



The Marketing Strategy of Saving and Loan Cooperatives in South Tangerang: the Use of SWOT Analysis

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ABSTRACT

Marketing strategy is one of many ways to win a sustainable competitive advantage for companies that produce goods or services. Marketing strategy can be viewed as one of the foundations used in compiling a comprehensive company plan. If we perceive such phenomenon from the angle of available problems that exist in companies, it is necessary for companies to have a comprehensive planning in order to be used as a guidance to determine the segments in carrying out their activities. Another reason that shows the importance of compiling a marketing strategy is the fact that generally the competition between companies become tough and tougher these days. This study aims to determine what kind of marketing strategy is implemented in order to achieve the best results that is in accordance with company's product marketing strategy. By conducting a SWOT analysis, i.e. by calculating IFAS and EFAS; the recapitulation results obtained are S-W= a score of 1.5 and O-T = a score of 1.25, these results show that the company's strategy is in quadrant I. Based on the analysis of internal strategic factors that can be seen in SWOT analysis diagram, the position of the saving and loan cooperatives is in quadrant 1 which shows the implementation of SO strategy in the SWOT matrix, namely the aggressive strategy. Aggressive strategy is a strategy that is implemented by using all strengths of the companies in order to take further opportunities. This strategy is a very profitable strategy because it has some opportunities and strengths so that it can be used for the advancement of the Saving and Loan Cooperatives in South Tangerang

INTRODUCTION

Cooperatives are an inseparable part of the Indonesian economic system because cooperatives have specific targets to empower economically weak communities. The Group of Cooperatives (*Garis Besar Koperasi*) is an association founded by people who have limited economic capacity which aims to fight for the improvement of the economic welfare of its members. Its membership is open and voluntary and the risks and benefits of such cooperative are borne and shared fairly. The legal basis for the existence of cooperatives in Indonesia is article 33 of the 1945 Constitution and Law No. 25 of 1992 concerning Cooperatives. In another explanation of article 33 paragraph (1) of the 1945 Constitution, it is stated that the economy is structured as a joint effort based on the principle of kinship and in paragraph (4) it is stated that the National Economy is carried out based on economic democracy with the principles of togetherness, efficiency, justice, sustainability, environmental awareness, independence, as well as by maintaining balance, whereas according to Article 1 of Law No. 25 of 1992, what is meant by cooperatives in Indonesia is business entities whose members are individuals or cooperative legal entities. Cooperatives conduct their activities based on the principles of cooperatives, the establishment of which also serves as people's economic movement based on the principle of togetherness.

In Indonesia, many people do not understand the benefits and advantages of being a member of a cooperative due to inadequate information. Such inadequate information may be triggered by inadequate marketing, promotion and reputation strategies. In essence, cooperatives try to manifest people's economy which is an economic activity that is in favor of the community, especially in improving the economy of the community in particular and the nation in general. Cooperatives themselves do economic activities that make their members prosperous because cooperatives share benefits of their economic activities from member to member. The individuals that can achieve the welfare of the members of cooperatives are the respective members themselves.

In line with their development, the types of cooperatives that emerge tend to vary. This diversity is of course very much influenced by the background of the establishment and the goals that each cooperative wants to achieve. Cooperatives can then be classified into several large groups based on the approach. The grouping of cooperatives is based on the business sector, such as: consumption cooperatives, production cooperatives, marketing cooperatives and credit/saving and loan cooperatives. In this study we put our focus on cooperatives engaged in Saving and Loan activities. The number of savings and loans done by cooperatives has been decreasing. Particularly the amount of loan transactions is lowering because of the facts that cooperatives do not implement marketing mix strategy, there is still a lack of promotion carried out by cooperatives and there are still many members who do not put their trust on cooperatives.

Marketing programs shall cover any marketing activities that can affect the demand for a product, including changing prices, modifying advertising campaigns, designing special promotions and determining distribution channel

preference (Tjiptono, 2014). Marketing strategies are a series of plans that describe companies' expectations towards the impact of various marketing activities or programs launched to meet the demand for their products or product lines in certain target markets. In this study, researchers used SWOT analysis in formulating corporate marketing strategies. SWOT is a model of analysis that is usually applied for research in strategy formulation.

LITERATURE REVIEW

Manage the spinned words as you want. according to Kotler, what is supposed by way of advertising and marketing control is the technique of planning and implementing the implementation, pricing, merchandising, and distribution of products, offerings, and ideas to create exchanges with target agencies that meet consumer and organizational goals (Philip Kotler; 2000:nine).

The main elements of marketing may be classified into three main factors, particularly:

- a. factors of competition approach
- b. elements of marketing methods
- c. elements of marketing price

METHODOLOGY

Manage the Spinned Words as You Want

Data related to the marketing strategy of saving and loan cooperatives in South Tangerang were collected through field observations, direct interviews with respondents using a set of questionnaires. The focus of the research is to develop a variable that will provide clear boundaries to the things to be studied in order to answer existing problems. Data analysis method is a way of formulating and interpreting existing data so that it provides a clear picture of the strengths, weaknesses, opportunities, and threats of the Saving and Loan Cooperatives in South Tangerang. SWOT analysis is used as a systematic identification of various factors to formulate companies' strategy. This analysis is based on logic that can maximize Strengths and Opportunities, but simultaneously can minimize Weaknesses and Threats.

IFAS Matrix

After the internal strategic factors of the companies are identified, an IFAS table is compiled in order to formulate internal strategic factors within the framework of Strengths and Weakn

Table 1. IFAS

Internal Strategy	Factors	Weight	Rating	Score
Strengths				
	- The establishment of the cooperatives has a clear and strong legal basis.	0.25	4	1
	- Distribution of Member's Dividend (SHU) is in accordance with members' rights and obligations	0.15	3	0.45
	- Every member has the same rights and obligations in cooperative life	0.20	3	0.60
	- There is transparency of management, because there are principles that cooperatives are empowered from, by and for their members.	0.25	4	1
	- The services provided by cooperatives are very good	0.15	3	0.45
		1		3.5
Weaknesses				
	- Cooperatives are seen as not economically profitable	0.35	2	0.70
	- Public interest in becoming members of cooperatives is low	0.35	2	0.70
	- Support from the government and financial institutions to promote cooperatives is still lacking compared to the support provided to other forms of business entities	0.30	2	0.60
		1		2

EFAS Matrix

Analyzing the external environment to find out various possible opportunities and threats that might affect companies' products in the future

Table 2. EFAS Matrix

Factors	Weight	Rating	Score
External Strategies			
Opportunities			
- Law Number 25 of 1992, which allows the consolidation of primary cooperatives into secondary cooperatives	0.15	4	0.80
- Strong political will from the government and growing public demands to support cooperatives.	0.10	3	0.45
- An increasingly open global world, especially in economic sector, which results in more open international markets for the commodities of Indonesian cooperatives.	0.25	3	0.48
- Regional potential that supports the implementation of cooperative activities	0.20	3	0.45
- There are market opportunities for commodities produced by the cooperatives	0.20	4	0.39
- There are investors who want to cooperate with cooperatives.	0.10	3	0.48
	1		3.35
Threats			
- Government regulations that do not facilitate cooperatives in doing their business	0.20	2	0.5
- Excessive government intervention often driven by donors, difficulties in economic and political environments, and unrealistic expectations developing from the role of cooperatives	0.50	2	0.5
- All significant problems must be promoted by the government	0.30	2	1
	1		2

SWOT Analysis Diagram

This study shows that company performance can be determined by a combination of internal and external factors. These two factors must be weighed in a SWOT Analysis. Based on the combination of the companies' internal and external factors, the companies' current strategic position can be obtained. This strategic position will determine the location of the company's strategy quadrant. The location of these quadrant will be used as a fundamental analysis to prepare

future strategies. These quadrants can be clearly observed through the following SWOT analysis diagram (Rangkuti, 1998):

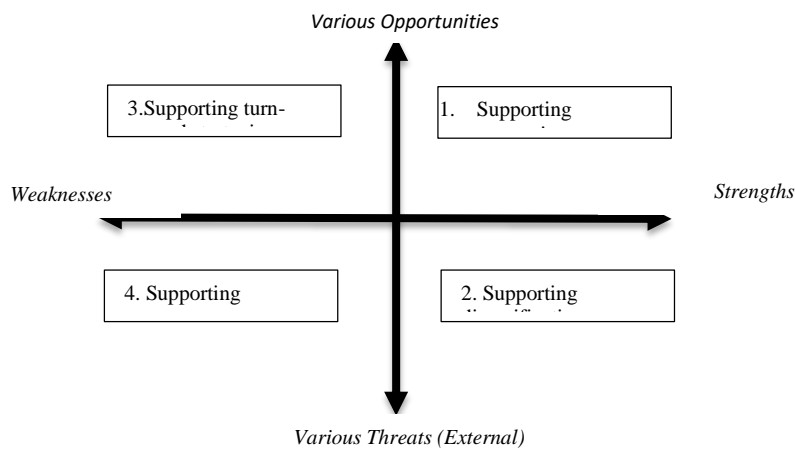


Figure 1. SWOT Analysis Diagram

This research shows that company performance can be determined by a combination of internal and external factors. These two factors must be considered in a SWOT analysis. SWOT stands for the internal environment for Strengths and Weaknesses and the external environment for Opportunities and Threats in order to face the business world. SWOT analysis compares the external factors, opportunities and threats with the internal factors, Strengths and Weaknesses.

Note:

Quadrant 1 is a very favorable situation. The company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy applied in this condition is to support an aggressive policy (growth-oriented strategy).

Quadrant 2 despite facing various threats, the company still has internal strength. The strategy that must be applied is to use strengths to take advantage of long-term opportunities by means of a diversification strategy (product/market).

Quadrant 3 the company faces huge market opportunities, but on the other hand, it faces several internal constraints/weaknesses. The strategy that must be implemented by the company is to minimize the company's internal constraints so that it can seize better market opportunities.

Quadrant 4 is the least profitable company, where the company faces a variety of threats.

RESULTS AND DISCUSSIONS

From the calculations in the EFAS and IFAS tables, there are several alternatives that are carried out in *Kopi Kapal Api* Group marketing strategy:

Table 3. EFAS and IFAS Tables

<p style="text-align: center;">EFAS</p>	<p style="text-align: center;">IFAS</p> <p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> - The establishment of the cooperatives has a clear and strong legal basis. - Distribution of Member's Dividend (SHU) is in accordance with members' rights and obligations - Every member has the same rights and obligations in cooperative life - There is transparency of management, because there are principles that cooperatives are empowered from, by and for their members. - The services provided by cooperatives are very good 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> - Cooperatives are seen as not economically profitable - Public interest in becoming members of cooperatives is low - Support from the government and financial institutions to promote cooperatives is still lacking compared to the support provided to other forms of business entities
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> - Law Number 25 of 1992, which allows the consolidation of primary cooperatives into secondary cooperatives - Strong political will from the government and growing public demands to support cooperatives. - An increasingly open global world, 	<p style="text-align: center;">SO Strategy</p> <ul style="list-style-type: none"> - The establishment of the cooperatives has a strong legal basis based on Law Number 25 of 1992. - SHU distribution and members' obligations are regulated by laws and regulations. - The establishment of cooperatives has strengths resulting 	<p style="text-align: center;">WO Strategy</p> <ul style="list-style-type: none"> - Cooperatives that are considered unprofitable are strengthened by the government's strong political will - The lack of support from the government is weakened by the existence of a very supportive regional potential.

<p>especially in economic sector, which results in more open international markets for the commodities of Indonesian cooperatives.</p> <ul style="list-style-type: none"> - Regional potential that supports the implementation of cooperative activities - There are market opportunities for commodities produced by the cooperatives 	<p>from the supports of the government and society</p> <ul style="list-style-type: none"> - Cooperatives' services are supported by regional potentials and transparent services - Cooperatives have opportunities for their resulting commodities and they are supported by excellent services 	<ul style="list-style-type: none"> - Lack of government support and intervention
<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> - Government regulations that do not facilitate cooperatives in doing their business - Excessive government intervention often driven by donors, difficulties in economic and political environments, and unrealistic expectations developing from the role of cooperatives - All significant problems must be promoted by the government 	<p style="text-align: center;">ST Strategy</p> <ul style="list-style-type: none"> - The law on cooperatives makes it easy for the cooperatives to do their business - Establishment of cooperatives is based on the prevailing laws and regulations and cooperatives are able to solve the problems and difficulties within their economic environment and there are some expectations resulting from the role of the cooperatives 	<p style="text-align: center;">WT Strategy</p> <ul style="list-style-type: none"> - Cooperatives which are deemed unprofitable in accordance to government regulations are the results of the fact that the government do not facilitate them to conduct their business activities as well as the lack of government support and too much government intervention

Table 4. Recapitulation of IFAS and EFAS Scores

	IFAS		EFAS	
	Strengths	Weaknesses	Opportunities	Threats
Marketing Strategy	3.5	2	2.57	2
Quadrant	3.5 - 2 = 1.5		3.35-2 = 1.25	

Based on the analysis of internal strategic factors which can be seen in the SWOT analysis diagram, the position of *Kopi Kapal Api* lies in quadrant 1 which shows the SO strategy in the SWOT matrix, namely the aggressive strategy. Aggressive strategy is a strategy that uses all strengths to take advantage of opportunities. This strategy is a very profitable strategy because it has opportunities and strengths so that it can be used for the advancement of Saving and Loan Cooperatives in South Tangerang.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of the research and discussion that has been carried out on *Kopi Kapal Api*, it can be concluded that the appropriate strategy is aggressive strategy and SO strategy because *Kopi Kapal Api* currently has beneficial strengths and opportunities, so this strategy is the right one to use for the progress of Saving and Loan Cooperatives, like the ones written as follows:

1. By calculating EFAS and IFAS Scores, the S-W strategy gets a score of 1.5 and the O-T strategy gets a score of 1.25. These scores show that the company's strategy has opportunities and strengths so that it can take advantage of existing opportunities by carrying out aggressive strategy.
2. Develop market potential, continue to innovate, add variations to existing products.
3. SWOT analysis shows that the company must maintain its existing brand image, product quality and consumer trust because they are the most important aspects that must be secured by the company

Recommendations

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FURTHER STUDY

Clients commonly count on that the products or services they consume may be acquired or loved with accurate or pleasant carrier. In different words, customers want the exceptional of carrier supplied to be appropriate and fulfilling. agencies need to pay attention to the best of offerings (carrier excellent) and the services provided by way of the employer. In this case, the employer without a doubt strives to provide precise service or provider (carrier satisfactory) to its clients. this is the employer's effort to be extraordinary from its competitors.

In step with Tjiptono (2009): "nice of provider or fine of provider which defines as a dynamic situation related to, services, human resources, techniques and environment that meet or exceed expectancies.

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