

Internal and External Environmental Strategy Analysis Using SWOT Matrix and QSPM

I Made Jiwa Astika, Okol Sri Suharyo

Sekolah Tinggi Teknologi Angkatan Laut, STTAL Surabaya Indonesia



Abstract – The aim of the research to develop Internal and External Environmental Strategies that can be applied for Primary Naval Cooperative Institutions company (PNCI). By using the SWOT matrix and Quantitative Strategic Planning Matrix (QSPM), alternative strategies in getting that maintains the image of PNCI company, facilities PNCI, maintaining the quality and service of products to attract consumers, increase the ability of management and cooperation for the purpose PNCI, service delivery order for consumers, utilizing technological advances to Environmental, serving the lower middle market segment by providing a package and a special portion, and maintaining good relationships with suppliers or the surrounding area.

Keywords – Environmental Strategy, SWOT, QSPM.

I. INTRODUCTION

In the digital era, the cooperative must be transformed, especially the digital transformation of the team to stay afloat. However, it should be in the know, the transformation of cooperatives should not be done simply by applying the latest software, but also have to make changes to the business model, management, and service (Ahmadi, 2019).

Primary Cooperative is a legal entity that was established based on the principle of kinship. Adheres to the principle of a democratic economy in the form of a cooperative aimed at the welfare of its members (Bandono, 2019). So the whole profit made by the cooperative will be managed for the betterment of the performance of cooperatives and distributed to active members. PNCI Company abbreviation of Primary Cooperative of Navy kinship and cooperation (Bhandari, 2013). PNCI Company aimed at improving the welfare of members in particular and the region's development work in general life cooperative in the Navy, especially in STTAL region, and mobilize the implementation of a just and prosperous society.

To achieve the objectives, the PNCI company business activities include:

- a. Liabilities and activate members to save money in a certain amount as savings regularly and continue PNCI company include principal savings, mandatory and voluntary (Browning, 2007).
- b. Organize a business - a business that is fair and commercial.
 - 1). Ideal businesses include counseling, coaching, and wellness.
 - 2). Commercial businesses include field - the field of services production, distribution, and trade (Dewi, 2012).
 - 3). Receivables - other legitimate businesses for the welfare of members.

In the conduct of business - a business that is commercial either by trade or business (Kustina, 2008). In business needs a Environmental strategy, the Environmental mindset that will be using by the business unit to achieve its objectives. The

Environmental strategy also sets a target market and related Environmental assimilation (Ginting, 2006). It is a bigger picture of what the enterprise will do in a few markets. The method used to prioritize Environmental strategies that AHP and QSPM (Quantitative Strategic Planning Matric). The advantage of using a matrix QSPM is a strategy - a strategy can be examined sequentially and simultaneously, and there is no limit to the number of strategies that can be evaluated simultaneously (Reza, 2019). QSPM evaluates the relative attractiveness of the alternative selection strategies of some objectively.

II. MATERIAL AND METHODS

This research was conducted in PNCI company Surabaya on 26-31 March 2020. The data analysis was conducted in the S2 class Asro, building STTAL Nipa island. Limitation of problems just studies only discusses the factors - internal and external factors that can PNCI Company through interviews with the manager PNCI Company.

II.1. Requirements and Limitations of Research

Some of the requirements, limitations, and materials in this study are as follows:

- a. PNCI Company internal environment that includes management (Planning, Organizing, actuating controlling), Enviromental (product, price, place, promotion, process, person, physical evidence, productivity, and quality) research and development and information system.
- b. PNCI Company's external environment includes the microenvironment (suppliers, customers, competitors), the industry environment (threat of substitute products, competition among companies, the threat of new entrants), and the macro-environment (demographic, economic, social, political and technological).

II.2. Procedure of Research

The procedure is performed as follows:

- a. Preliminary survey
The preliminary survey was used to determine the condition of the company, so we can know describing PNCI Company.
- b. Identification of problems
The problem is identified through a direct interview with PNCI Company
- c. Study of literature

The study of literature in use to search for information and the theoretical basis supporting the research. The study of literature comes from books, journals, magazines, and others.

- d. Identification of study variables

Identification of research variables steamy environment variable external and internal variables. Identification of factors - internal factors were obtained through interviews with company management. The company's internal variables consist of the management (planning, organizing, actuating, controlling), Enviromental (product, price, place, promotion, process, person, physical evidence, productivity, and quality) research and development, and information systems (Suharjo, 2019). External Variable consists of the microenvironment (distributors, customers, competitors), the industry environment (threat of substitute products, competition among companies, the threat of new entrants), and the macro-environment (demographic, economic, social, political, and technological).

- e. Respondent

Respondents were selected namely the head of PNCI company and Enviromental members, of which only t6ersebut respondents who know information about factors - internal and external factors strategy and was instrumental in formulating Enviromental strategy and market the product and determine the condition of the company at this point thoroughly.

- f. Validity test

Test the validity of this research using face validity. Face validity is the satisfaction to ask whether the instrument is measuring the desired concept (Suharyo, 2017). The decision - the decision about the face validity of subjective well and usually involves a process in which experts in the field of construction and field test instrument assessing interest to see if in their opinion, the

instrument measure what is meant to be measured. Face validity refers to people's opinion about the credibility of the test. Irrelevant questions will make the test participants questioned the validity of the test and produce less credible answers (Nugroho, 2019).

g. Analysis of the data preparation

Preparation of Enviromental strategies using the SWOT method and Quantitative Strategic Planning Matrix (QSPM) using a three-stage implementation of the data analysis (Setiadji, 2019).

II.3. Data Analysis

a. Phase Entry (The Input Stage)

The matrix used in this phase is the Internal Factor Evaluation (IFE) and Factor External Evaluation (EFE). Stages of the stages in the preparation of the IFE and EFE matrix are:

1. Identification of Internal and External factors Company

Phase identification of internal factors, namely by registering all the strengths and weaknesses of the company. Presentation of data by a factor that is positive (power) is written before negative factors (weaknesses). Similarly, the identification phase of external factors (Susilo, 2020).

2. Assigning weights to each factor

Weighting on the internal and external analysis done by asking questions to respondents using the paired comparison method (pairwise comparisons).

3. Giving rating/ranking

Ratings or rankings illustrate how big the company's effective strategy at this time in response to the existing strategic factor (Umar, 2001). Scoring ratings are based on the following information:

- (a). Grades 4, If the company has an excellent ability to achieve these opportunities by a factor of factors such threats provide a very weak influence on the company.
- (b). Grades 3, If the company has good ability to seize the chance factor and threat factors provide a weak influence on the company.
- (c). A value of 2, If you have a pretty good compared to seize the chance factor and threat factors provide a strong influence on the company.
- (d). A value of 1, If the company can do well in grabbing the chance factor and threat factors provide a strong influence on the company.

4. Multiplicative weights and rating

Determining the weighted value of each factor obtained by multiplying the weight by the rating (ratings) for each factor. The weighted value of each factor and then summed to obtain the total value weighted (Zulkarnain, 2013).

b. Phase Matching (The Matching Stage).

Matrix IE (Internal External).

This matrix is useful to position the company into a matrix consisting of 9 cells. IE matrix consists of two dimensions, namely the total score matrix IFE on the X-axis and Y-axis EFE Matrix in this matrix are grouped into three main strategies (Nugroho, 2020):

1. *Grow and Build* (Growth and Development) located in the cell I, II, or IV. The appropriate strategy is intensive (market penetration, market development, and product development) or integration (backward integration, forward integration, and horizontal integration).
2. *Hold and Maintain* (Preserve and Maintain) cell covers III, V, or VII cells. A common strategy used is market penetration, product development, and market development.
3. *Harvest and Devest* (Harvest or Divestment) cell covers VI, VIII, or IX. The strategy adopted is divested conglomerate diversification strategy, and the strategy of liquidation (Sumantri, 2019).

SWOT matrix

SWOT matrix is a decision-making tool to determine the formulation of the strategy pursued by the logic to max strengths and opportunities, but simultaneously to minimize the weaknesses and threats of the company. Stages in preparing the SWOT matrix is as follows:

1. And list opportunities and external threats as well as the company and the company's internal strengths and weaknesses of the company
2. Develop strategies SO (Strength - Opportunity) by matching the internal forces and external opportunities
3. Develop strategies WO (Weakness - Opportunity) by way internal weaknesses and opportunities for external.
4. Develop strategies ST (Strength - Threat) by matching the internal forces and external threats.

c. Phase Decision (The Decision Stage)

The matrix used in this decision is QSPM. QSPM analysis was used to evaluate objectively strategy based on factors - internal primary success factors - external have been identified in the previous stage. QSPM matrix preparation steps as follows:

1. Make a list of opportunities / external threats and strengths/weaknesses in the company's key left in QSPM. This information was obtained from EFE and IFE matrix.
2. Give weight to each of the internal and external factors (weight equal to the weight given to the EFE matrix and IFE).
3. Matrix evaluation phase 2 (matching) and native The alternative identification strategies should be developed by organizations to implement.
4. Determine the Value Fascination (Attractiveness Scores-AS), as the numbers the relative attractiveness of each strategy in a certain alternative set.
 - a. Value 1 = unappealing
 - b. Value 2 = somewhat interesting
 - c. Value 3 = quite interesting
 - d. Value 4 = very interesting

Attractiveness Attractive Value Total Score - TAS) was obtained by weighting attractiveness scores.

III. RESULT AND DISCUSSION

Internal Environmental Analysis

The internal environment discusses the strengths and weaknesses of the company. Factors - internal factors used in the study are based on the state of the company consists of management, Enviromental, research and development, and information systems. Variable strengths and weaknesses of each - each factor can be seen in Table 1.

External Environment Analysis

External environmental factors lead to opportunities and threats. Opportunities may direct the activities of the organization, while the threat, hinders the movement of the organization. External factors are discussed in this study is the microenvironment, industry environment, and the macro environment. Variables opportunities and threats in each of these factors can be seen in Table 2

Matrix IFE (Internal Factor Evaluation)

Analysis of the internal environment is done through the identification of internal factors to determine the strengths and weaknesses of the company. Once identified, it is weighted and awarding ratings on each variable. Based on the results of the rating using weighting and the IFE matrix can be in the know that the total score Matrix IFE is 3.181. IFE matrix results table is shown in Table 3. The total score showed a strong position.

Table 1. Identify the Strengths and Weaknesses factors

Internal factors	Strengths	Weakness
1. Management		
- <i>Planning</i>	Meetings are conducted periodically	The long-distance
- <i>Organizing</i>	Each office doing a good job	-
- <i>actuating</i>	Their direction and motivation before starting work	-
- <i>controlling</i>	Managers routinely control	-
2. Enviromental		
- <i>product</i>	- The menu is varied - The recognition of the brand - Good taste	Products less enjoyable when taken cold
- <i>Price</i>		Prices were less affordable
- <i>Place</i>	strategically place	The less extensive parking area
- <i>Promotion</i>		Promotions that are less than the maximum
- <i>Process</i>	Good service to consumers	-
- <i>person</i>	Good cooperation among workers	-
- <i>Physical evidence</i>		Placeless comfortable
- <i>Productivity and Quality</i>	- Using the list of stocks for the control of raw materials - Is certified kosher	-
3. Research and Development	Is performed continuously by the team	-
		-
4. Information Systems	Using email and broadcast by the employee	

Table 2. Identification of Opportunities and Threats factors

External factors	Opportunity	Threat
1. Micro Environment		
- Suppliers	A good relationship with supplier	-
- Customer	-	The shift of customers in similar competitors
- Competitor		The entry of new competitors that are not similar
2. Environment of Industry		
- Threat Product substitution	-	The number of substitute products in the area mentioned
- Competition inter- Company	-	The facilities were more interesting in another restaurant
- Threat Comer New	-	More innovative products

Table 4. Results of Matrix EFE

Chance	On average Rating	Average weight	Total score
1. A good relationship with suppliers	3	0088	0267
2. Surabaya as the city of education	2:33	0071	0165
3. Lifestyle people tend to fancy	2:33	0:07	0163
4. Development of technology (internet)	2.67	0084	0224
5. Changes in production technology	3	0:09	0:27
Threat	On average Rating	Average weight	Total score
6. shift of customers in similar competitors	3:33	0088	0293
7. The entry of new competitors	2.67	0:09	0:24
8. The number of substitute products	2:33	0079	0184
9. facility a more attractive	2.67	0081	0216
10. products more innovative	3	0072	0216
11. Rising prices of raw materials and support	3:33	0095	0316
12. The existence of the restaurant tax	2.67	0045	0:12
13. existence of policies oneway	2.67	0047	0125
Total			2,798

Table 5. Results of QSPM

No	Alternative Strategies	Total	Ranked
1	Maintaining the quality and service of products to attract consumers	6.443	III
2	Improving the ability of management and cooperation for the company	6393	IV
3	Utilizing advances in technology for Enviromental	5916	VI
4	Maintaining good relations with suppliers and the area around the restaurant	5795	VIII
5	Maintaining an image or image company	6906	I
6	Providing service delivery order for consumers	6015	V
7	Serving the lower middle market segment by providing a package or Special portions	5825	VII
8	Improving facilities company	6,468	II

Matrix EFE (External Factor Evaluation)

EFE matrix analysis is the result of the identification of external factors such as opportunities and threats that affect Waroeng Steak & Shake (WS) Branch Soekarno Hatta Malang. The multiplication of the average weighting and assessment rating will produce a total score. The main opportunities in this company are based on the highest score that a good relationship with suppliers. A good relationship with suppliers will help us to find information on pricing, other than that suppliers can also provide shuttle service and provide special discounts for large purchases (Kustina, 2008). Based on the results of the rating using weighting and the IFE matrix can be seen that the total score matrix IFE is 2,798. EFE matrix results table is shown in Table 4.

Matrix IE

Based on the results of the matrix IFE and EFE matrix furthermore, it can be arranged in a matrix IE. The average value of 3.181 IFE and the EFE average of 2.798. The average value of IFE and EFE is derived as the sum of scores for each factor, where the score is obtained by multiplying the average rating and average weight to each factor. This value indicates the position of the quadrant IV of demonstrating the necessary strategies for the company now is grow and build strategy. Grow and build strategy shows that companies require a technology strategy to grow better and can develop into a better company. Strategies that can be implemented by companies today is the intensive strategy, integrative strategy, and the strategy of concentration.

SWOT Matrix

SWOT produces several alternative strategies derived from internal and external variables following the company's position in the IE matrix that is Grow and build strategy. Alternatives strategy obtained as follows:

1. SO strategy,
 - a. Maintaining the quality and service of products to attract consumers
 - b. Improving the ability of management and cooperation for the company
2. WO strategy
 - a. Utilizing advances in technology for Enviromental
 - b. Maintaining good relations with suppliers and surrounding area
3. ST Strategy
 - a. Maintaining the company's image or image
 - b. Providing service delivery order for consumers
4. WT strategy
 - a. Serving medium market share by providing a package or special servings
 - b. Improving facility
 - c. Quantitative Strategy Planning Matrix.

Quantitative Strategy Planning Matrix (QSPM)

The final stage of the analysis of the strategy is the selection of appropriate strategies and can be run by the company. The selection of a suitable strategy is by using analytical tools QSPM. Alternative strategy derived from the SWOT matrix in which the matrix produces several alternative strategies through internal and external factors.

The results showed that the highest value on the TAS is an alternative strategy for maintaining the image or the image of the company. The three experts have to pull towards an alternative strategy because it considers that the role of the image or the image of the company would affect the company's long-term plan. GET strategy company image or image is important because a positive image that has been built should be maintained. After all, it is closely related to the company's reputation. The strategy is to get the highest score is 6906, experts believe that the main factors that influence enhancing the good image of the company are its human resources. The role of employees in serving customers is a major factor. Previous studies had similar results with this strategy found that a strategy of maintaining the company's image by maintaining the quality and quality and innovation and product development to perfect the product (Dewi, Andri, Yonaldi, 2012). QSPM The results are shown in Table 5.

IV. CONCLUSION

Alternative strategies obtained from the results of data processing using QSPM (Quantitative Strategy Planning Matrix), namely to maintain the image or the image of the company, increased the restaurant, retain the quality and service of products to attract consumers, increase the ability of management and cooperation for the company, providing services delivery order for consumer, utilizing technological advances to Enviromental, serving the lower middle market segment by providing a package or a special portion, and maintaining good relationships with suppliers or territories around the restaurant.

Results The main priority of this analysis is to maintain the image or the image of the company with TAS 6906. The results of the study can be utilized by PNCI Company in strategic planning to assist the development of the company, especially in the field of Enviromental. Subsequent research can make customers as respondents to consider Enviromental strategies and develop strategies for savings and loan cooperatives.

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