SWOT AND QSPM ANALYSIS IN DETERMINING MARKETING STRATEGIES FOR PROCESSED CATFISH PRODUCTS AT PT ALANG-ALANG TUMBUH SUBUR BOYOLALI

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ABSTRACT

PT Alang-Alang Tumbuh Subur is a catfish product processing company with significant growth potential, supported by an abundant supply of raw materials in Boyolali Regency. However, this potential has not yet been fully realized due to suboptimal marketing efforts, resulting in challenges such as limited market reach, low brand awareness, and increasingly intense business competition. This study aims to analyze the internal and external factors influencing the marketing of processed catfish products and to formulate appropriate marketing strategies to increase sales. This study employs a case study method with a quantitative descriptive approach. Data were collected through observation, interviews, documentation, and the distribution of questionnaires to internal and external stakeholders of the company. Data analysis was conducted using the Internal Factor Analysis Summary (IFAS) Matrix, Eksternal Factor Analysis Summary (EFAS) Matrix, SWOT Matrix, and Quantitative Strategic Planning Matrix (QSPM). The results indicate that the company's primary strength is the relatively guaranteed availability of catfish raw materials, while its main weakness is suboptimal digital promotion. The IFAS analysis results show a strength score of 1,79 and a weakness score of 1,50, while the EFAS analysis shows an opportunity score of 1,58 and a threat score of 1,74. The SWOT Matrix results indicate that the company is located at coordinates (0,145;-0,080), placing it in Quadrant II (ST Strategy/Diversification). Based on the SWOT analysis, three strategic alternatives were identified: strengthening digital marketing and brand identity; developing innovation and product diversification; and expanding the distribution network and marketing partnerships. The QSPM analysis results indicate that the recommended priority strategy is to Strengthening Alang-

	Alang's digital marketing and brand identity through social media, product packaging, and digital marketing channels to support the product's competitiveness, with a Total Attractiveness Score (TAS) of 6,74.
KEYWORDS	Marketing strategy, processed catfish products, SWOT, IFAS-EFAS, QSPM.
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INTRODUCTION

PT Alang-Alang Tumbuh Subur Boyolali is one of the companies engaged in the processing of catfish-based products. The company has considerable potential due to the availability of raw materials supplied by catfish farming centers in Boyolali Regency. Nevertheless, the company continues to face challenges in expanding market share, improving product competitiveness, and determining marketing strategies that align with both internal and external business conditions. Therefore, an analysis is needed to identify strategic factors influencing product marketing in order to formulate appropriate strategies that support sales growth.

Previous studies have shown that SWOT analysis is widely used in developing marketing strategies for agribusiness enterprises and processed fishery products. However, most studies focus only on identifying internal and external factors without quantitatively determining strategic priorities. As a result, the strategies generated are often general in nature and do not provide a clear order of implementation priorities. Therefore, a more comprehensive approach is required by combining SWOT analysis with the Quantitative Strategic Planning Matrix (QSPM), enabling the resulting strategies to serve not only as strategic alternatives but also as measurable priorities.

Based on these conditions, this study aims to identify the strengths, weaknesses, opportunities, and threats affecting the marketing of processed catfish products at PT Alang-Alang Tumbuh Subur Boyolali and to determine priority marketing strategies using SWOT and QSPM methods. The results of this study are expected to serve as a reference for the company in formulating more effective marketing policies, while also providing insights for agribusiness and fisheries entrepreneurs in developing marketing strategies oriented toward enhancing competitiveness and increasing product sales

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RESEARCH METHOD

This study used a case study approach to examine the marketing strategy of processed catfish products at PT Alang Alang Tumbuh Subur, Boyolali. The study employed both primary and secondary data. Primary data were obtained through direct observation, interviews, and questionnaires involving selected internal and external respondents. Secondary data were collected from company documents, relevant scientific literature, and goverment publications related to fisheries and processed fish products.

Respondents were selected using purposive sampling based on their knowledge and involvement in teh companys business and marketing activities. Internal respondents included the company owner, marketing staff and employes, while external respondemy included suppliers, ditributors or souvenir shops and representative from the fisheries

office. Consumers were also considered as supporting sources of information regarding product and market conditions.

The collected data were analyzed using SWOT analysis, supported by IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary). IFAS was used to identify and evaluate the company's internal factors, particularly its strengths and weaknesses, while EFAS was used to assess external factors in the form of opportunities and threats affecting the company's marketing activities. The scores obtained from IFAS and EFAS were then used to determine the company's strategic position through the SWOT quadrant and to formulate appropriate strategic alternatives.

The strategic alternatives generated from the SWOT analysis were subsequently evaluated using the Quantitative Strategic Planning Matrix (QSPM). This analysis was conducted by assigning Attractiveness Scores (AS) to each alternative strategy and calculating the Total Attractiveness Score (TAS). The strategy with the highest TAS was considered the most attractive priority for the development of the company's marketing strategy. The integration of SWOT analysis, IFAS–EFAS, and QSPM provides a systematic approach to identifying internal and external factors, determining strategic alternatives, and prioritizing the most appropriate strategy for improving business performance (Firmansyah et al., 2024)

RESULT AND DISCUSSION

SWOT Analysis

The results of the internal factor identification indicate that PT Alang-Alang Tumbuh Subur possesses several strengths that support the marketing of processed catfish products. These strengths include the availability of raw materials, good product quality, a diverse range of processed products, and the company's experience in operating a fish processing business. These strengths serve as important capital for the company in maintaining its competitiveness amid increasingly intense market competition. On the other hand, the company also faces several weaknesses, such as limited promotional activities, a relatively narrow marketing reach, and the suboptimal utilization of digital media.

Based on the external factor analysis, several opportunities can be utilized by the company, including the increasing public interest in processed fishery products, the advancement of information technology that supports digital marketing, and opportunities for collaboration with various distribution and marketing channels. However, the company also faces several threats, including the increasing number of competitors, changes in consumer preferences, and fluctuations in market conditions that may affect sales performance. According to Faradilla & Hutasuhut (2022), the identification of internal and external factors is essential in formulating marketing strategies because it helps companies understand their business conditions comprehensively before determining appropriate strategic actions.

In this study, SWOT analysis serves as the basis for formulating marketing strategies that are aligned with the actual conditions of PT Alang-Alang Tumbuh Subur and provides an overview of the company's strategic position. The SWOT factors identified are as follows:

1. Strengths
    a. The company has experience and expertise in processing catfish into various value-added products, ensuring relatively consistent product quality.

b. The processed catfish products have a distinctive taste and have been well accepted by consumers and souvenir shop distributors.
c. The availability of catfish as a raw material is relatively secure because the company maintains good relationships with suppliers located in the Boyolali catfish farming center.
d. The company offers a diverse range of high-quality products that can attract various consumer segments and compete in the market.
e. The product prices are considered proportional to the quality offered, allowing the products to compete with similar products.
f. The products have obtained the required business licenses and comply with food safety standards, thereby increasing consumer tru

2. Weaknesses
   a. Promotional activities, particularly digital promotion through social media, have not been conducted consistently, resulting in limited marketing reach.
   b. The number and capabilities of employees responsible for marketing and business development are still limited, causing marketing activities to be less optimal.
   c. Cooperation with distributors, resellers, and marketing partners remains limited, preventing the products from reaching a wider market.
   d. The Alang-Alang brand identity is still relatively weak because the product design is less attractive and has not been able to clearly differentiate the products from competitors.
   e. The production equipment is still relatively simple, limiting the company's ability to maximize production capacity when demand increases.
   f. Consumer satisfaction evaluations are not conducted regularly, so consumer feedback has not been systematically documented.
3. Opportunities
   a. Increasing public awareness of nutritious food consumption, including catfish-based products, creates an opportunity to increase demand for processed catfish products.
   b. The development of digital technology and social media provides opportunities for promotion and for reaching a wider range of consumers.
   c. Opportunities for cooperation with modern retailers, restaurants, distributors, resellers, and culinary businesses remain widely available to optimize marketing activities.
   d. The growth of the culinary sector and food-based MSMEs provides opportunities to increase sales of processed fish products.
   e. There are opportunities to develop product innovation and diversification of processed catfish products according to market needs and consumer preferences.
   f. Government programs, training, and support for fish-processing MSMEs can be utilized to support business development..
4. Threats
   a. Competition from fish-processing companies and MSMEs that offer more diverse products and more attractive packaging.

b. The entry of processed products from large companies with wider distribution networks may influence consumer preferences toward those products.
c. Increases in the prices of fish raw materials and production inputs may increase the company's operational costs.
d. A decline in consumers' purchasing power due to economic conditions may affect product sales.
e. Competition in digital marketing, particularly through more attractive content among processed food businesses, requires the company to continuously improve its promotional activities and branding.
f. Rapid changes in consumer trends and preferences may reduce product competitiveness if the company is unable to adapt its products to changing market needs and consumer demands.

IFAS-EFAS Analysis

Table 1 IFAS Analysis

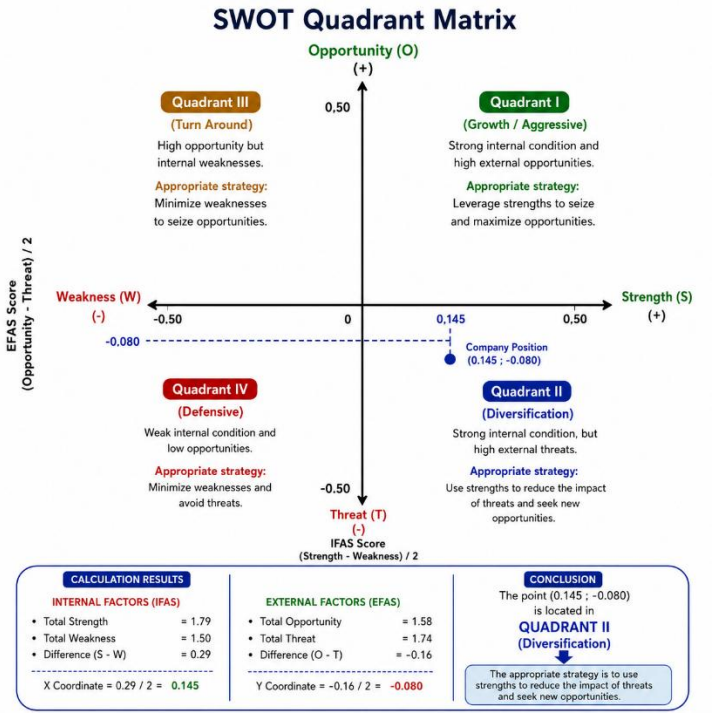
indicator	Rating	Weight	Total Score
Strenght	21	0,52	1,79
Weakness	19	0,48	1,50
TOTAL		1	3,29
Total Score Strenght – Total Score Weakness			0,29

Table 2 EFAS Analysis

indicator	Rating	Weight	Total Score
Opportunity	18	0,49	1,58
Threaths	19	0,51	1,74
TOTAL		1	2,32
Opportunity - Threats			-0,16

The results of the IFAS (Internal Factors Analysis Summary) analysis indicate that the strength factors have a greater influence than the weakness factors. This condition suggests that the company possesses sufficient resources and capabilities to support the marketing activities of its processed catfish products. These advantages can serve as a foundation for developing more aggressive marketing strategies that are oriented toward market growth. Meanwhile, the results of the EFAS (Eksternal Factors Analysis Summary) analysis show that the available external opportunities outweigh the threats faced by the company. This condition indicates that the external environment still provides considerable opportunities for the company to grow through the utilization of technology, enhancement of promotional activities, and expansion of marketing networks. According to Widyasana & Telagawathi (2026), IFAS and EFAS analyses provide a more objective overview of a company's position, thereby facilitating the determination of strategic directions that are aligned with its internal and external conditions.

Matriks Quadrant SWOT Analysis



Pictures 1 Matrix Quadrant SWOT

The SWOT quadrant analysis places the company in Quadrant II (Diversification), with coordinates of (0.145, −0.080). The positive X-axis value indicates that the company's strengths (1.79) exceed its weaknesses (1.50), resulting in an internal difference of 0.29. Meanwhile, the negative Y-axis value shows that threats (1.74) are greater than opportunities (1.58), resulting in an external difference of −0.16. This position indicates that the company has relatively strong internal capabilities but faces considerable external threats. Therefore, the appropriate strategic direction is an ST strategy, which emphasizes utilizing existing strengths to minimize the impact of external threats through diversification and market development. A similar finding was reported by Sylvia and Hayati (2023), who found that a company positioned in Quadrant II should utilize its internal strengths to respond to external threats through a diversification strategy.

QSPM Analysis

Table 3 QSPM Analysis

Strategy Priority	Total Actractiveness Score
Strategy 1	6,74
Strategy 2	6,66
Strategy 3	6,67

The alternative strategies generated from the SWOT matrix were subsequently evaluated using the Quantitative Strategic Planning Matrix (QSPM) method. This analysis was conducted to determine the strategy with the highest level of attractiveness based on the strategic factors that had been previously identified. Each strategy was assigned an Attractiveness Score (AS), which was then calculated into a Total Attractiveness Score (TAS).The results of the QSPM analysis indicate that the strategy with the highest TAS value should be considered the priority strategy recommended for implementation by the company. This strategy was selected because it is considered the most capable of leveraging the company's strengths and opportunities while simultaneously addressing its weaknesses and mitigating potential threats. The implementation of the priority strategy is expected to improve marketing effectiveness, expand market reach, enhance the competitiveness of processed catfish products, and promote sustainable sales growth.According to research of Laksmi & Zunaidi (2023), the QSPM method is an effective tool for determining strategic priorities because it reduces subjectivity in the decision-making process and produces more measurable strategies based on the actual conditions of the company.

Marketing Strategy Implementation

The implementation of the marketing strategy is carried out based on the priority strategy that has been established to increase sales of processed catfish products at PT Alang-Alang Tumbuh Subur. This strategy focuses on strengthening digital marketing through social media and online marketplaces, expanding marketing networks, and improving relationships with consumers. The utilization of digital platforms such as Instagram, Facebook, TikTok, WhatsApp Business, and various marketplaces can serve as effective promotional channels to reach a broader consumer base at relatively low cost. Furthermore, presenting attractive product information, maintaining consistent promotional content, and actively interacting with consumers can enhance brand awareness and stimulate purchase intentions. Ardian & Kusno (2023), explained that marketing strategies supported by the effective use of digital media and well-managed promotional activities are capable of expanding market reach and supporting sustainable sales growth.

In addition to strengthening digital marketing, the company needs to expand its marketing network through partnerships with distributors, resellers, souvenir shops, MSMEs, and other business partners. This approach aims to increase product availability across various marketing channels, thereby making products more accessible to consumers. The company should also conduct regular marketing evaluations to assess the effectiveness of the implemented strategies, including monitoring sales performance, consumer responses, and changes in market conditions. According to Mufayu *et al.*, (2025), expanding distribution networks supported by optimized digital promotion can enhance the competitiveness of processed fishery products while strengthening business positions in facing market competition. Therefore, the consistent and sustainable implementation of these strategies is expected to improve both the competitiveness and sales performance of processed catfish products at PT Alang-Alang Tumbuh Subur, Boyolali.

CONCLUSION

The results of this study indicate that PT Alang-Alang Tumbuh Subur possesses considerable strengths in supporting the marketing of its processed catfish products, including product quality, product diversity, business experience, availability of raw materials, and a stable customer base. Although the company faces several weaknesses, such as limited promotional activities, restricted marketing networks, and suboptimal utilization of digital marketing, its strengths outweigh these weaknesses. Furthermore,

external environmental analysis shows that the available opportunities are greater than the threats faced by the company, particularly due to the growing demand for fish-based products, the development of digital technology, and opportunities for market expansion through strategic partnerships. The SWOT analysis places PT Alang-Alang Tumbuh Subur in Quadrant II (Diversification), indicating that the company can leverage its strengths to address external threats and pursue new opportunities. Based on the Quantitative Strategic Planning Matrix (QSPM) analysis, the priority strategy recommended for the company is to strengthen digital marketing activities, expand marketing and distribution networks, and enhance relationships with consumers. The implementation of this strategy is expected to improve marketing effectiveness, broaden market reach, increase the competitiveness of processed catfish products, and support sustainable sales growth. Therefore, the company is encouraged to consistently optimize digital marketing, strengthen collaboration with marketing partners, and conduct regular evaluations to ensure the effectiveness of its marketing strategies and maintain long-term business growth.

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