

## ANALISIS SWOT DAN MATRIKS IE PADA STRATEGI PEMASARAN PT BUMI MULIA SEED

### *THE ANALYSIS OF SWOT AND IE MATRIX TOWARD MARKETING STRATEGY PT BUMI MULIA SEED*

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#### Abstrak

Penelitian ini bertujuan untuk mengetahui kondisi perusahaan PT Bumi Mulia Seed dari faktor internal maupun eksternal yang akan dijadikan sebagai perumusan perencanaan strategi pemasaran. Pada penelitian ini menggunakan metode kualitatif pendekatan deskriptif. Pengolahan data menggunakan matriks IFE, matriks EFE, CPM, matriks SWOT, matriks IE, dan QSPM. Teknik pengambilan data dengan menggunakan wawancara, observasi, dan dokumentasi.

Berdasarkan hasil analisis, matriks IFE dan EFE memperoleh skor 2,622 dan 2,861, menunjukkan posisi PT Bumi Mulia Seed pada analisis SWOT dan matriks IE berada di kuadran V. Kemudian menghasilkan tiga alternatif strategi yaitu penetrasi pasar, pengembangan produk, dan pengembangan pasar. Hasil dari QSPM, menunjukkan strategi penetrasi pasar merupakan strategi pemasaran yang tepat untuk PT Bumi Mulia Seed dengan skor 6,877. Strategi penetrasi yang dapat diterapkan dengan lebih meningkatkan promosi produk menggunakan sosial media dan website, bekerjasama dengan pemerintah dengan mengikuti program e-catalogue, dan dapat memanfaatkan mitra binaan di tiga provinsi sebagai langkah awal penjualan produk. Kemudian, menambah target pemasaran tiap tahunnya seperti menambah target pemasaran menjadi 6 provinsi dan seterusnya hingga pangsa pasar luar negeri.

*Keywords: Analisis SWOT, Strategi Pemasaran, SWOT matrix, IE matrix, CPM, QSPM.*

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#### Abstract

This study aims to determine the condition of the company PT Bumi Mulia Seed from internal and external factors that will be used in the formulation of marketing strategy planning. This research uses a qualitative descriptive approach. Data processing uses the IFE matrix, EFE matrix, CPM, SWOT matrix, IE matrix, and QSPM. Data collection techniques using interviews, observation, and documentation.

Based on the analysis results, the IFE and EFE matrix obtained scores of 2.622 and 2.861, indicating the position of PT Bumi Mulia Seed in the analysis of SWOT and IE matrix was in quadrant V. Then produced two alternative strategies, namely market penetration and product development. The results of the QSPM show that the market penetration strategy is the right marketing strategy for PT Bumi Mulia Seed gets a score of 6.877. A penetration strategy that can be implemented by further increasing product promotion using social media and websites, collaborating with the government by participating in the e-catalog program, and being able to take advantage of fostered partners in three provinces as an initial step in product sales. Then, adding marketing targets each year such as adding marketing targets to 6 provinces and so on, until foreign market shares.

*Keywords: SWOT Analysis, Marketing Strategy, SWOT matrix, IE matrix, CPM, QSPM.*

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#### 1. Pendahuluan

In this era of globalization, the development of science and technology is growing fast, this will have a positive impact on companies engaged in various industrial fields such as the trade and service industries. Of course, this does not rule out the possibility that these companies will compete with other companies that issue similar products. Therefore, company management must be able to process the company well. PT Bumi Mulia Seed is one of the companies developing its company by making products that able to compete with its competitors. PT Bumi Mulia Seed is a local Indonesian agribusiness company engaged in providing superior hybrid corn seeds.

In Indonesia, corn is the main food commodity after rice which has a strategic role in agricultural and economic development. The development of this commodity contributes to the supply of food, animal feed, and industrial

raw materials [1]. the main component of corn is 51% as animal feed rations, while for corn seed it is 11.47%, and for industrial needs, it is 21.24%. Thus, the role of corn is more as a feed ingredient. In Indonesia, nine provinces are the largest corn production centers based on land area and production, namely East Java, Central Java, Lampung, South Sulawesi, West Nusa Tenggara, North Sumatra, North Sulawesi, Gorontalo, and West Java [2].

With the high market demand for corn, PT Bumi Mulia Seed sees an opportunity to create an agribusiness company embroiled in providing hybrid corn seeds. For decades, UD Bumi Mulia has collaborated with several large national and international companies. In 2019, UD Bumi Mulia suffered a huffed loss. Those caused by damage to corn due to long queues that occur at the factory when they want to process the corn seeds. The imbalance between the excess corn harvest that occurs in the field and the inadequate corn processing land at the factory. Therefore, resulted in the obstruction of the corn processing process, losses for partner companies, and a reduction in the number of employees. The decrease in the number of employees and yields of PT Bumi Mulia Seed was caused by the amount of production at partner companies. Due to these losses and even not wanting to continue to depend on company partners, UD Bumi Mulia saw an opportunity to establish a processing plant seeds and independent companies with products that are not inferior to other large companies. Therefore, as a company these developing new products, PT Bumi Mulia Seed needs a plan to promote its products properly, that sales will not decline.

Based on the description above, the current situation forces companies to better plan and formulate marketing. To survive in today's competitive navel, by paying attention to environmental changes that can affect the company's marketing performance. Therefore, need an analysis that can have a positive impact on the company. SWOT analysis can be used as an evaluation material, the basis for the company, and to find out the opportunities that exist.

## **2. Theoretical Review**

### **2.1 Strategy Management**

Strategy is a game plan to get the goals that the business unit wants to achieve. Strategy can affect the long-term sustainability of the company which is oriented towards the future. Every business must devise a strategy to achieve its goals, which consists of a compatible marketing strategy and technology strategy as well as a sourcing strategy [3].

Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. Strategic management focuses on integrating management, marketing, finance and accounting, production and operations, research and development, and information systems to achieve organizational success [4].

### **2.2 Type of Strategic Management**

According to [4], type of strategic management is divided into 4 strategies and there are alternative strategies in it, there are:

1. Integration Strategies
  - a. Forward Integration
  - b. Backward Integration
  - c. Horizontal Integration
2. Intensive Strategies
  - a. Market Penetration
  - b. Market Development
  - c. Product Development
3. Diversification Strategies
  - a. Related Diversification
  - b. Unrelated Diversification
4. Defensive
  - a. Retrenchment
  - b. Divestiture
  - c. Liquidation

### **2.3 Marketing**

Based on the American Marketing Association (2016), Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for consumers, clients, partners, and society at large. Marketing management is the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value [3].

## 2.4 Marketing Strategy

According to David [4], marketing strategy is formulated to survive in a competitive environment on the organization. It must provide its target customers more value than is provided to them by its competitors. In terms of the marketing mix; that is, it involves determining the product features, price, communications, distribution, and services that will provide customers with superior value.

## 2.5 IFE and EFE Matrix

### 2.5.1 IFE Matrix

IFE matrix is evaluating its internal strengths and weaknesses (S and W). Where these factors relate to conditions that occur in the company, which also influence the formation of company decision making. These internal factors include all types of functional management: marketing, finance, operations, human resources, research and development, management information systems; and corporate culture [3].

### 2.5.2 EFE Matrix

EFE Matrix are influenced by opportunities and threats (O and T). External audits focus on identifying and evaluating events and trends beyond the company's control. Where these factors relate to macroeconomics forces and significant microeconomics factors. The purpose of an external audit is to develop a list of opportunities that can benefit the company and threats that the company must avoid [3].

## 2.6 Competitive Profile Matrix

CPM identifies a firm's major competitors and its particular strengths and weaknesses in relation to a sample firm's strategic position. The weights and total weighted scores in both a CPM and an EFE have the same meaning.

## 2.7 SWOT Analysis

SWOT analysis it's a way to monitoring the external and internal company. There is an evaluation regarding strengths, weaknesses, opportunities, and threat for the company [3].

## 2.8 IE Matrix

IE matrix is a combination of the total IFE weighted score on the x-axis and the total EFE weight score on the y-axis. The IE matrix can be divided into three parts which have different alternative strategies [4], namely:

1. In quadrants I, II, and IV are described as growth and build. A suitable strategy are market penetration, market development, and product development, backward integration, forward integration, and horizontal integration.
2. In quadrants III, V, and VII are described as hold and maintain. A suitable strategy is market penetration and product development.
3. In quadrants VI, VIII, and XI are described as harvest and divest. A suitable strategy is retrenchment and divestiture.

## 2.9 Quantitative Strategic Planning Matrix

According to David [4], the QSPM is a tool that allows strategies to evaluate alternative strategists objectively, based on previously identified external and internal key success factors. Determination of alternative strategies using the QSPM method is the Attractiveness Scores (AS) and Total Attractiveness Scores (TAS). Determination of alternative strategies shows that the alternative strategies are the most desirable by respondents. The alternative strategy with the highest TAS value is the recommended strategy for a business.

2.10 Theoretical Framework

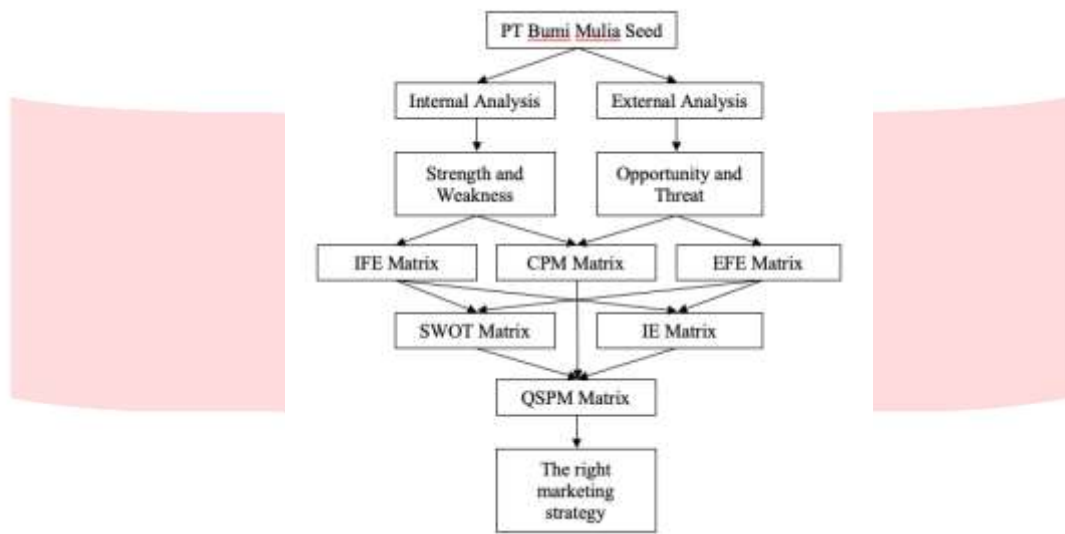


Figure 1 Theoretical Framework

2.11 Research Method

The method used is descriptive qualitative. Respondents in this study consisted of internal parties of PT Bumi Mulia Seed and external parties or competing companies. Internal parties of PT Bumi Mulia Seed involving directors, production managers, processing managers, marketing managers, research managers, administrative and financial managers. Meanwhile, external parties involved competing companies such as PT Pertani, PT Pandhega Nusa Brothers, and PT Tunas Widji Inti Nayottama. Then, analyzing the data with the IFE and EFE matrix, Competitive Profile Matrix, SWOT matrix, IE matrix, and Quantitative Strategic Planning Matrix.

3. Research Result and Discussion

3.1 Internal Analysis

The IFE matrix is a matrix that displays the internal factors that affect the organization, company, or industry in running their business. This IFE matrix is used to evaluate the internal factors of PT Bumi Mulia Seed. These internal factors are divided into strengths which are positive factors and weaknesses which are negative factors.

Table 1 IFE Matrix

Key Internal Factors	Weight	Rating	Weighted Score
<b>Strength</b>			
The price that goes into the pockets of the farmers is IDR 50,000	0,068	3	0,204
Caucasian disease-resistant product	0,082	4	0,328
Local products	0,072	3	0,216
Partners in 3 Provinces	0,099	3	0,297
Already using technology in the production process	0,049	3	0,147
Stronger family relationship within the company	0,088	3	0,264
Partners with more than 1000 farmers	0,101	3	0,303
Experience working with competitor companies	0,072	4	0,288
<b>Weakness</b>			
The marketing network is still narrow	0,070	2	0,140
Lack of company capital	0,058	2	0,116
The product is not yet known to the market	0,078	2	0,156

An organizational structure that is not well organized	0,057	1	0,057
Incomplete infrastructure	0,055	1	0,055
The quality of human resources is not competent cum the lack of bachelor's degrees	0,051	1	0,051
<b>Total of IFE Matrix</b>	<b>1,00</b>		<b>2,622</b>

Based on the IFE matrix in table 1, it can see that the total score obtained by PT Bumi Mulia Seed for internal factors is 2.622. The strength factor that has the biggest role is Caucasian disease-resistant products with a score of 0.328. From the IFE matrix above, it can also see that the biggest weakness factor for PT Bumi Mulia Seed is that the product is not yet known to the market with a score of 0.156.

### 3.2 External Analysis

The EFE matrix is a matrix that displays external factors that affect the organization, company, or industry in running their business. The EFE matrix is used to evaluate the external factor of industry, in this study the company PT Bumi Mulia Seed. These external factors are divided into opportunities which are positive factors and threats which are negative factors.

Table 2 EFE Matrix

Key Internal Factors	Weight	Rating	Weighted Score
<b>Opportunities</b>			
Farmers need continuous demand for seeds	0,208	4	0,832
Knowing the land for seed production cooperation	0,132	4	0,528
There is government support to raise national companies (Love domestic products)	0,160	3	0,480
The number of financing programs from banks for business capital	0,125	3	0,375
<b>Threats</b>			
Farmer's trust imported products more than domestic product	0,139	2	0,278
Competitor companies have been managing the market share	0,132	2	0,264
Many competing companies	0,104	1	0,104
<b>Total of EFE Matrix</b>	<b>1,00</b>		<b>2,861</b>

Based on the EFE matrix in table 2, it can see that the total score obtained by PT Bumi Mulia Seed for external factors is 2.861. The opportunity factor that has the biggest role is the demand for seeds constantly needed by farmers with a score of 0.832. From the EFE matrix above, it can also see that the biggest threat factor for PT Bumi Mulia Seed is that farmers trust imported products more than domestic products with a score of 0.278.

### 3.3 Competitive Profile Matrix

The CPM is used to compare the company's position with competing companies. In this study, the competitor companies of PT Bumi Mulia Seed are PT Tunas Widji Inti Nayottama, PT Pertani, and PT Pandhega Nusa Brothers. The weighting and assessment of the CPM matrix is based on data collection obtained by researchers from interviews and discussions with internal parties of PT Bumi Mulia Seed. In the weighted value, the source provides numbers by sorting from the highest to the lowest according to the number of elements. In rating, given a rating of 1-4 on each item.

Table 3 Competitive Profile Matrix

Key Factors	Weight	PT Bumi Mulia Seed		PT Tunas Widji Inti Nayottama		PT Pertani		PT Pandhega Nusa Bersaudara	
		Rating	Weight Score	Rating	Weight Score	Rating	Weight Score	Rating	Weight Score
Product price	0,127	4	0,508	2	0,216	4	0,324	1	0,108

Product quality	0,198	4	0,792	3	0,360	3	0,190	3	0,360
Production technology	0,093	4	0,372	4	0,296	3	0,099	3	0,297
Social media for product promotion	0,123	3	0,369	3	0,297	2	0,099	4	0,396
Well-known brand	0,191	2	0,382	4	0,342	3	0,456	3	0,342
Following government projects	0,046	2	0,092	3	0,426	3	0,568	3	0,426
Human Resource education background	0,068	1	0,068	4	0,616	3	0,616	4	0,616
Human resource skill	0,154	3	0,462	3	0,492	3	0,492	3	0,492
Total	1,00		3,045		3,145		3,004		3,037

Based on the CPM table in table 3, it can see that PT Bumi Mulia Seed has a weak level of competitive competence with a total score of 3,045. The results of the CPM show that PT Bumi Mulia Seed has a weak level of competitive competence with a total score of 3,045, when compared to PT Tunas Widji Inti Nayottama which gets a score of 3,145. However, PT Bumi Mulia Seed has a higher level of competitive competence than PT Pandhega Nusa Bersaudara and PT Pertani.

### 3.4 SWOT Matrix

SWOT matrix is a systematic identification of various factors to formulate corporate strategy. This matrix is compiled based on thinking that it can maximize strengths and opportunities, but at the same time minimize weaknesses and threats. The preparation of the SWOT matrix is based on data collection obtained by researchers from various sources.

Table 4 SWOT Matrix

	Strength	Weakness
	(S1) The price that goes into the pockets of the farmers is IDR 50,000	(W1) The marketing network is still narrow
	(S2) Caucasian disease-resistant product	(W2) Lack of company capital
	(S3) Local products	(W3) The product is not yet known to the market
	(S4) Partners in 3 Provinces	(W4) An organizational structure that is not well organized
	(S5) Using technology in the production process	(W5) Incomplete infrastructure
	(S6) Stronger family relationship within the company	(W6) The quality of human resources is not competent cum the lack of bachelor's degrees
	(S7) Partners with more than 1000 farmers	
	(S8) Experience working with competitor companies	
Opportunities	SO	WT
(O1) Farmers need continuous demand for seeds	1. Cooperation with the government to increase market share (S3, O3)	1. Approaching farmers assisted by competing companies (W1, W3, O1, O4)

(O2) Knowing the land for seed production cooperation

(O3) The government support to raise national companies (Love domestic products)

(O4) The number of financing programs from banks for business capital

**Threats**

(T1) Farmer's trust imported products more than domestic product

(T2) Competitor companies have been managing the market share

(T3) Many competing company

2. Aiming for foreign market share (S1, S2, S3, S5, O2, O3)	2. Conduct massive promotions and education online and offline (W1, W3, O4)
3. Marketing products to the three provinces of the fostered partners (S4, O1, O2)	3. Apply for bank credit for company expansion (W3, O1)
4. Seize the marketing land of competitor companies (S8, O2)	
<b>ST</b>	<b>WT</b>
1. Increase market share by utilizing product promotions through social media (S5, T2)	1. Offering new cooperation schemes that are more profitable for farmers (W1, W3, T1, T2)
2. Improve product quality at an affordable price (S1, S2, S3, T1)	

**3.5 IE Matrix**

Based on the analysis of the internal and external environment using the IFE and EFE matrices, the score for the IFE matrix is 2.622 and the score for the EFE matrix is 2.861. From the score obtained from the IFE matrix and the EFE matrix, the IE matrix can be arranged.

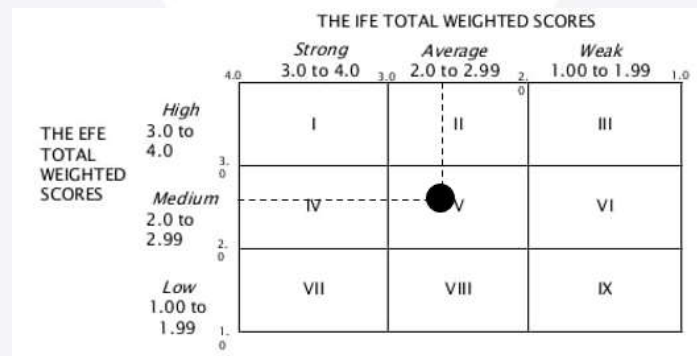


Figure 2 IE Matrix

From Figure 4.6, it can see that PT Bumi Mulia Seed is in quadrant V in the IE matrix. Based on the IE matrix theory, it states that the appropriate strategy for quadrant III, V, and VII positions are the hold and maintain strategy (market penetration and product development). In market penetration, PT Bumi Mulia Seed can take advantage of it by marketing its products to the three targeted provinces, participating in government programs by participating in the e-catalogue, and promoting products to foreign market shares. In product development, PT Bumi Mulia Seed can take advantage of it by improving product quality that is no less superior than competitor companies at affordable prices.

**3.6 Quantitative Strategic Planning Matrix**

The purpose of the QSPM compiled by the researcher is to determine the best alternative strategy for PT Bumi Mulia Seed, then calculating the strategy with the highest score, the strategy with the highest score is chosen. Figure 2, is the result of the QSPM assessment involving market penetration strategy, product development strategy, and market development.

Table 5 Quantitative Strategic Planning Matrix

Key Factors	Weight	Alternative Strategy 1 (Market Penetration)		Alternative Strategy 2 (Product Development)		Alternative Strategy 3 (Market Development)	
		AS	TAS	AS	TAS	AS	TAS
<b>Strength</b>							

The price that goes into the pockets of the farmers is IDR 50,000	0,068	4	0,272	4	0,300	4	0,272
Caucasian disease-resistant product	0,082	4	0,328	4	0,252	4	0,328
Local products	0,072	4	0,288	4	0,288	4	0,288
Partners in 3 Provinces	0,099	4	0,396	2	0,198	4	0,396
Using technology in the production process	0,049	2	0,098	4	0,196	3	0,147
Stronger family relationship within the company	0,088	1	0,088	1	0,088	1	0,088
Partners with more than 1000 farmers	0,101	4	0,404	2	0,202	4	0,404
Experience working with competitor companies	0,072	2	0,144	2	0,144	2	0,144
<b>Weakness</b>							
The marketing network is still narrow	0,070	4	0,280	2	0,140	4	0,280
Lack of company capital	0,058	3	0,174	4	0,232	3	0,174
The product is not yet known to the market	0,078	4	0,312	3	0,234	4	0,312
An organizational structure that is not well organized	0,057	1	0,057	1	0,057	1	0,057
Incomplete infrastructure	0,055	1	0,110	3	0,165	2	0,110
The quality of human resources is not competent cum the lack of bachelor's degrees	0,051	1	0,051	3	0,153	2	0,102
<b>Total</b>	1,00		3,002		2,697		3,102

Key Factors	Weight	Alternative Strategy 1 (Market Penetration)		Alternative Strategy 2 (Product Development)		Alternative Strategy 3 (Market Development)	
		AS	TAS	AS	TAS	AS	TAS
<b>Opportunities</b>							
Farmers need continuous demand for seeds	0,208	4	0,832	2	0,416	3	0,624
Knowing the land for seed production cooperation	0,132	4	0,528	4	0,528	4	0,528
The government support to raise national companies (Love domestic products)	0,160	4	0,640	3	0,480	4	0,640
The number of financing programs from banks for business capital	0,125	3	0,375	3	0,375	3	0,375
<b>Threats</b>							
Farmer's trust imported products more than domestic product	0,139	4	0,556	4	0,556	4	0,556
Competitor companies have been managing the market share	0,132	4	0,528	2	0,264	4	0,528
Many competing company	0,104	4	0,416	2	0,208	4	0,416



<b>Total</b>	1,00		3,875		2,827		3,667
<b>Total QSPM</b>	2,00		6,877		5,524		6,769

Based on the results of the QSPM in table 4.7, it can see that the alternative strategies that follow the current condition of PT Bumi Mulia Seed are market penetration strategies and market development strategies. The alternative market penetration strategy scored 6,877, followed by the market development strategy with a score of 6,769, and the last alternative strategy was product development strategy with a score of 5,524. The penetration strategy with a score of 0.832 is the demand for seeds that farmers continue to need. While the market development strategy with a score of 0.640 is the government support to raise national companies (Love domestic products), and the product development strategy with a score of 0.556 is that farmers trust imported products more than the local product.

#### 4. Conclusion and Discussion

From the research that has been done by the author, on the marketing strategy of PT Bumi Mulia Seed. The following conclusions are obtained:

1. Based on the Internal Factor Evaluation (IFE) matrix, the total score obtained by PT Bumi Mulia Seed for internal factors is 2,622. Meanwhile, in the External Factor Evaluation (EFE) matrix, the total score obtained by PT Bumi Mulia Seed for external factors is 2.861.
2. The obtained CPM states that PT Bumi Mulia Seed has a weak level of competitive competence with a total score of 3,045, when compared to PT Tunas Widji Inti Nayottama. However, PT Bumi Mulia Seed has a higher level of competitive competence than PT Pandhega Nusa Bersaudara and PT Pertani.
3. Based on the strategy formulation that has been carried out using three tools (SWOT matrix, IE matrix), the alternative strategies that are suitable for PT Bumi Mulia Seed are market penetration, product development, and market development.
4. Based on the results of the Quantitative Strategic Planning Matrix (QSPM), it can find that the alternative strategy that suits the current condition of PT Bumi Mulia Seed is market penetration.

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