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DETERMINATION OF A MARKETING STRATEGY TO DEVELOP SHRIMP CRACKERS MSMES USING THE SWOT METHOD

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Abstract - *Shrimp crackers are one of the commodities that have the potential to be developed better in the future. The city of Sidoarjo has an image as a famous producer of shrimp crackers in Indonesia. This cracker industry needs to be better observed and developed where one form of analysis that can review the condition of this industry is through analysis of marketing strategies and development of MSMEs through the SWOT method. The place of research is at MSME Shrimp Crackers, Tsih Village, Tulangan District, Sidoarjo Regency. Data analysis of this research is descriptive analysis. Based on the results and discussion, it is found that the right strategic planning in business development, which can be done consists of relying on product advantages such as always making innovations in packaging, taste and health quality and maintaining the best possible service to consumers and maintaining good quality so that the product remains in demand. consumer. In addition, it also expands the marketing area by cooperating with many shrimp cracker sellers in the Sidoarjo area. Another strategy is to use more modern tools to support the production process and to innovate products and packaging so that consumers are more interested. There are efforts to find business partners to expand the business and consider developing channels to superstores, where to cooperate with supermarkets and expand networks in markets outside the region. There is certainty about product quality and effective pricing. Promotional activities must be effective and on target and develop a more attractive packaging appearance.*

Keywords: SWOT, marketing strategy, MSMEs, shrimp crackers, product quality, marketing area, business development.

INTRODUCTION

Competition in industry in this era of globalization requires business actors to always be creative in running their business. Various strategies are carried out so that the industry can compete with its competitors. Competition is getting tougher and competitors are also sharpening the competition space through the creation of new products that are similar and perfecting old products (Khasanah et al., 2010). Strategic changes in business in order to answer challenges must be made due to changes that occur (Sinambela, 2021). Globalization competition makes companies compete to create products for the public and consumers on a large scale (Fatimah, 2018). To address this, every company is required to always improve every system and process in it (Padma et al., 2018). Businesses must continue to be developed and survive.

Marketing is a social process by which individuals and groups obtain what they need and want by creating and exchanging products and value with other individuals or groups (Wahab et al., 2017). Marketing strategy is the organization of all resources owned by the company in order to market a product (Iskandar, 2003; Budiyanto, 2005). Where the purpose of establishing this company is to seek profit and achieve the survival and development of the company (Mardikaningsih, 2017). The industrial world which is very fast at this time requires a company to have the ability to compete (Wahyudi et al., 2006). In a business or business, the implementation of an effective marketing strategy is one of the ways that companies can distribute products that suit the needs and demands of consumers (Ferrinadewi, 2004; Gunawan, 2012). Marketing tools such as price and quality ensure that products must have quality and affordable prices according to the target market (Djaelani, 2021; Darmawan, 2019). With the support of promotional activities and various product offerings, it will strengthen its position in the market (Trirahayu et al., 2014; Hariani, 2021; Mardikaningsih & Sinambela, 2021; Sutrisno, 2022). Service for customers also needs to be considered and consistently always satisfies them (Fared et al., 2021; Wiyandarini, 2021; Lestari, 2022). Customer satisfaction will cause them to return to buy and trust more (Darmawan, 2019; Retnowati et al., 2021). Customer trust must be achieved with the effective efforts of the company (Halizah et al., 2022). Consumer behavior must always be monitored in order to understand their preferences (Darmawan, 2002; Hidayat et al., 2015). Every business thrives with the interests and expectations of consumers in mind. Business development including MSMEs as the basis of the people's economy is one of the strategic steps that need to be followed up with concrete steps. Various strategies need to be considered and sorted which are then set to run as an effort to develop the business.

Crackers are a type of dry food made from ingredients that contain high enough starch. Another definition states that crackers are a type of small food that undergoes volume expansion to form a porous and low density product during the frying process (Khayru, 2021). Likewise, extruded products will experience development during processing. In the process of making crackers, the starch must undergo a gelatinization process due to the addition of water and the heating treatment of the formed dough. The dough is made by mixing the main ingredients and additional ingredients which are stirred until a tough dough is obtained.

Almost every region in Indonesia has crackers, and they are superior products with certain geographical indications, such as Sidoarjo prawn crackers. Shrimp cracker craftsmen are found in several production centers, one of which is Tlasih Village, Tulangan District, Sidoarjo Regency in East Java. Tlasih is not a big village, but Tlasih is a village that has a high level of economic independence. Many of the residents have home industries in the cracker sector. Most of the various types of crackers can be found in this Tlasih Village. Therefore, this village is also commonly referred to as the Cracker Industry Center. Regarding the shrimp cracker industry, it is necessary to look at the feasibility of developing and being able to achieve profits that can increase the value of production which is ultimately oriented to operating income. The shrimp cracker industry is carried out by businesses from micro, small and medium scale. Processing activities that are carried out properly will produce quality business production. This results in increased production performance, added value, and income, especially for the people of Tlasih Village.

To maintain its position, shrimp cracker MSMEs make efforts to increase sales by implementing marketing aspects, including product, price, distribution and promotion. Based on the problems above, researchers are interested in observing the shrimp cracker industry by analyzing marketing strategies to develop Shrimp Crackers MSMEs using the SWOT method.

RESEARCH METHODS

The type of research used in this research is descriptive qualitative research. The method used is SWOT. The place of research is at MSME Shrimp Crackers, Tsih Village, Tulangan District, Sidoarjo Regency. Data analysis of this research is descriptive analysis which aims to provide a description of the research subject based on data from variables. While the technical analysis used to determine the portrait along with its strengths, weaknesses, opportunities, and threats is to use the SWOT matrix. Analysis with a SWOT matrix can clearly describe how opportunities and threats as external factors can be adjusted to the strengths and opportunities as internal owned by MSMEs. After looking at these variables, there are several alternatives for MSMEs to carry out marketing strategies. Based on the problems to be studied, in this study there are several variables, namely: 1) knowing the strengths, weaknesses, opportunities and threats of the shrimp cracker MSME development strategy; (2) internal and external factors of the marketing strategy for the development of shrimp cracker MSMEs.

RESULTS AND DISCUSSIONS

SWOT Matrix Analysis Results

SWOT analysis is a systematic identification of various factors to formulate a strategy for a method or system (Mardikaningsih et al., 2022). This analysis is based on the relationship or interaction between internal elements and external elements, namely: (1) strength, the strength in question is an advantage in resources, skills and other capabilities relative to competitors and the needs met by the system. In the development of MSMEs, shrimp crackers have several strengths that can be used in carrying out their business processes; (2) weakness, the weakness in question can also be in the form of resources, skills and abilities that seriously hinder the effective performance of a company; (3) opportunities, systems, such as policies issued by the government and other factors; (4) threats, threats include internal factors and external factors. Internal factors that can become threats are the inability of a system to take advantage of existing strengths and opportunities so that steps can be taken to determine strategies by utilizing strengths and opportunities to overcome weaknesses and threats that occur. This matrix is illustrated as follows.

Table 1
SWOT Matrix

Component	Strengths (S)	Weaknesses (W)
Analysis of marketing strategies for the development of Shrimp Crackers MSMEs by using SWOT	1. Affordable product prices. 2. Location of MSME market share. 3. Have regular customers. 4. Quality products. 5. Good service	1. Promotion has not been effective. 2. Availability of capital. 3. Packaging is less attractive. 4. Not working with investors. 5. Does not have a wide product variety
	Opportunity (O)	**Threat (T)**
	1. Wide marketing area. 2. Technological developments. 3. Large market segment. 4. Government Support	1. Prices of raw materials are not stable. 2. The existence of a variety of similar products. 3. The condition of the Covid-19 pandemic 4. The level of competition is tougher.

Source: processed by the author

From Table 1, the results of this study based on the SWOT matrix analysis can be seen that the product marketing strategy has a strong external position. This means that the marketing strategy for the development of shrimp cracker MSMEs has been able to use opportunities to overcome weaknesses quite well. The interpretation of the results of the SWOT analysis for the development of shrimp cracker MSMEs is as follows: (a) if the strength and opportunity factors are more dominant or greater than the weaknesses and threats, then MSMEs are able to compete with existing competitors; (b) if the factors of strength and opportunity are smaller than the factors of weakness and threat, then MSMEs must consolidate inwardly to strengthen themselves before competing with others.

Internal and External Factor Analysis

By filling out this IFE matrix, the author consults with the MSMEs. The IFE Matrix of Shrimp Crackers MSMEs can be seen in Table 2 as follows.

Table. 2
IFE Matrix

No	Strategic Factor	Weight	Rating	Weighted Score (Weight X Rating)
	Strengths			
1	Affordable product prices	0.15	4	0.60
2	Have regular customers	0.15	4	0.60
3	Quite a strategic location	0.10	4	0.40
4	Quality products	0.08	4	0.32
5	Good service	0.12	4	0.48
	Total Strength	**0.6**		**2.4**
	Weaknesses			
6	Promotion has not been effective.	0.07	1	0.07
7	Availability of capital	0.07	2	0.14
8	Unattractive packaging	0,11	2	0.22
9	No cooperation with investors	0.12	2	0.24
10	Products do not vary widely	0.03	2	0.06
	Total Weakness	**0.4**		**0.73**
Total Number of Internal Factors		1.00		**3.13**

Source: processed by the author

The total weight for the strength of (0.6) is greater than the weight of the weakness of (0.4), while the total value of strength and weakness is (3.13). This can create a strategy on opportunities that are able to minimize the weaknesses marked by the weakness of the Shrimp Cracker MSMEs that do not use promotional services and do not have company characteristics. This can be anticipated by using a door to door sales system or the use of neon box advertisements and making the typical MSMEs of Shrimp Crackers have reserve funds to cover production costs in the following month/year due to declining profits. Promotional activities are the main element to expand the market share (Darmawan, 2003). The use of technology such as social media needs to be involved to support marketing communication activities (Mardikaningsih, 2015; Infante, 2022).

External Factor Evaluation Matrix

Before making the external strategy factor matrix, it is necessary to first know the external strategy factors (EFE). The following is the EFE Matrix Table.

Table. 3
EFE Matrix

No	Strategic Factor	Weight	Rating	Weighted Score (Weight X Rating)
	Opportunity			
1	Wide marketing area.	0.15	4	0.60
2	Technological development	0.15	4	0.60
3	Big market segment	0.15	4	0.60
4	Government Support	0.10	3	0.30
	Total Opportunity	**0.55**		**2.14**
	Threat			
5	Raw material prices are unstable.	0.15	1	0.15
6	The existence of a variety of similar products.	0.10	1	0.10
7	Covid-19 pandemic conditions	0.10	1	0.10
8	The level of competition is tougher	0.10	1	0.10
	Total Threat	**0.45**		**0.45**
Total Number of Internal Factors		**1.00**		**2.59**

Source: processed by the author

Based on the internal and external metrics, the sum of the weighted scores on the probability (0.55) is still below the strength score (0.6). This means being able to create a strategy that uses strength to seize opportunities, this is marked by the existence of superior products and good service to customers, so that they can obtain opportunities that dominate a larger share of the market. This requires competency support from every employee involved in the business process (Arifin et al., 2022). The sum of the weighting scores on threats is higher (0.45) than the weighted scores on weaknesses (0.4). This means that weaknesses can be minimized because the threat weight value is higher. But these two factors must still be avoided, by using a defensive strategy, which means a business or company must survive, especially regarding financial matters, seeking loans or establishing cooperative relationships with investors.

Total Internal and External Matrix Score

The reflection results from the previous calculations are shown in the internal and external matrices which can be seen in Figure 1.

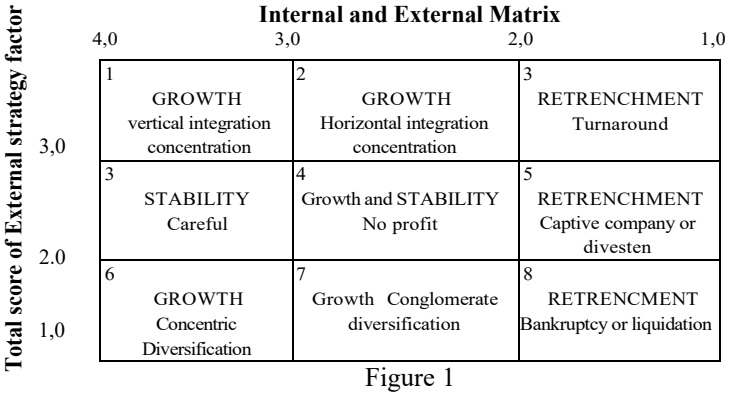


Figure 1
Internal – External Matrix

From Figure 1 it can be seen that the company is in position 2, namely the Growth Strategy which is a strategy designed to achieve company growth. This can be achieved by increasing the quality of products and services, or by increasing wider market access and retaining customers (Darmawan, 2005). This method is the most important strategy if MSMEs are in rapid growth and competitors tend to increase market share. Growth strategy through horizontal integration is an activity to expand the company by building another location or adding another market share, and increasing the type of product or adding similar products so that the company can expand its market reach with internal and external development. From the total score, both internal and external, it can be formulated the assumptions of the marketing strategy in the SWOT matrix.

Strategic planning on Shrimp Cracker MSME Marketing using the SWOT Matrix Method

There are several alternatives for planning marketing strategies, namely in the process of expanding market reach for Shrimp Crackers MSMEs. These strategies include: (1) SO (Strengths-Opportunity) Strategy This strategy uses the company's internal strengths to take advantage of external opportunities. SO strategy is achieved by implementing ST, WO, and WT strategies; (2) WO (Weakness-Opportunity) strategy. This strategy aims to improve the company's internal weaknesses by taking advantage of existing external opportunities; (3) ST strategy (Strengths-Threats). This strategy is carried out by using the company's strengths to avoid threats if circumstances allow or minimize external threats faced; (4) WT (Weakness-Threats) strategy. This position is very difficult for the company, but it is possible for the company to overcome this difficult position. Companies must minimize weaknesses or if possible the company will eliminate internal weaknesses and avoid external threats that exist for the achievement of company goals. The SWOT matrix can clearly describe the results of the SWOT analysis of the marketing strategy system. The strategies undertaken include the following.

Table 4.
SWOT Matrix Analysis Results

External/Internal	Strength (S)	Weakness (W)
	1. Affordable product prices. 2. Location of MSME market share. 3. Have regular customers. 4. Quality products 5. Good service	1. Promotion has not been effective. 2. Availability of capital 3. Unattractive packaging 4. No cooperation with investors 5. Products do not vary widely
Opportunity (O)	**SO Strategy**	**WO Strategy**
1. Wide marketing area. 2. Technological development 3. Large market segment 4. Government Support	1. Maintain good quality so that the product remains in the interest of consumers. 2. Creating product innovation by knowing information from the internet. 3. Expanding the marketing area by working with merchants.	1. Using more modern tools to support the production process. 2. Innovate packaging so that consumers are interested. 3. Looking for business partners to develop the business.
Threat (T)	**ST Strategy**	**WT Strategy**
1. Prices of raw materials are not stable. 2. The existence of a variety of similar products. 3. The condition of the Covid-19 pandemic 4. The level of competition is tougher	1. Keeping the price of the product in the market so that it remains cheap compared to competing products. 2. Improve the quality of the products produced.	1. Promoting effectively and on target. 2. Looking for many relationships in order to get a loan of money or work with investors to develop the business. 3. Make the packaging look more attractive.

Source: processed by the author

From the SWOT matrix, it can be seen that the opportunity factor is greater than the weakness factor, so this means that if the company has the main weakness of MSMEs, shrimp crackers, MSMEs will certainly try to make these weaknesses to determine opportunities into strengths. If the company faces major threats, MSMEs will try to avoid threats if they concentrate on existing opportunities such as by increasing the system's ability to streamline the cost of the negotiation process on technical aspects to get competitive prices, improve the quality and quality of products and services that provide benefits for the company and get the product according to the desired standard. Raw materials really determine product quality (Sianturi et al., 2022). The results of the SWOT matrix analysis state that in the marketing process, shrimp crackers MSMEs have been able to compete in a competitive market. Based on the SWOT matrix analysis in the marketing process of MSMEs, shrimp crackers can take advantage of existing strengths and opportunities, as well as minimize weaknesses and threats. Therefore, in the development of Shrimp Crackers MSMEs, they have been able to carry out a marketing system strategy for the development of Shrimp Crackers MSMEs.

SWOT Matrix Analysis

After getting the results from the SWOT analysis, then the marketing strategy is formulated using the SWOT matrix. The formulation of the marketing strategy is as follows:

1. SO Strategy (Strength-Opportunity)
   a. Relying on product advantages such as always innovating on packaging, taste quality and health as well as maintaining the best possible service to consumers.
   b. Maintain good quality so that the product remains in demand by consumers.
   c. Expanding the marketing area by collaborating with several sellers in the Sidoarjo area.
2. WO Strategy (Weakness-Opportunity)
   a. Using more modern tools to support the production process.
   b. Innovate products and packaging so that consumers are more interested.
   c. Looking for business partners to develop the business.
   d. Using a door to door sales system or the use of neon box advertisements and making a company distinctive.
3. ST Strategy (Strength-Threats)
   a. Develop channels to superstores, which collaborate with supermarkets and expand networks in markets outside the region.
   b. Merger or join a similar business
   c. Maintain product prices in the market so that they remain cheap compared to competing products.
   d. Improving the quality of the products produced.

4. WT Strategy (Weakness-Threats)
   a. Promoting effectively and on target.
   b. Looking for many relationships so that you can get a loan (bank) or cooperate with investors to develop your business.
   c. Make the packaging look more attractive and include raw materials and expiration dates.

From the SWOT matrix, it can be seen that the opportunity factor is greater than the weakness factor of the marketing strategy system for the development of shrimp cracker MSMEs.

CONCLUSIONS

Based on the results and discussion, the conclusions obtained from this study are: (1) as for the strengths, weaknesses, opportunities and threats in the marketing of shrimp crackers are: Strength (S), has an advantage in terms of price, but needs improvement in terms of packaging made as attractive as possible so that consumers more interested and add value to the sale. Weaknesses (W), do not have the characteristics of the company, so that the company will experience a financial crisis (decline) if the company is affected by the world economy which is falling or falling, does not use promotional services or advertisements, both visual and non-visual. Opportunity (O), the possibility of controlling a monopolistic market, the possibility of being able to ship outside the city, the possibility of having many branches in the Sidoarjo area. Threats (T), declining consumer purchasing power and people's tendency towards supermarkets, unstable raw material prices; (2) as for planning the right strategy in business development, which can be done consists of: SO (Strength-Opportunity) strategy, relying on product advantages such as always making innovations in packaging, taste quality and health as well as maintaining the best possible service to consumers. Maintain good quality so that the product remains in demand by consumers. Expanding the marketing area by collaborating with many shrimp cracker sellers in the Sidoarjo area. WO (Weakness-Opportunity) strategy, using more modern tools to support the production process. Innovate products and packaging so that consumers are more interested. Looking for business partners to develop the business. Using a door to door sales system (house to house) or the use of neon box advertisements and making a company distinctive. ST strategy (Strength-Threats), developing channels to superstores, which collaborate with supermarkets and expand networks in markets outside the region. Join a similar business. Maintain product prices in the market so that they remain cheap compared to competing products. Improve product quality. WT (Weakness-Threats) strategy, to carry out promotions effectively and on target. Looking for many relationships so that you can get a loan (bank) or cooperate with investors to develop your business. Make the packaging look more attractive and include raw materials.

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