

## **Marketing strategy at UD. Setya Jati Furniture uses SWOT and AHP methods to increase sales volume**

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### **ABSTRACT**

UD. Setya Jati Furniture has undergone a significant transformation from a small wooden decoration store into a business unit specializing in furniture sales. However, the company experienced a decline in sales during the COVID-19 pandemic due to government-imposed lockdowns and public activity restrictions (PPKM). Additional contributing factors included limited promotional activities, incomplete product catalogs, and inefficient order processing. Furthermore, the company had not previously implemented a business development strategy focused on increasing sales volume. To address these issues, this study employed SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis in conjunction with the Analytic Hierarchy Process (AHP) to identify and prioritize effective marketing strategies. The SWOT analysis revealed that UD. Setya Jati Furniture is positioned in quadrant I, indicating strong potential for growth. Based on this position, several strategic recommendations were proposed: maintaining product and service quality, enhancing product differentiation, securing additional capital through low-interest bank loans, expanding to new locations, increasing online promotional efforts, developing a comprehensive price catalog with product utility information, fostering customer loyalty, evaluating inventory levels to manage market fluctuations, optimizing pricing strategies, and innovating product designs in line with industry trends. Among these, the AHP results identified “increasing sales through online promotion” as the highest-priority strategy, with a score of 0.157. The implementation of these strategies is expected to help UD. Setya Jati Furniture sustain its operations and achieve further growth in the competitive furniture industry.

**Keywords:** Marketing strategy; SWOT; AHP; sales

### **1. INTRODUCTION**

Competition in the industrial world is getting fiercer and stronger with many new businesses. Micro-enterprises in general are very helpful as drivers of the national economy, play an important role in the economic and industrial growth of a village, even a country, and need to continue to change to improve their competitiveness [1]. Failure to do so can indirectly affect profits and hinder economic growth. To improve market competitive conditions, consumer behavior toward product quality, price, and service must be considered [2].

UD. Setya Jati Furniture has grown from just a shop selling wooden decorations to a UD that focuses on selling furniture products. In its development, it has experienced ups and downs of problems in the furniture retail world. In 2021, during the COVID-19 pandemic, UD Setya Jati Furniture experienced a decline in sales. The main decline in sales occurred due to lockdowns and PPKM by the government, which made the production process in suppliers stop, and also the product distribution process was disrupted. Some factors causing declining sales include a lack of promotional media, incomplete product catalogs, and long ordering processes. UD Setya Jati Furniture Company must create good customer satisfaction value. For this, the manager must make the right decisions and implement the most effective strategies competently and efficiently [3]. This can be achieved if the



company has the right marketing strategy so that it can increase the number of sales of its products and be able to provide satisfaction to consumers who use these products or services [4].

### SALES AMOUNT FROM 2021-2023

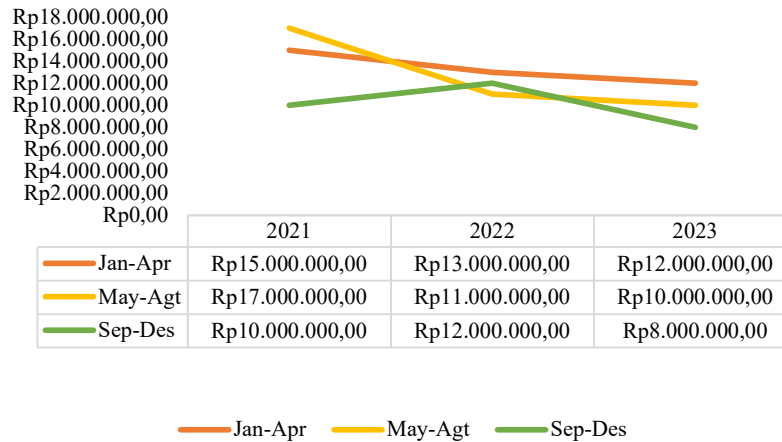


Figure 1. Sales chart of UD Setya Jati Furniture

Figure 1 UD Setya Jati Furniture is experiencing difficulties where revenue from 2021 to 2023 has not improved and tends to show a decline in sales. In 2021 the highest sales were IDR 17,000,000, in 2022 the highest sales were IDR 13,000,000, and in 2023 the highest sales were only IDR 12,000,000. There needs to be a change in both product and service aspects to provide satisfaction for the target market consumers. Consumer satisfaction is the main priority according to marketing experts because a company must have its characteristics in carrying out the marketing process of a product [5]. The conventional marketing process is the most widely used, but now digital marketing is more in demand. Marketing in the digital era creates a dynamic and ever-evolving process, with digital technology and the internet as the main drivers, ranging from email marketing and search engine optimization to social media, mobile marketing, and new technologies such as artificial intelligence and blockchain [6]. Along with the development of mobile technology, especially with the very high penetration of smartphones, it has changed the view of digital marketing. Mobile applications, mobile-friendly websites, and location-based marketing have become the essence of marketing strategy [7].

This research at UD Setya Jati Furniture uses two methods as a reference: the SWOT method and the AHP method are used to obtain alternatives as an appropriate strategy formulation. SWOT analysis is subjective and relative in importance, stemming from various factors, thus requiring a combination of methods. Using the AHP (Analytical Hierarchy Process) method to address the shortcomings of the SWOT analysis method [8]. The purpose of determining the marketing strategy in this research is to obtain a marketing strategy design that is suitable for UD Setya Jati Furniture. Both methods, namely SWOT and AHP, were selected by weighting the alternative criteria as a select strategy formulation to increase sales at UD Setya Jati Furniture.

## 2. METHODS

Quantitative research in this study is used in analyzing marketing strategies, with the object of research being the furniture business. The method used is SWOT analysis by weighting the value, then the results of the analysis are re-analyzed using the AHP method to obtain the most effective strategy that can be used. The purpose of this study is to determine the right marketing strategy for UD Setya Jati Furniture and obtain the most appropriate alternative marketing strategy using the Analytic Hierarchy Process method.

Previous Research

Previous research is an activity where research that has been conducted by researchers is compared with the results of research that has been conducted by previous researchers. Looking at previous research is used to determine the level of similarities and differences in the results of previous research, as well as to determine the strengths and weaknesses of the research being conducted by the researcher in the [Table 1](#).

**Table 1.** Previous research table

No	Author (Year)	Name Journal	Research Method	Research Results
1	Gilang Nur Akbar <sup>1</sup> , Hilmi Aulawi, [9]	Jurnal kalibrasi P-ISSN:1412-3614; E-ISSN:2302-7320 Sekolah Tinggi Teknologi Garut	Method SWOT and Method AHP	Companies must optimize social media to increase market reach and interaction with consumers.
2	Muhammad Jihad Akbar, Qurtubi, Meilinda Fitriani Nur Maghfiroh [10]	Jurnal Intech Teknik Industri Universitas Serang Raya Vol 8 No 1 Juni 2022	Method SWOT and QSPM	Innovative promotions are needed to attract consumers' attention.
3	Shafa Assylla Fachruddin, Nugraha [11]	Jurnal Riset Teknik Industri (JRTI) e-ISSN 2798-6349 p-ISSN 2808-3091	Method SWOT and TOPSIS	Have social media for promotion, interaction, and transactions
4	Irwan Kurniawan, Febri Prima, Yopa Eka Prawatya [12]	Jurnal Teknik Industri Universitas Tanjungpura, Volume 7, No. 1, 2023: 35-43	Method SWOT and AHP	Creating landmarks and pineapple gardens
5	Roberta H. A. Tanisri, Shelly Salima, [13]	Jurnal Teknik Industri Universitas Pelita Bangsa, Jurnal Teknik Industri, Vol. 3 (2) 2022, page 49-58	Method SWOT and AHP	Leveraging social media, competitive pricing, chemical-free products, optimizing customer loyalty, and creating a product name
6	Nugraha Kusuma Ningrat, Maman Hilman, Rai Maulana [14]	Jurnal Media Teknologi Vol. 08 No. 02 Maret 2022 Universitas Galuh	Method AHP and SWOT	Selling to new markets with a new system
7	Moh. Jufriyanto [15]	Jurnal Sains, Teknologi dan Industri, Vol. 18, No. 02, Juni 2021, pp.228 - 237 ISSN 2407-0939	Method AHP and SWOT	Added value to hijab products with fewer resources

The difference between this research and previous studies lies in the research object, which is a trading business with its main product being wood. The method used is also a combination of the SWOT (Strength, Weakness, Opportunity, and Threat) method, followed by the AHP (Analytical Hierarchy Process) as a method to determine the best alternative strategies that can be implemented. This research was also conducted in a different area with different buyer conditions and environmental conditions, but previous research was used as a reference for the development of this study to obtain the latest results for further development.

Research stages

The research stage is a series of systematic procedures designed to solve a research problem comprehensively. This process aims to facilitate understanding of the issues being studied, especially in the context of marketing strategy weighting. In its implementation, researchers identify key problems, collect relevant data, and analyze the information obtained to produce strategic recommendations that can be applied to UD Setya Jati Furniture [16]. The initial research process involved conducting direct observation and then identifying problems that would be developed with actual data using the SWOT and AHP methods, expected to lead to the target, namely the right marketing strategy for UD Setya Jati Furniture in the Figure 2.

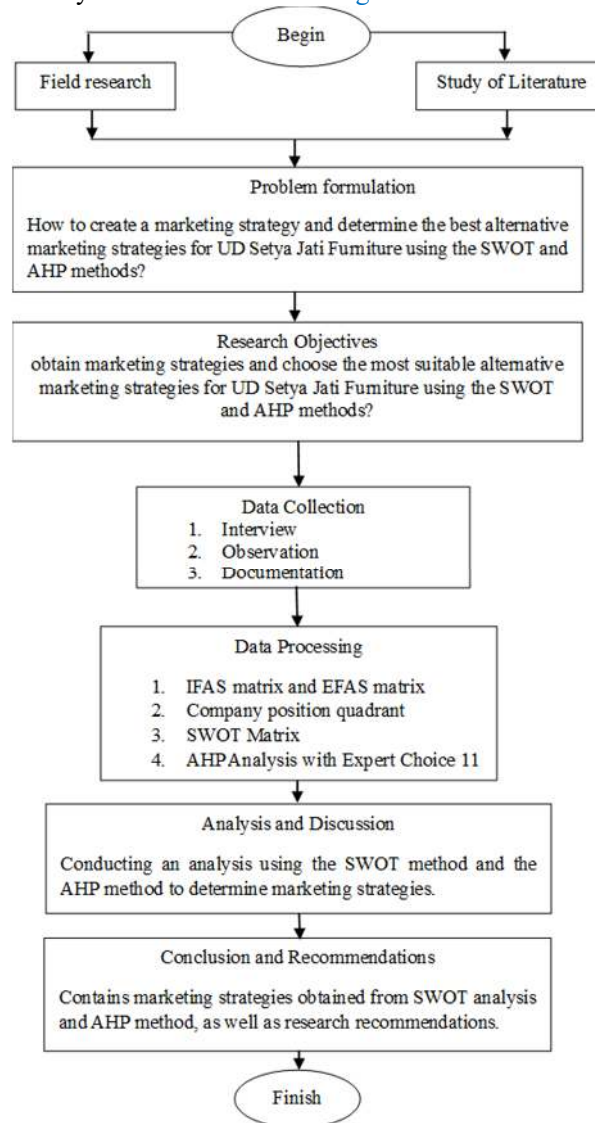


Figure 2. Research stages at UD Setya Jati Furniture

### Marketing strategy

Marketing strategy is a method to win a sustainable competitive advantage for companies that produce goods or services. Marketing strategy is one basis used in developing a comprehensive business plan [17]. It is necessary to determine the right marketing strategy that will have a positive impact on the sales profit expected by the company [18]. It can be concluded that a marketing strategy is a series of marketing steps taken to meet consumer needs and increase the company's competitive

advantage [19]. Marketing strategies are aimed at supporting companies to survive in the era of business competition.

Analysis Strengths, Weaknesses, Opportunities, and Threats.

According to Irham F, to analyze more deeply about strengths, weaknesses, opportunities, and threats, it is necessary to look at external and internal factors as an important part of the SWOT analysis [20]. D J Rusmawati explained that in strengths, weaknesses, opportunities, and threats, there are elements that include strengths, weaknesses, opportunities, and threats [21]. Before determining the results of the matrix using a quantitative model, steps are taken to measure strengths, weaknesses, opportunities, and threats [22]. In conducting a SWOT analysis, quantitative data obtained by conducting a questionnaire will be calculated using IFAS and EFAS calculations. Mapping the company's strategy using SWOT analysis, which starts from the company's external and internal analysis. Then perform IFAS and EFAS calculations, create quadrants (cartesian graphs), and IFAS and EFAS calculations [23].

Analytic hierarchy process

The main component of the analytic hierarchy process is a functional hierarchy with input in the form of human perception. In the analytic hierarchy process method, something complex will be separated into separate groups, which are then organized into a hierarchical form [24]. Complex problems become much easier to understand through the use of the hierarchy process. AHP breaks down decision-making problems into several levels in such a way that they form a hierarchy with unidirectional hierarchical relationships between levels [25]. The analytic hierarchy process uses a pairwise comparison method to select the best alternative. Alternatives are evaluated sequentially at the lowest level of the hierarchy [8]. The decision-making process involves making pairwise comparisons between criteria [26]. Working on the analytic hierarchy process method starts with identifying problems, determining element priorities, synthesizing, measuring consistency, calculating index consistency, calculating consistency ratios, and checking hierarchical consistency [27]. In this study, researchers used Expert Choice 11 software to analyze the analytic hierarchy process. AHP analysis is carried out when the strategy from the SWOT analysis already exists. Then, a questionnaire is conducted to determine the weight. The weighting process is then analyzed with software to minimize errors. Make sure the results of the weighting do not exceed the inconsistency value.

### 3. RESULTS AND DISCUSSION

Respondent's data collection process

This research processes data in the form of primary data. Primary data is data obtained directly from individual sources, including interview results or questionnaires [28]. Primary data for this study is in the form of interview data and sales data containing the marketing process carried out, what media is used, what marketing strategies are used, obstacles faced, market competition in the company's area, and sales results of UD Setya Jati Furniture from 2021-2023. The process of filling out the respondent questionnaire involved three experts at UD Setya Jati Furniture, namely Mr. Setyanto, Mr. Hanifan, and Purnomo. Determination of marketing strategy priorities at UD Setya Jati Furniture was carried out using Expert Choice software.

Analysis of strengths, weaknesses, opportunities, threats factors

From the results of the interview and observation process that has been carried out by researchers. Then the results are obtained in the form of indicators to determine strategies based on internal and external factors. The data collected is then analyzed and formulated into a strengths, weaknesses, opportunities, and threats strategy. The following are the internal and external factors of UD Setya Jati Furniture, including strengths, weaknesses, opportunities, and threats;

- a. Internal factors
  - Strengths
    - 1) Using good production tools
    - 2) Has a large network of distributors

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- 3) Has an attractive design
  - 4) Basic production materials from the best wood
  - 5) Timeliness in the delivery process
- Weaknesses
    - 1) Less spacious location for product display
    - 2) Relatively expensive product prices
    - 3) Less maintained display area
    - 4) Erratic opening hours
    - 5) The absence of adequate promotional and advertising facilities
- b) External Factors
- Opportunities
    - 1) Furniture's relatively wide market share
    - 2) Strategic sales location
    - 3) The existence of the TikTok trend as a means of promotion
    - 4) Opening branches in other areas
    - 5) Already known for the oral marketing system
  - Threats
    - 1) Quite a lot of competitors in the same location
    - 2) Instability of product prices from manufacturers
    - 3) Obstacles to wood processing during production

Internal factor analysis summary matrix and external factor analysis summary matrix

The internal factor matrix is a matrix consisting of the strengths and weaknesses that exist within the company. The external strategic factor matrix is useful for formulating external strategic factors in the form of opportunities and threats by looking at various possible opportunities and threats faced facing competitors. The IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices consist of columns, weights, rankings, and total values, which are the result of multiplying weights and rankings in [Table 2 \[29\]](#).

**Table 2.** Matrix IFAS and Matrix EFAS UD Setya Jati Furniture

Strength	Weights	Rating	Scores
Using good production tools	0,21	3,6	0,76
Has a large network of distributors	0,20	3,2	0,64
Has an attractive design	0,19	3	0,57
Basic production materials from the best wood	0,19	3	0,57
Timeliness in the delivery process	0,21	3,2	0,68
Amount	1,00	16	3,21
Weaknesses	Weights	Rating	Scores
Less spacious location for product display	0,21	2,2	0,46
Relatively expensive product prices	0,20	2,4	0,47
Less maintained display area	0,23	2,4	0,56
Erratic opening hours	0,20	2,4	0,47
The absence of adequate promotional and advertising facilities	0,17	2,8	0,48
Amount	1,00	12,2	2,43
Opportunities	Weights	Rating	Scores
Furniture's relatively wide market share	0,23	3	0,69
Strategic sales location	0,21	2,8	0,57
The existence of the TikTok trend as a means of promotion	0,19	3	0,58

Opening branches in other areas	0,19	2,6	0,50
Already known for the oral marketing system	0,18	2,2	0,39
Amount	1,00	13,6	2,74
Threats		Weights	Rating
Quite a lot of competitors in the same location	0,36	1,8	0,65
Instability of product prices from manufacturers	0,34	2	0,68
Obstacles to wood processing during production	0,30	2,4	0,71
Amount	1,00	6,2	2,05

Based on the perspective of internal factors in the table, a deeper understanding of the company's strengths and weaknesses can be obtained. The internal strength score was recorded at 3.21, which is relatively higher than the internal weakness score of 2.43. This shows that the company has significant internal capabilities to overcome various existing weaknesses. Thus, these strengths can be used as strategic assets in facing increasingly tight business competition. The difference between internal strengths and weaknesses of 0.78 is at a positive value, indicating that the company's internal position is in relatively good condition. The quadrant position of UD Setya Jati Furniture can be seen in Figure 3, which is in quadrant 1.

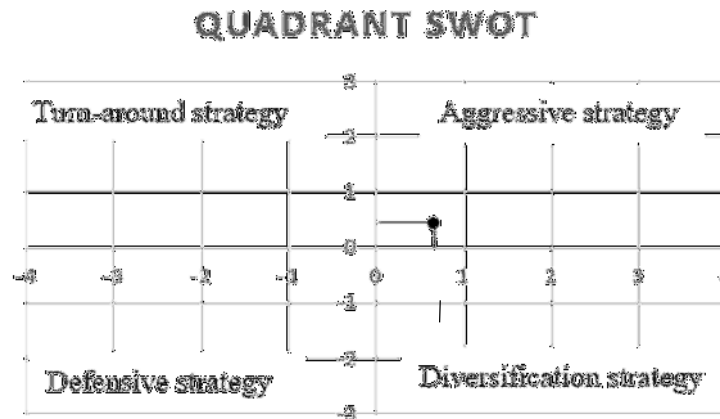


Figure 3. Company position of UD Setya Jati Furniture

The position of UD Setya Jati Furniture in quadrant 1 provides convenience in supporting aggressive strategies. This is a very profitable situation, UD Setya Jati Furniture can have many opportunities and strengths that can be utilized in developing its business.

#### Alternative SWOT method strategies

The SWOT matrix is used as an analysis tool to identify and formulate various alternative strategies that can be implemented by UD Setya Jati Furniture, by considering all aspects owned, both from internal and external factors of the company. The following are strategies that are the results of the SWOT analysis:

1. Strength Opportunity (SO)
  - a) Always maintain product quality and service
  - b) Increase product differentiation by optimizing furniture models and types.
  - c) Adding sales capital through bank credit with low interest.
2. Weakness Opportunity (WO)
  - a) Looking for a new location for expansion so that the display is more adequate
  - b) Increase sales with online promotions
  - c) Create a price catalog with product benefits and utilities
3. Strength Threats (ST)
  - a) Good relations with regular customers to maintain customer reputation in the eyes of consumers

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- b) Conduct inventory evaluations to anticipate fluctuating market conditions.
4. Weakness Threats (WT)
  - a) Make adjustments to product prices and efficiency on unnecessary costs
  - b) Increase competitiveness with product and design innovations following the trends of the Furniture industry

#### AHP Analysis

In this AHP analysis, the data used comes from the data generated by the SWOT analysis. The existing data is then made into a hierarchy to make it easier to analyze. In this study, the authors also used the help of expert choice software in calculating and analyzing criteria and alternatives.



Figure 4. Graphic synthesis summary of marketing strategy

The results of the questionnaire from respondents provide weighting points for each criterion. The criteria used are the results of calculations using the SWOT method. The many proposed strategies, it can be seen based on Figure 4. The synthesis summary graph, which provides a sequence of priority strategy criteria, namely the criteria "increasing sales with online promotions" with a weight score of 0.157, "finding new locations for expansion so that displays are more adequate" with a weight score of 0.134, "always maintaining product quality and service" with a weight score of 0.127, "increasing competitiveness with product innovation and design following the furniture industry trend" with a weight score of 0.117, "creating a price catalog accompanied by product benefits and utilities" with a weight score of 0.111, "relating well with loyal customers to maintain customer reputation in the eyes of consumers" with a weight score of 0.99, "increasing product differentiation by optimizing Furniture models and types" with a weight score of 0.92, "conducting inventory evaluations to anticipate fluctuating market conditions" with a weight score of 0.56, "adjusting product prices and efficiency against unnecessary costs" with a weight score of 0.56, and the criteria with the least weight "adding sales capital through bank credit with low interest" with a weighting score of 0.51

The calculation results with expert choice software have an inconsistency value of 0.01, which is below the threshold of 0.1, so the respondent's response is considered consistent and does not require a repeat of the assessment process. This shows that the calculation results of the AHP method are valid, with the results of the three priority strategy proposal criteria. The highest criterion is "increasing sales with online promotions" with a weight score of 0.157, followed by the strategy criterion "finding new locations for expansion so that the display is more adequate" with a weight score of 0.134 and the strategy criterion "always maintaining product quality and service" with a weight score of 0.127

#### 4. CONCLUSION

Based on the results of the SWOT analysis calculation method at UD Setya Jati Furniture, the results obtained indicate that the position of UD Setya Jati Furniture allows for an aggressive strategy in the SWOT quadrant. In the SWOT matrix, several proposed strategies are given that can be developed, namely always maintaining product and service quality, increasing product differentiation

by optimizing furniture models and types, increasing sales capital through low-interest bank credit, finding new locations for expansion so that displays are more adequate, increasing sales with online promotions, creating price catalogs with product benefits and utilities, establishing good relationships with loyal customers to maintain customer reputation in the eyes of consumers, evaluating inventory to anticipate fluctuating market conditions, adjusting product prices and efficiency against unnecessary costs, increasing competitiveness with innovation and product design that follows furniture industry trends. In the AHP calculation with expert choice, the priority strategy obtained is increasing sales with online promotions, with the highest score of 0.157.

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