

Swot Analysis in an Effort to Improve Competitive Strategies in the Service of Mahar Agung Organizer Services at PT. Maha Perkasa Indonesia

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ABSTRACT

Event organizer service companies are increasingly showing their development from year to year. The increasing development of event organizer service companies is able to bring up competition between competitors in the field of event organizer services getting tighter. Increasingly fierce competition makes service companies in the field of event organizers try to improve strategies in competition. The purpose of this study was to determine the role of SWOT analysis in efforts to improve competitive strategies at Mahar Agung Organizer under PT Maha Perkasa Indonesia. This study used descriptive analysis methods, Internal Factor Evaluation (IFE Matrix), External Factor Evaluation (EFE Matrix), SWOT Matrix. The results of this study are shown from the IFE calculation of 3.3 and EFE of 3.71 which explains the company's position in quadrant I which can benefit the company with the most effective strategy implemented by the company is an aggressive strategy. The findings of this study indicate that the strategy competes by maximizing strengths and opportunities to continue to improve the company's progress.

INTRODUCTION

Along with the times, the service sector has great opportunities for growth. According to Sihombing & Sitanggang (2018), the service sector shows a development where more and more people want to find something practical to simplify their complex lives. Therefore, it creates a sense of desire to make things easier. In this situation, it can lead to business opportunities in the service sector where the main component is service. One of the classifications of industries in Indonesia, based on the Decree of the Minister of Industry of Indonesia No.19/M/I/1986, is an industry whose main product is in the form of services sold to consumers. Examples: Insurance, banking, transportation, expedition, wedding organizer, and so on.

At present, according to a report on the Ministry of Industry website (2023), the Ministry of Industry (Kemenperin) wants to focus on the development of industrial services carried out to support industrialization services on the basis of industrial downstreaming. Industrial services are industries that play a role in enabling factors (enablers) to develop mainstay industries effectively, integratively, efficiently, and comprehensively. In the assessment according to the government, industrial services can support activities in the manufacturing sector and in other sectors by making a high contribution to the National GDP.

One of several service industries, event organizer services are also experiencing rapid development (Parhusip et al., 2023) event organizer is one of the professions or companies with service providers in planning, organizing, and managing an event or activity starting with planning the event or activity, implementing the event or activity, to the final completion of the event or activity. Every business must have opportunities, because the business or business being run has potential unmet needs in the market or in the wider community, so that this opportunity can be filled with new products or services by improving better product services.

One of the event organizer service industries that offers event organizer services is Mahar Agung organizer. Mahar Agung organizer is one of the service companies under PT. aha Perkasa Indonesia which is engaged in event organizer services. PT Maha Perkasa Indonesia oversees several fields, namely in the field of event organizers and entertainment. Mahar Agung organizer is an organizer service company that quite exists on social media. One of the social media used by Mahar Agung organizer is Instagram with followers reaching 63.7 thousand, which has a fairly wide marketing scope, namely in the East Java area.

The extent of business competition in the service sector, especially event organizers, makes Mahar Agung aggressively improve service quality. Mahar Agung's service quality can be proven by the satisfaction of customers who have used Mahar Agung's services with a fairly high average satisfaction. Based on the results of observations and interviews, customer satisfaction with the level of service quality is an advantage possessed by Mahar Agung Organizer. This is evidenced by Mahar Agung's achievements that have been handling famous people, such as Ayu Maulidia Miss Indonesia, singer Denny Caknan,

and regional officials. With the widespread competition from competitors, an effective and appropriate competitive strategy is needed. Therefore, the purpose of this study is to identify effective methods or strategies in implementing competitive strategies with SWOT analysis, calculation of IFE matrix and EFE matrix.

Based on sources from previous research in the journal Nurinaya & Arfianti (2018) with the title SWOT Analysis in Increasing Competitiveness at P.T. Tri Mega Syariah Makassar Branch Office. In their research, previous researchers used the SWOT analysis method, IFE and EFE matrix calculations. In using the SWOT analysis method, the calculation of IFE and EFE matrices, previous research produced a solution in the form of an aggressive strategy which is a strategy that supports maximizing the company's strengths and opportunities.

Based on the second reference source in the journal Rokhaenisza & Madiawati (2018) with the title Use of SWOT analysis in determining competitive strategies in the freight transportation business at CV Putera Sarana Utama. In their research, researchers used the SWOT analysis method with the SWOT matrix. In the results of his research, the company is in quadrant I, which quadrant I is a quadrant that is favorable for the company in terms of strengths and opportunities.

THEORETICAL REVIEW

Marketing Strategy

Marketing Strategy is an important basic knowledge in the business world. According to Elwani & Kurniawan (2020), marketing strategy is business-based thinking in achieving target marketing goals. while according to Sunyoto (2019) Marketing activities are one of the primary activities or activities in doing business. This is because, marketing activities are the spearhead for every company to sell the products produced. The existence of the right marketing strategy and in accordance with the target market can help streamline the sale of its products.

Marketing strategy is one of the ways that a company must take in order to realize its predetermined goals, missions and objectives by striving for harmony between the goals it achieves and the capabilities it already has as well as the opportunities and threats faced in the market. In this case the company needs to maintain harmony, but it does not rule out the possibility of making changes and improvements if the marketing environment faced by the company changes. Therefore, marketing strategies must have a dynamic to flexible nature (Adisaputro, 2019).

SWOT Analysis

Nurinaya & Arfianti (2018) SWOT analysis is a strategy that systematically examines the factors of strength and weakness which are internal factors with opportunities and threats which are external factors from the environment that will be faced by the company. Weaknesses which are internal factors with opportunities and threats which are external factors from the

environment that will be faced by the company. SWOT analysis is used as a tool in strategic planning to formulate and implement strategies in order to achieve goals. SWOT is generally used in assessing the strengths and weaknesses of the resources already owned by the company and the opportunities and external threats faced by the company.

1. Strengths, are the advantages and skills of the resources owned by the company in relation to the company's competitors and the needs of the market to be served by the company.
2. Weaknesses, are limitations, skills, and capabilities in resources that can hinder the company's performance. In this case, limitations can include facilities, capabilities in the field of company management, financial resources, and company skills in the marketing carried out by the company.
3. Opportunities, which is a position that can provide benefits to the company's external environment. One important source of opportunities is the company's tendency, such as the tendency for technological changes to develop rapidly and the tendency to improve the relationship between consumers and companies where it is a picture of opportunity for the company.
4. Threats are external positions that do not provide benefits to the company's external environment. Threats are referred to as the most important parasites for the current and future state of the company. various kinds of threats not only come from competitors but threats can also come from regulations that continue to experience updates from the government that can threaten the company's condition (Mashuri & Nurjannah, 2020)

Competitiveness Strategy

Mashuri & Nurjannah (2020) competition is an important thing that can be the success or failure of the company. Competition can determine the effectiveness of each company's activities or activities to support company performance, such as innovation and better implementation. Competitiveness itself can include: (1) The ability to strengthen market position; (2) The ability to connect with the company's environment; (3) The ability to improve more efficient performance; (4) The ability that is useful for upholding a position that provides benefits for the company (Nurinaya & Arfianti, 2018).

Strategy is the main decision taken by top-level management to determine the direction of the company in the current and future business fields. Crown Dirgantoro explained that competitiveness is a consequence of the value produced by the company in the business sector. consequence of the value produced by the company in its efforts to achieve it. Meanwhile, Agustinus Sri Wahyudi defines competitive advantage as elements that enable

a company to achieve a higher level of profit compared to the average advantage possessed by other competitors in the same industry (Fauzi, 2015).

METHODOLOGY

Methodology is an approach that is usually used in terms of collecting data needed to achieve the objectives of a study (Sugiyono, 2019). This research was conducted in the Kalijudan area, Surabaya. In this study, a qualitative approach was used to collect data. The research method used was SWOT analysis.

This research involves the use of Strengths, Weakness, Opportunities, and Threats (SWOT) analysis with a qualitative descriptive approach. Data analysis in this study using the calculation of Internal Factor Evaluation (IFE matrix) and External Factor Evaluation (EFE matrix) is used in problem solving and can obtain solutions in this study. This research also involves the existence of SWOT analysis quadrants to determine the most effective strategy in this research solution.

The type of data used in this research is descriptive qualitative data. This data combines the results of interviews with observations that have been made at the company.

1. Interviews were conducted with semi-structured interviews involving several company parties as informants in this study.
2. Direct observation by visiting the company which is used as the object of this research. Observation is carried out so that researchers can analyze directly related to activities within the company and can add some information needed in this study.

RESULTS AND DISCUSSION

Table 1.
Internal Factor Evaluation Matrix

Key Internal Factors	Weight	Rating	Average
STRENGTH			
1. Guaranteed service quality	0,15	5	0,75
2. Mahar Agung Organizer has a good corporate image	0,13	3	0,39
3. Wedding Consultant who is fast and responsive in handling	0,13	4	0,52
4. Structured event planning system	0,13	3	0,39
5. Experienced and well-trained	0,12	3	0,36

operational staff.			
Total			2,41
WEAKNESSES			
1. Not many updated wedding concepts	0,13	2	0,26
2. Separate organizer services with multiple vendors	0,09	3	0,27
3. HR in the marketing division that needs to be improved	0,12	3	0,36
Total			0,89
Grand Total	1		3,3

Table 2.
External Factor Evaluation Matrix

Key External Factors	Weight	Rating	Average
OPPORTUNITIES			
1. Increased customer loyalty to the company	0,14	5	0,7
2. Wider market share opportunities	0,11	4	0,44
3. Increased customer desire to rent event organizer services	0,12	5	0,6
4. Level of public awareness of event organizer services	0,10	3	0,3
5. The development of business in the service sector, especially event organizer services.	0,12	4	0,48
Total			2,52

THREATS			
1. The increasing number of competitors in the field of event organizers	0,13	4	0,52
2. Advancement of more innovative marketing strategies from competitors	0,10	2	0,2
3. Increasing technological developments	0,11	3	0,33
4. Displacement of customers who are dissatisfied with the company's services to competitors	0,07	2	0,14
Total			1,19
Grand Total	1		3,71

In table 1 above, it can be seen that the total value of the IFAS matrix at Mahar Agung Organizer is 3.3. This value shows that Mahar Agung organizer in its efforts to carry out the strategy is in an above-average position in terms of the company's internal strengths. This relates to the fields of marketing, operations, and organization. Table 2 shows that the EFAS matrix value at Mahar Agung Organizer is 3.71. This shows that the strategy used by the company illustrates the effectiveness of existing external opportunities and is useful for avoiding negative influences from external threats. Then, calculations are carried out in addition to the table above in order to find out the most effective and appropriate strategy that can be used by the Mahar Agung Organizer.

Based on the data above, it describes that the average value of the strength factor is 2.41 and the average value of the weakness factor is 0.89, so that the difference between these values can be known, namely 1.52. While the score value on the opportunity factor is 2.52 and the score value on the threat factor is 1.19, so that the difference between the two values can be known, namely 1.33. The difference between the two values can form a coordinate point, namely (1.52: 1.33). So that the position obtained by the company is in quadrant I, this position is a position where it can provide maximum benefits. This is based on the IFE and EFE calculations which show that the strength and opportunity values are higher, so the company can take advantage of existing opportunities.

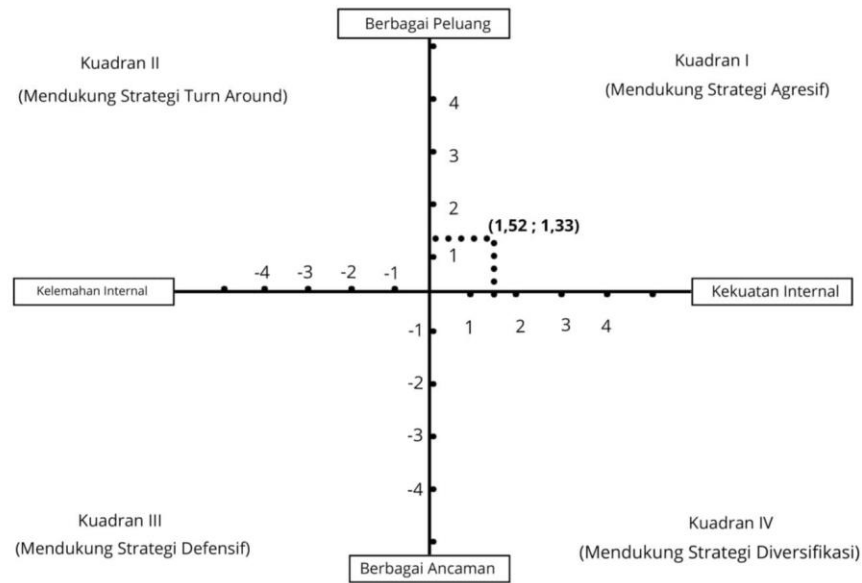


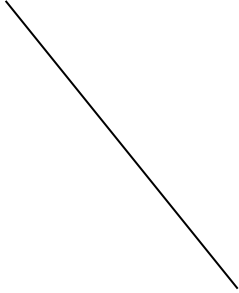
Image 1.

Based on the matrix image above, it can be seen that the company's position is in quadrant I. Companies in quadrant I can use aggressive strategies as an effective strategy in competing with competitors. Aggressive strategy itself is a strategy that can support companies to continue maximizing strengths and opportunities in increasing company progress (Hernawan et al., 2020). Maximization of strengths and opportunities aims to improve the company's competitive strategy in facing competition from competitors given the increasingly fierce competition in the business world, especially in the service sector.

SWOT Matrix(Strengths, Weakness, Opportunities, Threat)

The SWOT matrix is a tool that can generally be used to compile factors in the marketing strategy to be used. The matrix itself produces four possibilities of alternative strategies that can be used by company leaders in the face of increasingly fierce competition with competitors. (Nurinaya & Arfianti, 2018). The results of this SWOT matrix can be used as a solution to internal weaknesses and external threats by the company. Not only that, the SWOT matrix can also be used as a solution to improve the company's competitive strategy. The SWOT matrix at Mahar Agung Organizer can be seen in the following table:

Table 3.
Mahar Agung Organizer SWOT Matrix

<p style="text-align: center;">INTERNAL</p>  <p style="text-align: center;">EXTERNAL</p>	<p style="text-align: center;">STRENGTHS - S</p> <p>Guaranteed service quality.</p> <p>Mahar Agung Organizer has a good company image.</p> <p>Wedding Consultant who is fast and responsive in handling customer wishes and problems.</p> <p>Structured event planning system.</p> <p>Experienced operational staff.</p>	<p style="text-align: center;">WEAKNESS - W</p> <p>Not many updated wedding concepts.</p> <p>Organizer services that are separate from some vendors.</p> <p>HR in the marketing division that needs to be improved.</p>
<p style="text-align: center;">OPPORTUNITIES - O</p> <p>Increase customer loyalty to the company.</p> <p>Wider market share opportunities.</p> <p>Increased customer desire to rent event organizer services.</p> <p>The level of public awareness of event organizer services.</p> <p>The development of business in the service sector, especially event organizer services.</p>	<p style="text-align: center;">SO</p> <p>Improve the quality of service.</p> <p>Maximize the company's image by expanding the target market.</p> <p>Create various solutions to overcome the desires and problems faced by customers.</p> <p>Improve the company's image in the market, so as to increase customer loyalty.</p>	<p style="text-align: center;">WO</p> <p>Creating more new wedding concepts.</p> <p>Expand collaboration with quality vendors.</p> <p>Improve the quality of marketing human resources that are not maximized.</p>
<p style="text-align: center;">THREATS - T</p> <p>The increasing number of competitors in the field of event organizers.</p>	<p style="text-align: center;">ST</p> <p>Maximize technology with more promotion through social media.</p>	<p style="text-align: center;">WT</p> <p>Analyze technological advances, market share, and competition among competitors in order to</p>

<p>progress of more innovative marketing strategies from competitors.</p> <p>Increasing technological developments.</p> <p>The movement of customers who are dissatisfied with the company's services to other competitors.</p>	<p>Control every competitor to stay competitive with other competitors.</p> <p>Control every customer's desire to remain fulfilled, so as to increase customer satisfaction.</p>	<p>compete in a wider market share.</p>
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CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. Based on the data above, the value for the IFE matrix is 3.3 which can be indicated that Mahar Agung Organizer has a very strong internal position. Meanwhile, the value for the EFE matrix is 3.71 which can indicate that the Mahar Agung Organizer is able to deal with relatively strong external environmental situations.
2. Mahar Agung Organizer's position on the SWOT analysis diagram is in quadrant 1. This position shows that Mahar Agung Organizer is in a position that can provide high benefits for the company, because in this position it is a position that has strengths that can provide several opportunities for the company. This position also allows for continuous expansion, increased growth and maximum success for the company. In this case, Mahar Agung has strong internal strengths, so that it is able to face upcoming external threats.
3. To improve the competitive strategy at Mahar Agung Organizer can do so by improving the quality of service, creating more wedding event concepts, and improving the company's image in the market, so as to increase customer loyalty to the company.

Recommendations

1. In the SWOT analysis, the most effective strategy used by the company is an aggressive strategy. effective strategies carried out by the company are improving the quality of better service services, maximizing the company's image to expand the target market.

2. The company needs to create more renewal for the concept of wedding events, with this making the company able to increase competitiveness with competitors.
3. The company should regularly analyze technological developments, market share advances, and competition among competitors. This makes the company continue to grow and be able to compete with other competitors.
4. To improve competitive strategies, companies need to control every customer satisfaction with the services provided, so that companies can find out and improve superior competitive strategies.

FURTHER STUDY

For further research, it is suggested to focus more on identifying the internal strengths and weaknesses of Mahar Agung Organizer at PT Maha Perkasa Indonesia. Conducted an in-depth internal survey on aspects such as team expertise, infrastructure, operational management, and employee engagement.

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