competitor are undivided part from the business environment analysis. A lot of things influence industry environment in general such as industry growth, product innovation, technology improvement, competition, and government policy, change of customer attitude and lifestyle, and also business risk.

Industry environment analysis is a way to find the threats and opportunities of the business as the effect of strategy and business behaviour of competing business in one marketing environment.

If structural approach is used in the industrial economic so the first analysis is upon the market structure. There are many market structures, and these will lead to different managerial implication.⁸

- A). Monopoly Market with the one company characteristic that rule 100% of market share and barriers to entry is very high. There is no competitor, therefore, the opportunities become high and bring profit. In that condition, the company can implement any kind of business strategy they want. The bargaining position of that company is very high. Consumers have no alternative. One thing to be noted that the monopolist position will have no use if they can not control the high operational cost so that it will over the expected selling.
- B). Dominant Oligopoly Market. If one of the existing companies in the market has market share around 50% to 100%. Thus, the company will also try to maintain their market share and their profit.
- C). Tight Oligopoly. If four of the existing companies hold 60% to 100% of the market share. Usually one of the companies is able to be a market leader. But

⁸ Suwarsono (1994), Manajemen Strategik: Konsep, Alat Analisa, dan Konteks. UPP AMP YKPN pp. 63-73

usually they choose not to compete to each other, because among them does not get an enough profit. Then, these companies will make collusion.

D). Loose Oligopoly. In this characteristic, there are many sellers and they offer goods that can function as substitutes. Related to that reason, none of the company holds huge market share. In this market structure, the barrier to entry is very low.

E). Perfect Market competition. There are many sellers and buyers who do not have the power to influence market. Barrier to entry is very low and almost zero. In the competition environment analysis, the condition of competition in the industry is depending on five main competition forces.

These five forces are power of supplier, power of buyer, threats of potential entrants, threats from substitutes, and intensity of rivalry among existing operators. This reflected that the competition is not only with the existing company but everything is a competitor for the company in a certain situation.

Any change in the above five forces alters both competitive rivalry and industry profitability. This being so, a strategist needs to understand each of these five forces in all their subtleties and complexity in order to develop the correct insight.

3. Company Profile Analysis.

The formulation of business strategy gives sign that there is a deeper analysis to the appearance of business opportunities and threats. Besides that, the company must understand their internal factor precisely to be able to know their strength

and weaknesses. From the internal analysis, the company will be able to know the company's strategic advantages profile.

In identifying the internal variable, the functional approach is used because it is the simplest approach. According to this approach, company's profile can be seen from all kind of business function inside the company such as marketing, financial, operational and production, human resource, research and development and company culture functions.

4. Company mission

Company mission has a very important role in achieving the company's objective. The mission gives instructions also the boundary in the process of obtaining the objective. Based on that, the owner and the management not only try to achieve the objective but the objective that is being obtained must be in conformity with the company's characteristic.

In the process of formulating strategic management, the formulation of company mission is usually done first, even the process of formulation, it cannot leave the internal and external factor. Company mission is the answer to the question "what is our business" for now and for the future.

2.2. Marketing strategy

Every company must understand buyers' needs and wants and effectively combines and directs the skills and resources of the entire company to provide high levels of satisfaction to its customers. It is referred to "that model of competing, which links R&D, technology, innovation, production, and finance—integrated through marketing's drive to own a market—is the approach that all competitors will take to succeed in the 1990's"⁹ Rather than a specialized function within the organization, marketing is a central process of the entire business. Marketing includes all of the various actions of the organization that are aimed at providing customers with superior value.

Numerous definitions are used to define marketing nowadays. As Kotler (2000:8) defines it as:

"Marketing is a social process by which individual and groups obtain what they need and want through creating, offering, and freely exchanging products and services of values with others"

From the definition above, marketing is viewed as an exchange process that can be done by either individual or organization to satisfy their needs and wants. Moreover, the most important part is not selling but to know and understand the customer so well that the product or service fits and sells itself

⁹ David W. Cravens (1997). *Strategic Marketing*, Fifth edition, Irwin.

While Stanton (1991:5) defines it as:

“Marketing is a total system of business activities designed to plan, price, promote, and distribute want—satisfying products to target markets to achieve organizational objectives”

It means that marketing is an interaction trying to make an exchange connection. Marketing makes decisions in setting the price of the product, promotion and distribute the goods and services to the consumer. Considering that, there are many activities have to be done in marketing, it should be arranged well so that marketing can be done effectively and efficiently, which is through Marketing management.

Marketing Management is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals.¹⁰

This definition recognizes that marketing management is a process involving analysis, planning, implementation, and control; that it covers goods, services, and ideas; that it rests on the notion of exchange; and the goal is to produce satisfaction for the parties involved. The planning step is a very crucial step in to secure the life and the success of the company. This process is a process based on forecasting of the possibilities that can happen in the future like the diversification of the program, procedure, and policy in order to gain the goals of marketing.

¹⁰ Kotler, Philip. (1980). *Marketing Management: Analysis, Planning, Implementation, and Control (Ninth Edition)*. New Jersey: Prentice Hall

Marketing plans are developed, implemented, evaluated, and adjusted to keep the strategy on target. After making a good marketing plan, the next step is executing the conception. In executing marketing plan, we need special step that is called Marketing Strategy.

Marketing Strategy is defined as the analysis, strategy development, and implementation activities in “selecting market target strategies for the product-markets of interest to the organization, setting marketing objectives, and developing, implementing, and managing the marketing program positioning strategies designed to meet the needs of customers in each market target.”¹¹

In the process of making the strategy all components of the company management will give its contribution. The marketing function has the biggest relationship with the external environment, while the external environment is beyond the control of the company. Because of that, marketing mix must be arranged appropriately so it can function as the correct weapon to face the company's competitors. This weapons at least can functions as a breakthrough to the castle of competitors which dominate the market, or to be able to survive in the tight competition or moreover it is able to win the market competition which at the end can superior another competitor. Because of that, marketing strategy as the company's weapon must be in conformity with the condition of the market and the condition of the competitors faced by the company.

¹¹ David W. Cravens (1997). *Strategic Marketing*, Fifth edition, Irwin.

2.3. SWOT Concept

Industry in Indonesia is now getting ready to face a much more competitive arena than before. In order to do that, Industry needs *Strength-Weaknesses-Opportunities-Threats* (SWOT) analysis to find the best strategy for the competition coming.

SWOT analysis is a systematic way to identify the internal factor and the external factor of the company and the way to find the best strategy to be used. Strength and Weaknesses is from the internal environment of the company, while the Opportunities and Threats are from the external environment of the company. This analysis is based on the assumption that a strategy will work effectively if the company can maximalize their Strength and Opportunities and also minimalize the threats for the company.

Strengths

A Strength is a resource advantage relative to competitors and the needs of the markets when firms serves or expects to serve. It is a distinctive competence when it gives the firm a comparative advantage in the marketplace. Strength arises from the resources and competencies available to the firm.

Weaknesses

A weakness is a limitation or deficiency in one or more resources or competencies relative to competitors that impedes a firm's effective performance.

Opportunities

An opportunity is a major favourable situation in a firm's environment. Key trends are one source of opportunities. Identification of a previously overlooked market segment, changes in competitive or regulatory circumstances, technological changes, and improved buyer or supplier relationships could represent opportunities for the firm.

Threats

A threat is a major unfavourable situation in a firm's environment. Threats are key impediments to the firm's current or desired position. The entrance of new competitors, slow market growth, increased bargaining power of key buyers or suppliers, technological changes, and new or revised regulations could represent threats to a firm's success.

SWOT analysis can be used in many ways to aid strategic analysis. The most common way is to use it as a logical framework guiding systematic discussion of firm's resources and the basic alternatives that emerge from this resource-based view. What one manager sees as an opportunity, another may see as a potential threat. Likewise, a strength to one manager may be a weakness to another. Different assessment may reflect underlying power considerations within the firms or differing factual perspectives. Systematic analysis of these issues facilitates objective internal analysis.¹²

¹² Pearce, John A and Robinson R.B (2000). *Strategic Management: Formulation, Implementation, and Control*, 7th edn, McGraw-Hill Book Co.

SWOT Analysis Steps.

Several steps are needed to make a SWOT analysis:

1. First step

The first step is to determining the internal factor in the company, which are the strength factor and the weaknesses factor compared to the same kind of business. Then the next step is to determine the external factors, which are the opportunities factors, and the threats factor to the company in doing their business. Finally, it is needed to make table, in which the first table consists of the strength and weaknesses factor and in the second table consist of opportunities and threats factor.

2. Second steps

After classifying all factors as strengths, weaknesses, opportunities and threats, and then in the second column of table, every factor is being given a value, starting from 1, 0 (most important) until 0, 0 (not important), according to the influence of that factor to the company (all of that value cannot be scored more than 1, 0).

3. Third steps

The third step is to calculate the rating or the score (in the third column) for each factor by giving a scale from 4 to 1 score from the internal and external factor.

Score 1: Below Average

Score 2: Average

Score 3: Above Average/ Good

Score 4: Very Good

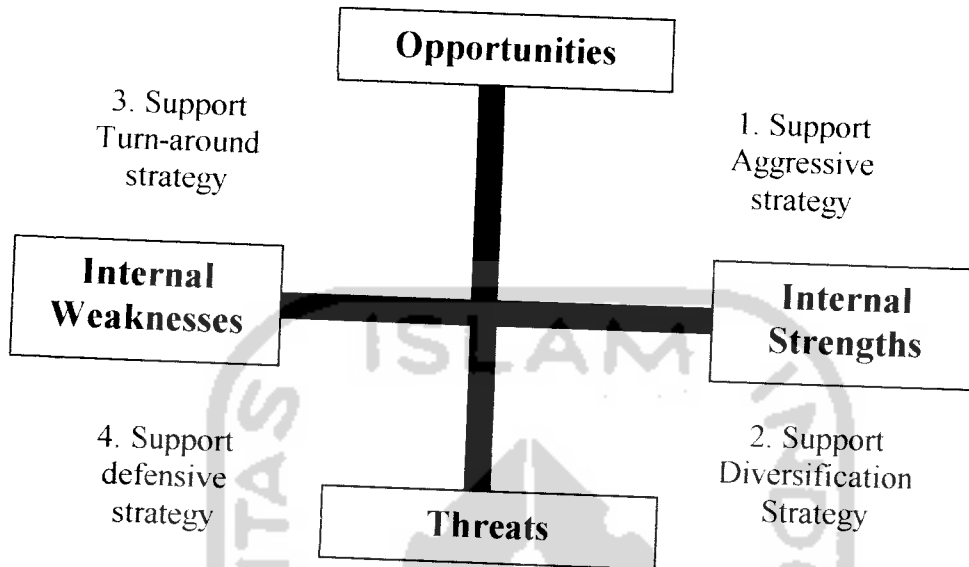
And then we multiply the score and the value in the fourth column, the product of the multiplication is to place the company in the SWOT diagram

4. Fourth steps

The fourth step is to make comparison between product of multiplication of Strength and weaknesses score, Opportunities and threats score. If the score of the strength is more than the weaknesses score, it can be said that the position of the company is stronger from its competitor and also in the others ways. If the score of the strength is less than the score of weaknesses, it means that the position of the company is weaker than its competitor. If the product of the multiplication from Opportunities score is more than the threats score, it means that the company has more opportunities that its competitor while the threats from other company is meaningless for the company. In the other ways, if the product of multiplication of opportunities scores is less than the threats score, it means that the company losses in the competition of getting the opportunities.

According to that SWOT Analysis, the company can be positioned in the four quadrants in the SWOT analysis diagram, as shown below:

Figure 2.2
SWOT Analysis Diagram



Source : Rangkuti, Freddy. (2002). Analysis SWOT: Teknik Membedah Kasus Bisnis. Jakarta: Gramedia Pustaka Utama. : 19-20

First Quadrant: This is a very good condition. The company has Opportunities and Strengths so it can use all the opportunity exist. The strategy that must be applied in this condition is the strategy supporting the aggressive growth policy (Growth oriented Strategy).

Second Quadrant: Even though the company is facing threats, the company still has the internal Strength. Strategy that must be applied in this

condition is using all the strength in making use of the Long-term opportunity by using diversification strategy (product/market)

Third Quadrant: The company is facing a great market opportunities, but on the other side, it faces some internal weaknesses. The strategy of the company must focus on minimalizing the internal problems so the company can gain better market opportunity.

Fourth Quadrant: This is a very bad situation, the company face all kind of threats and has internal weaknesses



CHAPTER III

RESEARCH METHOD

3.1 Research Subject

The subject of this research is to determine the Strength – Weaknesses – Opportunities – Threats factor for Kopma UNY, and then use the SWOT analysis to try to find the best marketing strategy for Kopma UNY.

3.2 Research Variables

Based on the problem in this research, the variables, which are being used, consist of:

1. The company internal factors

The Strength and the Weaknesses of the company environment.

2. The company external factors

The Opportunities and the Threats for the company that come from the outside environment of the company.

3.2.1 Internal Strategy factors

Functional Approach is the simplest approach and because of that it is the mostly used approach and also the most popular approach. According to this approach, the strength and the weaknesses of the company can be seen from all of the current business functions in the company, such as: marketing function,

financial, operation and production, human resources, research and development, and corporate culture function.

Usually, each of the function above will be reduced into more detail component, but the most important is to give more attention to the key factor, here isn't needed many factors, but the most important trustable, because of that the management is required to be able to hold responsibility by showing reasons which support all the component being chosen. Besides that, giving a balance proportion for the whole functional management is not a must, and giving more attention to a functional management compared to the other is not wrong. Even more by using unbalance technique can show the correct condition of the company

Marketing Factor

Several important factors from the marketing segment that are being considered as the internal strategy factors of the company are market segment, customer service, product quality, promotion, and the price of the product.

Production Factors

Several important factors from production segment that are being considered as the internal strategy factor of the company are Production process, Quality control, Efficiency.

Financial Factors

Several important factors from financial segment that are being considered as the internal strategy factor of the company are liquidity, solvability and profitability.

Human Resources Factors

Several important factors from human resources segment that are being considered as the internal strategy factor of the company are Employee's education level, development and training.

Technology Factors

Important factors from technology segment that are being considered as the internal strategy factor of the company are product technology systems.

Corporate Culture

The important factors from corporate culture segment that are being considered as the internal strategy factor of the company are the corporation between team in the company, the two way communication between the top level of the management and the employee, the willing of the company to improve or grow.

Strength

There are strengths that could be useful for the company to compete with other companies such as:

- Price of product setting
- Choosing the appropriate, effective and efficient distribution channel
- The promotion activity of the company
- Technologies

Weaknesses

The cooperative sector usually gives less attention to:

- Advertising segment / Promotion
- The development of the product
- More professional management

3.2.2 External Strategy factor

Business environment analysis is meant to try to identify the opportunities that needed to get special attention and at the same time try to know the threats that need anticipation

Economy environment

Several important factors from economy environment segment that are being considered as the external strategy factor of the company are inflation level, cooperation with other company, province economic potency.

Technology environment

Important factors from technology environment segment that are being considered as the external strategy factor of the company is technology in the textiles industry.

Social environment

Several important factors from social environment segment that are being considered as the external strategy factor of the company are citizen composition, the effect of product demand.

Government environment

Several important factors government environment segment that are being considered as the external strategy factor of the company are government policy on cooperative sector, university policy in its operational activities.

Competitor environment

Several important factors from competitor environment segment that are being considered as the external strategy factor of the company are market structure competition, competitor product quality.

Opportunities

Opportunities that could be useful for the company to compete with other identical companies are:

- The opportunity to develop, toward and line with the other company in order to develop the company's performance.
- A good relationship with the other companies can bring a good impact to the company

Threats

- The competitor for the same kind of product
- Unstable economic situation.
- There are several divisions that need more attention to get more achievement.

3.3 Data gathering method

In conducting this research. There are several steps to collect data as explained as follows:

Literature Study

In order to get a theoretical review, the researcher needs to read and study any literature or anything related to the problem being discussed.

Field study

- Doing some interviews with Kopma UNY about the problem being discussed in order to be able to initialize what are the Strength-Weaknesses-Opportunities-Threats of the company are.
- Gathering the data related to the problem being discussed, such as:
- Financial Report
- Human Resource activity report (employees data such as total of employees, their educational background, skill, salary)
- Marketing activity report
- Operational Activity report
- Other related data.

3.4 Technique Data Analysis

Based on the data and information, analysis will be done by using several models:

1. Internal Strategy factor matrix, which consists of:

Strength and Weaknesses factors from the company environment

2. External strategy factor matrix, which consists of:

Opportunities and threats factor

3. SWOT matrix

Four steps of Swot Analysis:

1. First steps

Determining the internal factor in the company, which are the strength factor and the weaknesses factor compared to the same kind of business, and then determining the external factors, which are the opportunities factors, and the threats factor to the company in doing their business. Then, making table, in which the first table consists of the strength and weaknesses factor, and in the second table consists of opportunities and threats factor.

2. Second steps

After classifying all factors as the strengths, weaknesses, opportunities and threats, and then in the second column of table, every factor is given a value, starting from 1, 0 (most important) until 0, 0 (not important), according to the influence of that factor to the company (all of that value cannot be scored more than 1, 0).

3. Third steps

Calculating the rating or the score (in the third column) for each factor by giving a scale from 4 to 1 score from the internal and external factor.

Score 1: most uncompetitive

Score 2: uncompetitive

Score 3: equally competitive

Score 4: most competitive

And then we multiply the score and the value in the fourth column, the product of the multiplication is to place the company in the SWOT diagram

4. Fourth steps

Making comparison between product of multiplication of Strength and weaknesses score, Opportunities and threats score. If the score of the strength is more than the weaknesses score, it can be said that the position of the company is stronger from its competitor and also in the other ways. If the score of the strength is less than the score of weaknesses, it means that the position of the company is weaker than its competitor. If the product of the multiplication from Opportunities score is more than the threats score, it means that the company has more opportunities than its competitor while the threat from other company is meaningless for the company. In the other ways, if the product of multiplication of opportunities scores is less than the threats score, it means that the company losses in the competition of getting the opportunities.

3.5 The Background of the Company

UNY student's cooperative is based on student automatically, also as a cooperative movement, which has whole Indonesian network in an organization named Indonesian Student Cooperative Communication Forum (FKKMI). This movement is eager to rebuild genuine characteristic of cooperation that lately has degraded. So, hopefully cooperation can be an alternative economic system.

According to the vision, mission and the objective of UNY student's cooperative, beside as an independent an tough business organization also has to be able to make UNY student's cooperative as an entrepreneurship development media for cadres. "Independent" business organization means to be able to exist by itself without many interferences from outside, whereas "tough" means have enough courage and power to face challenges and obstacles that get more competitive time by time. And also UNY student cooperation has to be ready without exception, both in organization or the management inside the student's cooperation. But there is no free way to get good organization and management.

3.5.1 Company's Vision and Mission

Vision

The main vision of Kopma is to form Kopma UNY as an independent business corporation also enhance cooperation and entrepreneurship improvement.

Mission

The first mission of the Kopma UNY to conduct cooperation education and training, in order to support cooperation ideology improvement and the second mission to conduct legal and professional business to support Kopma UNY vision achievement

3.5.2. Company Location

Kopma UNY is located at UNY Building complex, Karang Malang Sleman Jogjakarta,. And the other business units are located as follows:

1. Mini Market, Photo Copy, Credit/Loan, and Garden Café
Gejayan Street, UNY building complex, Catur Tunggal, Depok, Sleman, Jogjakarta Phone (0274) 584134, 586168 – 259. Fax (0274) 582847.
2. Cafeteria and MIPA Campus Café
UNY central building and UNY MIPA Faculty, Phone (0274) 586168 – 237 and (-347). Fax (0274) 582847.
3. Post and Telecommunications shop
Colombo street 5, Samirono, Catur Tunggal, Jogjakarta Phone (0274) 582820, 586168 – 380. Fax (0274) 582847.

3.5.3. Organizational structure

The general definition of organization is working relationship system between two or more people to reach certain objective. Organizational structure is the relationship between the leadership systems in the organization. Organizational structures in one company generally have several characters; which is, made for a long time, permanent and complex. So, basically organizational structure for the company has a function to explain clearly the job distinction and responsibility of each company's employee or each part of company department.

In accordance to the explanation above, Kopma UNY has a line organization structure. The organizational structure is developed effectively in order to:

1. The director of the company can directly supervise the employee activities.
2. There is a distinction in the job description, so each of employees can work well.
3. There is a good relationship between the director and the employee.

The organizational structure of Kopma UNY can described systematically as follows:

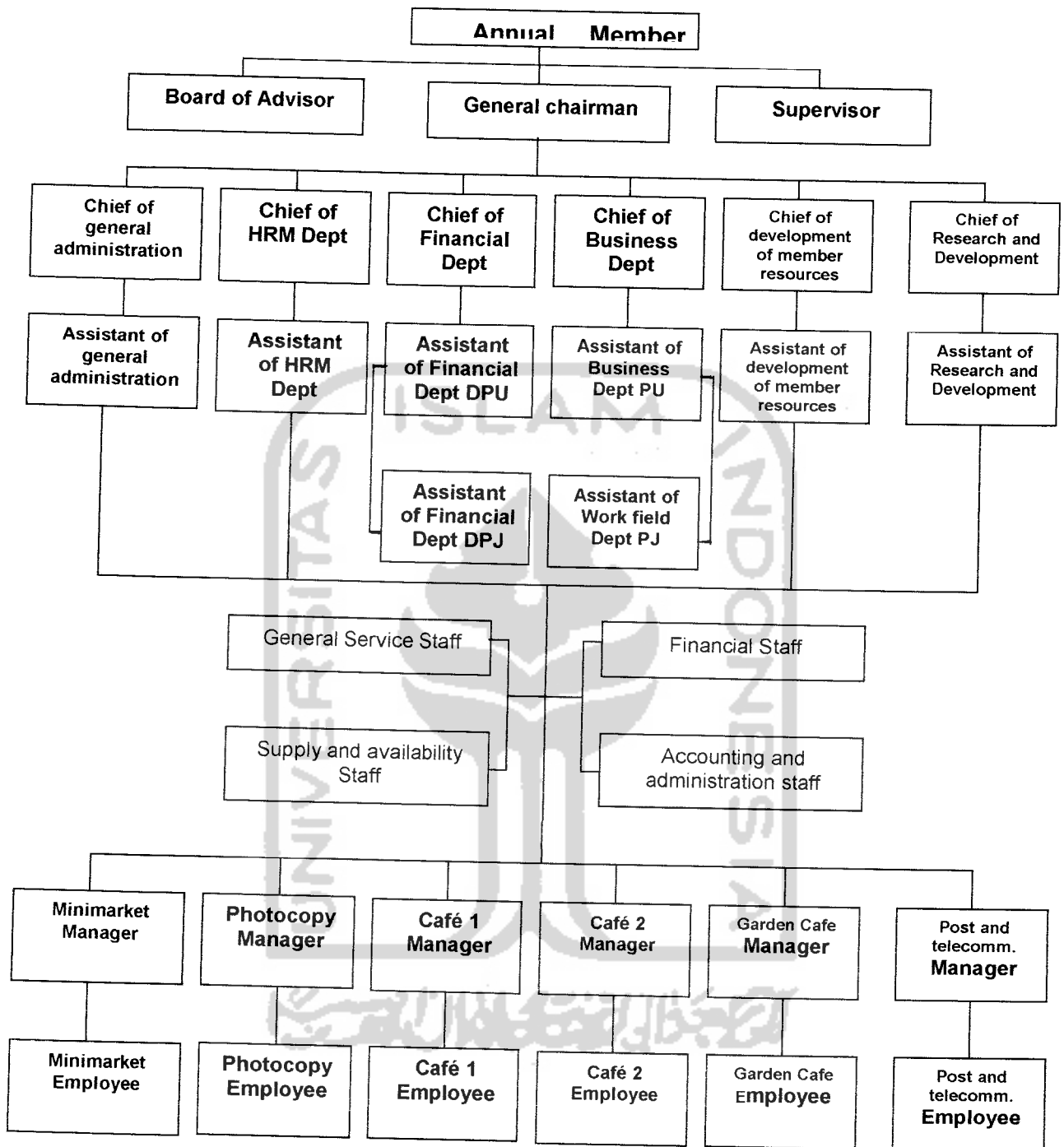


Figure 3.1 Organisation Structure

CHAPTER IV

DATA ANALYSIS

4.1 Data Analysis

In order to determine the correct formulation of marketing strategy for the company, it is needed to conduct data analysis process that can be seen through several steps, as follow:

4.1.1 Data Gathering

Data gathering is conducted by using research instrument, questionnaires, which are filled by the management staff of the company until the second level (supervisor). The total numbers of the respondent are 25 persons.

4.1.2 SWOT Analysis

a. First step

SWOT analysis is based on many internal and external factors of the company. The intention of SWOT analysis is to know the strength and the weaknesses of the company in order to be able to implement the correct competitive strategy for the company. This analysis is started by showing kinds of Internal Factor Analysis Strategic (IFAS) and also External factor Analysis Strategy (EFAS).

The external factor is the business environment including the company operation, which will make the opportunities and threats for the company in business. In this research, factors of the external consist of inflation level, cooperation with other company, province economic potency, citizen composition, effect of product demand, government policy in export sector, market structure competition, and the quality of competitor's product. Internal factor consists of all kind of functional management which in the research consist of:

1. Marketing

This factor includes: market segment, product quality, service to the consumer, promotion, distribution channel, and price level.

2. Financial

This factor includes: production process, quality control, solvability and profitability.

3. Technology

This factor includes: the education level of the employee and product technology system.

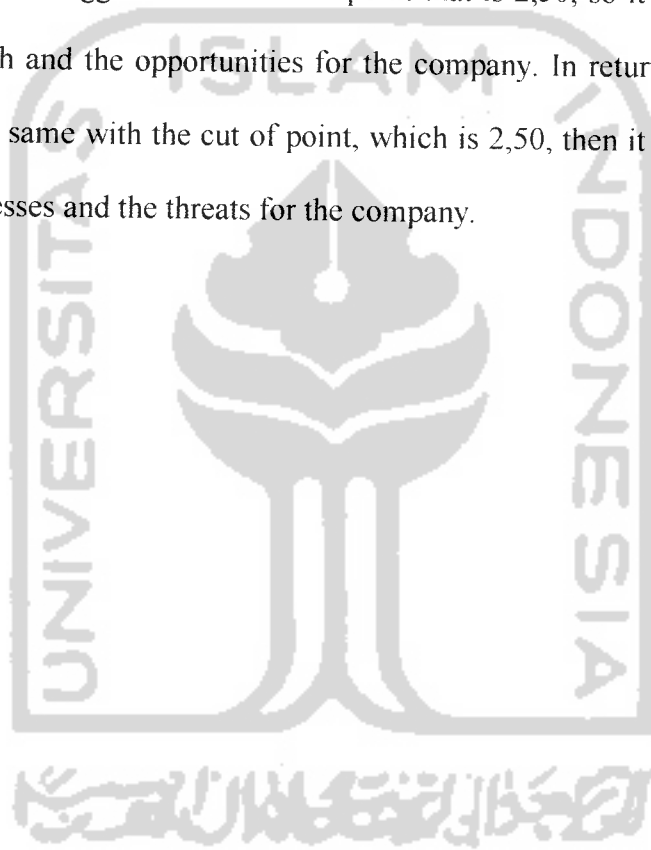
4. Company culture

This factor includes: cooperation between teams, two-way communication and the drive to change.

After determining Internal Factor Analysis Strategic (IFAS) and also External Factor Analysis Strategic (EFAS), the next step is to differentiate

which internal factor is considered as the strength of the company and the weaknesses of the company, also the external factors which are considered as the opportunities factor and the threats factors for the company. The identification process is based on the results of the questionnaire answer, with this following regulation:

If the mean is bigger than the cut-of point that is 2,50, so it is categorized as the strength and the opportunities for the company. In return, if the mean is smaller, or same with the cut of point, which is 2,50, then it is categorized as the weaknesses and the threats for the company.



Here are recapitulations results of the respondents' answer to the Internal Factor Analysis Strategic (IFAS) and the External Factor Analysis Strategic (EFAS) and also the identification process to the variable or factor that is considered as the strength or weaknesses also the variable considered as the opportunities or threats for the company.

Table 4.1
Internal Factor Analysis Strategic

| Internal Strategy Factor | | |
|-----------------------------------------------------|-------|------------|
| Factor | Score | Status |
| Marketing | | |
| Market Segment | 3,20 | Strenght |
| Product Quality | 2,84 | Strenght |
| Service to the customer | 2,52 | Strenght |
| Promotion | 2,44 | Weaknesses |
| Distribution Channel | 1,96 | Weaknesses |
| Price Level | 2,80 | Strenght |
| Production | | |
| Production Process, Quality Control and Effenciency | 2,04 | Weaknesses |
| Financial | | |
| Liquidity, Solvability and Rentability | 2,60 | Strenght |
| Human Resources | | |
| Employees eduacation level | 3,40 | Strenght |
| Development and training | 1,92 | Weaknesses |
| Technology | | |
| Product technology system | 2,08 | Weaknesses |
| Corporate Culture | | |
| Teamwork | 1,92 | Weaknesses |
| Two way communication | 2,04 | Weaknesses |
| Drive to change | 2,64 | Strenght |

Table 4.2
External Factor Analysis Strategic

| Eksternal Strategy Factor | | |
|---------------------------------------|-------|-------------|
| Factor | Score | Status |
| Economic Environment | | |
| Inflation Rate | 2,48 | Threat |
| Cooperation with other company | 2,52 | Opportunity |
| Province economic potency | 2,28 | Threat |
| Technology Environment | | |
| Technology in the textile industry | 1,76 | Threat |
| Social Environment | | |
| Citizen composition | 3,04 | Opportunity |
| Effect on product demand | 2,96 | Opportunity |
| Government Environment | | |
| Government policy in textile industry | 2,16 | Threat |
| Government policy in export sectors | 2,24 | Threat |
| Competitor Environment | | |
| Market structure competition | 3,32 | Opportunity |
| Competitor quality product | 2,48 | Threat |

b. Second and third step

After doing the process of variable identification, which becomes the strength and weaknesses also the opportunities and threats for the company, then the next process is to give each variable a value according to the importance of each variable in relation to its contribution to the success of the company. The value of each factor is based on the subjectivity of the management of the company. The process of valuing is done in order to find the final number that is resulted from multiplying the score and value of each factor. This number becomes the grade of each factor in the process of determining the company's position. Here are the results of the variable's value and the multiplying of the value and the score of each variable.

Table 4.3
Calculation of Value and Score

Classification

| | | | |
|----------------------------------------------------|-------|-------|-------|
| Internal Factor | | | |
| Strength | Value | Score | V*S |
| Market Segment | 0.07 | 3.2 | 0.22 |
| Product Quality | 0.1 | 2.84 | 0.28 |
| Service to the customer | 0.09 | 2.52 | 0.23 |
| Price Level | 0.06 | 2.8 | 0.17 |
| Liquidity, Solvability and Profitability | 0.10 | 2.6 | 0.26 |
| Employees education level | 0.09 | 3.4 | 0.31 |
| Drive to change | 0.07 | 2.64 | 0.18 |
| Summary | | | 1.65 |
| Weaknesses | | | |
| Promotion | 0.05 | 2.44 | 0.12 |
| Distribution Channel | 0.05 | 1.96 | 0.1 |
| Production Process, Quality Control and Efficiency | 0.1 | 2.04 | 0.2 |
| Development and training | 0.05 | 1.92 | 0.1 |
| Technology System | 0.05 | 2.08 | 0.14 |
| Teamwork | 0.07 | 1.92 | 0.13 |
| Two way communication | 0.05 | 2.04 | 0.1 |
| Summary | | | 0.89 |
| Calculation = 1.65 - 0.89 = 0.76 | | | |
| Position | | | 0.76 |
| Eksternal Factor | | | |
| Opportunities | Value | Score | V*S |
| Citizen composition | 0.11 | 3.04 | 0.13 |
| Effect on product demand | 0.14 | 2.96 | 0.41 |
| Market structure competition | 0.1 | 3.32 | 0.33 |
| Cooperation with other company | 0.1 | 2.52 | 0.25 |
| Summary | | | 1.12 |
| Threats | | | |
| Inflation Rate | 0.06 | 2.48 | 0.15 |
| Province economic potency | 0.09 | 2.28 | 0.2 |
| Technology in daily operational | 0.1 | 1.76 | 0.18 |
| University policy in operational activities | 0.13 | 2.16 | 0.28 |
| Government Policy in cooperative | 0.08 | 2.24 | 0.18 |
| Competitor quality product | 0.09 | 24.8 | 0.22 |
| Summary | | | 1.21 |
| Calculation = 1.12 - 1.21 = - 0.09 | | | |
| Position | | | -0.09 |

c. Fourth step

From the result of the total calculation of score and value on the strength component, we get a number of 1,65. The variables that have a big contribution to the strength of the company are employee's education level, market segment, and product quality and price level, while variable service to the customer, liquidity, solvability and profitability, drive to change and product quality, give contribution relatively smaller. This means that main strength of the company is on the four variables (employee's education level, market segment, and product quality and price level). While the calculation result of the weakness component is 0,89. Several variables that are considered as the main weaknesses factor of the company lie on the marketing factors that are education level of employee and development program and also training done by the company.

From the total result of calculation of score and value on the opportunities component, we get a number of 1,12. Several variables that have big contribution to the opportunities for the company are market structure competition, citizen composition and effect on the product demand. Meanwhile, the other variables give relatively lower contribution to the company. This means that the biggest opportunities for the company are on the three variables above (market structure competition, citizen composition and effect on product demand). While the total calculation of the score and value on the threats component is 1,21. Several variables that relatively become the threats for the company are on the level of

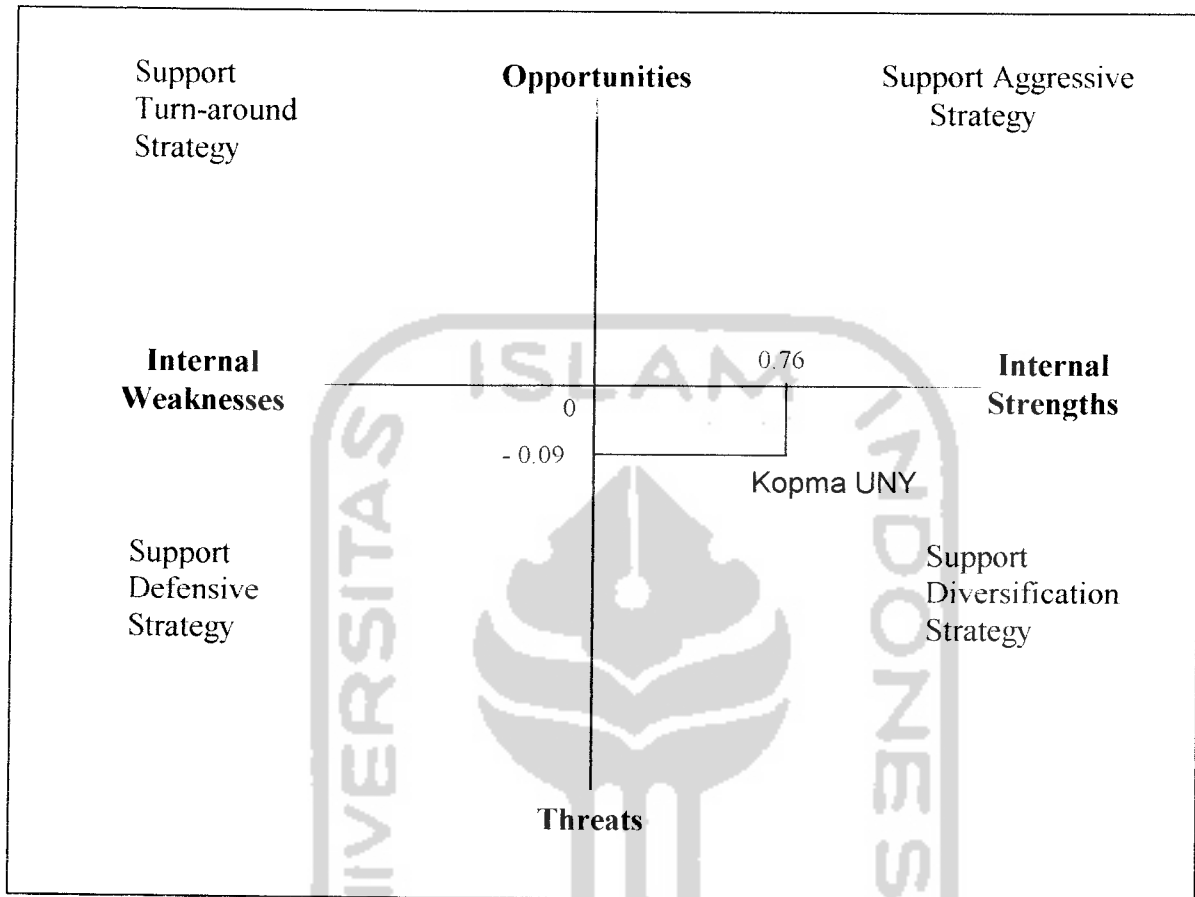
inflation which is high and competitor quality product that becomes more better and competitive.

According to SWOT analysis above, the coordinate for the SWOT table can be determined, as follow:

- X axis = Strength – Weaknesses = $1.65 - 0.89 = 0.76$
- Y axis = Opportunities – Threats = $1.12 - 1.21 = -0.09$

The coordinates above will be put in the SWOT diagram as seen in the picture 5.1. Horizontal axes on the diagram represent kind of internal strategy factor of the company that consists of Strength and Weaknesses of the company. While the vertical axis represents the external strategy factors which consist of opportunities and Threats faced by the company. Each quadrant has a different interpretation, which means each quadrant also has a different implementation of strategy.

Figure 4.1
SWOT diagram of Student's Cooperative of UNY



4.2 Interpretation and Strategy Formulation

From the result of data processing, which has been already done by using the SWOT analysis procedure, we get the coordinate point as follows:

- X axis = Strength – Weaknesses = $1.65 - 0.89 = 0.76$
- Y axis = Opportunities – Threats = $1.12 - 1.21 = -0.09$

From the result of the coordinate point above, if we put that in the SWOT analysis diagram, the company will be placed on the second Quadrant. Second

quadrant gives condition that even though the company is facing threats; the company still has the internal Strength. Strategy that must be implemented in that condition is ***Growth Oriented Strategy***. The growth strategy is treated as the competitive strategy that will try to develop the company to be able to gain its long-term goals. This must be done not only because the company's strategic position, but more than that, only with the Growth Oriented Strategy, the company can grow and in turn will make the company able to gain its goals, financial and strategic. This goal will never be achieved if the company only stops at the point where they only try to survive.

In brief, Kopma UNY can choose and use one or combinations from all kind of growth strategic choices, such as: concentration, expanding market, product development, vertical integration, horizontal integration, concentric diversification, and conglomerate diversification.

The company is also able to plan growth strategy by three strategy alternatives stated by Kotler (1997:77) in relation to the marketing strategy, which will be done by the company in order to grow. The three growth strategies are:

1. Intensive Growth

This strategy is to identify opportunities to achieve further growth within the company's current business

2. Integrative Growth

This strategy is to identify opportunities to build or acquire businesses that are related to the company's current business.

3. Diversification Growth

This strategy is to identify opportunities to add attractive that are unrelated to the company's current business.

From the three alternative strategy options delivered by Kotler, with several considerations, especially to the financial capability and the quality of the human resources exist in the company, then the appropriate strategy to be used by the company is the first strategy, that is *Intensive Growth Strategy*.

To be able to implement the intensive growth strategy, the company's management must study whether there are significant opportunities and really relevant with the strength of the company to increase the work performance of the company's current business by: first the company will consider whether the company can gain a wider market with the existing product in the market (Market Penetration strategy). Then, the company staffs consider whether a new market is potential for the existing market (Market Development Strategy). After that, the company must consider whether they can invent a new product that is potential for the existing market (Product Development Strategy).

Market Strategy Penetration

Through this strategy, Kopma UNY can use three major approaches to increase product's market share in their current market. First, the company could try to encourage its current costumer to buy more products or services by giving sales stimulus such as discount, ease in paying, and etc. Second, the company can try to attract the competitor's customer by trying to find the major weaknesses in the

marketing program of the competitor. Third, the company must ensure that people who haven't bought the company's product are interested to buy the product.

Market Development Strategy

Through this strategy, Kopma UNY can look for new market whose needs might be met by the existing product. The steps to do that are: First, company might try to identify potential user groups in the current sales area whose interest can be stimulated. If the company has been selling to consumer markets, it might go after bigger market. Second, the company can create and look for additional distribution channel in its present location.

Product Development Strategy

Besides penetration strategy and market development, Kopma UNY must consider the probability to produce new product or service. In this case, the company might try to open or develop new services or products that are able to be consumed by the universities like book publisher, open more canteen / café in several faculty.

To be able to gain more detail ideas about the appropriate strategy that must be implemented by Kopma UNY, so the writer uses SWOT matrix. By using this matrix, the company can choose many alternative strategy possibilities (SO, ST, WO, and WT) and then can be synchronized with many growth strategy alternative options that have already been stated before. Choosing the alternative strategy is very much influenced greatly by internal factors that belong to the company, internal and weaknesses of the company, also the external factors, opportunities and threats faced

by the company. The reduction of Kopma UNY SWOT matrix can be seen in picture 4.2 as follows:

Figure 4.2

Students Cooperative of UNY SWOT Matrix

| | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>IFAS</p> <p>EFAS</p> | <p>STRENGTHS (S)</p> <ol style="list-style-type: none"> 1. Employee's education level 2. Market segment 3. Product quality 4. Price level 5. Drive to change 6. Liquidity, Solvability and Profitability (LSP) 7. Service to the customer | <p>WEAKNESSES (W)</p> <ol style="list-style-type: none"> 1. Promotion 2. Technology system 3. Production process, quality control & efficiency 4. Two way communication 5. Development and Training 6. Teamwork 7. Distribution channel |
| <p>OPPORTUNITIES (O)</p> <ol style="list-style-type: none"> 1. Market structure competition 2. Citizen composition 3. Effect on product demand 4. Cooperation with other company | <p>SO STRATEGY</p> <ol style="list-style-type: none"> 1. Utilize employee's education level, and drive to change, to win market structure competition. 2. Using citizen composition to increasing market segment. 3. Improving product quality, price level adaptation and service to the customer to make more effect on product demand. 4. Improving LSP as a front line to made cooperation with other company. | <p>WO STRATEGY</p> <ol style="list-style-type: none"> 1. Make use of citizen composition and cooperation with the other company in increasing promotion and distribution channel. 2. Making human resources up grading, fix the two way comm., team work to get more competitive in market 3. Improve technology system in production, quality control and efficiency to make more effect on product demand. |
| <p>THREATS (T)</p> <ol style="list-style-type: none"> 1. Inflation rate 2. Competitor quality product 3. Province economic potency 4. Government policy in cooperative 5. University policy in operational activities 6. Technology in daily operational | <p>ST STRATEGY</p> <ol style="list-style-type: none"> 1. Improving product quality, service to the customer, and price level adaptation to surpass low product demand. 2. Maintain the product quality, service to the customer, and price level adaptation which is relatively better than the competitor 3. Using province economic potency to increasing market segment. 4. Improve and apply drive to change, to support the insufficient support from the university and the government policy. | <p>WT STRATEGY</p> <ol style="list-style-type: none"> 1. Improving human resources quality trough training and development for company's performance and survival. 2. Make more integrated in using of technology to make product and services relatively better than competitor. 3. Gain more effective promotion in province economic potency. |

From the matrix above there are many possibilities of alternative strategy, which can be chosen by Kopma UNY, they are:

1. SO Strategy

This strategy is made based on the company's thought that is to use all the strength of the company in order to make use all of the opportunities. In Kopma UNY's case, they utilize employee's education level, drive to change, win market structure competition, use citizen composition to increasing market segment, improve product quality, price level adaptation and service to the customer to make more effect on product demand, improve Liquidity, Solvability, Profitability (LSP) as a front line to make cooperation with other companies.

2. ST Strategy

This strategy is to take advantage of all the Strength belongs to the company by avoiding threats. In Kopma's case, they improve product quality, service to the customer, and price level adaptation to surpass low product demand, maintain the product quality, service to the customer, and price level adaptation which is relatively better than the competitor, use province economic potency to increasing market segment, improve and apply drive to change, support the insufficient support from the university and the government policy.

3. WO Strategy

This strategy is implemented based on taking advantage of the existing opportunities, by surpassing the weaknesses of the company. In Kopma UNY's case, they make use of citizen composition and cooperation with the other

companies in increasing promotion and distribution channel, making human resources up grading, fixing the two way communication, setting team work to get more competitive in market, improving technology system in production, and setting quality control and efficiency to make more effect on product demand.

4. WT Strategy

This strategy is based on the defensive activity and purpose to minimalize the weaknesses also to avoid the existing threats. In Kopma UNY's case, there are several strategies that can be done by the company; for example by improving human resources quality trough training and development for company's performance and survival, making more integrated in using of technology to make product and services relatively better than competitor, gaining more effective promotion in province economic potency.

From the four alternative strategy options above (SO, ST, WO and WT) the most appropriate strategy is the ST (*Strength – Threats*) Strategy. The company must apply the strategy considering that the position of the company is placed on the position where the company has threats and good internal strength. However, it does not mean that the company can neglect the other three alternative strategy options (SO, WO and WT). These three alternative approaches must also be considered as the “Back up Strategy” for the implementation of ST Strategy. But the main focus of the company is still by using ST strategy approaches, which is by creating sets of

strategies and using the internal strength of the company as a base to take advantage of existing business opportunities and try to build long-term opportunities.



CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

There are several conclusions that can be gained referring to the analysis result from the previous chapters. The conclusions in this chapter are based on the answers from questions or problems stated in the first chapter. The conclusions are explained as follows:

1. The company is not in a good business position, which is in the second on the SWOT analysis. The company faces several threats of the company but still has strengths to handle it. Implication of this result is the company can use diversification strategy to support the growth strategy.
2. From the result of SWOT matrix analysis, it can be concluded that the company is in the ST alternative strategy position. Implication from the result of this analysis is the company can use their business strength to gain and take action of threats. Meanwhile, they must work hard to gain as many as business opportunities they can get.
3. From the condition above, the company has a possibility to do intensive growth strategy by means that the company management must firstly of all learn whether the opportunities are really significant and relevant with

the company's strength. This step is done in order to improve the current business work performance by facing and reducing.

5.2. Recommendation

1. Viewing potential element that the company has from the SWOT analysis, growth strategy can be done, in order to accelerate company's growth from the side of sales, asset or even profit. This growth strategy can be done by using intensive growth strategy. To be able to execute the intensive growth strategy, the management must firstly learn whether there are significant and really relevant opportunities with the company's strength in order to increase current business work performance: There are several steps should be taken by the company to improve their company's performance. Whether they can gain bigger market segment with the current product in the market (market penetration strategy). And then, they consider whether they can find or develop a new potential market for the current market (Market development strategy). After that, they should consider whether they can invent new potential product for the current market (product development strategy).
2. In addition, the company can also use ST alternative strategy set. This strategy is made based on the company's vision and mission, which is to use all their strength to take advantage of the opportunities the company has. In the case of Kopma UNY, they face so many threats but they still have strength to control

it. In Kopma UNY case, is by improving product quality, service to the customer, and price level adaptation to surpass low product demand. Maintain the product quality, service to the customer and price level adaptation, which is relatively better than the competitor. Besides that the company can use province economic potency to increase market segment, improve and apply drive to change in order to settle the insufficient support from the university and the government policy.



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APPENDIX I



SURAT KETERANGAN
NO. 233/KAU/KM/XII/2004

Bertanda tangan di bawah ini, Pengurus KOPMA UNY menerangkan bahwa :

Nama : Sulistyo Basuki

NIM : 97311129

Fakultas : Ekonomi/Manajemen

Universitas Islam Indonesia (UII)

Telah menyerahkan Skripsi dengan judul “**SWOT Analysis in the Marketing Strategy of Student’s Cooperative KOPMA UNY**” sebagai bukti dari hasil penelitian yang telah dilaksanakan di KOPMA UNY.

Demikian surat keterangan ini kami buat dengan sebenar-benarnya untuk dapat dipergunakan sebagaimana mestinya.

Yogyakarta, 6 Desember 2004

Pengurus KOPMA UNY



Rahmi Sri Pawening
Kabid. Adm. Umum



APPENDIX
II

Kepada Yth:
Pengurus Kopma UNY
Di Tempat

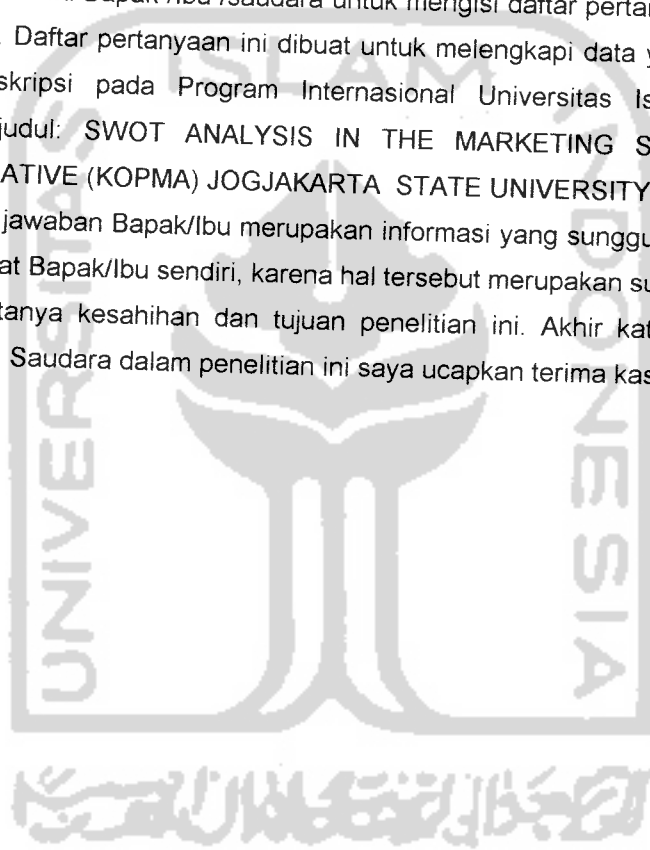
Dengan hormat.

Ditengah rutinitas dan kesibukan pengurus dan karyawan saat ini, perkenankanlah saya untuk meminta sedikit waktu Bapak /Ibu /saudara untuk mengisi daftar pertanyaan yang ada pada halaman berikut. Daftar pertanyaan ini dibuat untuk melengkapi data yang diperlukan dalam penyusunan skripsi pada Program Internasional Universitas Islam Indonesia Yogyakarta dengan judul: SWOT ANALYSIS IN THE MARKETING STRATEGY OF STUDENT'S COOPERATIVE (KOPMA) JOGJAKARTA STATE UNIVERSITY (UNY).

Saya sangat berharap jawaban Bapak/Ibu merupakan informasi yang sungguh-sungguh dan sesuai dengan pendapat Bapak/Ibu sendiri, karena hal tersebut merupakan sumbangan yang tak terkira bagi terciptanya kesahihan dan tujuan penelitian ini. Akhir kata, atas segala bantuan dan partisipasi Saudara dalam penelitian ini saya ucapkan terima kasih.

Hormat saya

Sulistyo Basuki



Profil Responden

1. Nama:
2. Jenis Kelamin
 Pria
 Wanita
3. Jabatan Bapak/Ibu/Saudara saat ini:

Analisis Lingkungan Internal

Jawablah pertanyaan di bawah ini dengan memberikan tanda (√) pada kotak jawaban yang tersedia menurut pendapat saudara! **Kriteria Jawaban:** **SB:** Sangat Bersaing; **SKB:** Sama Kuat Bersaing; **TB:** Tidak Bersaing; **STB:** Sangat Tidak Bersaing. Jawaban didasarkan pada kondisi relatif dibandingkan pesaing.

Pemasaran

| Pertanyaan | Kinerja Jawaban | | | |
|---------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | SB | SKB | TB | STB |
| 1. Bagaimana pasar yang dimiliki oleh perusahaan? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Bagaimana kualitas produk yang dihasilkan oleh perusahaan? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Bagaimana pelayanan yang diberikan kepada customer? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Bagaimana promosi yang dilakukan oleh perusahaan? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Bagaimana jaringan distribusi yang dimiliki perusahaan? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Bagaimana tingkat harga yang ditetapkan oleh perusahaan? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Produksi

Pertanyaan

Kinerja Jawaban

SB SKB TB STB

1. Bagaimana proses produksi, kontrol kualitas dan usaha efisiensi yang dilakukan oleh perusahaan?

Finansial

Pertanyaan

Kinerja Jawaban

SB SKB TB STB

1. Bagaimana posisi keuangan perusahaan saat ini jika dilihat dari posisi likuiditas, solvabilitas dan rentabilitas perusahaan?

Sumber Daya Manusia

Pertanyaan

Kinerja Jawaban

SB SKB TB STB

1. Bagaimana tingkat pendidikan karyawan perusahaan?

2. Bagaimana program pengembangan dan pelatihan karyawan?

Teknologi

Pertanyaan

Kinerja Jawaban

SB SKB TB STB

1. Bagaimana sistem teknologi yang dimiliki perusahaan saat ini untuk mendukung peningkatan kualitas produk / layanan?

Budaya Perusahaan

Pertanyaan

Kinerja Jawaban

- | | SB | SKB | TB | STB |
|------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Bagaimana pelaksanaan kerjasama antar tim yang ada dalam perusahaan? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Bagaimana komunikasi dua arah antara atasan dan bawahan dalam perusahaan? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Bagaimana kontribusi atasan untuk melakukan perubahan pada karyawan dalam perusahaan? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Analisis Lingkungan Eksternal

Jawablah pertanyaan di bawah ini dengan memberikan tanda (√) pada kotak jawaban yang tersedia menurut pendapat saudara! **Kriteria Jawaban:** **SM:** Sangat Menarik; **M:** Menarik; **TM:** Tidak Menarik; **STM:** Sangat Tidak Menarik. Jawaban didasarkan pada kondisi relatif dalam pengaruh masing-masing variabel pada perkembangan sukses perusahaan.

Lingkungan Perekonomian

Pertanyaan

Kinerja Jawaban

- | | SM | M | TM | STM |
|---------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Bagaimana tingkat inflasi saat ini? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Bagaimana kerjasama yang dilakukan dengan perusahaan lain? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Bagaimana potensi ekonomi daerah yang ada? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Lingkungan Teknologi

Pertanyaan

Kinerja Jawaban

1. Bagaimana perkembangan teknologi khususnya teknologi yang digunakan perusahaan saat ini?

| SM | M | TM | STM |
|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Lingkungan Pemerintah

Pertanyaan

Kinerja Jawaban

1. Bagaimana kebijakan universitas tentang operasional KOPMA?
2. Bagaimana kebijakan pemerintah daerah dan pusat dibidang koperasi?

| SM | M | TM | STM |
|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Lingkungan Sosial

Pertanyaan

Kinerja Jawaban

1. Bagaimana jumlah komposisi penduduk yang ada?
2. Bagaimana dampak permintaan produknya?

| SM | M | TM | STM |
|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Lingkungan Pesaing

Pertanyaan

Kinerja Jawaban

1. Bagaimana pengaruh struktur persaingan pasar saat ini?
2. Bagaimana kualitas produk dan layanan yang dimiliki oleh para pesaing?

| SM | M | TM | STM |
|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Bobot Kepentingan Variabel Internal Perusahaan-

Seberapa besar (%) bobot kepentingan fungsi manajemen fungsional di bawah ini terhadap kinerja perusahaan?

- Pemasaran :
- Operasional :
- Keuangan :
- Sumber Daya Manusia :
- Penguasaan Teknologi :
- Budaya Perusahaan :

Bobot Kepentingan Variabel Eksternal Perusahaan

Seberapa besar (%) bobot kepentingan pengaruh faktor-faktor di bawah ini terhadap kinerja perusahaan?

- Lingkungan Perekonomian :
- Lingkungan Teknologi :
- Lingkungan Pemerintah :
- Lingkungan Sosial :
- Lingkungan Pesaing :



APPENDIX
III

Internal Factor

| N | Marketing | | | | | | Production | Financial | Human Resources | | Technology | Company Culture | | |
|------|-----------|------|------|------|------|------|------------|-----------|-----------------|------|------------|-----------------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | | | 1 | 2 | | 1 | 2 | 3 |
| 1 | 4 | 3 | 4 | 3 | 2 | 3 | 1 | 3 | 4 | 1 | 1 | 1 | 2 | 3 |
| 2 | 3 | 4 | 4 | 3 | 2 | 4 | 2 | 3 | 3 | 2 | 2 | 3 | 2 | 4 |
| 3 | 3 | 3 | 2 | 1 | 2 | 3 | 3 | 4 | 3 | 1 | 1 | 3 | 3 | 3 |
| 4 | 4 | 2 | 3 | 1 | 1 | 1 | 1 | 3 | 3 | 2 | 2 | 2 | 2 | 2 |
| 5 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 3 | 4 | 2 | 3 | 2 | 2 | 2 |
| 6 | 2 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 2 |
| 7 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 |
| 8 | 3 | 3 | 2 | 3 | 1 | 3 | 1 | 4 | 1 | 2 | 1 | 1 | 1 | 3 |
| 9 | 4 | 2 | 2 | 2 | 2 | 3 | 4 | 4 | 4 | 3 | 1 | 3 | 1 | 2 |
| 10 | 2 | 3 | 2 | 1 | 1 | 1 | 1 | 4 | 4 | 2 | 3 | 2 | 3 | 3 |
| 11 | 4 | 2 | 3 | 2 | 1 | 3 | 3 | 2 | 2 | 1 | 2 | 1 | 1 | 2 |
| 12 | 3 | 3 | 3 | 3 | 1 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 2 |
| 13 | 4 | 2 | 2 | 1 | 2 | 3 | 3 | 4 | 2 | 1 | 1 | 3 | 3 | 2 |
| 14 | 4 | 4 | 3 | 1 | 1 | 1 | 2 | 3 | 3 | 2 | 2 | 1 | 2 | 3 |
| 15 | 3 | 2 | 2 | 3 | 3 | 2 | 2 | 2 | 2 | 1 | 1 | 1 | 1 | 2 |
| 16 | 3 | 3 | 2 | 3 | 2 | 3 | 1 | 4 | 4 | 2 | 2 | 3 | 2 | 3 |
| 17 | 2 | 2 | 1 | 2 | 1 | 2 | 3 | 4 | 4 | 1 | 1 | 3 | 2 | 2 |
| 18 | 4 | 4 | 3 | 3 | 3 | 4 | 1 | 2 | 2 | 1 | 1 | 1 | 2 | 4 |
| 19 | 4 | 4 | 3 | 3 | 2 | 4 | 3 | 4 | 4 | 2 | 3 | 2 | 3 | 2 |
| 20 | 3 | 3 | 2 | 1 | 3 | 4 | 4 | 4 | 4 | 1 | 3 | 2 | 2 | 4 |
| 21 | 3 | 2 | 2 | 4 | 3 | 3 | 1 | 4 | 4 | 2 | 3 | 2 | 2 | 3 |
| 22 | 3 | 4 | 3 | 4 | 2 | 4 | 3 | 4 | 1 | 2 | 2 | 1 | 1 | 2 |
| 23 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 |
| 24 | 2 | 2 | 2 | 1 | 2 | 2 | 2 | 3 | 4 | 2 | 2 | 2 | 3 | 4 |
| 25 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 2 | 4 | 1 | 2 | 1 | 1 | 3 |
| Sum | 80 | 71 | 63 | 61 | 49 | 70 | 53 | 65 | 85 | 48 | 52 | 3 | 2 | 2 |
| Mean | 3,20 | 2,84 | 2,52 | 2,44 | 1,96 | 2,80 | 2,12 | 2,60 | 3,40 | 1,92 | 2,08 | 1,92 | 2,04 | 2,64 |

External Factor

| N | Economic Environment | | | Technology. E | Social Environment | | Government Environment | | Competitor Environment | |
|------|----------------------|------|------|---------------|--------------------|------|------------------------|------|------------------------|------|
| | 1 | 2 | 3 | | 1 | 2 | 1 | 2 | 1 | 2 |
| 1 | 2 | 3 | 4 | 1 | 4 | 4 | 1 | 2 | 1 | 2 |
| 2 | 3 | 3 | 3 | 1 | 4 | 4 | 3 | 3 | 4 | 3 |
| 3 | 2 | 3 | 3 | 3 | 4 | 3 | 2 | 2 | 4 | 3 |
| 4 | 2 | 2 | 1 | 2 | 4 | 4 | 2 | 2 | 4 | 1 |
| 5 | 2 | 3 | 3 | 3 | 1 | 1 | 1 | 1 | 2 | 2 |
| 6 | 2 | 2 | 3 | 2 | 4 | 4 | 2 | 2 | 3 | 4 |
| 7 | 3 | 2 | 1 | 1 | 3 | 4 | 2 | 2 | 4 | 3 |
| 8 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 1 | 2 | 2 |
| 9 | 3 | 3 | 3 | 1 | 4 | 3 | 2 | 2 | 3 | 3 |
| 10 | 2 | 2 | 1 | 2 | 3 | 3 | 2 | 2 | 4 | 3 |
| 11 | 2 | 3 | 2 | 2 | 1 | 1 | 2 | 2 | 3 | 3 |
| 12 | 2 | 2 | 3 | 1 | 3 | 3 | 2 | 2 | 4 | 3 |
| 13 | 3 | 2 | 2 | 1 | 3 | 3 | 2 | 2 | 3 | 2 |
| 14 | 2 | 2 | 1 | 2 | 4 | 3 | 2 | 2 | 3 | 2 |
| 15 | 3 | 3 | 3 | 2 | 3 | 4 | 2 | 1 | 3 | 3 |
| 16 | 2 | 2 | 3 | 1 | 4 | 4 | 2 | 2 | 3 | 2 |
| 17 | 4 | 3 | 1 | 1 | 4 | 3 | 3 | 3 | 3 | 2 |
| 18 | 2 | 3 | 2 | 1 | 1 | 2 | 1 | 1 | 3 | 3 |
| 19 | 4 | 3 | 2 | 2 | 4 | 4 | 3 | 3 | 4 | 1 |
| 20 | 2 | 2 | 2 | 2 | 4 | 4 | 3 | 3 | 4 | 3 |
| 21 | 2 | 2 | 1 | 2 | 2 | 4 | 3 | 3 | 4 | 3 |
| 22 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 3 | 2 |
| 23 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 24 | 3 | 2 | 1 | 3 | 3 | 4 | 3 | 3 | 4 | 3 |
| 25 | 2 | 3 | 4 | 1 | 2 | 1 | 1 | 2 | 3 | 3 |
| Sum | 62 | 63 | 57 | 44 | 76 | 74 | 54 | 56 | 83 | 63 |
| Mean | 2,48 | 2,52 | 2,28 | 1,76 | 3,04 | 2,96 | 2,16 | 2,24 | 3,32 | 2,48 |