



DOI: <https://doi.org/10.38035/sijet.v2i3>
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SWOT Analysis as a Basis for Determining Competitive Strategy in Marketing at PT. XYZ

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Abstract: This study focuses on PT. XYZ, a food and beverage company in Surabaya, which faces intense competition and complex market dynamics. The main objective of this study is to formulate an optimal marketing strategy through identification and analysis of the company's internal and external factors. The method used is a quantitative descriptive approach with SWOT analysis, as well as the preparation of IFAS (Internal Factor Analysis Summary), EFAS (External Factor Analysis Summary), and SPACE (Strategic Position and Action Evaluation) matrices. SWOT analysis is used to identify the strengths, weaknesses, opportunities, and threats of PT. XYZ. The IFAS and EFAS matrices help evaluate internal and external factors quantitatively, while the SPACE matrix is used to determine the company's strategic position and the most appropriate strategy, whether aggressive, defensive, conservative, or competitive. The results of the study indicate that PT. XYZ needs to utilize internal strengths and market opportunities optimally, while improving weaknesses and anticipating external threats, in order to increase competitiveness and business sustainability in the food and beverage industry.

Keywords: SWOT, IFAS, EFAS, SPACE, Competitive Strategy

INTRODUCTION

The people of Surabaya are known to have a high interest in culinary tourism, a hobby that continues to grow over time and becomes an important part of their lifestyle. This is in line with the statement of the Chairman of the Indonesian Cafe and Restaurant Entrepreneurs Association (Apkrindo) of East Java who emphasized that public demand for culinary products is almost always there and continues to increase. The high public interest in culinary is the main factor that encourages culinary business actors to dare to invest and develop businesses in the food and beverage industry. This condition creates a great opportunity for the food and beverage business to grow and develop, so that many entrepreneurs are interested in entering the cafe and restaurant business in Surabaya.

The Head of Apkrindo East Java also stated that the growth of the cafe and restaurant industry in Surabaya is very fertile, which is influenced by macroeconomic developments and changes in people's lifestyles who now prefer to visit cafes and restaurants as a place to gather

with friends or family. However, despite the large market potential, the reality on the ground shows that the food and beverage business in Surabaya has not always provided consistent income increases. Therefore, entrepreneurs need to implement the right business strategy in order to maximize opportunities and overcome existing challenges. With the right strategy, it is hoped that the income of business actors can increase significantly

PT. XYZ, as one of the food and beverage business players in Surabaya, takes advantage of this great opportunity by developing a unique concept that differentiates itself from competitors. with an attractive, unique, and Instagrammable interior design, it is one of the competitive advantages owned by PT. XYZ in running its cafe business. This concept not only attracts customers, but also strengthens PT. XYZ's position in a very competitive market.

The evaluation process carried out periodically is very important for PT. XYZ to improve and develop the company's condition to remain relevant and competitive in the market. One of the effective evaluation tools used is the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, which can help PT. XYZ in identifying internal and external factors that affect its business. This SWOT analysis is the basis for PT. XYZ in determining the right marketing strategy so that it can increase revenue and business growth sustainably.

Thus, the main objective of this study is to determine an effective marketing strategy for PT. XYZ, based on the results of a comprehensive SWOT analysis. The formulated strategy is expected to help PT. XYZ in utilizing market opportunities, overcoming threats, as well as strengthening internal strengths and improving existing weaknesses, so that it can maintain and improve competitiveness in the dynamic food and beverages industry in Surabaya.

The purpose of writing this article is to explain the application of SWOT analysis, IFAS matrix, EFAS, and SPACE as strategic tools in identifying the internal and external conditions of the Company by identifying the following:

- a. Identify and analyze internal and external factors that influence PT. XYZ's marketing strategy
- b. Prepare an IFAS (Internal Factor Analysis Summary) matrix to evaluate the company's internal strengths and weaknesses.
- c. Prepare an EFAS (External Factor Analysis Summary) matrix to evaluate opportunities and threats from the external environment.
- d. Determining the company's strategic position through SPACE (Strategic Position and Action Evaluation) analysis
- e. Formulate an optimal marketing strategy for PT. XYZ based on the results of SWOT, IFAS, EFAS, and SPACE analysis

METHOD

This research method uses a quantitative descriptive approach that aims to describe the conditions and phenomena that occur based on quantitative data. The analysis in this study was carried out using the SWOT method, which identifies and evaluates internal and external strategic factors that affect PT. XYZ.

To measure and assess internal factors in the form of strengths and weaknesses, this study utilizes the Internal Factor Analysis Summary (IFAS) matrix. While to assess external factors such as opportunities and threats, the External Factor Analysis Summary (EFAS) matrix is used.

In addition, this study also applies the SPACE (Strategic Position and Action Evaluation) matrix to assess the company's strategic position based on two internal dimensions, namely financial strength and competitive advantage, and two external dimensions, namely industry stability and external environmental strength. The SPACE matrix helps in determining the most appropriate strategic direction, whether aggressive, conservative, defensive, or competitive.

The results of the IFAS, EFAS, and SPACE analyses are then combined as a basis for formulating effective marketing strategies that are in accordance with the conditions of PT. XYZ.

RESULT AND DISCUSSION

Based on research analysis, results and methods have been .this, following results . obtained:

Competitive Strategy

Competitive strategy is not only a tool to win the market, but also a systematic approach to understanding the company's position among its competitors. PT. XYZ as a company engaged in the culinary business, faces complex market dynamics, including changes in consumer preferences, pressure from new competitors, and challenges in maintaining customer loyalty. Therefore, the company needs to establish a competitive strategy that is not based on assumptions alone, but through an objective and comprehensive analysis process of the company's internal and external conditions. One method that is very relevant and widely used for this purpose is SWOT analysis.

SWOT analysis helps companies evaluate their internal *strengths* and weaknesses, *as well as identify opportunities* and threats *from* the external environment. Through this approach, PT. XYZ can map the superior resources it has, such as product quality, brand reputation, or a strong distribution network, and utilize them strategically in marketing. Conversely, weaknesses such as lack of product innovation, limited promotional budget, or suboptimal marketing information systems can also be identified early on for immediate improvement. In external aspects, opportunities such as the growth of the digital market, increasing public awareness of environmentally friendly products, and advances in information technology can be used as a basis for expanding market reach and creating added value. Meanwhile, threats from competitors offering lower prices, increasingly varied substitute products, and national economic instability need to be anticipated so that the company does not lose its market.

Based on the results of the SWOT analysis, PT. XYZ can formulate a more specific and targeted competitive strategy. For example, if the company has strength in product innovation and the support of a solid R&D team, then a differentiation strategy is a logical step to increase the attractiveness of the product in the eyes of consumers. This strategy aims to offer unique value that competitors do not have, both in terms of product features, service quality, and brand image. If market opportunities show high demand from a particular segment, then a focus strategy can be applied to serve the needs of that market with a more in-depth approach. Conversely, if the biggest threat is from the very competitive price side, then PT. XYZ can consider a cost leadership strategy with operational efficiency in order to offer competitive prices without sacrificing quality. The combination of these strategies must be adjusted to the results of the SWOT matrix so that the steps taken truly reflect the actual conditions and potential of the company.

By making SWOT analysis as the basis for strategic decision making, PT. XYZ can ensure that every marketing policy taken has a strong and relevant foundation. Competitive strategies formulated with a SWOT approach are not only reactive to market conditions, but also proactive in anticipating changes and creating sustainable competitive advantages. Success in determining the right competitive strategy will have a direct impact on improving marketing performance, customer loyalty, and long-term company growth. Therefore, the integration between SWOT analysis and competitive strategy is a very important strategic step for PT. XYZ to remain relevant, adaptive, and superior amidst increasingly complex and dynamic market competition.

Competitive Strategy has studied depth researchers being analyzed in.. a d a l a h Musyafa, MA, & Ali, H. (2024)., Salsabilla, PJ, & Ali, H. (2024)., Ernawati, FA, & Ali, H. (2024).

SWOT Analysis

SWOT analysis is a very important model or framework and is widely used in analyzing various types of organizations, both profit-oriented and non-profit, as explained by Mochklas

and Wibowo. This model aims to provide a more comprehensive and comprehensive picture of the overall condition of the organization, so that it can be a strong basis for formulating effective strategies. By using SWOT analysis, organizations can systematically and structuredly identify four main elements that influence the success and sustainability of their operations, namely strengths, weaknesses, opportunities, and threats.

SWOT is based on the assumption that an effective strategy must come from a good fit between the company's internal resources, which include strengths and weaknesses, with the external situation faced, namely opportunities and threats. This emphasizes the importance of balance and synergy between internal and external factors in determining the direction of the strategy to be taken in order to achieve organizational goals optimally. Thus, SWOT analysis is not only an evaluation tool, but also a foundation in the strategic decision-making process that is oriented towards achieving competitive advantage.

SWOT analysis matrix is a tool used to systematically compile and organize a company's strategic factors. This matrix is able to clearly describe how opportunities and threats from the external environment can be adjusted to the strengths and weaknesses possessed by the company. Through this matrix, the company can identify four potential strategic alternatives, namely SO strategy (using strengths to take advantage of opportunities), WO strategy (minimizing weaknesses to take advantage of opportunities), ST strategy (using strengths to overcome threats), and WT strategy (minimizing weaknesses and avoiding threats). These four strategic alternatives provide concrete guidance for management in formulating strategic steps that are in accordance with the actual conditions of the company and its environment.

The SWOT analysis has carried out a more way by the before starting the are Yeni, F., Erwin, G., & Ali, H. (2019)., Ikhsani, K., & Ali, H. (2017)., Shobirin, M., & Ali, H. (2019).

Table 1. Analysis Results SWOT PT.XYZ

Factor Internal	Strength (S)	Weakness (W)
	<ol style="list-style-type: none">1. There is a mainstay menu with order dish which are interesting2. Location Which strategic3. Always There is innovation periodically4. Training special for employees5. Stock material raw according to the needs	<ol style="list-style-type: none">1. Happen subtraction power Work2. Facility for employee less noticed3. Have a narrow market share And only focused on customers who go to Autowash.4. The exterior design of the cafe is less striking And closed tree5. Income Cafe not yet reached BEP
Factor External		

Opportunity (O) <ol style="list-style-type: none"> 1. Appear application various payments (OVO and Go- Pay) 2. Promotion in Social Regular and intensive media 3. The height level group visit 4. Youth population in the area Surabaya High East 5. System business Which easy implement (Model 	SO Strategy (S2-O2,O3) Taking advantage of strategic locations to reach the market (S2-O3,O5) held an event in collaboration with the youth community to attract more Lots customer. (S1-O1) An attractive mainstay menu supported by easy payment via OVO/GoPay, thus attracting interest and making it easier for customers to make transactions.	Strategy W- O (W1-O4) bring up <i>part</i> power <i>time</i> with target student worker (W3-O3) emphasizes the target market customer child young in increasing the number of visitors (W4-O5) designing interior and exterior Which interesting And according to the youth hallway
Starbucks) Threat (T) <ol style="list-style-type: none"> 1. There are cafes that have draft similar 2. Competition with motive prices are getting stronger 3. Instability political ahead of the election 4. Appear cafes new 5. Power buy consumer Surabaya for menus at PT. XYZ low 	ST Strategy (S1-T2,T5) bring up a number of menu new with low prices to attract price-oriented customers. (S5-T3) bring up menu with a fermentation concept so that it is more efficient in reducing wasted ingredients. (S3-T5) periodically do change on Cafe interior design to be attractive to consumers.	Strategy W- T (W3-T1) do studies compare with cafes with similar concepts to learn strategies that appeal to a wider market. (W3-T2) conduct scheduled market research on people with consumer- economic behavior (W4-T4) designing exterior design And board Name Cafe

Based on the results of the SWOT analysis listed in Table 1, it can be concluded that PT. XYZ has a number of strengths and opportunities that can be utilized to develop its business, while facing various weaknesses and threats that need to be addressed with the right strategy. This analysis provides a comprehensive picture of the business's position in the market, so that management can formulate effective strategic steps to increase competitiveness and business sustainability.

1. SO strategy emphasizes leveraging strengths to expand markets and increase appeal through community collaboration and ease of transactions.
2. (WO strategy) Weaknesses such as limited workforce, less attractive exterior design, and narrow market need to be overcome by taking advantage of opportunities, such as recruiting part-time students, and redesigning the appearance of the cafe to make it more attractive to the younger segment.
3. (ST and WT strategies) In facing threats such as price competition, similar cafes, and low purchasing power, on material efficiency, price adjustments, comparative studies, and market research to maintain competitiveness.

Overall, the cafe has the potential to grow if it is able to optimize existing strengths and opportunities, while actively addressing weaknesses and anticipating threats.

IFAS and EFAS Matrix Strategy at PT.XYZ

Based on the results of the literature study related to internal factors at PT XYZ, an average (mean) calculation was carried out from the data that had been obtained. The average

scores are shown in Table 1 and Table 2 below, each of which contains the results of the analysis of the internal factors that have been identified. This data is the basis for evaluating the company's internal conditions more objectively and systematically.

Table 2. IFAS Calculation

No	Factors	Weight	Rating	Score
Strengths (S)				
1.	There is a mainstay menu with an attractive hiding layout	0.05	4	0.1
2.	Strategic location of the cafe	0.05	4	0.1
3.	There are always periodic menu innovations	0.05	4	0.15
4.	There is special training for employees	0.01	4	0.1
5.	Stock of raw materials as needed	0.01	3	0.01
Sub-Total		0.17		0.46
Weaknesses (W)				
1.	There is a reduction in the workforce	0.03	1	0.16
2.	Facilities for employees are lacking attention	0.1	2	0.16
3.	Having a narrow market share only focused on customers who go to autowash	0.1	3	0.14
4.	The exterior design of the cafe is less striking and covered by trees.	0.15	4	0.10
5.	Cafe income has not reached BEP	0.15	4	0.10
Sub-Total		0.53		0.66
Total		1		1.12

$$\begin{aligned}
 \text{IFAS} &= \text{strengths} - \text{weaknesses} \\
 &= 0.46 - 0.66 \\
 &= -0.2
 \end{aligned}$$

Table 3. EFAS Calculation

No	Factors	Weight	Rating	Score
Opportunities (O)				
1.	The emergence of various payment applications (OVO and Go-Pay)	0.1	3	0.3
2.	Promotion on social media is routine and intensive	0.1	4	0.4
3.	High Level of Group Visits	0.1	4	0.4
4.	The youth population in the area is high	0.03	2	0.06
5.	Easy to implement business system	0.1	3	0.3
Sub-Total		0.43		1.46
Threats(T)				
1.	There are cafes that have a similar concept	0.05	2	0.16
2.	Competition with strong price motives	0.15	4	0.16
3.	Political instability ahead of elections	0.15	3	0.14
4.	Changes in government policy	0.12	2	0.12
5.	The emergence of new cafes	0.05	1	0.08
Sub-Total		1.42		1.38

	Total	1		2.84
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$$\begin{aligned}
 \text{EFAS} &= \text{Opportunities} - \text{threats} \\
 &= 1.46 - 1.38 \\
 &= 0.08
 \end{aligned}$$

Based on table 2 shows that the factor that is the main strength of PT.XYZ is There is always a menu innovation periodically with a value of 0.65. While the factor that is the main weakness is the exterior design that is less striking because it is covered by trees and the income of PT.XYZ has not reached BEP with a value of 0.25. In the calculation results table, the total value of PT.XYZ's internal factors is 1.12

Based on table 3, the factors that are opportunities for PT.XYZ promotion on social media and the level of Group visits are with a value of 0.5. While the main factor that is a threat to PT. XYZ is competition with a strong price motive with a value of 0.31. The total value of external factors of PT. XYZ in the table above is 2.84

IFAS matrix has been in a comprehensive by previous researchers before introduction , , & Ali , H. () . , Yeni , F., Erwin , G., , H. (2019 ., Pratama DR , & Ali , (2023).

The Factors Analysis Strategic Matrix EFAS has been studied a completely manner by researchers before being in a d a l a h Yeni, F., Erwin, G., & Ali, H. (2019)., Ikhsani, K., & Ali, H. (2017)., Shobirin, M., & Ali, H. (2019).

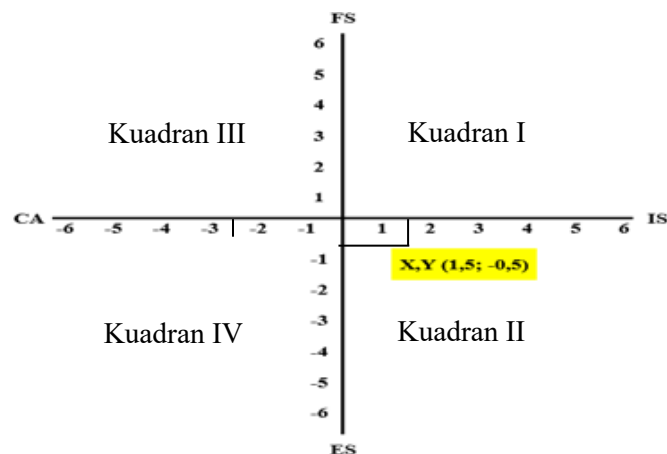


Figure 1. IFAS and EFAS Quadratic Diagrams

From the analysis results of Figure 1. EFAS and IFAS Quadratic Diagrams, it is known that: SWOT coordinates: (1.5: -0.5)

Calculated based on:

Strengths – weaknesses: 0.45 – 0.66 (X axis)

Opportunities – threats: 1.43 – 1.38 (Y axis)

Point position: Quadrant II – ST Strategy (strengths – threats)

This shows that the company has strength but is facing this threat indicates that the company must use its internal strength to face and overcome existing external threats. This strategy is suitable for Utilizing technology and innovation to expand the market and increase competitiveness in facing threats.

Suggested strategy:

Companies that want to maintain their position and competitiveness by using internal strengths as a fortress against external threats.

1. Quadrant I (SO): The company has both internal strengths and open external opportunities.

Strategy: Supports the implementation of aggressive strategies.

2. Quadrant II (ST): The company has internal strengths, but faces threats from the external environment.
Strategy : Support the implementation of diversification strategies.
3. Quadrant III (WO): The company is faced with existing opportunities, but has limitations in internal strength.
Strategy: Support the implementation of improvement strategies
4. Quadrant IV (WT) : The company is experiencing internal weaknesses while facing external threats.
Strategy: Supports the implementation of defensive strategies.

CONCLUSION

Based on the results of the SWOT analysis, IFAS Matrix, EFAS Matrix, and SPACE it can be concluded that:

1. The IFAS matrix can be said that PT.XYZ has a growing internal position, while the results of the EFAS matrix analysis show that PT.XYZ has position external Which strong because it is able to use opportunities to overcome threats very well
2. Based on the results of the IFAS-EFAS matrix analysis and the SWOT matrix, the strengths, weaknesses, threats and opportunities of PT.
 - a. PT.XYZ's main strength is unique interior design
 - b. The main weakness of PT.XYZ is the exterior design which is not very striking and is covered by trees and income has not yet reached BEP.
 - c. PT.XYZ's main opportunity to carry out promotional activities through social media and pay attention to target markets during visits in a way group and group
 - d. PT.XYZ's main threat is strong price competition.
3. Based on the Quadrant Diagram, PT.XYZ's position is quadrant II, it can be said that in competitive conditions, PT.XYZ Management should carry out penetration. market, development market, as well as product development, by increasing sales force, intensifying promotional activities, and offering extensive sales promotions

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