

# Positioning Strategy of PT. Guten. Inc: SWOT Analysis Approach

Fitriani Latief<sup>1</sup> Asniwati Asniwati<sup>2</sup> Yafi Nur Akram<sup>3</sup>

<sup>1,2,3</sup> Department of Management, Sultan Alauddin Street, Mangasa, Makassar, Sulawesi Selatan 90231, Indonesia

## ARTICLE INFO



### Correspondent Email:

[fitri@stienobel-indonesia.ac.id](mailto:fitri@stienobel-indonesia.ac.id)

[asniwati@stienobel-indonesia.ac.id](mailto:asniwati@stienobel-indonesia.ac.id)

[yafikanurakram44@gmail.com](mailto:yafikanurakram44@gmail.com)

### Keywords:

*The Quadrant Position; Strength;  
Weakness; Opportunities; Threats*

## ABSTRACT

The current study aims to (a) find out the quadrant position of PT Guten Inc's based on the results of SWOT analysis (b) find out the proper positioning strategy to be applied by PT Guten Inc based on the results of SWOT analysis. The research was conducted by using a quantitative approach with data collection techniques are through direct observation, interviews, questionnaires and literature studies. The analysis was based on internal and external environmental factors which influences decision making of corporate strategy. Data processing applied IFAS & EFAS matrix and SWOT matrix. Result of IFAS matrix was 3.29 and EFAS matrix was 3.19, which means that PT Guten.Inc is positioned at cell II in SWOT matrix so that strategy can be done is aggressive strategy. Results of SWOT matrix analysis shows that it was in quadrant II with SO (Stregth-Opprtunity) strategy of the aggressive strategy that can be applied which means that PT Guten Inc can take advantage of opportunities with maximum strength.

## INTRODUCTION

Organizations or companies are founded based on one strong reason, that is to achieve its goals. These goals are embodied in vision and mission compiled as a core belief which is applied as guide for an organization or company in its operational activities as a valid guidance from the ideals of organization reflected in vision and mission, thus all functions in organization will process and synergize in a strong commitment in which Fred David et al., (2016) named it as consensus on goal pursuit (consensus in achieving goals).

In its journey the organization will experience ebb and flow which then shape school of thought and maturity of the organization, organization will then continues to learn about various business situations that lead to success and business risk which oftentimes lead to losses (Johnson, Whittington, Scholes, Angwin & Regnér, 2016). All organizations or companies try their best to have the right strategy as an effort to deal with these dynamic problems, so that the operations of the organization or company run on the right track to ensure that the set goals of organization or company can be achieved. A good and proper strategy is important for an organization or company in creating a set long-term direction pattern that will be aimed. Without any precise predetermined long-term goals, the organization will run out within solid foundation thus company performance will show no firm base as a measurable target. There will be disorientation perform by organization

or company which will obscure the nature of the organization existence itself. Measurable goals will lead the organization perform more flexible (More Agile) so as it will be easier to adapt to changes occurred. The capability of organizations to adapt to turbulent changes today is one of the important points for organizations to keep survive within the dynamic business climate. This flexibility will also direct the organization to be more effective in its operations so that it will be able to run well and possess the ability in facing challenges more appropriately.

Within the increasingly competitive climate nowadays, organizations are required to be able to identify their comparative excellence as well as to be aware of the constraints and weaknesses owned by organization with strong organizational mitigation capabilities, it will be able to avoid or at least reduce risks that may arise as a result of environmental conditions which is also risky now. Appropriate organizational mitigation will also direct the organization to maturity so that it will direct it to improve organizational efficiency and effectiveness. One of the results is the organization's ability to reduce activities that will make its operations to be ineffective. Organizational mitigation to find out where position of the organization is currently very important because knowing the right position of the organization, the right strategy will be formulated so that its strategic activities will become the right and effective activities in achieving target that become the goals (Ansoff, Kipley, Lewis, Helm-Stevens & Ansoff, 2018).

One of the strategic tools in implementing organizational mitigation is a SWOT analysis which is intended to analyze the organization's position both internally and externally (Picton & Wright, 1998; Karadakis, Kaplanidou & Karlis, 2010; Gürel & Tat, 2017). The SWOT analysis must be structured and analyzed in such a way to produce output of the SWOT analysis as accurate information on the organization's current strategic position. As was done by Hidayat, M., & Latief, F. (2018) in analyzing the strategy through SWOT approach carried out at Hotel Aryaduta. Most of SWOT was described descriptively which states about the strengths, weaknesses, opportunities and threats possessed by organization. Such analysis has not been completed because basically SWOT analysis should be calculated quantitatively so that the results of the calculation will determine the position points and place them in SWOT quadrant which consists of four sides that will place the results of SWOT analysis in aggressive, diversified, defensive or turnaround quadrant (Beloborodko et al., 2015).

David et al., (2016) stated that in essence, the strategic plan is a company's game plan because basically every game has a target to be won, everyone who plays a game will have one goal that is to win and to win the game everyone will use the right way for him which is it convinced him to win the game. For companies, Strategic management is expected to be earnestly managed so that the strategy can be implemented to color and integrate all decisions and actions in the organization. Thus, the implementation of strategic management perform stages that will determine its success. According to Rifai (2013) the stages of activities to carry out the strategy are (1) Strategy formulation. Strategy formulation is the process of selecting main action (strategy) to realize the mission of the organization. The process of making decisions to define strategy seems to be a consequence, starting from determination of vision and mission until realization of the program. (2) Action planning. The first step to implement a predetermined strategy is a strategic

planning maker. The core of what you want to do at this stage is how to make a plan for achievement (goals) and an activity plan (program and budget) which is truly in accordance with the direction (vision, mission, goals) and strategy set by the organization. (3) Implementation. To ensure the success of a strategy that has been successfully formulated, it must be translated into careful implementation. Strategy and other organizational elements must be appropriate, the strategy must be observed in the design of organizational culture structure, leadership and human resource management systems.

Today's comprehensive strategy must be able to describe both financial and non-financial problems because basically financial success is a necessity and something that is assuredly happen (given) as long as the company's operations are implemented properly so that it is capable to direct operational activities as a support to achieve financial performance (Helms & Nixon, 2010; Galib & Hidayat, 2018). Hidayat et al., (2015) states strategy can be interpreted as a step taken by organization in utilizing all its resources to create position for the organization by deploying unique features as advantages possessed by organization. From this statement it is clear that strategy is a systematic step in management of organizational resources to determine strategic position of organization through uniqueness as superiority possessed by the organization. Organizational strategic positioning is something that differentiates organizations from one another which contain values recognized by market as stated by Hidayat et al., (2015) that organizational position is usually seen from characteristics of organization and it can be seen from the output of product or service produced by organization or company. This statement is in line with Porter, (1996) the formulation of strategy in a company will lead to most appropriate strategic decision making for company in accordance with the analysis performed before and becomes valid information which will be used as a basis for company in determining the right alternative strategy. These strategic alternatives will be meaningful for the company if they are generated from a basic analysis that shows the proper position of organization so that each organization will always carry out a fundamental study to find out real condition of the organization by analyzing internal and external factors that will show the exact position of the organization. This analysis is widely known as a SWOT analysis (Strength, Weakness, Opportunity, and threat).

Freddy (2017) states that SWOT analysis is a critical analysis of internal factors owned by company. This analysis is focused on analyzing the strengths and weaknesses and external factors of company by analyzing critically and identifying all developing opportunities and it becomes a trend at that time and the threats (threats) from the company's competitors. Rangkuti (2016) states that SWOT analysis is an identification step of various factors possessed by an organization which is carried out systematically in an effort to formulate a company strategy. SWOT is compiled based on the logic that the company must be able to maximize its strengths and opportunities while at the same time companies has to be able to minimize weaknesses and threats. Making strategic decisions through SWOT concept must refer to the vision and mission of the company by considering the objectives to be achieved, the strategies possessed, and policies taken by the company. Thus, the person in charge of planning (strategic planner) must analyze the company's strategic factors (strengths, weaknesses, opportunities, threats) by considering the conditions encountered by the

organization today. Meanwhile, Kotler & Keller (2008) state that a SWOT analysis is an evaluation of the overall strengths, weaknesses, opportunities and threats called a SWOT analysis.

Basically, a SWOT analysis is carried out to achieve a good match between internal factors and external factors which will lead the company to adapt easier with environment (Sammut-Bonnici & Galea, 2015). A good match between internal factors is carried out by maximizing the strengths and opportunities of the company and jointly efforts are made to minimize threat weaknesses in order to direct the company to work more efficiently and effectively. Sedarmayanti (2014) states that if the suitability between internal and external factors is analyzed appropriately and applied accurately, then this analysis will have good and deep implications for a successful design and strategy. Rangkuti (2016) states that in the process of preparing strategic planning through three stages of analysis, those are data collection stage, analysis stage, decision-making stage. The use of strategic tools in planning is actually applied priorly before the start of strategy formulation stage because the results of this analysis tool prior the formulation of strategies.

## RESEARCH DESIGN

This research is intended to analyze the strategic position of PT Guten Ink by conducting a Strength, Weakness, Opportunity, and Threat (SWOT) analysis. This analysis stage is carried out by determining the internal factor strategy (IFAS), determining the external factor strategy (EFAS) which produces an external internal strategy matrix that will determine the company's SWOT quadrant. The research data were collected through questionnaire which was distributed to 50 respondents and company leaders. Results of the questionnaire were used as main data in calculating the IFAS and EFAS matrices and determining SWOT quadrant (Sugiyono, 2015).

## RESULT AND DISCUSSION

Test of validity and reliability of the research instrument is the basis for the research instrument used to show the quality of the research data which shows that all the questions as the main research instrument are valid and reliable. Then, from these data, the initial step taken is the preparation of an alternative strategy for the company which shows a combination of alternative strategies. namely SO strategy, WO strategy, ST strategy and WT strategy, which will then be selected based on the results of SWOT quadrant which will be calculated in the next analysis.

**Table 1. Alternative Strategies at PT Guten Inc**

<div>EFAS</div> <div>IFAS</div>	<b>Strength (S)</b> <ul style="list-style-type: none"> <li>- Reachable</li> <li>- Convenient outlet</li> <li>- Layout ease customers</li> <li>- Satisfying service</li> <li>- Quality products</li> </ul>	<b>Weakness (W)</b> <ul style="list-style-type: none"> <li>- No solid branding</li> <li>- The outlet still unfamiliar</li> <li>- Fast changing of product trends(Unfashionable)</li> <li>- Expensive price</li> <li>- Lack of promotional facilities</li> </ul>
---------------------------------	---	---

<b>Opportunities (O)</b> <ul style="list-style-type: none"> <li>- Potential target market</li> <li>- too many competitors</li> <li>- Outlet becomes reference for consumer</li> <li>- Opportunity to expand outlets</li> <li>- High Consumer Expectations</li> </ul>	<b>SO strategy</b> <ul style="list-style-type: none"> <li>- Increase Brand Awareness</li> <li>- Promotion Program to increase customer satisfaction</li> <li>- Considering to open new outlet</li> <li>- Define premium products</li> <li>- Increasing value added product</li> </ul>	<b>WO strategy</b> <ul style="list-style-type: none"> <li>- Increase promotion</li> <li>- Determine pricing strategy with consideration on competitor prices</li> <li>- Perform event sales (Discount)</li> <li>- Sales perform based on the most profitable segment</li> </ul>
<b>Threats (T)</b> <ul style="list-style-type: none"> <li>- Unstable consumer loyalty</li> <li>- consumer can buy similar products at other outlets</li> <li>- getting low prices principle on consumers</li> <li>- Customer complain</li> <li>- Customer disappointment gives negative response</li> </ul>	<b>ST strategy</b> <ul style="list-style-type: none"> <li>- Implementing an effective promotional strategy</li> <li>- Carry out promotional events by giving special discounts</li> <li>- Improve customer service by leveraging social media</li> </ul>	<b>WT strategy</b> <ul style="list-style-type: none"> <li>- Increase responsiveness in dealing with customer complaints</li> <li>- Changing sales of products demanded by the market at competitive prices</li> <li>- Keep doing an effective promotion</li> </ul>

### SWOT Analysis Calculation

The first step in calculating SWOT analysis is determining SWOT diagram. In determining SWOT diagram, calculation steps applied in line with the steps of SWOT calculation technique with the following stages:

#### 1. Valuation

Based on the results of study, the valuation of strengths, weaknesses, opportunities and threats produces values as shown in table 2, table 3, table 4 and table 5 as follows:

**Table 2. Strength Value of PT Guten.Inc**

No	Indicators	Total	Weight
1	Reachable	189	3,8
2	Convenient outlet	190	3,8
3	Layout ease customers	184	3,7
4	Satisfying service	191	3,8
5	Quality products	192	3,8
Weight average			3,78

**Table 3. Weaknesses Value of PT. Guten. Inc**

No	Indicators	Total	Weight
1	No solid branding	132	2.6
2	The outlet still unfamiliar	142	2.8
3	Fast changing of product trends(Unfashionable)	145	2,9
4	Expensive price	163	3.3
5	Lack of promotional facilities	152	3.0
Weight avarange			2.92

**Table 4. Opportunity Value of PT. Guten.Inc**

No	Indicators	Total	Weight
1	Potential target market	163	3,3
2	too many competitors	103	2,1
3	Outlet becomes reference for consumer	156	3,1
4	Opportunity to expand outlets	157	3,1
5	High Consumer Expectations	155	3,1
Weight avarange			2,94

**Table 5. Threats Value of PT Guten.Inc**

No	Indicators	Total	Weight
1	Unstable consumer loyalty	145	2.9
2	consumer can buy similar products at other outlets	101	2.0
3	getting low prices principle on consumers	116	2.3
4	Customer complain	104	2.1
5	Customer disappointment gives negative response	116	2.3
Weight avarange			2,23

After valuation of strengths, weaknesses, opportunities and threats, then data analysis continued to determining the item values for internal factors and external factors which produce values data as shown in table 6 and table 7 as follows:

**Table 6. Internal Factor Item Weight PT. Guten.Inc**

No	Indicators	Weight	Weight Items
<b>STRENGTH</b>			
1	Reachable	3,8	0,11
2	Convenient outlet	3,7	0,11
3	Layout ease customers	3,8	0,11
4	Satisfying service	3,8	0,11
5	Quality products	3,8	0,11
<b>WEAKNESS</b>			
1	No solid branding	2.6	0,10
2	The outlet still unfamiliar	2.8	0,06
3	Fast changing of product trends(Unfashionable)	2,9	0,09
4	Expensive price	3.3	0,09
5	Lack of promotional facilities	3.0	0,01
Total			1,00

**Table 7. Weight Of Items of The External Factor PT. Guten.Inc**

No	Indicators	Weight	Weight Items
<b>OPPORTUNITIES</b>			
1	Potential target market	3,3	0,1
2	too many competitors	2,1	0,1
3	Outlet becomes reference for consumer	3,1	0,1
4	Opportunity to expand outlets	3,1	0,1
5	High Consumer Expectations	3,1	0,1
<b>THREATS</b>			
1	Unstable consumer loyalty	2.9	0,1
2	consumer can buy similar products at other outlets	2.0	0,1
3	getting low prices principle on consumers	2.3	0,1
4	Customer complain	2.1	0,1
5	Customer disappointment gives negative response	2.3	01
Total			1,0

## 2. Rating

Rating was conducted by confirming the internal and external influences that the company has from management perspective, this is to find out what is the perception of management internally with the assumption that the party who best understands the condition of company is the management of the company itself. From the results obtained, the analysis was then carried out



to produce the IFAS value and the EFAS value, the analysis was applied by adding the value of the item with the rating determined by management.

**Table 8 Determination of rating factors for Internal and External Factors of PT.Guten.Inc**

No	Indicator	Rating
<b>Strenght</b>		
1	Reachable	4
2	Convenient outlet	3
3	Layout ease customers	4
4	Satisfying service	4
5	Quality products	4
<b>Weakness</b>		
1	No solid branding	2
2	The outlet still unfamiliar	2
3	Fast changing of product trends(Unfashionable)	1
4	Expensive price	4
5	Lack of promotional facilities	4
<b>Opportunities</b>		
1	Potential target market	3
2	too many competitors	4
3	Outlet becomes reference for consumer	3
4	Opportunity to expand outlets	3
5	High Consumer Expectations	4
<b>Threats</b>		
1	Unstable consumer loyalty	2
2	consumer can buy similar products at other outlets	4
3	getting low prices principle on consumers	2
4	Customer complain	3
5	Customer disappointment gives negative response	4

### 3. Drafting of Internal and External Strategy at PT. Guten.Inc

The value of the Internal Factors Analysis Strategy (IFAS) and the value of the External Factors Analysis Strategy are vital values in SWOT analysis because this value will determine the intersection value which shows the current strategic position of the company. From the results of research data processed, the IFAS value and the EFAS value of PT. Guten Inc as shown in table 9 and table 10 below:

**Tabel 9. Internal Strategy Factor Analysis**

No	Indicators	Weight Items	Rating	Weight Items X Rating
<b>Strenghts</b>				
1	Reachable	0,1125	4	0,44
2	Convenient outlet	0,1131	3	0,34
3	Layout ease customers	0,1095	4	0,44
4	Satisfying service	0,1137	4	0,45
5	Quality products	0,1143	4	0,46
<b>Weakness</b>				
1	No solid branding	0,0970	2	0,19
2	The outlet still unfamiliar	0,0613	2	0,12
3	Fast changing of product trends(Unfashionable)	0,0929	1	0,09
4	Expensive price	0,0935	4	0,37

5	Lack of promotional facilities	0,0923	4	0,37
TOTAL				3,29

From the table above, it can be seen that the IFAS value of PT Guten Inc is 3.29, this indicates that PT Guten In has strong to very strong internal factors.

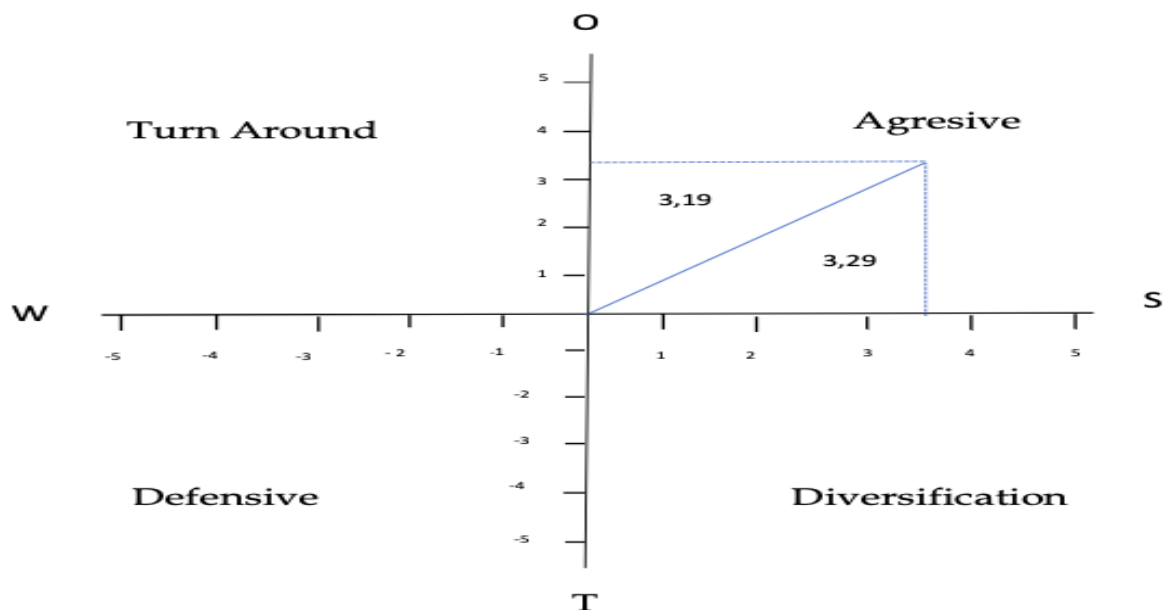
**Tabel 10. Eksternal Strategy Factor Analysis**

No	External Strategy Factors	Weight Items	Rating	Weight Items x Rating
<b>Opportunities</b>				
1	Potential target market	0,1003	3	0,30
2	too many competitors	0,1079	4	0,43
3	Outlet becomes reference for consumer	0,1102	3	0,33
4	Opportunity to expand outlets	0,1239	3	0,37
5	High Consumer Expectations	0,1155	4	0,46
<b>Threats</b>				
1	Unstable consumer loyalty	0,1102	2	0,22
2	consumer can buy similar products at other outlets	0,0767	4	0,31
3	getting low prices principle on consumers	0,0881	2	0,18
4	Customer complain	0,0790	3	0,24
5	Customer disappointment gives negative response	0,0881	4	0,35
TOTAL				3,19

Table 10. shows the EFAS value of PT Guten Inc is 3.19, it proves that PT Guten In has a strong to very strong External factor.

#### 4. SWOT diagram (Strength, Weakness, Opportunity, Threats)

Based on PT Guten.Inc's IFAS rating value of 3.29 which indicates the strength of the internal factors owned by the company and the EFAS rating value of PT Guten.Inc of 3.19 which also shows the strength of external factors owned by the company, a SWOT diagram can be prepared. PT.Guten Inc as follows:



**Figure 1. PT Guten Inc's SWOT diagram**



Results of the research data calculation, calculation table shows data which can be described in SWOT diagram for PT Guten Inc. From the SWOT diagram above, it shows that currently PT Guten Inc is in the upper right quadrant which is a diagram showing that the company can take SO (Strength Opportunity) strategy, which is a strategy implemented by using the power to manage opportunities the Company has. From the SWOT diagram, it shows that business managed by PT Guten Inc is a good business and can carry out aggressive activities or strategies, this is according to what Rangkuti (2016) said that if the result of SWOT diagram shows the position of company is in the quadrant (one), the company can adopt strategy that supports the aggressive strategy. So by referring to the IFAS and EFAS tables that have been prepared previously, PT Guten Inc can take SO strategy with the following details:

- 1) Increase Brand Awareness
- 2) Promotion Program To increase customer satisfaction
- 3) Considering to expand new outlet
- 4) Define premium products
- 5) Increasing the value added product

## **5. Discussion**

The results of this study indicate that results of SWOT analysis show that PT Guten.Inc has an IFAS value (internal Factor Analysis Strategy) with value of 3.29 and an EFAS (External Factor Analysis Strategy) value with a value of 3.19 the intersection of the IFAS value with the EFAS value on the SWOT diagram produces point of intersection in quadrant 1 which indicates that PT Guten Inc has high strength with high opportunity, this shows that PT Guten Inc is in position that provides opportunity for the company to be able to take an aggressive strategy.

Empirical facts show that PT Guten Inc is able to market its products well by targeting youth segment. This success is inseparable from the basic development of PT Guten Inc which started from Bandung City as the centre point of fashion in Indonesia. This effect found from the results of dialogue with respondent which made the basis of PT Guten Inc in Bandung City as the reason why they choose to shop at PT Guten Inc.

The alternative SO strategy which is the conclusion of SWOT analysis as an alternative strategy that should be taken by the company shows that PT Guten Inc has the opportunity to be more advanced and develop in Makassar City in terms of aggressive strategies, so the company has chance to open new outlets so that the Company can reach a wider target market and bring the company closer to consumers.

## **CONCLUSION**

SWOT calculation results show that position of the intersection between the IFAS value and the EFAS value shows the position is in a point that it is in the right quadrant, namely the aggressive point. Based on the results as stated in point one above, the right strategy for PT Guten Inc is an SO

strategy, which is a combination of strengths and opportunities where the company can take advantage of existing opportunities by using its strengths.

## REFERENCES

- Ansoff, H. I., Kipley, D., Lewis, A. O., Helm-Stevens, R., & Ansoff, R. (2018). *Implanting strategic management*. Springer.
- Beloborodko, A., Romagnoli, F., Rosa, M., Disanto, C., Salimbeni, R., Karlsen, E. N., ... & Blumberga, D. (2015). SWOT analysis approach for advancement of waste-to-energy cluster in Latvia. *Energy Procedia*, 72, 163-169.
- David, F. R., Creek, S. A., & David, F. R. (2019). What Is the Key to Effective SWOT Analysis, Including AQCD Factors. *SAM Advanced Management Journal*, 84(1), 25.
- Fatimah, F. N. A. D. (2016). Teknik Analisis SWOT. Anak Hebat Indonesia.
- Fred R. (2010). *Strategic Management Concepts*. Translated by Dono
- Galib, M., & Hidayat, M. (2018). Analysis Of Company Performance Using The Balanced Scorecard Approach In. Bosowa Propertindo. *Seiko: Journal of Management & Business*, 2(1), 92-112.
- Gürel, E., & Tat, M. (2017). SWOT analysis: a theoretical review. *Journal of International Social Research*, 10(51).
- Hidayat, M., & Latief, F. (2018). Strategy For Increasing Hotel Residence With Swot Analysis. *Paradoks: Jurnal Ilmu Ekonomi*, 1(1), 15-27.
- Helms, M. M., & Nixon, J. (2010). Exploring SWOT analysis—where are we now?. *Journal of strategy and management*.
- Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regnér, P. (2016). *Strategisches Management*, 10. Aufl., Hallbergmoos.
- Karadakis, K., Kaplanidou, K., & Karlis, G. (2010). Event leveraging of mega sport events: a SWOT analysis approach. *International Journal of Event and Festival Management*.
- Kotler, P & Armstrong, G. (2008). *Marketing Principles*. Erlangga, Jakarta.
- Purwanto, Iwan. (2008). *Strategic Management*. Bandung: CV. Yrama Widya
- Pickton, D. W., & Wright, S. (1998). What's swot in strategic analysis?. *Strategic change*, 7(2), 101-109.
- Rangkuti, F. (2016). *SWOT Analysis: Business Case Dissecting Techniques - How to Calculate Weights, Ratings and OCAI*. Gramedia Pustaka Utama, Jakarta. Rangkuti, F. 2006.
- Rangkuti, Freddy. (2006). *SWOT Analysis: Techniques For Dissecting Business Cases*. Jakarta: PT. Gramedia Pustaka Utama.
- Rivai. (2013). *Manajemen Handbook*. Jakarta: PT. Raja Grafindo Persada
- Sammuto-Bonnici, T., & Galea, D. (2015). SWOT analysis. *Wiley Encyclopedia of Management*, 1-8.
- Sedarmayanti, H. J. (2019). *Manajemen Strategi*. First printings. Publisher: Refika Aditama, Jakarta
- Sugiyono, P. (2015). *Metode penelitian kombinasi (mixed methods)*. Bandung: Alfabeta.