



Marketing Management Analysis of CV Andhy Karya Products using Swot Method and Quantitative Strategic Planning Matrix (QSPM)

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Abstract: CV ANDHY KARYA is a metal casting and machinery company located in Klaten, Central Java, which experienced a decline in sales of palm oil machine spare parts and stove brackets during the period December 2023–February 2024. This study aims to identify internal and external factors affecting the company's marketing performance, formulate alternative marketing strategies, and determine the best strategic priority using SWOT analysis and the Quantitative Strategic Planning Matrix (QSPM). Data were collected through observation, interviews, and questionnaires distributed to 30 respondents. Data analysis used the Internal Factor Evaluation (IFE) matrix, External Factor Evaluation (EFE) matrix, IE matrix, SWOT matrix, and QSPM matrix. The analysis results showed that the total IFE score was 3.43 and EFE score was 2.10, placing CV ANDHY KARYA in quadrant IV of the IE matrix, a Growth and Build position. From eight alternative strategies formulated through SWOT analysis, the QSPM results indicated that the priority strategy is continuously developing product innovation and keeping up with the latest market information, with the highest Total Attractiveness Score (TAS) of 16.24. This study provides strategic recommendations for CV ANDHY KARYA to improve competitiveness and sales volume through product innovation and technology utilization.

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Introduction

Competition in Indonesia's manufacturing industry has intensified along with the wave of globalization that has driven the entry of foreign products into the domestic market. Small and medium

enterprises (SMEs) in the manufacturing sector are required to compete not only at the local level but also in broader markets. According to Nila Sartika Achmadi (2020), the rapid development of the manufacturing industry is one of the indicators of national economic growth that needs to be supported by appropriate business strategies.

Marketing management plays a strategic role in determining business success. Marketing is a managerial and social process that brings together the needs and desires of individuals and groups through creating and offering valued products (Ariyanti, 2020; Gunawan, 2020). Sari (2023) asserts that marketing strategy is a guideline for businesses to gain a competitive advantage in the market and is an indicator of the company's internal capability to sell products to consumers in accordance with external market opportunities.

CV ANDHY KARYA is a company engaged in metal casting and machining located in Senden, Ngawonggo, Ceper, Klaten, Central Java. The company produces palm oil machine spare parts and stove brackets using primary raw materials such as metal, cast iron, bronze, and chrome. Sales data show a significant declining trend: sales of palm oil machine spare parts dropped from 420 units in December 2023 to 298 units in February 2024, while stove bracket sales fell from 730 units to 558 units over the same period. The average monthly sales remained well below the established targets of 400 units/month for spare parts and 700 units/month for stove brackets.

This decline is attributed to increasing competition, inadequate digital promotional activities, limited distribution coverage, and low quality of human resources in the marketing area. As expressed by Ahmad Nurul Sabri (2020), business growth in the face of business competition in Indonesia is a challenge that requires a well-structured and mature marketing strategy.

To address these issues, a comprehensive strategic analysis is needed. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is an approach that has proven effective in identifying a company's strategic position (Rangkuti, 2006). Furthermore, the Quantitative Strategic Planning Matrix (QSPM) is used as a tool to objectively select the best strategy based on the results of SWOT analysis (David, 2012). The combination of both methods has been applied in various previous studies, including by Ariza Qanita (2020), Sindia Sari (2023), Afni Khadijah (2023), and Fadly Hanafi (2023), with results demonstrating their relevance and effectiveness in formulating business strategies for SMEs.

Based on the above conditions, this study aims to: (1) identify internal and external environmental factors affecting the marketing strategy of CV ANDHY KARYA; (2) formulate alternative marketing strategies based on SWOT analysis; and (3) determine priority marketing strategies using the QSPM matrix to increase product sales.

Research Methods

This research was conducted at CV ANDHY KARYA, Senden RT 07/RW 04, Ngawonggo, Ceper, Klaten, Central Java, during the period of March to April 2024. The type of research used is descriptive research with a mixed quantitative and qualitative approach, consistent with the approaches used in similar studies (Sindia Sari, 2023; Afni Khadijah, 2023).

Data Collection Techniques

Data were collected through three methods: (1) in-depth interviews with the production manager and marketing division of CV ANDHY KARYA; (2) direct observation of production and marketing activities; and (3) questionnaires distributed to 30 respondents consisting of owners, employees, and customers of CV ANDHY KARYA. The questionnaire used a Likert scale of 1–5 to measure the level of importance and strength of internal and external company factors.

Validity and Reliability Testing

The questionnaire was tested for validity and reliability using SPSS 23.0 software. The r-count value was compared with the r-table value ($df = n-2 = 28$) of 0.361. Reliability testing used Cronbach's Alpha; the results for external factors showed an Alpha value of 0.564, with all 10 questionnaire items declared valid ($r\text{-count} > 0.361$). This is consistent with questionnaire validity standards in marketing strategy research (Audia Nur Safitri, 2023; Dicki Prayudi, 2022).

Data Analysis

Data analysis was conducted in stages following the framework of Fred R. David (2012), which is also applied in previous studies (Ahmad Nurul Sabri, 2020; Imam Ramadani Nugroho, 2024):

- a. IFE Matrix (Internal Factor Evaluation): Identifies the company's internal strengths and weaknesses by assigning weight and rating to each factor, where total weight = 1.00 and score is calculated as weight × rating.
- b. EFE Matrix (External Factor Evaluation): Identifies external opportunities and threats using the same weighting method as the IFE.
- c. IE Matrix (Internal-External): Determines the company's strategic position based on total IFE and EFE scores on a 3×3 nine-cell matrix.
- d. SWOT Analysis: Formulates alternative SO, WO, ST, and WT strategies based on the results of the IFE and EFE matrices.
- e. QSPM Matrix (Quantitative Strategic Planning Matrix): Objectively evaluates and prioritizes alternative strategies based on the Attractiveness Score (AS) and Total Attractiveness Score (TAS = Weight × AS). The strategy with the highest TAS is the top priority.

Results and Discussion

Sales Data

Sales data from CV ANDHY KARYA for the period December 2023–February 2024 show a consistent declining trend. The monthly sales targets were 400 units for palm oil machine spare parts and 700 units for stove brackets; however, actual average sales only reached 267 units and 546 units per month respectively—well below the established targets. This condition indicates serious problems in the company's marketing management.

Table 1. Sales Data of CV ANDHY KARYA (December 2023 – February 2024)

No.	Month	Palm Oil Machine Spare Parts (units)	Stove Brackets (units)
1	December 2023	420	730
2	January 2024	350	645
3	February 2024	298	558
	Monthly Average	267	546
	Monthly Target	400	700

Source: Sales data of CV ANDHY KARYA, 2024

Identification of Internal and External Factors (SWOT)

Based on the results of interviews, observation, and questionnaires, the following SWOT factors were identified. The company's Strengths include: (1) good and consumer-oriented service; (2) diverse product types ranging from small to large sizes; (3) maintained product quality due to the use of high-quality raw materials such as metal, ductile iron (fcd), and cast iron; (4) affordable prices commensurate with material quality; and (5) pre-work briefings provided to employees. The identified Weaknesses are: (1) delays in raw material supply; (2) irregular product delivery schedules; (3) absence of internal problem evaluation; (4) inadequate human resource quality; and (5) insufficient digital promotional activities on social media.

Available Opportunities include: (1) development of industrial technology that facilitates the production process; (2) potential collaboration with government agencies and other companies; (3) growth of digital platforms for marketing; (4) continuously expanding target market; and (5) uniqueness of products with cultural value. Threats faced include: (1) emergence of new competitors; (2) abundance of similar products in the market; (3) instability of raw material prices; (4) lower-priced competitor products; and (5) changing consumer preferences toward new products. These findings are consistent with research by Ariza Qanita (2020) and Abyan Odhy Dzakwan (2020), which state that identification of internal and external factors is the primary foundation for formulating SME marketing strategies.

IFE and EFE Matrix Analysis

The IFE matrix calculation yielded a total score of 3.43, with the main strengths being affordable pricing (score 0.40) and good customer service (score 0.40), while the greatest weaknesses were raw material delivery delays and limited distribution coverage (each scoring 0.53). A total IFE score above



2.50 indicates that the company's internal position is relatively strong (David, 2012; Fadly Hanafi, 2023). The EFE matrix yielded a total score of 2.10, with the greatest opportunity being collaboration with government agencies and other companies (score 0.29), and the greatest threat being the emergence of new competitors (score 0.29). The lower EFE score indicates that the company has not yet optimally responded to available external opportunities, consistent with the findings of Audia Nur Safitri (2023) on coffee shops in Semarang with an EFE score of 2.870.

Table 2. Summary of IFE Matrix for CV ANDHY KARYA

Factor	Weight	Rating	Score
STRENGTHS			
Good customer service	0.10	4	0.40
Diverse product range	0.10	3	0.30
Maintained product quality	0.10	4	0.27
Affordable pricing	0.13	3	0.40
Pre-work briefings for employees	0.07	3	0.20
WEAKNESSES			
Frequent raw material delays	0.13	4	0.53
Low HR skills	0.10	4	0.40
Insufficient educated HR	0.07	3	0.20
Lack of promotional activities	0.10	2	0.20
Limited distribution coverage	0.13	4	0.53
TOTAL	1.00		3.43

Source: Processed Data, 2024

Strategic Position in the IE Matrix

Based on the total IFE score (3.43) and EFE score (2.10), the strategic position of CV ANDHY KARYA on the IE matrix is in quadrant IV (strong column, medium row), namely the Growth and Build strategy. This position indicates that the company has a relatively strong internal capability but still needs to improve its ability to respond to external opportunities and threats. The appropriate strategies in this position are market penetration and product development (David, 2012). This finding is consistent with the research Akbar et al. (2022) where the position on the IE matrix reflects a company in a strong situation with many opportunities for development.

SWOT Matrix Analysis

Based on the results of the IFE and EFE matrices, eight alternative strategies were formulated across four SWOT quadrants:

- a. SO Strategies (Strengths–Opportunities): (1) Enhance marketing services to provide quality assurance to customers; and (2) maintain and improve the marketing system by leveraging technological advancements.
- b. WO Strategies (Weaknesses–Opportunities): (1) Accelerate product delivery by improving raw material supply schedules; and (2) address unrecognized products in the market by leveraging government and community support.
- c. ST Strategies (Strengths–Threats): (1) Continuously develop the latest product innovations to stay competitive; and (2) utilize the latest technology for production process efficiency and raw material stability.
- d. WT Strategies (Weaknesses–Threats): (1) Conduct regular employee training programs; and (2) resolve internal problems in production and marketing divisions.

This approach is aligned with the SWOT analysis applied by Sindia Sari (2023) on PT Bumi Citra Property and Fatimah Nur Hasibuan (2023) on UMKM Roti Amah, where SO strategies became the top



priority for companies in the Growth and Build position.

QSPM Matrix Results

The QSPM matrix was used to objectively prioritize the eight alternative strategies. The Attractiveness Score (AS) was obtained from evaluations by company owners/managers, while the Total Attractiveness Score (TAS) was calculated as the product of weight and AS. The following table presents the ranking of alternative strategies based on TAS values:

Table 3. Alternative Strategy Rankings Based on QSPM Matrix

Rank	Alternative Strategy	AS	TAS
1	Continuously develop the latest product innovations and follow the most recent market information	81	16.24
2	Utilize the latest technology for production process efficiency and raw material stability	80	15.87
3	Enhance marketing services to provide customer quality assurance	79	15.76
4	Resolve internal problems in production and marketing divisions	79	15.69
5	Maintain and improve technology-based marketing systems	76	15.21
6	Leverage government support to address unrecognized products in the market	75	15.02
7	Accelerate product delivery by improving raw material supply schedules	74	14.09
8	Conduct regular employee training programs	68	13.62

Source: Processed Data, 2024

The QSPM results indicate that the top priority strategy is continuously developing product innovations and following the latest market information (TAS = 16.24; AS = 81). This strategy is selected because, in the highly competitive metal casting industry, companies that continuously innovate are better positioned to maintain and expand their market share. The second priority strategy is utilizing the latest technology for production efficiency (TAS = 15.87), followed by improving marketing services (TAS = 15.76).

These findings are in line with research by Imam Ramadani Nugroho (2024), which found that the priority strategy in product development businesses is maintaining quality and preserving good customer relationships (TAS = 7.140). Similarly, Muhammad Sul-tonnuladzim (2023) concluded that market penetration and product development strategies become the top priority for businesses in the Hold and Maintain position on the IE matrix.

Conclusion

Based on the analysis using the SWOT method and QSPM on CV ANDHY KARYA, the following conclusions are drawn:

- The internal factors affecting CV ANDHY KARYA's marketing performance include strengths such as maintained product quality, affordable pricing, and good customer service, as well as weaknesses including raw material supply delays, low HR skills, and insufficient digital promotional activities. The external factors affecting performance include opportunities from technological development and marketing digitalization, as well as threats from intense competition and raw material price instability.
- The IFE matrix analysis yielded a total score of 3.43 and the EFE matrix yielded a score of 2.10. CV ANDHY KARYA's position on the IE matrix is in quadrant IV (Growth and Build), indicating a strategy of growth and development through market penetration and product development.

- c. The QSPM matrix results show that the top priority strategy is continuously developing product innovations and following the latest market information (TAS = 16.24), followed by utilizing the latest technology for production efficiency (TAS = 15.87), and improving marketing services (TAS = 15.76).

The practical implications of this research indicate that CV ANDHY KARYA needs to immediately implement a structured product innovation program, strengthen its digital presence through social media and e-commerce platforms, and continuously develop human resource capacity through regular training programs.

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