

MARKETING STRATEGY ANALYSIS IN IMPROVING COMPETITIVENESS IN O CAMERA STORE

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Abstract

One of the companies engaged in the electronics sector, especially cameras in Tulungagung, is Toko O Camera Tulungagung. Tight competition conditions are a problem faced by Toko O Camera Tulungagung. Therefore, Toko O Camera Tulungagung must have the right marketing strategy according to the company's conditions. This study aimed to determine the marketing strategy carried out by Toko O Camera Tulungagung to increase competitiveness and determine the obstacles faced. This study uses an interview method. This type of research is descriptive qualitative, and the subjects taken as data sources in this study are the owners of Toko O Camera Tulungagung. The data used are primary and secondary data with data analysis techniques using SWOT analysis. The results of this study indicate that Based on the IFAS and EFAS tables with IFAS scores = 1.05 and EFAS = 0.42 if poured into a SWOT analysis diagram, the position of Toko O Camera Tulungagung is in the first quadrant (I), where Toko O Camera Tulungagung is in a strong position and has the opportunity to continue to improve progress in competing.

Keywords: Marketing Strategy, Competitiveness, SWOT Analysis

1. Introduction

The development of businesses in Indonesia is growing rapidly. This can be seen in the emergence of entrepreneurs or business actors who are just starting a business (Sartono, 2023). The tight business competition like today makes business actors constantly try to maintain their business and compete to achieve what is expected. A camera is a tool or equipment that captures a moment (Nurani, 2024). The camera is one of the electronic goods. In its development, the camera business has been dominated by large companies and small businesses are involved.

With this, it creates tight business competition. One of the companies engaged in electronics, especially cameras in Tulungagung, is Toko O Camera Tulungagung. Toko O Camera Tulungagung has grown since 2017. Initially, there was only one shop, but now, there are several branches in every city in the Kediri residency. Since its beginning, Toko O Camera Tulungagung has faced various trials and obstacles. Plus, there are many similar business actors in Tulungagung, which can trigger increasingly tight business competition. This tight competition condition is a problem faced by Toko O Camera Tulungagung. Therefore, Toko O Camera Tulungagung must have the right marketing strategy according

to the company's conditions.

The general definition of strategy can be interpreted as a group or individual effort to create a scheme to achieve the desired target. According to Tjiptono (Abdi Lulus P, 2018), the term strategy derived from Greek is a strategy that means the art or science of becoming a general. Strategy is a plan or activity made by an organization or company to achieve the company's main goals.

Marketing is one of the most important activities in a business that aims to improve its business. According to Hasan 2013:4 (Ermawati E, 2019), marketing identifies, creates, and communicates value and maintains good customer relationships to maximize company profits. Marketing strategy is a series of goals, objectives, policies, and rules that guide company marketing entrepreneurs in the ever-changing environment and competitive conditions (Nirmasari D, 2019). In a business, strategy is needed to achieve a desired goal. Strategy is a planning process to determine a long-term goal to improve the quality of a business or company's business (Prasetyo, 2022).

In marketing strategy, there is a term marketing mix or marketing mix. Marketing or marketing mix is a combination of variables or activities that are the core of the marketing system. Where the company can control variables to influence consumers in its target market, almost all companies use this strategy to achieve their desired goals. Moreover, the strategy helps face increasingly fierce competition (Sartono, 2021).

Marketing mix can generally be explained as a series of variables controlled by the company and used to strengthen the target market. The marketing mix has a fairly important role in influencing consumers to buy the products (goods or services) offered and, for the success of marketing, both goods and services. The definition of the marketing mix, according to (Armstrong, 2014) (Abdillah & Herawati, 2018), is a set of tactical marketing tools combined by the company to produce the desired response by the target market.

Initially, the marketing mix concept was known as 4P (product, price, place, promotion). After that, marketing experts Boom and Bitner added new variables to the marketing mix in the service business to become 7P. Until now, the marketing mix concept has developed into 7P (product, price, place, promotion, people, physical evidence, process). The company's external and internal factors must be identified when determining a marketing strategy. External factors of the company include opportunities and threats, while internal factors include strengths and weaknesses (Isro'iyah, 2022). By knowing the external and internal factors of the company, it is hoped that the company can create a better marketing strategy than before (Rahmawati, 2023). Based on the description above, the author chose "Analysis of Marketing Strategy in Increasing Competitiveness at the O Camera Tulungagung Store."

2. Method

The research method used in this study is qualitative. Qualitative research is a study that produces data in the form of written or spoken words from a person and observed

behavior. The instruments in this study are the main instrument and supporting instruments. The main instrument is the researcher himself; as an instrument, the researcher can relate directly to the respondents and interact and understand what is happening in the field. The supporting instruments are in the interview and observation guidelines. The data sources in this study are:

- 1) Primary data was obtained directly from interviews and direct observations with the owner of the O Camera Tulungagung Shop.
- 2) Secondary data, in the form of internet sites, libraries, and other supporting documents.

The data analysis technique used in this study uses the SWOT analysis technique, IFAS, EFAS, and SWOT matrix diagram. SWOT analysis is a data analysis used to determine opportunities, threats, strengths, and weaknesses of external and internal factors, after which it is analyzed to determine the condition of the company being studied and create a good marketing strategy.

3. Results and Discussion

Marketing Strategy Implemented by O Camera Tulungagung Store

Based on the results of a direct interview with the head of Toko O Camera Tulungagung, Mr. Ongky Handika, on June 9, 2023, at the O Camera office at 12.00-13.30, the implementation of the marketing strategy carried out by Toko O Camera Tulungagung by selecting the target market using segmentation, targeting, positioning. In addition, Toko O Camera Tulungagung also uses a marketing mix or marketing mix 7P, consisting of four main elements: pr: lace, price, and promotion. The other three additional elements are people, physical facilities, and processes.

a. Marketing Mix

- 1) Product: The product strategy carried out by Toko O Camera Tulungagung is to provide quality products, and the quality has been checked when published to customers. Toko O Camera Tulungagung also provides a guarantee for every purchase.
- 2) Price determines the price of an item or product in a company and determines market or consumer demand. At Toko O Camera Tulungagung, product pricing is determined by adjusting to market prices.
- 3) Place/distribution (place): At the O Camera Tulungagung Store, several regular customers are from outside the Tulungagung area, so service is faster, and consumers can come directly to the store.
- 4) Promotion is carried out by Toko O Camera Tulungagung with banners and employee uniforms with the O Camera logo. Promotion is done through social media such as Facebook, Instagram, and TikTok.
- 5) Toko O Camera Tulungagung has specific requirements to be recruited and made a new employee.
- 6) Physical Facilities (physical evidence): O Camera Tulungagung shop has physical facilities in a large area and very complete equipment available.

- 7) The process and the ongoing procedure relate to the systematic stages of sales operations at the O Camera Tulungagung Store.

b. SWOT Analysis

1) IFAS Matrix

No	Faktor Internal	Bobot	Rating	Skor
Kekuatan				
1	Produk yang dijual oleh Toko O Camera Tulungagung sudah dicek terlebih dahulu dari segi kualitas	0.14	4	0.55
2	Harga produk yang dijual oleh Toko O Camera Tulungagung sudah sesuai dengan harga pasaran	0.14	3	0.41
3	komunikasi antar pelanggan terjalin sangat baik	0.11	3	0.34
4	kegiatan promosi yang dilakukan oleh Toko O Camera Tulungagung mencakup semua aspek	0.11	3	0.34
5	produk yang dijual oleh Toko O Camera Tulungagung sangat lengkap	0.14	3	0.41
Sub Total		0.64		2.05
Kelemahan				
1	Masih adanya SDM yang kurang berkompeten dalam bidangnya	0.14	3	0.41
2	kurangnya komunikasi antara karyawan dengan atasan	0.14	3	0.41
3	Kurangnya komunikasi dengan pelanggan	0.09	2	0.18
Sub Total		0.36		1.00
Total		1.00		3.05

Table 1. IFAS Matrix

2) EFAS Matrix

No	Faktor Eksternal	Bobot	Rating	Skor
Peluang				
1	Terjalannya citra positif dari masyarakat akan kepercayaan terhadap perusahaan	0.21	3	0.64
2	sudah memiliki pelanggan tetap	0.21	3	0.64
3	peluang untuk membuka cabang baru	0.14	3	0.43
Sub Total		0.57		1.71
Ancaman				
1	Banyaknya pesaing baru yang menekuni usaha dibidang yang sama	0.21	3	0.64
2	Harga yang ditawarkan oleh pesaing lain lebih rendah dari harga pasaran	0.21	3	0.64
Sub Total		0.43		1.29
Total		1.00		3.00

Table 2. EFAS Matrix

Based on the results of the IFAS and EFAS calculations above, the internal factor of the strengths owned by Toko O Camera Tulungagung is 2.05, while the total weaknesses owned by Toko O Camera Tulungagung is 1.00. Thus, the strength factor owned by Toko O Camera Tulungagung is greater than the weakness factor. So, the value of x can be found in the difference between the total strengths and the total weaknesses of 1.05.

For external factors of opportunities owned by Toko O Camera, Tulungagung is 1.71, and total threats are 1.29. in other words, the opportunity factor owned by Toko O Camera Tulungagung is greater than the threat factor. So, the value of y can be found in the difference between the total opportunities and the total threats of 0.42. Thus, the calculation above can be applied to the SWOT diagram (Cartesian), which aims to obtain the correct and appropriate marketing strategy formulation.

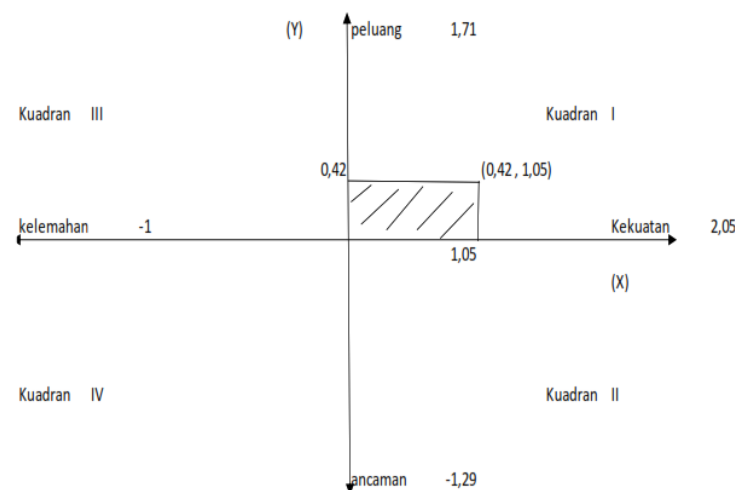


Figure 1. SWOT Matrix Diagram

Based on the results of the SWOT matrix diagram above it clearly shows that Toko O Camera Tulungagung has been on the right marketing strategy path, namely with quadrant I, where Toko O Camera Tulungagung is classified as a company that continues to grow. Although it continues to grow, Toko O Camera Tulungagung must always consider internal and external opportunities and threats. Always paying attention to existing factors will undoubtedly increase marketing strategies' growth and competitiveness.

AS	Strength		Weakness	
	<ul style="list-style-type: none">a. The products sold have been checked in advance for quality.b. The price of the products sold is by market pricesc. Communication between customers is good.d. Promotional activities carried out cover all aspectse. The products sold our very complete	<ul style="list-style-type: none">a. There are still human resources who are less competent in their fieldsb. Lack of communication between employees and superiorsc. Lack of communication with customers		
EFAS		WO Strategy		
Opportunity		SO Strategy		
<ul style="list-style-type: none">a. Establishing a positive image from the community regarding trust in the companyb. Already have regular customersc. Opportunity to open new branches	<ul style="list-style-type: none">a. By improving and maintaining product quality so that the public can continue to trust and improve the positive image.b. Maintaining good communication between consumers can create close relationships.c. The promotions used are desirable, which increases the product's quality.	<ul style="list-style-type: none">a. With the training or for new prospective employees can hone the skills of new prospective employees. So, they create competent human resources in their fields to increase public and consumer trust.b. Improving communication between employees and superiors can make all activities easier and more efficient.		

Threats	ST Strategy	WT Strategy
a. Many new competitors are pursuing business in the same field	a. Improve the quality of goods and add more units not yet available in the store to compete and surpass similar competitors.	a. Toko O Camera Tulungagung must improve its internal and external relations to improve its quality and standards to compete and surpass similar competitors.
b. The prices offered by competitors are lower than market prices	b. By improving and expanding the marketing network	

Table 3. SWOT Analysis Matrix

Based on the table above, it produces a strategy to identify estimated strengths, weaknesses, opportunities, and threats so that Toko O Camera Tulungagung can conclude how to run a business in the face of increasingly tight competition.

- a) SO Strategy. In this strategy, Toko O Camera Tulungagung uses its strengths and weaknesses to utilize all existing opportunities to have a competitive advantage over similar businesses.
- b) WO Strategy. In the WO strategy, Toko O Camera Tulungagung uses existing opportunities by minimizing and overcoming weaknesses that are obstacles for Toko O Camera Tulungagung.
- c) ST Strategy. In this strategy, Toko O Camera Tulungagung uses the strengths of Toko O Camera Tulungagung to overcome future threats.
- d) WT Strategy. In this strategy, Toko O Camera Tulungagung uses a method of minimizing weaknesses and avoiding threats that exist in Toko O Camera Tulungagung. With factors that inhibit development and growth, Toko O Camera Tulungagung must quickly anticipate so that the desired goals can be achieved as desired.

Of the four statements of possible alternative strategies above, the most appropriate strategy used by Toko O Camera Tulungagung is the SO strategy, namely by using strengths to take advantage of the opportunities available at Toko O Camera Tulungagung:

- 1) By improving and maintaining product quality so that the public can continue to trust and improve the positive image of Toko O Camera Tulungagung.
- 2) Continued good communication between consumers and Toko O Camera Tulungagung so that it can create a close relationship.
- 3) The promotion used by O Camera Tulungagung Store is beautiful. It improves the quality of products in O Camera Tulungagung Store, so it is hoped that it will increase the competitiveness of O Camera Tulungagung Store.

Based on the SWOT analysis at Toko O Camera, Tulungagung has strengths that can be used in specific strategies and take advantage of the right opportunities simultaneously to avoid weaknesses and threats that will come. Currently, the position of Toko O Camera Tulungagung is very profitable by improving its strategy so that Toko O Camera Tulungagung can control competitors from similar businesses.

4. Conclusion and Suggestions

Based on the Analysis and Interpretation that has been put forward regarding the Analysis of Marketing Strategy in Increasing Competitiveness at the O Camera Tulungagung Store, the following conclusions can be drawn:

- 1) Based on the analysis of the internal environment at Toko O Camera Tulungagung, Toko O Camera Tulungagung has strengths and weaknesses. The strengths are that the products sold by Toko O Camera have been checked in advance in terms of quality; the price of products sold by Toko O Camera is by market prices; communication between customers is excellent; promotional activities carried out by Toko O Camera cover all aspects; the products sold by Toko O Camera are complete. The weaknesses are that there are still human resources who are less competent in their fields, lack of communication between employees and superiors, and lack of communication with customers. Meanwhile, based on the external environment analysis at Toko O Camera Tulungagung, it has opportunities and threats. The external strategy factors that are opportunities are establishing a positive image from the community regarding trust in the Company, already having regular customers, and opportunities to open new branches. While the external strategy factors that are threats are the many new competitors engaged in business in the same field, the prices offered by other competitors are lower than market prices.
- 2) Based on the IFAS and EFAS tables with IFAS scores = 1.05 and EFAS = 0.42 if expressed in a SWOT analysis diagram, the position of Toko O Camera Tulungagung is in the first quadrant (I), where Toko O Camera Tulungagung is in a strong position and has the opportunity to continue to improve progress in competing.

Suggestion

Based on the description of the conclusions above, the suggestions that can be conveyed are:

- 1) Suggestions for Toko O Camera Tulungagung are to continue to improve its strengths and use opportunities to maintain and compete with similar competitors.
- 2) The researcher realizes there are still many shortcomings in this writing, so it is hoped that future researchers can continue this research by measuring it from different aspects and methodologies.

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