

DEVELOPMENT OF BUSINESS STRATEGIES USING QSPM AND SWOT ON SNAIL CHIPS

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Abstract *Strategy in the snail chips business is the topic of this research. The purpose of this study is to determine the position of the company based on the SWOT results and the sequence of alternative strategies found on QSPM. The stages of this research were to make observations at PT.X to determine the strengths, weaknesses, opportunities, and threats of the snail product. The results obtained by the company lie in quadrant II with a suitable strategy to increase resistance to reduce the danger that comes, while the order of the choice of method is first to strengthen cooperation with new collectors, second to improve quality better than competitors, third to plan delivery schedules if the volume of demand increases. Suggestions that can be used by related companies are implementing alternative strategies on an ongoing basis and periodically evaluating them.*

Keywords: *QSPM, Snail, Strategy, SWOT*

1. Introduction

Today's global market has an impact on companies in terms of ease of marketing their products from within the city and outside the city. Business strategies in each line of fields need to be developed to get and produce company goals [1].

It requires attractiveness to prospective buyers, especially significant agents who are willing to be part of the supplier. Companies will be helped and facilitated in terms of selling their products if there are suppliers. Strategic planning must be able to compete with other competitors [2]. Various strategies exist today, for example, namely selling through digital platforms that can penetrate multiple layers of the market, especially potential buyers who are enthusiastic about online media [3]. If sales of products are carried out online, comprehensive evaluation and development of sustainable strategies are used in the future [4-5]. The more often the application of business strategies is evaluated. It will lead to ideas that are systematic for further study and innovation. Business strategy development innovations will

be diverse [6]. With a business strategy, it begins with knowing the position of the company using a SWOT analysis (Strength, Weakness, Opportunity, and Threat) [7]. Then an alternative plan is selected objectively using QSPM (Quantitative Strategic Planning Matrix) [8]. The use of opportunities based on opportunities, overcoming internal company problems, and avoiding threats that arise are strategies that companies can take when in the Opportunity - Strength position [9].

One of the companies that will develop a business strategy is PT X, which is engaged in the production of snail meat. Snail meat has many benefits for the health of the body if it is the right way of consuming and the right amount. The snail meat produced comes from the forest and is still alive when harvested. When the snail meat arrives at PT X, the size of the snail is selected to meet the production-worthy and marketable standards. If the snails do not meet the criteria, they will be separated for sale to local MSMEs.

This research has a discussion related to the business strategy that will be developed in the marketing of snail meat, which has become a snail chip product. The increasing competition for snail chip products will decrease in sales if a business strategy is not developed. Therefore, the purpose of this study is to determine the

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position of the company and the sequence of techniques that should be used for the sale of snail chips. This study uses the SWOT method to assess the status of the company, the use of the QSPM process to determine the business strategy used, and the results of an alternative approach based on the quadrant of the firm's position. The research assumption used is that there is no change in data related to strengths, weaknesses, opportunities, and threats after the observation. The results of this study are expected to provide insight into business strategies using SWOT and QSPM for readers, companies, and further researchers.

2. Literature Review

Activities carried out in a business strategy function as an operation design for marketing products in the form of goods and services and developing the company as well as knowing the company's position [9-11]. Overall, SWOT analysis can be interpreted as an analytical technique to maximize strengths and opportunities and minimize weaknesses and threats [12-15]. QSPM analysis is a technique to identify the best alternative strategies according to the company's position in the SWOT analysis [16].

3. Research Methodology

This research took place at PT.X, which is located in Kediri, East Java. The use of the research object is the development of a business strategy for snail chip products using the SWOT (Strength, Weakness, Opportunity, and Threat) method and QSPM (Quantitative Strategic Planning Matrix). The operational variable used is the development of a business strategy conceptualized to determine the event of a business strategy using the SWOT and QSPM methods [17-19].

The first indicator used is the SWOT method with factors obtained from the results of observations, including the strengths, weaknesses, opportunities, and threats of the company in selling snail chips. The second indicator is the QSPM method by implementing alternative strategies based on the SWOT results related to the company's position in quadrants I, II, III, or IV [20]. The data used is between others, namely strengths, weaknesses, opportunities, and threats with qualitative data types, then a literature review with quantitative and qualitative data types with secondary data

sources. The first data collection technique was carried out by observation, namely direct observation, recording information related to research materials, secondly conducting interviews with company owners connected to strengths, weaknesses, opportunities, and threats faced in selling snail chips products, third, collecting references that supported the research (Figure 1).

3.1. Collecting SWOT Factors

This phase tends to select strengths, weaknesses, opportunities, and threats to the company based on observations and interviews.

3.2. Weighting and Rating Each Factor

Weighing each factor of strengths, weaknesses, opportunities, and threats, each totalled the multiplication result of the weight with the rating. The total strengths and weaknesses must be worth 1.00, while the unlimited opportunity with threats must be worth 1.00. Use of the rating value 1 = not important; value 2 = less important; value 3 = important; value 4 = very important applies to the strength and opportunity factors. Meanwhile, the use of a rating of -1 = not important; value -2 = less important; value -3 = important; the value -4 = very important applies to the weakness and threat factors [21]. Multiplying the weight with the rating will produce the value of the total value of strengths + weaknesses and opportunities + threats [22].

3.3. SWOT Coordinate Analysis

Multiplying the weight with the rating will produce the value of the total amount of strengths+ weaknesses and opportunities + threats which are used to find the coordinate points of the company's position with the assumption in quadrant I, namely strength and opportunity is the profitable situation, to take advantage of opportunities as extensive as possible or called aggressive growth [23]. In quadrant II, namely strength and threat, by utilizing the power to reduce threats called diversification [24]. Quadrant III, namely weaknesses and opportunities, to take advantage of opportunities by minimizing weaknesses using technology reviews for new product offerings [25]. Quadrant IV, namely weaknesses and threats, it is necessary to do a defense strategy to try to reduce weaknesses and avoid threats [26].

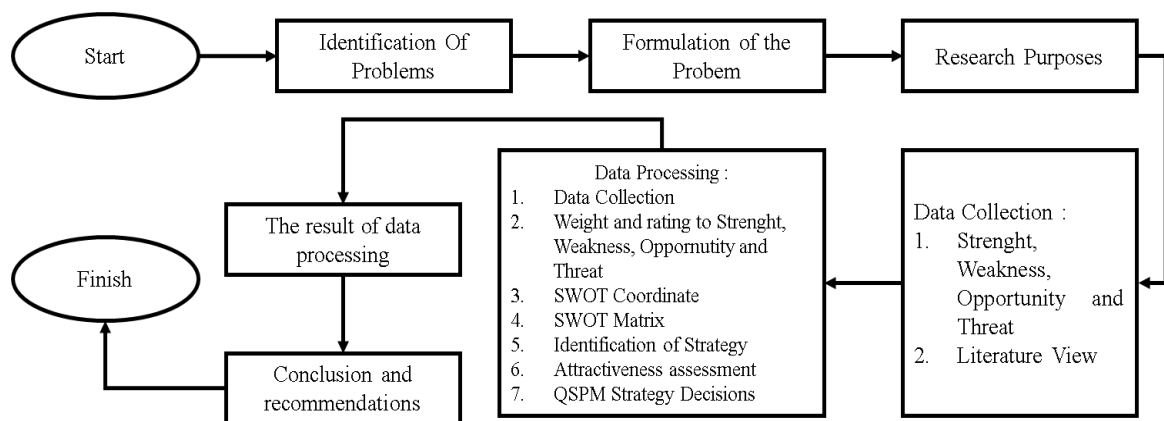


Fig 1 Research Flowchart

3.4. Making SWOT Matrix

The SWOT matrix is a description of the opportunities and threats faced by the company, which is adjusted to the strengths and weaknesses of the company as a matching tool of the four types of strategies S-O, W-O, ST and WT as shown in Table 1 [27-30].

3.5. Identify Alternative SWOT Strategy

Alternative SWOT strategies are obtained from the results of the company's position on the coordinates [32-36].

3.6. Calculating the Total Amount of Attractiveness Value

The alternative SWOT strategy is used to determine the strategy using each total attractiveness value obtained from multiplying the weight value times the attractiveness value. The weighting of each factor of strengths, weaknesses, opportunities, and threats is totaled by the multiplication of the weight with the rating. The strengths and weaknesses in total must be worth 1.00, while the opportunities with threats in total must be worth 1.00. Meanwhile, the value of attractiveness on a scale of 1 = unattractive; scale 2 = slightly interesting; scale 3 = attractive enough and scale 4 = very attractive [37], [38]. If the alternative strategy is unattractive, there is no need to score it. The higher the attractiveness value, the alternative strategy will be used in the development of a business strategy for the snail chip product.

3.7. QSPM Strategy Alternative Decisions

The QSPM decision is the total value of the attractiveness from the highest to the lowest

in the alternative strategies used as shown in Table 2 [39-41].

3.8. Interpretation of Data Processing Results

Discussing the results of data processing clearly and leading to the objectives of the research.

3.9. Closing

The closing series is to answer the research objectives and provide suggestions for the company, future researchers, and for readers.

In this research methodology chapter, a frame of mind is used to make it easier to understand the research flow as follows [42].

Table 1. SWOT Matrix

Internal	S	W
External		
O	S-O	W-O
T	S-T	W-T

Table 2. QSPM Diagram

Strategic Alternative			
Factor	Weight	Attractiveness Value	Sum of Attractiveness Value
	A	B	A x B
Strength			
a....			
b....			
Weakness			
a....			
b....			
Opportunity			
a....			
b....			
Threat			
a....			
b....			

Table 3. Internal and External Factors Rating and Weighting

Company Internal				
No	Strength	Weight	Rating	Score (WxR)
1	Halal Labeled Products	0.12	2	0.24
2	Products Have Health Value	0.10	1	0.10
3	Wide Consumer Reach	0.13	2	0.26
4	Increase in Demand Volume	0.12	1	0.12
5	Superior to competitors	0.17	3	0.51
			Total (S)	1.23
No	Weakness	Weight	Rating	Score (WxR)
1	Uneven Consumer Goals	0.10	-2	-0.20
2	Product Prices are still high	0.06	-3	-0.18
3	Less than request	0.06	-3	-0.18
4	Still focusing old customers in service	0.08	-3	-0.24
5	Raw materials cannot be cultivated	0.06	-2	-0.12
Total Internal Factor Weight		1.00	Total (W)	-0.92
TOTAL VALUE S + W				0.31
Company External				
No	Opportunity	Weight	Rating	Score (WxR)
1	Increased product needs	0.17	2	0.34
2	Lots of steamers popping up	0.12	1	0.12
3	Wholesale purchases are discounted	0.14	3	0.42
4	Many customers match the quality of the product	0.07	2	0.14
			Total (O)	1.02
No	Threat	Weight	Rating	Score (WxR)
1	Emerging competitors at below-standard prices	0.09	-2	-0.18
2	Steaming-dependent raw materials	0.11	-4	-0.44
3	Delivery schedules are often late	0.10	-4	-0.40
4	Harvest raw materials depending on the season	0.20	-4	-0.80
Total External Factor Weight		1.00	Total (T)	-1.82
TOTAL VALUE O + T				-0.80

4. Results

From the data collection and processing, a weight calculation is obtained, a rating with the following score results (Table 3). From the total value of S+W, the strength + weakness is 0,31, while the O+T value is -0,80. The two values coordinates are made to determine the position of the company.

From Figure 2, the position of the company is in quadrant II, namely strength and threat, by utilizing the power to reduce threats called diversification [24]. In this position, the company must be maximized in developing the company's strength to overcome the various threats that come. To find out the suitability of the factors to be formulated in the SWOT, it is necessary to create a SWOT matrix (Table 4).

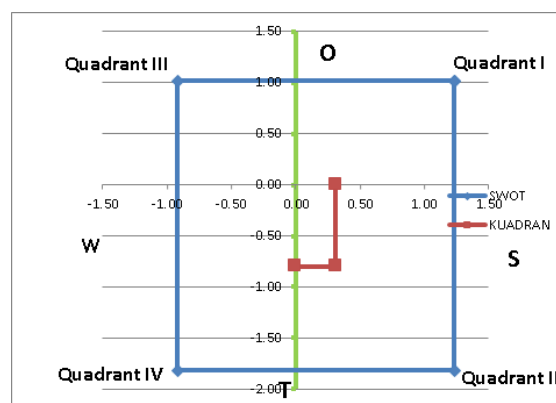


Fig 2 Company Position

Table 4. SWOT Matrix

	Opportunity	Threat
	1. Product needs increase 2. Lots of steamers popping up 3. Wholesale purchases are discounted 4. Many customers match the quality of the product	1. Emerging competitors with below standard prices 2. Raw materials depend on the steamer 3. Delivery schedule is often late 4. Harvest raw materials depending on the season
Strength 1. Products labeled halal 2. Products have health value 3. Wide consumer reach 4. Increase in request volume 5. Superior to competitors	1. Halal label and health value increase product needs 2. Product quality in accordance with customer expectations, wide reach of consumers and superior from competitors 3. Wholesale prices are superior to competitors that raise	1. Increase cooperation with new steamers to offset increased demand volume and reach consumers more wider. 2. Planning the schedule in a timely way in the event of an increase in the volume of request. 3. Improve quality better than competitors at affordable prices
Weakness 1. Uneven consumer goals 2. Product price is still high 3. Less inventory than demand 4. Still focus old customers in service 5. Raw materials cannot be cultivated	1. The increasing need needs to be segmented by the market to know the targets of old consumers and new consumers 2. The price of the product is still high will not be a problem if the need continues to increase as well as there is a wholesale system and discounts 3. Cooperate with new steamers that can help supply raw materials and reduce constraints because they cannot be cultivated	1. Raw materials depend on the steamer by planning and controlling to cope with the supply of raw materials 2. Approach with new customers to invite cooperation and as a way of knowing the needs of products to be purchased so that there is no shortage of raw materials 3. Cooperation with competitors to mix raw materials to make product prices affordable

From the results of the SWOT analysis, the alternative strategy used is based on quadrant II, namely maximizing the power to reduce the threat of sales of snail chips products at PT.X [10]. The proceed to the QSPM method with the results of the interest as shown in Table 5.

Based on the results of the QSPM matrix, 3 alternative strategies were used which were obtained from the results of the SWOT coordinates, then weighted with the weight value equal to the weight on the SWOT, multiplied by the value of attractiveness to produce a total value of attractiveness [43]. Of the three strategies, it will be used based on the order of the highest number of $S + W + O + T$ values [44]. The highest value is strategy I with a total value of 5.21 then the second strategy III with a value of 4.39 and the third is strategy II with a value of 2.83, which is summarized in the following Table 6.

The order of alternative strategies is the

decision taken is to increase cooperation with new collectors to process the inventory so that it can be used if there is an increase in demand, on the other hand, it also provides supplies to reach consumers outside the city and wider so that demand is met. In addition, planning is also carried out in production control[10]. In this case, the collectors who have subscribed for the raw material for the snail chip product have already provided the main supplies to the company because they already have an agreement to take care of orders for raw materials for the company.

Mixing quality raw materials with quality below one high-quality level, to maintain affordable prices, but not reduce product quality to below standard. Mixing of raw materials is used to get affordable prices to be marketed and to increase the loyalty of middle to lower class consumers. Because the problem of affordable prices will attract consumers if the raw material

Table 5. QSPM Diagram

Internal Company			Strategy I		Strategy II		Strategy III	
No	Variable	Weight	Attractiveness Value	Total Attractiveness Value	Attractiveness Value	Total Attractiveness Value	Attractiveness Value	Total Attractiveness Value
Strengths (S)								
1	Halal Labeled Products	0.12	2	0.24	3	0.36	3	0.72
2	Products Have Health Value	0.10	1	0.10	3	0.30	3	0.30
3	Wide Consumer Reach	0.13	4	0.52	4	0.52	2	1.04
4	Increase in Demand Volume	0.12	3	0.36	4	0.48	4	1.44
5	Superior to competitors	0.17	4	0.68	2	0.34	4	2.72
Weaknesses (W)								
1	Uneven Consumer Goals	0.10	1	0.10	2	0.20	4	0.40
2	Product Prices are still high	0.06	1	0.06	2	0.12	2	0.12
3	Less than request	0.06	2	0.12	1	0.06	2	0.24
4	Still focusing old customers in service	0.08	2	0.16	1	0.08	1	0.16
5	Raw materials cannot be cultivated	0.06	4	0.24	2	0.12	1	0.24
Opportunities (O)								
1	Increased product needs	0.17	4	0.68	4	0.68	1	0.68
2	Lots of steamers popping up	0.12	2	0.24	2	0.24	2	0.48
3	Wholesale purchases are discounted	0.14	4	0.56	4	0.56	2	1.12
4	Many customers match the quality of the product	0.07	4	0.28	4	0.28	1	0.28
Threats (T)								
1	Emerging competitors at below-standard prices	0.09	4	0.36	2	0.18	1	0.36
2	Steaming-dependent raw materials	0.11	1	0.11	1	0.11	1	0.11
3	Delivery schedules are often late	0.10	2	0.20	2	0.20	1	0.20
4	Harvest raw materials depending on the season	0.20	1	0.20	1	0.20	2	0.40
TOTAL VALUE S+W+O+T				5.21		2.83		4.39

Table 6. QSPM Strategy Order

Order	Alternative Strategy	Attractiveness Value (S+W+O+T)
1	Increase cooperation with new steamers to offset increased demand volume and reach consumers more widely	5,21
2	Improve quality better than competitors at affordable prices	4,39
3	Planning schedules in a timely way in the event of an increase in the volume of requests	2,83

has become a snail chip product [10]. To achieve this achievement, collectors who have subscribed will be sorted from the raw material supply of the snails for quality selection. Quality selection is made to measure the quality of the raw material if it is used for snail cracker products. In addition, collectors and companies must discuss with each other regarding pricing, in order to create inexpensive prices but an

opinion on the quality of raw materials according to the standard of snail chips.

5. Conclusion

From the results of the discussion, the conclusion obtained in accordance with the purpose of the research is that the company's position is at the coordinates of S+T by utilizing the power of reducing threats and the

sequence of strategies used that is the first strategy is to increase cooperation with new steamers to offset the increasing volume of demand and reach consumers more widely. The second is to improve the quality better than the competitors at an affordable price and the third is to plan the schedule in a timely way in case of increased demand volume.

The advice that can be given to the company is to apply alternative strategies well and conduct evaluations periodically, then for researchers can then be used as a reference to conduct research with the topic SWOT and QSPM can also add innovation to the research with the addition of statistical tests. Then for readers can be used as insight in the field of industrial management.

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