

The Results of the SWOT Analysis Approach in Formulating Company Strategy at the American English Course Purwokerto

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ABSTRACT

This research is entitled "The results of the SWOT analysis approach in formulating company strategy at the American English course purwokerto". The purpose of this study is to determine and measure the company's strengths (Strength), company weaknesses (Weakness), analyze opportunities (Opportunities) and threats (Threats) at the American English Course Purwokerto. This research is a descriptive qualitative research by collecting information about research subjects and the behavior of research subjects in a certain period. Data processing is carried out with a SWOT analysis process as a strategy formulation tool. The SWOT analysis that has been formed is then formulated in the form of a SWOT matrix with 4 (four) strategic formulas, namely SO Strategy, WO Strategy, ST Strategy and WT Strategy. The results of the study show that the American English Course is a business engaged in services. An effective and optimal planning strategy is needed that covers all aspects from planning to marketing. Quality products, optimal services supported by the right infrastructure including promotional activities will certainly bring success to the company's progress. Customer satisfaction is the key that must be prioritized to seize market share that is increasingly growing and competitive. The findings in this study have several important implications for the company to further improve and improve strategies both in terms of planning and marketing, namely the need to improve product quality and human resources, improve service and creativity to consumers so that consumers do not move to other competitors, use technological developments as learning and promotion facilities.

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1. INTRODUCTION

In an effort to develop a business, one of the things that should not be missed is planning. A business plan can be analogized as a map to show the direction to success. Another thing that is no less important is establishing a marketing strategy.

Marketing occupies a strategic position to achieve success in a business. Even though a product has good quality, it will not be able to generate multiple profits if it is not accompanied by an accurate marketing strategy. Without a good marketing strategy, it is quite difficult to develop a business. Moreover, the risk of losing competitiveness is very possible. So, learning about marketing is very important in running a business.

Marketing strategy is an effort to market and introduce a product or service to the public. According to Mandasari (2019), marketing strategy is a strategy used by companies that produce goods or services on an ongoing basis to win market competition on an ongoing basis. The preparation of a comprehensive business plan is based on a marketing strategy. Determination of marketing strategy is used to achieve marketing objectives. Marketing strategy consists of making decisions about the company's marketing costs, marketing mix, and marketing allocation (Kotler, 1999). Marketing strategy planning is done by developing competitive advantages and marketing programs that are used to serve the target market (Tjiptono, 1997).

Of course by using careful planning and tactics, that way, the number of sales can increase. Marketing strategy can also be interpreted as a series of efforts made by the company in achieving its goals. In a business, there are three factors that determine the selling price of goods and services which include production, marketing, and consumption. Thus, marketing can be regarded as a liaison between producers and consumers.

To find out the basis before formulating a business marketing strategy, it can be done by analyzing the company's internal and external factors, which are known through SWOT analysis.

SWOT analysis is a strategic planning analysis method that is used to monitor and evaluate the company's external and internal environment for a particular business goal. SWOT is an acronym of the words: strengths, weaknesses, opportunities, and threats in a project or a business speculation. These four factors make up the acronym SWOT (Rona Indonesia (in English). 2019-11-10). The SWOT technique was developed by Albert Humphrey, who led a research project at Stanford University in the 1960s and 1970s using data from Fortune 500 companies.

SWOT involves determining specific business or project speculative objectives and identifying the supporting and non-supporting internal and external factors in achieving those goals. This process will be better discussed by using a table made in large paper so that it can be well analyzed the relationship from each aspect.

SWOT analysis can be applied by analyzing and sorting out various things that affect the four factors, then they are mapped in a SWOT matrix image:

- a. Strengths that are able to take advantage of existing opportunities,
- b. Weaknesses that prevent taking advantage of existing opportunities,
- c. Strengths that are able to deal with existing threats, and
- d. Weaknesses that are capable of making a threat real or creating a new threat..

Seeing from the background above, to determine and formulate a marketing strategy should have a basis. The basis of the analysis generally consists of 2 (two) things, namely internal and external factors. Internal factors are related to the company's circumstances and capabilities while external factors are the scope of everything that is closely related to the company, for example prospective customers, suppliers to the government, so that the formulation of the problem in this study can be formulated as follows:

- a. How to measure the company's strength (Strength)?
- b. How to measure the company's weakness (Weakness)?
- c. How to analyze opportunities (Opportunity)?
- d. How to analyze threats (Threats)?

2. RESEARCH METHOD

2.1 Research Method

a. Research Type

This research includes descriptive qualitative research, which is a method used to find knowledge of research subjects at a certain time (Purhantara (2013). Descriptive research is research that is intended to collect information about research subjects and the behavior of

research subjects in a certain period. Qualitative research Descriptive attempts to describe all existing symptoms or conditions, namely the situation according to what it was at the time the research was conducted.

b. Research Location

The research was conducted at the American English Course Purwokerto

c. Data Source

Primary data, which is obtained directly from the company or research object, Secondary data, which is obtained from books, literatures, related to research as a complement to primary data.

d. Data Collection Method

- 1) Interviews, namely holding direct questions and answers with company leaders and Employees
- 2) Observation, namely making direct observations on the object to be studied.
- 3) Documentation, the researcher collects data in the form of documents that are related to the discussion in the study. Documents are very useful in research because they are to find out information about the data that will be used as evidence in research.

e. Data Processing Techniques

The process of formulating strategic planning goes through two stages of analysis, namely:

1) Data collection stage

This stage is basically not just collecting data but also a classification and pre-analysis activity. At this stage the data can be divided into two, namely external data and internal data.

2) Analysis Stage

The most important activity in the analysis phase is to understand all the information contained in a case, analyze the situation to find out what issues are happening, and decide what action should be taken immediately to decide the problem

2.2 Data Analysis

a. SWOT Analysis Stage

1) Data collection process

The most important activity in the analysis process is to understand all the information contained in a case, analyze the situation to find out what issues are happening and decide what action should be taken immediately to decide a problem.

b. SWOT analysis process as a strategy formulation tool

To analyze more deeply about SWOT, it is necessary to look at external and internal factors as an important part of a SWOT analysis, namely:

1) External Factors

These external factors affect the formation of opportunities and threats (O and T). where this factor is related to the conditions that occur outside the company that affect the company's decision making. These factors include the industrial environment, economy, politics, law, technology, population, and socio-culture.

2) Internal factors

This factor will affect the formation of strengths and weaknesses (S and W) where this factor concerns the conditions that occur in the company, where this also affects the formation of company decision making. These internal factors include all functional management: marketing, finance, operations, human resources, research and development, management information systems, and corporate culture.

c. SWOT Matrix

The SWOT matrix is used to develop an organizational or company strategy that clearly describes the opportunities and threats faced by the organization/company so that it can be adjusted to the strengths and weaknesses of the organization/company. This matrix produces four possible alternative strategies, namely SO strategy, WO strategy, ST strategy and WT strategy.

The SWOT matrix is an important matching tool that helps managers develop four types of strategies:

- 1) SO strategy, which is to take advantage of the company's internal strengths to take advantage of external opportunities. In general organizations will run WO, ST or WT to reach a situation where they can implement the SO strategy
- 2) WO strategy, aims to improve internal weaknesses by take advantage of external opportunities.
- 3) ST strategy, which uses the strength of a company to avoid or reduce the impact of external threats. This does not mean that a strong organization must always face threats directly in the external environment.
- 4) WT strategy, is a defensive tactic aimed at reducing internal weaknesses and avoiding external threats. An organization that faces various external threats and internal weaknesses is in a very dangerous position.

Tabel 1
SWOT Matrix

IFAS \ EFAS	Strengths (S)	Weaknesses (W)
	SO STRATEGY	WO STRATEGY
Opportunities (O)	strategy that use strength to take advantage of opportunity	strategy that minimize weakness to take advantage of opportunity
Threats (T)	strategy that use strength to overcome threat	strategy that minimize weakness and avoid threat

Information:

- a) SO Strategy
This strategy is based on the company's way of thinking, namely by taking maximum advantage of opportunities.
- b) ST strategy
It is a strategy to use the company's strengths to overcome threats.
- c) WO Strategy
This strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses.
- d) WT Strategy
This strategy is based on activities that are defensive in nature and seeks to minimize existing weaknesses and avoid threats.

3. RESULTS AND DISCUSSIONS

3.1 Overview of Research Locations.

- a. History of American English Course Purwokerto
American English Course is an educational and training institution that focuses on learning the field of English, located in Purwokerto. Established in early 2000 with its leader named Mr. Suryana, S.Pd. The institution already has a permit from the Banyumas Regency Education Office. The programs offered include English for General, English for Specific Purposes, English for

Business, TOEFL/TOEIC Preparation and Test and others. Levels that can enter the training at the American English Course start from elementary, junior high, high school / K to university levels. There have been many partners who have collaborated with this institution, both partners in terms of recruiting students and partners who collaborate in carrying out their educational programs. The number of employees and teaching staff have been recruited to meet the quality standards set by the company, so the level of training provided is adjusted to the education level of the teaching staff.

b. Characteristics of Respondents

The number of respondents in this study were 24 employees of the American English Course Purwokerto. Data collection was done by distributing research questionnaires to employees who were respondents. From the results of the collection of questionnaires, it is known that the characteristics of the respondents are based on gender, age and education. To find out the characteristics of the respondents of American English Course Purwokerto employees can be seen in the following table.

1) Characteristics of Respondents Based on Gender

To find out the characteristics of respondents by gender, it can be seen in table 2 below.

Table 2

Characteristics of Respondents by Gender		
Gender	Total (person)	Percentage (%)
Male	10	41.7
Female	14	58.3
	24	100

Source: primary data processed

2) Characteristics of Respondents Based on Age

To find out the characteristics of respondents based on age can be seen in table 3 below.

Table 3

Characteristics of Respondents by Age		
Age	Total (person)	Percentage (%)
< 30	12	50
31 – 40	7	29.2
> 41	5	20.8
	24	100

Source: primary data processed

3) Characteristics of Respondents Based on Education

To know the characteristics of respondents based on education can be seen in table 4 below.

Table 4

Characteristics of Respondents Based on Education		
Education	Total (person)	Percentage (%)
SMA	4	16.7
D3	5	20.8
S1	13	54.2
S2	2	8.3
	24	100

Source: primary data processed

3.2 Data Analysis and Discussion

a. SWOT Analysis Stage

1) Data collection process

Data collection was carried out through interviews and in-depth searches with the company to obtain all information about matters relating to the planning carried out by the American English Course, so that with this information we can analyze the situation to find out what issues are happening and decide what actions to take. must be done immediately to resolve a problem.

2) SWOT analysis process as a strategy formulation tool

SWOT analysis is the systematic identification of various factors to determine the company's strategy. This analysis is based on logic that can maximize strengths and opportunities but simultaneously minimize weaknesses and threats.

b. SWOT Analysis Result

From the results of interviews and in-depth research with the company, the following results were obtained:

1) Strengths

- a) The teaching staff has a minimum educational qualification of S1 English and has a minimum of 1 (one) year teaching experience in the field.
- b) Professional and experienced human resources in their field
- c) Fast and accurate service
- d) Maintain full credibility and responsibility with clients who are partners of the company.
- e) Strategic office location in the city center
- f) Affordable training fees for all levels and training programs
- g) Have a native speaker source that can be used whenever needed.

2) Weakness

- a) Limited and less than optimal marketing personnel in finding target prospective clients
- b) Promotions that are less intense due to limited funds and promotional personnel
- c) Limited funds to increase the company's capacity
- d) Not fully utilizing social media and technology

3) Opportunities

- a) Many target prospective clients can be entered to collaborate from school, college to office levels
- b) Many clients/partners have repeated cooperation for a certain period of time.
- c) In the era of the industrial revolution and globalization, the role and ability to be able to speak English is very much needed
- d) Active English proficiency is required to be placed as an employee in any position in any field

4) Threats

- a) Longer standing competitors with similar program offers
- b) There is no public awareness of the importance of mastering English
- c) Clients who end the collaboration because there is a program offer that is more attractive than competitors.
- d) The development of technology that causes this business to be threatened because of the many application programs that can be easily accessed for free.

5) SWOT Matrix

The SWOT matrix is an important matching tool that helps managers develop four types of strategies. From the results of the analysis of the four analyzes above, the SWOT matrix of the American English Course is obtained as follows:

- a) SO Strategy
 - 1) Maximize use of social media as an effective and targeted promotional media
 - 2) Making interesting and interactive learning packages
 - 3) Creating a positive image of the company by providing good, responsive and fast service
 - 4) Create promotions by giving attractive prizes or sweepstakes
- b) WO Strategy
 - 1) Recruiting reliable personnel to fill the position of marketing manager
 - 2) Improve and add promotions either directly or indirectly
 - 3) Conduct and improve intensive training for teaching staff and marketing staff
 - 4) Use and utilize intensively both social and technological media
- c) ST Strategy
 - 1) Using the company's good name in offering better programs than competitors
 - 2) Maximize product and service quality
 - 3) Conduct a selective and professional employee recruitment system

- 4) Maintain customer trust by producing quality products and different from its competitors
- d) WT Strategy
 - 1) Take advantage of the company's strategic location in the middle of the city
 - 2) Increase the quality of input and output of company resources
 - 3) Developing a better product concept and using the latest media to support the company's success in getting the target market.

The results of the American English Course SWOT matrix in tabular form are as follows:.

Table 5
American English Course SWOT Matrix

IFAS	EFAS	Strengths (S)	Weaknesses (W)
Opportunities (O)		SO STRATEGY 1. Maximize use of social media as an effective and targeted promotional media 2. Making interesting and interactive learning packages 3. Creating a positive image of the company by providing good, responsive and fast service 4. Create promotions by giving attractive prizes or sweepstakes	WO STRATEGY 1. Recruiting reliable personnel to fill the position of marketing manager 2. Improve and add promotions either directly or indirectly 3. Conduct and improve intensive training for teaching staff and marketing staff 4. Use and utilize intensively both social and technological media
	Threats (T)	ST STRATEGY 1. Using the company's good name in offering better programs than competitors 2. Maximize product and service quality 3. Conduct a selective and professional employee recruitment system 4. Maintain customer trust by producing quality products and different from its competitors	WT STRATEGY 1. Take advantage of the company's strategic location in the middle of the city 2. Increase the quality of input and output of company resources 3. Developing a better product concept and using the latest media to support the company's success in getting the target market.

4. CONCLUSION

Based on the results of the analysis that has been carried out in this study, it can be concluded as follows:

- a. American English Course is a business engaged in services. An effective and optimal planning strategy is needed that covers all aspects from planning to marketing. Quality products, optimal services supported by the right infrastructure including promotional activities will certainly bring success for the company's progress. Customer satisfaction is the key that must be prioritized to seize market share which is increasingly growing and competitive.
- b. In addition to paying attention to customer wants and needs to be able to win the competition, companies must be able to analyze internal and external aspects of the company, which are made in a SWOT analysis. By doing a SWOT analysis, the company can measure its strengths and weaknesses, and can choose the right strategy to be able to seize opportunities and face various challenges from its competitors.

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