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## SWOT Analysis to Determine Competitive Strategy at PT. Tarindo

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**Abstract:** This study aims to determine a competitive strategy for PT. Tarindo. Through market analysis, competitors and the company's internal strengths, the strategy determined must be in accordance with the company's vision and mission and oriented towards competitive advantage. The practical implication of this research is the importance of adapting strategies to the ever-changing business and technological environment.

**Keyword:** SWOT Analysis, Competitive Strategy, PT. Tarindo

### INTRODUCTION

The business world greatly influences economic development and competition between countries. Business actors, both small and large scale, contribute to creating jobs, generating income, and encouraging innovation and efficiency in the production of goods and services. Competition between companies also encourages improving the quality of products and services, as well as optimizing resource allocation to increase a country's competitiveness in the global market. In the context of globalization, competition between countries is increasingly intense, and the background of the business world has a key role in ensuring a country's success in facing this challenge. Innovative and adaptive companies are able to take advantage of new market opportunities and overcome barriers to international trade. Apart from that, partnerships between the government and the private sector are also important to create a conducive business environment and support sustainable economic growth (Elvana, 2022).

In an effort to build healthy competition, the government has an important role in creating policies that support growth and innovation in the business sector. This includes regulations that promote fair competition, investment in infrastructure that supports economic growth, and education and training to improve workforce skills. Thus, the background of the business world is one of the main factors in shaping the direction of a country's development and increasing its competitiveness at the global level. Plus, the problem of government policies that are not in favor of companies can hinder economic growth and healthy competition. For example, regulations that are too complicated or burdensome can slow down innovation and business growth. This especially impacts small and medium-sized

companies that have limited resources to comply with these regulations. And a lack of investment in infrastructure that supports economic growth, such as transportation and information technology, can hinder companies' operational efficiency and reduce their competitiveness. Due to improper corporate governance, everything will result in the company running in place and even going out of business in the not too distant future. So policy reforms are needed that support economic growth and investment, as well as ensuring that the regulations implemented are in favor of the interests of companies and society as a whole (Rofaidah, 2019).

For example, PT. Tarindo, as part of the brass metal processing industry, has quite fluctuating performance and tends to not meet targets in the last five years. Company performance that has not/cannot meet targets indicates that the company does not yet have an appropriate competitive strategy in developing its business. In general, every company can actually develop a competitive strategy by looking for a match between the company's internal strengths and external forces. Apart from that, choosing the right strategy also helps companies to allocate resources efficiently, avoid unnecessary risks, and strengthen their position in the market (Sunaryo, 2017). By considering industry trends, competitor analysis, and internal strengths and weaknesses, companies can formulate appropriate strategies to achieve sustainable growth and competitive advantage. In a dynamic business environment, the ability to adapt strategies quickly and precisely will be the key to maintaining a company's relevance and competitiveness (Sarah, 2019).

Additionally, by using a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis approach, companies can gain deep insight into the internal and external factors that influence their strategy. By identifying internal strengths and weaknesses, companies can take advantage of the advantages they have and overcome the challenges they face. On the other hand, by understanding the opportunities and threats in the external environment, companies can adjust their strategies to take advantage of market opportunities and overcome risks that may arise (Siregar, 2020).

So in this case, based on the above background, metal production has become one of the most popular among Indonesian people and is utilized by businesses to produce metal both nationally and internationally, so it is necessary to have Swot Analysis strategies that can help realize competitiveness both nationally and internationally. Therefore, this scientific paper is entitled "Swot Analysis to Determine Competitive Strategies at PT. Tarindo" with the aim of being able to identify the strengths, weaknesses, opportunities and threats of an organization in metal production. By understanding these factors, metals businesses can develop more effective strategies to increase competitiveness in the market.

## **METHOD**

The methodology in this research is to use qualitative research. Moleong (2017, p. 8) stated that qualitative research is used to understand the naturalistic phenomenon or condition of an object and the presentation of data is not done by expressing it numerically because the data presentation is quantitative. Qualitative research findings also go deeper to understand phenomena from a complex and contextual perspective. Findings from qualitative research are often descriptive and interpretive, providing in-depth understanding of various aspects of the phenomenon under study. As well as identifying the main themes that emerge from the data and patterns that may exist in it. This can help in understanding relevant issues and relationships between various variables.

Data collection for this research uses literature studies. The use of this data is to support relevance data in scientific papers without direct field research. This is in accordance with the aim of literature study techniques which can help researchers to develop critical analyzes of existing studies, identify weaknesses or strengths in previous research, and understand how their research can contribute to the same topic .

Apart from that, the explanation of the SWOT analysis that will be used in this research is as follows:

1. **Strengths:** Identifying the internal strengths of an organization or business that can be utilized to face competition. By understanding these advantages, organizations can make optimal use of them to strengthen their position in the market.
2. **Weaknesses:** Be aware of internal weaknesses that may hinder competitiveness. By knowing these shortcomings, organizations can take steps to correct or overcome existing problems so that they become more competitive.
3. **Opportunities:** Identify external factors that can be utilized to improve performance and growth. By understanding these opportunities, organizations can take strategic steps to take advantage of market changes or existing trends.
4. **Threats:** Identify external factors that can hinder performance and growth. By knowing these threats, organizations can take proactive steps to reduce their negative impact or even turn threats into opportunities.

By understanding these four aspects through a SWOT analysis of PT. Ratings can develop more effective and adaptive strategies to increase competitiveness in the market.

## **RESULTS AND DISCUSSION**

### **Competitiveness Analysis Strategy**

Competitive Strategy is an important tool for evaluating internal strengths and weaknesses as well as external opportunities and threats faced by an organization, industry, or country. By using methods such as SWOT, Porter's Five Forces, PESTEL, and benchmarking, entities can identify competitive advantages and areas for improvement. The results of this analysis help in formulating effective strategies to improve competitive position in the market, encourage innovation, adaptability, and maintain customer satisfaction and loyalty. Through a systematic and comprehensive approach, entities can achieve sustainable growth and long-term success (Savitri, 2021).

Additionally, by implementing a comprehensive competitive strategy, an organization, industry, or country can develop better strategies to navigate a dynamic and competitive market landscape. Several further steps that can be taken after carrying out a competitive analysis strategy include (Anatasia, 2022)

- **Differentiation Strategy**  
Develop unique products or services to stand out in the market. This could be innovative features, superior quality, or a great customer experience.
- **Operational Efficiency**
- **Improve operational efficiency to lower costs and increase profit margins.** This includes process optimization, adoption of new technologies, and effective supply chain management.
- **Market Development**  
Explore new markets or underserved market segments to expand customer base and increase revenue.
- **Sustainable Innovation**  
Encourage a culture of innovation to continuously introduce new products, services or processes that can provide long-term competitive advantage.
- **Risk management**
- **Identify and manage risks that may affect competitiveness, including market, operational, financial and reputation risks.**
- **Human Resource Development**

Improving workforce capabilities and skills through training, career development and talent management to ensure the organization has competent and competitive human resources.

- Improved Customer Service

Improving the quality of customer service to build loyalty and increase customer retention, which can ultimately support business growth.

By following these steps, an entity can strengthen its position in the market, overcome competitive challenges, and achieve long-term success. Effective competitive analysis not only helps understand current conditions but also provides guidance for better strategic planning and decision making. Additionally, by carrying out a comprehensive competitive analysis, entities can form better strategies to navigate the intense market competition. Further steps that can be taken include product differentiation, increasing operational efficiency, exploring new markets, continuous innovation, risk management, human resource development, strategic collaboration and improving customer service. Implementation of these strategies helps strengthen positions in the market, overcome competitive challenges, and achieve sustainable success and growth (Rindiani, 2023)

### External and Internal Environmental Analysis of PT. Tarindo

**Table 1. Analysis of External and Internal Environmental Factors at PT. Tarindo**

No	Internal factors	External Factors
	<b>Strength</b>	<b>Opportunity</b>
1	1. The company has been around for quite a long time 2. ISO has been implemented 3. Production equipment or machines are guaranteed to be safe and supportive	1. Explore is very open (ASEAN) 2. Request for new designs from consumers 3. Easy access to raw materials
	<b>Weakness</b>	<b>Threat</b>
2	1. Products have no variety 2. Does not yet have an R&D function 3. There are no special experts in the brass area	1. Modern lifestyle 2. Raw material prices continue to increase

### Quadrants and Sowl Matrices

The SWOT matrix quadrant is a strategic analysis tool used to identify and evaluate internal factors (Strengths and Weaknesses) and external factors (Opportunities and Threats) that influence an organization, project, or business. This matrix consists of four quadrants, each of which helps in the formulation of effective strategies. In addition, through a deep understanding of the SWOT matrix quadrants, organizations can identify key areas that need to be improved or exploited. This enables them to formulate more focused and effective action plans to improve performance, overcome challenges and take advantage of opportunities that exist in their business environment. In addition, the SWOT matrix can also help in making better strategic decisions, as it strengthens the understanding of the organization's relative position in the market and the factors that influence it. Thus, the SWOT matrix is not only an analysis tool, but also a very valuable tool in strategy development and business planning (Carina, 2022).

In this case, before creating a SWOT quadrant, it is best to calculate the weights and branches of internal and external factors using the internal IFAS (Internal Factor Analysis Summary Matrix) and EFAS (External Factor Analysis Summary Matrix). The following table is below:

**Table 2. IFAS (Internal Factor Analysis Summary Matrix)**

No	Strength (Strength)	Weight	Ratings	Score
1	The company has been around for quite a long time	0.30	4	1.20
2	There has been an implementation of ISO	0.30	2	0.60
3	Production equipment or machines are guaranteed to be safe and supportive	0.15	3	0.45
Amount		0.75	9	2.25

No	Weakness (weakness)	Weight	Ratings	Score
1	Products have no variations	0.10	1	0.10
2	Does not have an R&D function yet	0.10	3	0.30
3	There are no special experts in the brass area	0.05	2	0.10
Amount		0.25	6	0.50
Total		1.00	15	2.75

Based on the table above, it shows that the total IFAS matrix results of PT. Tarindo, by showing the total score in the results of internal factor analysis with a total score of 2.75, is in the above average category, which indicates that the internal conditions at PT. Tarindo is in a good position.

**Table 3. EFAS (External Factor Analysis Summary Matrix)**

No	Opportunities	Weight	Ratings	X Rating Weight Score
1	Explore is very open (ASEAN)	0.30	2	0.60
2	New design requests from consumers	0.25	3	0.75
3	Easy access to raw materials	0.25	4	1.00
Amount		0.80	9	2.35

No	Threat	Weight	Ratings	X Rating Weight Score
1	Modern lifestyle	0.10	2	0.20
2	Raw material prices continue to increase	0.10	1	0.10
Amount		0.20	3	0.30
Total		1.00	12	2.65

Based on the table above, it shows that the total results of PT. EFAS matrix. Tarindo with a total score of 2.65, this result shows that it is above average. Thus the score obtained indicates that PT. Tarindo takes advantage of the opportunities it has and avoids external threats. Next, the SWOT matrix table is as follows:

**Table 4. PT SWOT Matrix. Tarindo**

SO Strategy	WO Strategy	ST Strategy	WT Strategy
By evaluating internal strengths such as a strong distribution network or good brand reputation, and identifying external opportunities such as new market growth or technological developments. Based on this assessment, they can develop competitive strategies that leverage internal advantages to pursue external opportunities, for example by expanding their product reach into new markets or improving operational efficiency using the latest technology.	PT. Tarindo evaluates internal weaknesses such as lack of product innovation or lack of global presence, and looks for external opportunities such as increased demand for their products in global markets or opportunities to collaborate with other companies in new product development.	PT. Tarindo can improve customer service to retain their existing customer base or implement operational efficiencies to overcome cost pressures that may arise due to increased competition	Develop competitive strategies that focus on improving internal weaknesses to reduce the impact of external threats, for example by expanding their product portfolio to reduce dependence on a single product or building stronger relationships with multiple suppliers to reduce supply risks.

In implementing this strategy, PT. Tarindo needs to ensure that they carry out a comprehensive evaluation of the strengths, weaknesses, opportunities and threats they face. This requires accurate data collection and in-depth analysis of their business environment. In addition, companies need to be flexible in adapting their strategies according to changes that occur in the external and internal environment. In addition, implementing this strategy requires the involvement of the entire management team and company employees. Clear and effective communication is needed to ensure that everyone understands their role in executing the strategy. Employee training and development can also be the key to success in overcoming internal weaknesses and taking advantage of external opportunities. Lastly, PT. Tarindo must regularly review and evaluate the performance of their strategies to ensure that they remain relevant and effective in achieving long-term corporate goals. With strong commitment and a coordinated approach, PT. Tarindo can successfully face challenges and achieve sustainable growth in the market.

**CONCLUSION**

Determining competitive strategies for PT. Tarindo will involve an in-depth evaluation of the market, competitors, internal company strengths, and long-term goals. The strategy may focus on product innovation, customer service, operational efficiency, or penetration of new markets, depending on the situation and company goals. After evaluation, the competitive strategy implemented must be in accordance with the company's vision and mission, and oriented towards competitive advantages that can differentiate PT. Tarindo from

its competitors. This may involve a combination of product differentiation strategies, low costs, or a focus on specific market segments. Apart from that, competitive strategies must also be able to adapt to changing business and technological environments.

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