



DOI: <https://doi.org/10.38035/sjdb.v2i2>

Received: July 07th, 2024, Revised: July 11st, 2024, Publish: July 12th, 2024

<https://creativecommons.org/licenses/by/4.0/>

SWOT Analysis for Determining Marketing Strategies for Oyster Mushroom Randang in Payakumbuh City

Eka Hendrayani¹, M. Havidz Aima²

¹Institut Teknologi Dan Bisnis Haji Agus Salim Bukittinggi, email: een010579@gmail.com

²Universitas Putra Indonesia YPTK Padang, email: havids.aima@upiypk.ac.id

Corresponding Author: een010579@gmail.com

Abstract: The aim of this study is to explore alternative superior marketing strategies and to make informed decisions for the company by utilizing the SWOT analysis method (Strengths, Weaknesses, Opportunities, Threats) in the Payakumbuh oyster mushroom randang business. The SWOT analysis is conducted using the IFE (Internal Factor Evaluation) matrix, which identifies the company's strengths and weaknesses, and the EFE (External Factor Evaluation) matrix, which highlights the company's opportunities and threats. Additionally, the IE (Internal-External) matrix reveals the company's current position. Data collected is analyzed using SWOT analysis to identify the strengths, weaknesses, opportunities, and threats of the company's marketing strategy. The study results, as shown by the Cartesian diagram, place the company in Quadrant I, indicating an aggressive stance which is highly advantageous. The company can leverage its strengths to exploit existing opportunities.

Keywords: SWOT Analysis, Strategy, Marketing

INTRODUCTION

The business world today is highly competitive, with many adept competitors in product or service marketing. Marketing plays a crucial role in introducing and expanding a company's products and services. It is a process of providing satisfaction to gain profit. Marketing has two primary goals: attracting new consumers by offering high value and retaining loyal consumers through product satisfaction (Mimin, 2022). Marketing strategies include product quality, where a high-quality product is marked by a fair price and good taste, making it desirable to customers. Agromedia (2010) explains that the protein content in oyster mushrooms is twice as high as in asparagus, cabbage, and potatoes, four times higher than in tomatoes and carrots, and six times higher than in oranges.

The demand for oyster mushroom randang extends beyond domestic markets to international ones, but production levels do not match the availability of oyster mushrooms in Payakumbuh. The need for mushrooms goes beyond randang; new creative business segments related to oyster mushrooms have emerged, including mushroom randang, which differs from meat or egg randang.

The Tigo Koto Dibuah village in Payakumbuh City is renowned for mushroom

production, as the community is part of the UP3HP Togak Basamo business group, consisting of 10 Women's Farming Groups (KWT). These groups manage everything from mushroom seed provision to processing and producing mushroom dishes such as mushroom fried rice, mushroom nuggets, crispy mushrooms, mushroom capcay, and the most popular, oyster mushroom randang, marketed in Lima Puluh Kota Regency, Payakumbuh City, Jambi, and Pekanbaru. However, the business faces several challenges, including suboptimal market share fulfillment due to limited usage capacity of kumbung (mushroom cultivation media), limited promotional activities primarily through word-of-mouth, and the short shelf life of mushrooms. Based on these issues, this study aims to analyze the internal and external factors affecting the marketing of oyster mushroom products, especially mushroom randang, and to formulate marketing strategies for the group.

METHOD

The research utilized a quantitative descriptive method, aiming to explain existing phenomena by using numerical data to depict the characteristics of individuals or groups. The study included 32 respondents, comprising owners, business operators, employees, and consumers. Data collection involved distributing questionnaires and capturing photos and videos of field conditions.

The research aimed to assess the impact of the internal environment, using indicators such as capabilities, employees, and business management. The external environment was evaluated using indicators like consumers, competitors, government, and the community. To achieve this goal, the analysis employed SWOT indicators, consisting of strengths, weaknesses, opportunities, and threats. The analytical techniques used were descriptive analysis and SWOT analysis.

RESULTS AND DISCUSSION

Tigo Koto Dibuah village in the Payakumbuh Utara District of Payakumbuh City first ventured into the oyster mushroom business in 2013, utilizing assets and funds provided by the West Sumatra Provincial Forestry Service (such as equipment for oyster mushroom cultivation). In 2014, several new mushroom-based products were developed. The range of products includes oyster mushroom rendang, mushroom nuggets, mushroom chips, and crispy mushrooms. By 2024, a total of 12 types of processed oyster mushroom products were being marketed.

Internal Environment Analysis

The internal environment within a company is understood by those who know its strengths and weaknesses (Wispanono, 2010). The research identified the internal factors from the UP3HP Togak Basamo environment:

a. Strengths

Strengths are the internal factors that help a company achieve its marketing goals:

1) Diverse Product Range

The company produces 12 different products, each with unique appeal and flavor. According to Yusuf (2014), achieving performance requires innovation to create a variety of products with distinct tastes. The research showed that 45% of respondents agreed and 55% strongly agreed that the wide range of mushroom-based products is beneficial.

2) Competitive Pricing

Product quality attracts customers. High prices indicate high quality, while low prices do not necessarily mean poor quality. The pricing of oyster mushroom randang aligns with consumer purchasing power. In the study, 80% of consumers agreed, and 20% strongly agreed that they prioritize quality over price, as the set prices did not impact the increasing demand for the product over the years.

3) Halal Certification from LPPOM MUI West Sumatra

Having a halal certificate and label boosts consumer confidence in purchasing the product. According to the questionnaire, 90% of consumers agreed, and 10% strongly agreed that the quality and assurance of the halal product are significant.

4) Strong Group Cohesion

The group's cohesion ensures smooth collaboration and the successful execution of ideas. The survey revealed that 60% of group members agreed and 40% strongly agreed that their unity fosters a positive energy that facilitates the creation and production of oyster mushroom randang.

5) Effective Promotion Media

The group effectively uses social media platforms like Facebook, Instagram, and TikTok for promotion, leading to increased demand and online sales. Additionally, the Payakumbuh City government supports the promotion by participating in various regional exhibitions.

b. Weaknesses

The research identified the following weaknesses within the group:

1) Inconsistent Mushroom Supply

A major weakness is the irregular availability of mushroom raw materials, hindering production. Survey responses showed 50% were uncertain, 45% agreed, and 5% strongly agreed. Poor management of mushroom cultivation and insufficient seed supply contribute to the mismatch between demand and production capacity.

2) Unattractive and Fragile Packaging Design

Packaging design is crucial as it represents the product. The study showed that 5% of respondents disagreed, 10% were uncertain, 40% agreed, and 50% strongly agreed that the current packaging design needs improvement. Effective packaging design is costly but necessary for branding.

3) Lack of Marketing Facilities such as a Store

The group uses its workshop for production and sales, which is inefficient and inconvenient due to its remote location from Payakumbuh city center. Survey results indicated that 90% of members strongly agreed and 10% agreed that having a dedicated store would attract more consumers and boost sales of oyster mushroom randang.

External Environment Analysis

Analyzing the external environment is crucial to identify the opportunities and threats a company faces due to changes in its external surroundings. This enables managers to formulate strategies to capitalize on opportunities and mitigate threats. Based on direct field research, the opportunities and threats identified are as follows:

a. Opportunities

According to David (2010, cited in Dedi 2017), opportunities are external factors that can benefit a company's growth. The identified opportunities include:

1) Increasing Interest and Enjoyment of Oyster Mushroom Randang

Research indicates a yearly increase in purchases, signifying growing interest and enjoyment of oyster mushroom randang. This trend results in more frequent and larger-scale production by the group.

2) Regular Training and Workshops

The Agricultural Department of Payakumbuh City periodically provides training and workshops for group members and the surrounding community on cultivating and processing oyster mushrooms. These initiatives aim to advance the group through awareness and practical simulations. The survey showed that 40% of respondents agreed, and 60% strongly agreed with the benefits of these programs.

3) Collaborations with External Parties

The group collaborates with organizations such as Koperasi Wanakita in Bandung to

market oyster mushroom randang internationally, including in the Netherlands and Malaysia. Additionally, they work with ITB Haji Agus Salim Bukittinggi for promotional activities, including creating advertisements, content, and company profiles.

b. Threats

Threats are external factors that pose risks to a company's growth (David, 2010). The identified threats include:

1) Competing Mushroom-Based Products

Payakumbuh City has significant potential in mushroom product processing. The availability of raw mushrooms and consumer interest in mushroom products drive innovation, which poses a direct threat to oyster mushroom randang.

2) Low Public Awareness

There is a general lack of knowledge among the public about oyster mushroom randang and its benefits. Oyster mushrooms are a high-protein alternative to meat and chicken, but this benefit is not widely recognized.

Marketing Strategy Selection for Oyster Mushroom Randang Products

The selection of strategies is based on analyzing internal strategic factors (IFAS) and external strategic factors (EFAS). This analysis aims to determine the position of oyster mushroom randang and to establish the appropriate strategy based on strengths, weaknesses, opportunities, and threats. The results of the IFAS and EFAS analysis are as follows:

Table 1. IFAS Analysis

| No. | Strengths | Weight | Rating | Score |
|-------------------|---|--------|--------|-------|
| 1 | Diverse product range | 0.12 | 4 | 0.48 |
| 2 | Halal certification and label from MUI West Sumatra | 0.16 | 4 | 0.64 |
| 3 | Affordable pricing | 0.15 | 2 | 0.30 |
| 4 | Group collaboration | 0.14 | 3 | 0.42 |
| 5 | Various promotional media | 0.10 | 3 | 0.30 |
| Weaknesses | | | | |
| 1 | Poor raw material management | 0.10 | 1 | 0.10 |
| 2 | Unattractive packaging | 0.08 | 1 | 0.08 |
| 3 | Lack of a dedicated store | 0.15 | 3 | 0.45 |
| Total | | 1 | | 2.74 |

Table 2. EFAS Analysis

| NO. | Opportunities | Weight | Rating | Score |
|---------------|--|--------|--------|-------|
| 1 | Collaboration with private and government sectors | 0.13 | 2 | 0.26 |
| 2 | High demand and interest in mushroom randang | 0.20 | 3 | 0.60 |
| 3 | Training and socialization on oyster mushrooms from related institutions | 0.20 | 2 | 0.40 |
| 4 | Attention to changes in consumer tastes and demands | 0.13 | 2 | 0.26 |
| Anacam | | | | |
| 1 | Creation of alternative variations | 0.11 | 2 | 0.22 |
| 2 | Emergence of similar competitors | 0.15 | 3 | 0.45 |

| | | | | |
|--------------|---|------|---|------|
| 3 | Educating about the benefits and processing of oyster mushrooms | 0.14 | 2 | 0.28 |
| Total | | 1 | | 2.47 |

IFAS Score = 2.74
 EFAS Score = 2.47
 Coordinates = (2.74; 2.47)

Based on the IFAS and EFAS analysis, the graph for UP3HP Togak Basamo's IFAS and EFAS is as follows:

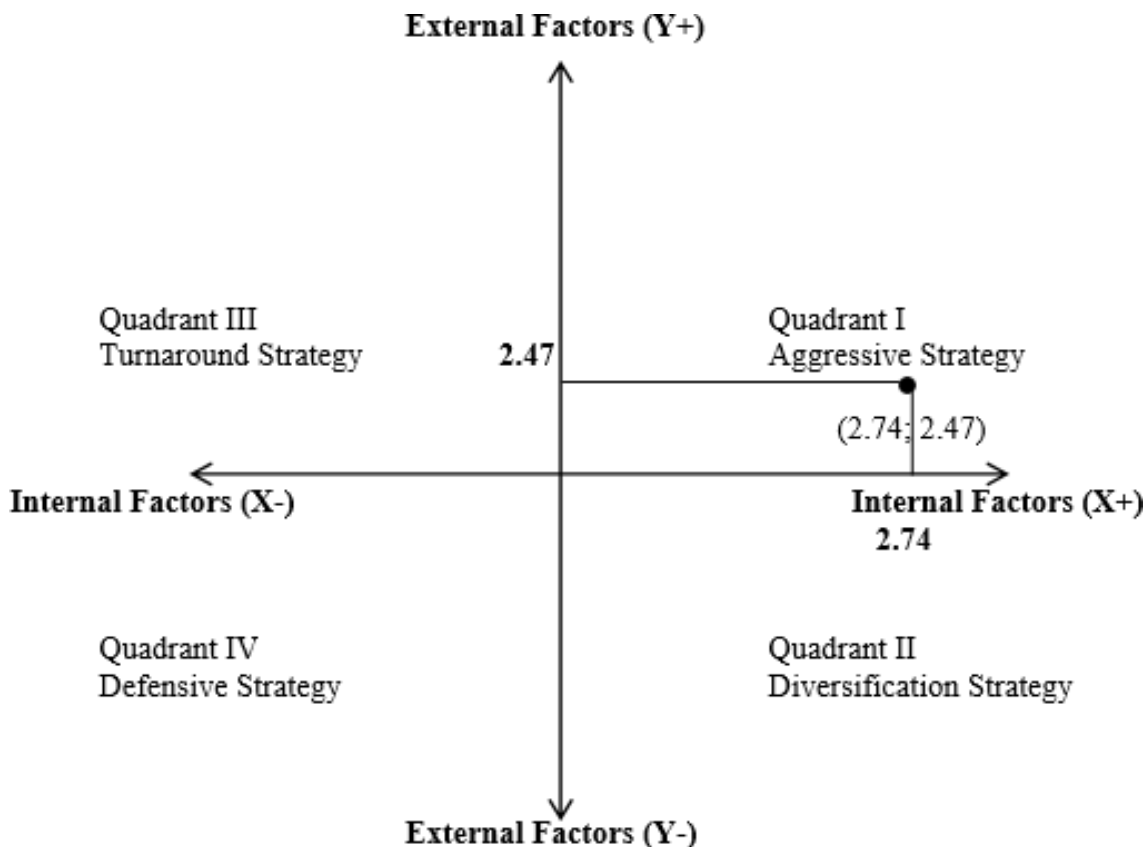


Figure 1. IFAS EFAS Chart

Explanation:

- Quadrant I: Growth-Oriented Strategy
- Quadrant II: Diversification
- Quadrant III: Turnaround
- Quadrant IV: Diversification

The IFAS and EFAS analysis places UP3HP Togak Basamo's oyster mushroom randang in Quadrant I. This quadrant indicates that both internal and external factors are positive, suggesting that the company faces more opportunities than threats. The strengths outweigh the weaknesses, enabling UP3HP Togak Basamo to leverage its potential effectively. Therefore, the appropriate strategy is to enhance and expand business activities, utilizing the existing capabilities to maximize the benefits of available opportunities.

SWOT Analysis of Oyster Mushroom Randang Business

SWOT analysis is a strategic formulation tool that systematically analyzes and identifies various factors to develop company strategies based on logic that maximizes strengths and opportunities while minimizing weaknesses and threats (Rangkuti, 2005 in Arie Wicaksono, 2018). Based on strengths, weaknesses, opportunities, and threats, alternative marketing

strategies can be formulated as follows:

| | | |
|--|---|--|
| <p style="text-align: center;">IFAS</p> <p style="text-align: center;">EFAS</p> | <p style="text-align: center;">STRENGTHS (S)</p> <ol style="list-style-type: none"> 1. Diverse product range 2. Affordable prices 3. Halal certification and labeling 4. Intra-group cooperation 5. Attractive promotions | <p style="text-align: center;">WEAKNESSES (W)</p> <ol style="list-style-type: none"> 1. Poor management of mushroom raw materials 2. Unattractive packaging design 3. Lack of a dedicated store for marketing mushroom randang |
| <p style="text-align: center;">OPPORTUNITIES (O)</p> <ol style="list-style-type: none"> 1. Collaboration with private and government sectors 2. Increasing demand 3. Training and socialization on oyster mushroom cultivation and processing from related institutions 4. Changing consumer tastes | <p style="text-align: center;">STRATEGY SO</p> <ol style="list-style-type: none"> 1. Increase the range of mushroom-based products 2. Improve quality and maintain price 3. Strengthen existing promotions | <p style="text-align: center;">STRATEGY WO</p> <ol style="list-style-type: none"> 1. Manage raw materials better 2. Upgrade packaging 3. Establish a store for marketing |
| <p style="text-align: center;">THREATS (T)</p> <ol style="list-style-type: none"> 1. Existence of other processed mushroom products 2. Similar business opportunities 3. Low public awareness of the benefits of oyster mushrooms | <p style="text-align: center;">STRATEGY ST</p> <ol style="list-style-type: none"> 1. Innovate in mushroom product processing 2. Strengthen existing promotions | <p style="text-align: center;">STRATEGY WT</p> <ol style="list-style-type: none"> 1. Collaborate on mushroom raw material availability 2. Update product packaging to be more attractive and competitive in price |

After conducting the IFAS and EFAS analysis, the marketing strategy for oyster mushroom randang falls into Quadrant I, indicating an aggressive strategy. This strategy can be implemented by enhancing strengths and maximizing opportunities. Thus, the appropriate strategy is the SO (Strength-Opportunity) strategy, which supports business growth. The SO strategy leverages all strengths and capitalizes on opportunities as much as possible. Implementing the SO strategy involves maximizing existing strengths to gain substantial benefits and attract many consumers, aiming for future growth of the oyster mushroom randang product. The detailed SO strategy includes:

- 1) Increasing Product Variants with Unique and Strong Flavors: The business group should create various mushroom-based product variants besides mushroom randang, using available opportunities to develop distinctive flavors that meet consumer tastes, thus boosting purchases.
- 2) Maintaining Quality and Price to Stay Appealing: Ensuring product quality and affordability will attract consumers to buy oyster mushroom randang products.

- 3) Strengthening Existing Promotions and Increasing Air Time on Social Media: This ensures broader public awareness and enhances consumer interest.

CONCLUSION

In conclusion, the internal factors influencing the marketing of processed oyster mushroom products include quality products, affordable prices, halal certification and labeling, good cooperation, raw material management, packaging design, and marketing outlets. The external factors affecting the marketing of mushroom randang products are the number of consumers, training availability, the emergence of other producers, and partnerships with other parties. Based on these internal and external factors, the appropriate marketing strategy for mushroom randang products to increase sales and profits includes:

- 1) Adding variants of mushroom-based products other than mushroom randang with distinctive flavors.
- 2) Maintaining quality and price to remain a preferred choice for consumers.
- 3) Strengthening existing promotions and expanding promotional efforts on other social media platforms.

REFERENCES

- Dedi Septiadi Gunawan dkk. 2017. Analisis lingkungan eksternal dan internal dalam menyusun strategi perusahaan (studi perencanaan strategi komoditi kelapa sawit pada PT. Perkebunan nusantara iii (persero). Profit Jurnal
- Mimin Yatminiwati, Emmy Ermawati. 2022. Analisis SWOT Dalam Menentukan Strategi Pemasaran Dalam Upaya Meningkatkan Penjualan Produk. Jurnal Manajemen dan Penelitian Akuntansi (JUMPA) Vol. 14, No. 2, 2022
- Firdaus, Muhammad. 2008. *Manajemen Agribisnis*, edisi satu, cetakan pertama. Jakarta: BumiAksara.
- Firdaus, Muhammad. 2010. *Manajemen Agribisnis*. Jakarta: Bumi Aksara.
- Hasan, Ali. 2013. *Marketing Dan Kasus-Kasus Pilihan*. Yogyakarta. CAPS (Center For Academic Publishing Service).
- Kotler. 2003, *Dasar-dasar Pemasaran, Jilid 1, Edisi Kesembilan*, Penerbit PT. Indeks Gramedia, Jakarta.