

## SWOT Analysis as A Determining Basis Competitive Marketing Strategy at PT. Lafa in Malang Regency

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aggressive strategy,  
strengths, weaknessess,  
opportunities, threats

### Abstract

This research investigates the formulation of a competitive marketing strategy at PT LaFa in Malang Regency using SWOT analysis, supported by ETOP and SAP diagnostic tools. The background of this study stems from fluctuating sales growth in the company's egg production sector, highlighting the need for a strategic response aligned with market dynamics. The objective of the study is to determine the most appropriate marketing strategy by identifying the company's internal strengths and weaknesses as well as external opportunities and threats. Utilizing an action research method, data were collected through structured interviews with PT LaFa's marketing division and analyzed through IFAS and EFAS matrices. The findings reveal that PT LaFa holds significant internal strengths—such as high product durability, efficient egg grade classification, and strong service orientation—alongside promising external opportunities like rising protein awareness and favorable market demand. The company is thus positioned in an aggressive strategic quadrant, suggesting the adoption of proactive growth strategies. This study contributes practical insight by integrating classical SWOT analysis with strategic profiling models (ETOP and SAP) in a livestock-based agribusiness context. The research implies that companies in similar industries can enhance market responsiveness and sustainability by employing context-specific, data-driven strategic tools.



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### Introduction

In the view of the marketing concept, the company's goals can be achieved through consumer decisions. Consumer decisions are obtained after consumer needs and desires are met through integrated marketing activities. This is emphasized by Kotler (2020) that marketing has the goal of building long-term relationships that are mutually satisfying with parties with the main interests, namely: customers, suppliers, and distributors in order to obtain and maintain their long-term references and business continuity.

In order for the company to remain able to compete with other companies that produce similar products and substitution products, the company's management must be able to manage the company properly. So that existing consumers or customers do not switch to other companies. Companies are required to better understand all the needs and desires of consumers or companies must be able to create products that suit consumer needs. In addition, good marketing is also needed (Payne, 2019).

The marketing strategy carried out by PT LaFa so far is: in terms of products, egg quality durability and egg grade grouping provides many choices to consumers in buying products. The determination of egg prices is determined through agreements with trading partners. The promotion is carried out to prioritize service to consumers. Sales data and sales growth over the past five years are presented in Table 1 below.

**Table 1: Company Sales Growth Data**

Year	Sales Realization (Kg)	Growth (%)
2019	999.460	---
2020	853.216	-14,59
2021	907.135	6,36
2022	871.280	-4,02
2023	934.748	7,28

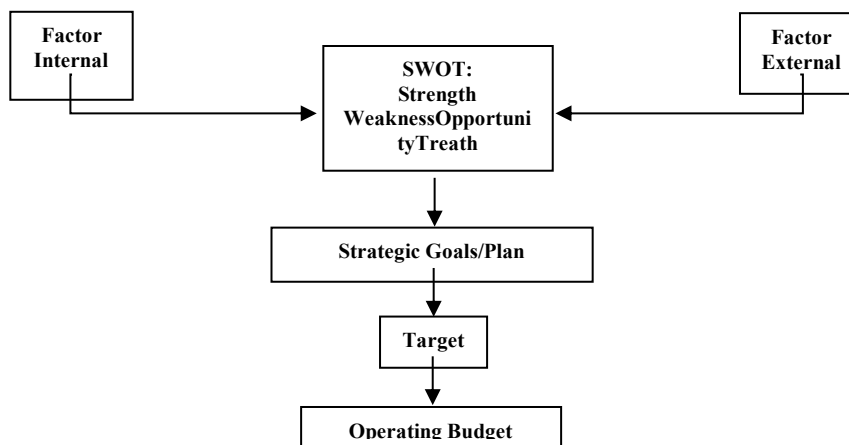
Source: secondary data processed by researchers in 2024

In table 1, it appears that sales growth in the last 5 years has fluctuated. This is interesting to explore further to determine what marketing strategy is used so that sales growth does not fluctuate, and even tends to increase from year to year. For this reason, the purpose of this study is to determine a competitive marketing strategy using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).

In achieving its business, companies need to determine a strategy. This is to help and facilitate the achievement of the company's goals through its programs. Mistakes in creating strategies can threaten a company's survival. On the contrary, a good strategy can help protect a company's resources, protecting its resources against the pressure of competition. According to Andrews (Alma, 2019) strategy is a pattern of decisions within a company that determines and reveals goals, intentions or objectives that generate key wisdom and plan for the achievement of goals as well as detailing the business reach that the company will pursue

Marketing strategy according to Tjiptono (2019) is a series of integrated actions carried out by livestock companies towards sustainable competitive advantage. The factors that affect marketing strategy are: (1) micro factors, namely marketing intermediaries, suppliers, competitors and society, (2) macro factors, namely demographics/economy, politics/law, technology/physical and social/cultural.

Analysis to find out strengths, weaknesses, opportunities, and treats is often called a SWOT analysis (Pearce & Robinson, 2020). Once the strengths, weaknesses, opportunities that are open, and the threats they experience, a plan or strategy can be prepared that includes predetermined goals. The strategic plan must then be translated into operational plans that include the targets that must be achieved. Then the operational plan must be translated into one unit of money which becomes the operational budget. This when described looks like the following:



**Figure 1: Planning Process with SWOT Analysis**

Source: (Pearce & Robinson, 2020)

The basic concept of the SWOT approach seems simple, namely if the company's strengths and weaknesses are known and opportunities from outside the company that are profitable and threats that are detrimental to the company, Furthermore, the SWOT matrix can use several strategies (Salusu, 2020), namely: (1) the S.O. strategy, which is to take advantage of existing opportunities with organizational advantages (comparative advantage comparative), (2) the S.T strategy, which is to mobilize several advantages to achieve the goal (mobilization), (3) the W.O strategy, which is to choose which factors are spurred and which factors are postponed (investment/divestment), (4) the W.T strategy, which is the need for caution or vigilance in achieving the goal (damage control)

Furthermore, the purpose of choosing a strategy is to ensure the accuracy of achieving the target. A strategy design can be chosen to close the gap in achieving the goal. The nature of the gap itself is also very situational. If the gap due to very poor past achievements, shrinkage is more likely and if the gap is large as a result of the expected environmental opportunities, then it will be more appropriate to expand (Kurniawan & Hamdani, 2020).

Once the company's internal and external strategy factors have been identified, an IFAS (Internal Factors Analysis Summary) table and an EFAS (External Factors Analysis Summary) table are compiled to formulate the internal and external strategy factors within the framework of the company's Strengths and Weaknesses, Opportunities and Treaths. After collecting all the information that affects the company, the next stage is to utilize all this information in quantitative models of strategy formulation. One of the models used to compile the company's strategic factors is the SWOT Matrix (Rangkuty, 2020) as follows:

**Table 2: SWOT Matrix**

EFAS	IFAS	<b>Strengths (S)</b> <b>Determine 5-10 Internal Strength Factors</b>	<b>Weaknesses (W)</b> <b>Determine 5-10 Internal Weakness Factors</b>
		<b>SO Strategy</b> Create a strategy that uses power to capitalize on opportunities	<b>WO Strategy</b> Create a strategy that minimizes weaknesses to capitalize on opportunities
	<b>Opportunities (O)</b> <b>Determine 5-10 External Opportunity Factors</b>		
	<b>Treaths (T)</b> <b>Determine 5-10 External Threat Factors</b>	<b>ST Strategy</b> Create strategies that use power to overcome threats	<b>WT Strategy</b> Create a strategy that minimizes weaknesses and avoids threats

Source : Rangkuty (2020)

With regard to the choice of strategy as revealed above, the choice can be determined through a matrix of strengths, weaknesses, opportunities, and threats, Through this tool a company can also view strengths, weaknesses, opportunities, and threats as an integral unit in strategy formulation.

This research investigates the formulation of a competitive marketing strategy at PT LaFa in Malang Regency using SWOT analysis, supported by ETOP and SAP diagnostic tools. Compared to previous studies cited in the manuscript (Kotler, 2020; Tjiptono, 2019; Payne, 2019; Pearce & Robinson, 2020; Rangkuty, 2020), which discuss marketing strategy formulation and general SWOT analysis application, the novelty of this research lies in its practical integration of SWOT analysis with ETOP and SAP frameworks specifically tailored to a livestock-based agribusiness (egg production) at PT LaFa in Malang Regency. Unlike previous works that often remain theoretical or generic, this study employs an action research method to generate an immediate, company-specific strategic recommendation—an aggressive marketing strategy—based on quantified internal and external scoring matrices (IFAS & EFAS). This integrated and context-specific approach provides a novel application of classical strategic tools in a niche industry setting.

## Materials and Methods

This research was conducted in PT LaFa Malang Regency, uses an action research approach (Nazir, 2020), which is a research developed jointly between researchers and decision-makers about variables that can be manipulated and can be immediately used to determine policies. The goal is to provide information that can be used as a basis for decision-makers to take action in the future. Primary data related to Strength, Weakness, Opportunity, and Treath (SWOT) of the company collected directly from the company management, especially the marketing division by conducting structured interviews related to the marketing situation at PT. LaFa. After the data is collected, it is then analyzed through 3 stages, namely: first evaluation of internal and external factors,

second analysis of SWOT matrix, external internal matrix, and third decision-making. A study that shows that a company's sales performance, the result of a company's marketing strategy, can be determined by a combination of internal and external factors. Both factors should be considered in a SWOT analysis.

Before conducting a SWOT analysis, an environmental diagnosis is carried out, in this case using ETOP and SAP analysis (Pearce & Robinson, 2020). **(1) ETOP Analysis (*Environmental Threat and Opportunities Profile*)**, In order to carry out a more effective diagnosis, the formulation of strategies must use a systematic approach. One way of a systematic approach is to profile environmental opportunities and challenges or so-called *Environmental threat and opportunity profile* (ETOP). In order to effectively develop the profile of environmental opportunities and threats, the following two evaluation steps are needed: (a) provide a balance for each factor. Each factor is weighed in determining whether it presents an opportunity or a threat to the company. For example, from neutral (0) to very large odds (+5) and from neutral (0) to very serious threat (-5). (b) determine the influence of each factor. On the basis of opportunities and threats, each factor has been given weight in the first step, then determine the influence of these opportunities and threats on the company, for example, the influence of very large opportunities is weighted +50, while the influence of very serious threats is weighted -50. **(2). SAP Analysis (*Strategy Advantage Profile*)**, Strategic profit profile is a systematic evaluation of the company's strategic profit factors by determining the weighting of each important factor for the company concerned in its environment (Pearce & Robinson, 2020). In order to effectively develop the strategy's profit profile, the following two evaluation steps are required: (a) provide a balance for each factor. Each factor is weighted in the measure of the strength and weakness of the strategy's profits. For example, from neutral (0) to very positive (+5) and from neutral (0) to very negative (-5). (b) determine the influence of each factor. On the basis of the strengths and weaknesses of each factor that has been given weight in the first step, then determine the influence of these strengths and weaknesses on the company, for example, the influence of very large strengths is weighted +50, while the influence of very serious weaknesses is weighted -50. **(3). SWOT Analysis (*Stength, Weakness, Opportunity, Treath*)**. The analysis according to Pearce & Robinson (2020) is a systematic way required by the company in order to make a statement about the internal and external conditions of the company, namely: (a) strength, is the resources, skills or other advantages relative to competitors and the needs of the market a company serves or wants to serve. (b) weakness, is a limitation in the resources of skills and abilities that seriously hinder the effective performance of a company. (c) Opportunity, is a situation that is advantageous for the company in its external environment. d) Treath (threat), is an obstacle to the company's position. The entry of new competitors, slow market growth, and low consumer purchasing power can be a threat to the success of a company.

From the SWOT analysis, it can be known about the company's strengths and weaknesses, as well as the state of the existing environment. After the company knows the results of the SWOT analysis, the company can then determine the right strategy to achieve business success. The above description is summarized as follows:

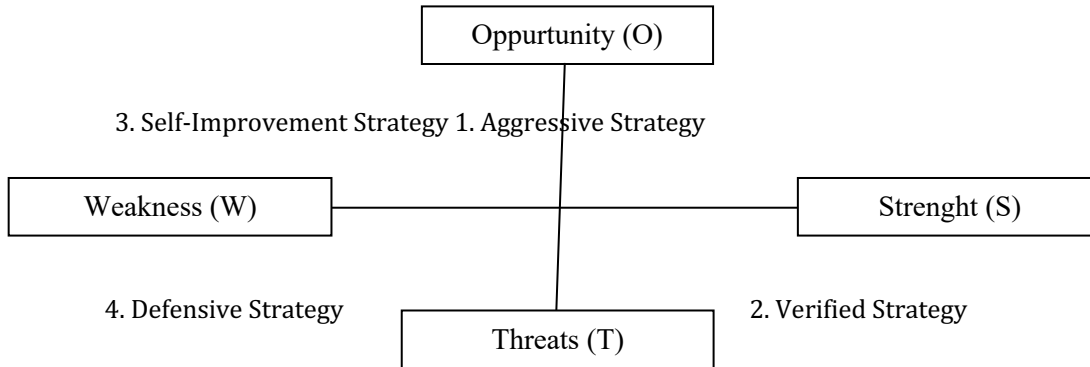
**Table 3: SWOT Matrix Calculation**

Strategy Factors	Weight	Rating	Value
Internal:			
• Strenght (S)	S1 (0.0-1.0)	S2 (1-4)	$S1 \times S2 = S3$
• Weakness (W)	W1 (0.0-1.0)	W2 (1-4)	$W1 \times W2 = W3$
Total	1,0		
External:			
• Opportunity (O)	O1 (0.0-1.0)	O2 (1-4)	$O1 \times O2 = O3$
• Threats (T)	T1 (0.0-1.0)	T2 (1-4)	$T1 \times T2 = T3$
Total	1,0		

Source: Jauch & Glueck. (2019)

Information:

- Internal and external weights between 0.0 to 1.0
- Internal and external ratings between 1 to 4
- The value of internal and external is the result of multiplication between the weight and the rating.

**Figure 2. SWOT Analysis Chart**

Source: Jauch &amp; Glueck. (2019)

Based on the diagram image above, it can be recommended as follows:

**In cell 1, which is the aggressive strategy**, the company is in the most coveted position, where the external environment provides many opportunities supported by the strength possessed by the company. With such conditions, the right strategy for the company is aggressive or growth strategy. **In cell 2, which is the verified strategy**, a business is in a state that has various internal forces that face unfavorable external environmental situations. In such conditions, the most reasonable strategy to consider is a diversification strategy in the sense of a strategy to open up long-term opportunities in other or new products or markets. **In cell 3, which is the self-improvement strategy**, it shows a business that has opportunities and faces limited capabilities due to various weaknesses in the body of the business. In such conditions, the strategy that should be taken by the company is to improve itself, namely by overcoming problems or weaknesses faced internally so that market opportunities can be utilized. **Cell 4, which is the defensive strategy**, shows that a business faces major challenges that originate from the environment and at the same time are hit by various internal weaknesses. In such situations, the right strategy is a defensive strategy in the sense of reducing or changing the form of involvement of a business.

## Results and Discussion

The results of data collection in this study can be summarized as follows:

**Table 4. SWOT PT. LaFa**

### KEY STRENGTHS:

1. Product quality lasts up to 50 days
2. Egg grade grouping is carried out
3. Promotion through excellent service
4. Strategic company location
5. It is one of the leading companies in determining egg prices

### KEY OPPORTUNITIES:

1. Future demand prospects
2. Public awareness of protein needs is increasing
3. Including companies that are taken into account
4. The price of eggs that is always increasing every year
5. Become a leader in pricing

### MAIN DISADVANTAGES:

1. The need for more transport vehicles
2. The amount of egg damage reaches 1.3%
3. Still weak customer service
4. Doesn't have many subsidiaries
5. Still need to improve the marketing area

### MAIN THREATS:

1. Potential Competitors
2. Price competition between companies
3. Public dissatisfaction with the increase in egg prices at all times
4. The emergence of the issue of dangerous diseases
5. Fuel price increase

Based on table 4 above, it can be known what opportunities, strengths, weaknesses, and threats must be faced by PT. LaFa.

**Table 5. IFAS**

Strategy Factors	Weight	Rating	Value
<b>Internal:</b>			
<b>Strength</b>			
▪ Product quality lasts up to 50 days	0,15	4	0,60
▪ Egg grade grouping is carried out			
▪ Promotion through service	0,15	3	0,45
▪ Strategic company location			
▪ It is one of the leading companies	0,05	2	0,10
that determines the price of eggs	0,10	3	0,30
	0,05	3	0,15
Subtotal	0,50		<b>1,60</b>
<b>Weakness</b>			
▪ The need for more transport vehicles			
▪ The amount of egg damage reaches	0,05	2	0,10
1.3%			
▪ Still weak customer service	0,15	2	0,30
▪ Less adoption of technology			
▪ Still need to improve the marketing	0,20	3	0,60
area	0,05	2	0,10
	0,05	2	0,10
Subtotal	0,5		<b>1,20</b>
Total	1,0		<b>2,80</b>

#### IFAS calculation results

From the table 5 of IFAS above, it can be seen that the Strength factor has a total score of 1.60 while the Weakness factor has a total score of 1.20. As is the case with IFAS, EFAS's external strategic factors are also identified, the results are presented in the following table.

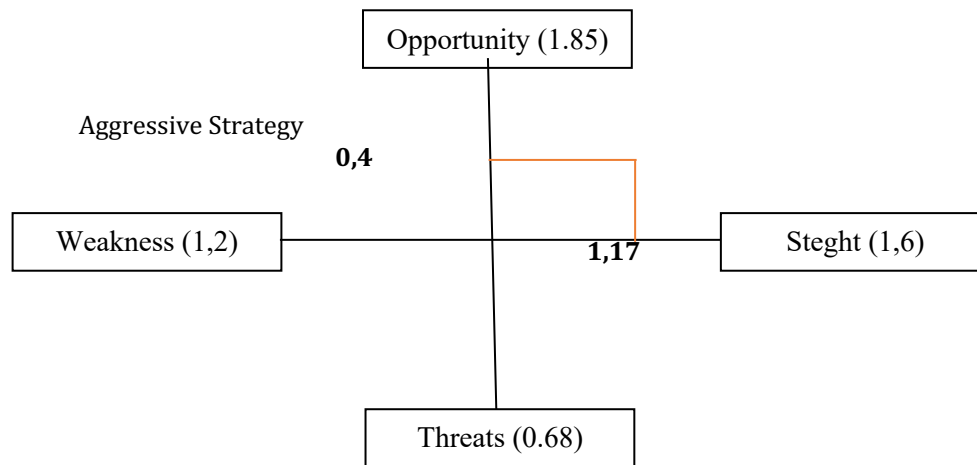
#### EFAS calculation results

**Table 6. EFAS**

Strategy Factors	Weight	Rating	Value
<b>External:</b>			
<b>Opportunity (opportunity)</b>			
▪ Future demand prospects	0,10	1	0,10
▪ Public awareness of protein needs is increasing			
▪ Good relationship with consumers	0,15	2	0,30
▪ The price of eggs that is always increasing	0,05	1	0,05
every year			
▪ Becoming a leader company in pricing in the	0,20	4	0,80
city of Malang			
	0,15	4	0,60
Subtotal	0,65		<b>1,85</b>
<b>Threat</b>			
▪ Potential Competitors	0,15	2	0,30
▪ Price competition between companies	0,10	1	0,10

Strategy Factors	Weight	Rating	Value
▪ Public dissatisfaction with the increase in egg prices at all times	0,03	2	0,06
▪ The emergence of the issue of dangerous diseases	0,05	4	0,20
▪ Fuel price increase	0,02	1	0,02
Subtotal	0,35		<b>0,68</b>
Total	1,0		2,53

Table 6 above shows that the Opportunity factor score is 1.85 and the Threat factor is 0.68. Furthermore, based on tables 5 and 6 above, the total score of each factor can be broken down as follows: Strength: 1.60, Weakness: 1.20, Opportunity: 1.85 and Threat: 0.68. Thus, it can be known that the Strength value is above the Weakness value, the difference **(+) is 0.40** and the Opportunity value is above the Threat value, the difference **(+) is 1.17**. Thus, the company's strategic position is in cell 1, which is an aggressive strategy. From the results of the identification of these factors, it can be illustrated in the following figure 3:



**Figure 3. SWOT Analysis Results**

### Discussion

Based on the SWOT analysis, the results of the IFAS analysis use the SO (Strengths & Opportunities) strategy, namely; improving product quality and quality, strengthening the image in the community, utilizing all the strengths of PT LaFa, namely maintaining product quality, grouping egg grades, and promotion through excellent service. Using the WO (Weaknesses & Opportunities,) strategy, namely: increasing the number of egg transport vehicles, reducing the number of egg damage as little as possible, improving services to consumers. Furthermore, based on the results of EFAS's analysis, using the ST (Strengths & Threats) strategy, namely: focusing on the retail segment, applying pick-up marketing tips by utilizing the network owned. Using the WT (Weaknesses & Threats) strategy, namely, developing the market share of egg products, improving the quality of services, fostering relationships with customers to become a partner of the company.

With the above explanation, it can be stated that companies should use aggressive strategies to determine their marketing strategy by taking advantage of the main opportunities that the company has, namely: (1) future demand prospects, (2) public awareness of protein needs is increasing, (3) including companies that are taken into account, (4) egg prices that always increase every year, (5) becoming a leader company in price determination, supported by the main strengths that the company has, namely: (1) product quality lasts up to 50 days, (2) egg grade grouping is carried out, (3) promotion through excellent service, (4) the company's strategic location, (5) is one of the leading companies in determining egg prices



## Conclusion

This study concludes that SWOT analysis effectively guides companies in adopting aggressive marketing strategies by leveraging key opportunities such as growing future demand, rising public awareness of protein needs, strong market positioning, annual price increases, and leadership in price setting. These opportunities are supported by internal strengths including durable product quality, egg grade classification, excellent service-based promotion, strategic location, and industry leadership in pricing. Based on these findings, future research is recommended to investigate the implementation and impact of aggressive strategies on performance indicators like market share and customer satisfaction, comparing them with other strategic approaches. Additional studies could explore long-term effectiveness, consumer behavior shifts, and the integration of digital marketing to enhance strategic outcomes in the egg production industry.

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