

MARKETING STRATEGY OF SHREDDED CHILI PRODUCTS PT EVIA MAJU BERSAMA, BOGOR, WEST JAVA

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Abstract

This research is backgrounded by the processing of chili as an alternative to extending the shelf life of chili and PT. Evia Maju Bersama is one of the businesses engaged in the production and trade of processed chili into shredded chili. Until now, the company continues to strive to market its products even though there are several obstacles faced, such as promotional activities carried out not running well, experiencing a decrease in sales due to lifestyle changes, competition with similar companies and the income received did not reach the target. Based on these problems, this study aims to, 1) identify internal and external factors that affect the marketing of PT Evia Maju Bersama, 2) find out the position of PT Evia Maju Bersama based on internal and external factors, 3) Develop alternative product marketing strategies that can be applied, and 4) determine the priorities of marketing strategies that are in accordance with PT Evia Maju Bersama.

The results of this study found that based on the IFE matrix, 6 strengths and 6 weaknesses could be identified with a total score of 2,843 for internal factors and 2,997 for external factors. The total score results on the IFE and EFE matrices positioned in the IE matrix on cell V belong to the category of held and guarded positions. The SWOT matrix produces 5 alternative marketing strategies that companies can apply. The results of the QSPM matrix analysis show that the strategies that are the top priority to be implemented are carrying out product promotion activities through social media and *marketplaces*, and building a brand image through *personal selling*, *direct marketing*, and online promotion.

Keywords: Shredded Chili Evia; Marketing Strategy; SWOT; QSPM; PT. Evia Maju Bersama

INTRODUCTION

PT. Evia Maju Bersama is one of the SMEs that has the main products, namely processed chili such as shredded chili, chili oil, and chili powder. Advantages of PT. In addition to already having MUI halal certification, the products produced are also without preservatives, flavor enhancers, and additional dyes. PT. Evia sells her products still directly to the end consumer. So far, the company has focused on marketing its products in the Jabodetabek area. PT. Evia also utilizes information technology in marketing its products such as placing advertisements through the marketplace. However, marketing through the marketplace did not go well because the number of people who saw and

responded was small, so it became not optimal. PT. Evia is known to have 5 competitors who are in the same marketing area. Such competitors offer similar products at more expensive prices and more diverse variants. With the increasing number of chili products in circulation, the number of sales of SHREDDED PRODUCTS OF PT. Evia experiences fluctuations that tend to decrease. In 2019, the number of chili shredded sales reached 7,400 bottles, then in 2020, there was the largest decline, which was only 4,800 bottles. Apart from the presence of competitors in the same marketing area, lifestyle changes due to the pandemic also affect the decline in product sales. People's lifestyles become all-around at home causing a decrease in consumer purchasing power and a decrease in the value of income received by PT. Evia.

Based on this description, the research on the marketing strategy of PT. Evia Forward Together needs to be done. This study aims to, 1) identify internal and external factors that influence the marketing success of PT. Evia Maju Bersama, 2) analyzes the position of PT. Evia is currently based on internal and external factors, 3) formulating alternative marketing strategies that can be applied, as well as 4) determining the priorities of marketing strategies that are in accordance with PT. Evia. The limitations of this study discuss marketing strategies seen based on STP (*Segmentation, Targeting, Positioning*) and 7P (*Product, Price, Place, Promotion, People, Physical Evidence, Process*)

RESEARCH METHODS

Research Time and Location

This research was conducted at PT. Evia Maju Bersama, Jalan Dago Raya KM 02, Kabasiran, Parung Panjang District, Bogor, West Java. Data collection was carried out in October 2020-May 2021.

Data Types and Sources

The types and sources of data used in this study are primary data and secondary data. Primary data is in the form of interviews and questionnaires with speakers. Secondary data in the form of literature studies and related theories.

Data Analysis

Descriptive Analysis

An analysis is used to explain descriptively the data and information that has been obtained. This study is used to describe an overview, information regarding the internal and external environment that affects marketing, as well as matters related to the company.

IFE and EFE Matrix Analysis

Steps that can be taken in developing IFE and EFE matrices:

1. Make a list of key internal and external factors that include strengths and weaknesses as well as opportunities and threats affecting the company.
2. Give weight to every factor ranging from unimportant to very important.
3. Give a rating on each internal and external factor between 1-4. On the IFE matrix, rank 4 indicates the main strength, rank 3 indicates small strength, rank 2 indicates small weakness, and rank 1 indicates major weakness. In the EFE matrix, rank 4

indicates superior, rank 3 indicates above average, rank 2 indicates average, and rank 1 indicates poor.

4. Multiplies each weight by its rating to determine the weighted score of each variable.
5. Sum the weighted scores of each variable to determine the weighted total score for that company.

IE Matrix Analysis

The IE matrix is divided into three large parts with different strategy implications, namely (1) cells I, II, and IV to grow and wake up; (2) cells III, V, and VII for restrained and guarded strategies; cells VI, VIII, and IX as harvest and divestment.

SWOT Matrix Analysis

The SWOT matrix consists of nine cells, including four key cell factors, four cell strategies, and one cell always empty (top-left cell). There are eight steps to constructing a SWOT matrix (David, 2016), including:

1. List key external opportunities and threats
2. List key internal strengths and weaknesses
3. Matching internal forces with external opportunities and recording the resultant S-O strategy in the corresponding cells
4. Match internal weaknesses with external opportunities and record W-O strategy results
5. Matching internal forces with external threats and recording the resultants of S-T strategies
6. Match internal weaknesses with external threats and record the results of the W-T strategy

QSPM Matrix Analysis

This matrix is basically for determining the priorities of alternative strategies. There are 6 steps in developing the QSPM matrix including the following:

1. List strengths and weaknesses, as well as opportunities and threats in the left column of the QSPM
2. Entering weights for each internal and external key factor
3. Testing matching stage matrices (stage 2) and identifying alternative strategies that organizations should consider implementation
4. Determining the *Attractive Score* (US), determined by showing the relative attractiveness of each other strategy. The value of Attraction includes 1 = unattractive, 2 = somewhat attractive, 3 = quite interesting, and 4 = very attractive
5. Calculates the total *attractiveness* score (TAS), which is the result of the multiplication of weights with THE US.

RESULTS AND DISCUSSION

Based on the results of the internal environment that have been identified, factors are obtained that are the strengths and weaknesses of PT. Evia which is then arranged in

the IFE matrix. There are 6 key factors that are strengths and 6 key factors that are weaknesses. Based on the calculation of the IFE matrix, a score was obtained on the strength factor of 2.184, while the score for the weakness factor was 0.659. This shows that PT. Evia has greater strengths than weaknesses and this also shows that the company has a strong internal position because the total score is >2.5 . Based on the results of the external environment that have been identified, factors are obtained that are opportunities and threats of PT. Evia is then arranged in the EFE matrix. There are 7 key factors that become opportunities and 5 key factors that become threats. Based on the results of EFE calculations, an opportunity score of 1.999 was obtained, while the score for the threat factor was 0.998. This shows that the company responds well to opportunities and threats because the total score is >2.5 .

Furthermore, the results obtained from the IFE and EFE matrices are arranged to the IE matrix. Based on the mapping results of the IE matrix, it is known that the total score obtained by the IFE matrix is 2,843 and the total score of the EFE matrix is 2,997. Each of the total scores is mapped in predetermined cells in the IE matrix and obtained the company's position is in cell V where the company is in good shape with the best strategy to implement is the strategy of being held and maintained using a strategy of market penetration and product development. Then the strategy is reanalyzed using a SWOT analysis to be developed.

SWOT matrices are used to obtain alternative strategies based on key internal and external factors developed. These alternatives contain alternative S-O, W-O, S-T, and W-T strategies. Based on the SWOT matrix, 4 types of strategies are obtained. These strategies include the S-O strategy, namely building a brand image through personal selling, direct marketing, and online promotion, the W-O strategy, which is to expand the heating network through cooperation with kiosks in the Jabodetabek area as an intermediary, the S-T strategy is to develop innovative flavor variants of shredded products and maximize semi-finished products, and the W-T strategy is to carry out product promotion activities through social media and *marketplaces*.

Prioritization of the strategy is carried out using the QSPM matrix. The strategy that has the highest TAS value indicates that the strategy is a priority to implement compared to other strategies. The results of PT Evia's total attractiveness value (TAS) sequentially derived from the marketing strategy of chili products are:

Table 1. Priority of PT. Evia Advances Together

No	Strategy	Value
1	Conducting product promotion activities through social media and <i>marketplaces</i> (Market Penetration)	6,738
2	Building a brand image through <i>personal selling</i> , <i>direct marketing</i> , and <i>online</i> promotion (Market Penetration)	6,304
3	Expanding marketing network through cooperation with kios in Jabodetabek area as a marketing intermediary (Market Penetration)	5,827
4	Developing innovative flavor variants of Shredded Chili products (Product Development)	5,752
5	Maximizing inventory of semi-finished products (Market Penetration)	4,846

Source: The data is processed. 2021

CONCLUSIONS AND SUGGESTIONS

The conclusion of this study is at the input stage of PT. Evia Maju Bersama has 12 internal factors and 12 external factors. The main strength is that the product does not use preservatives, flavor enhancers, and artificial dyes, while the main drawback is that the promotional cost budget is limited. The main opportunity is that the taste of spicy food is favored by the community, while the main threat faced is weather changes resulting in a reduced supply of chili raw materials. Based on the IE matrix, PT. Evia is in cell V where the company is in good condition. A commonly used strategy is a restrained and guarded strategy. The formulation of alternative strategies on the SWOT matrix produces 5 alternative strategies that can be implemented by PT. Evia. At the decision stage based on the QSPM matrix, the strategy that becomes the main priority order is to carry out promotional activities through social media, build a brand image, expand marketing networks through cooperation, develop flavor variant innovations, and maximize the inventory of semi-finished products.

Suggestions that can be given in this study are, 1) PT. Evia needs to maintain the strength of the product in the company's marketing and overcome weaknesses related to promotion, 2) should be able to make the resulting alternative marketing strategy as a reference in making marketing decisions of PT. Evia, and 3) should be able to implement the top priorities of the resulting marketing strategy so that it is expected to reach a wider range of consumers and receive information faster.

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