MARKETING STRATEGY OF PACKAGED DRINKING WATER USING

QUANTITATIVE STRATEGIC PLANNING MATRIX

AT PT MUAWANAH AL-MA'SOEM

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Abstract. *PT. Muawanah Al-Ma'soem is one of the companies that produce Packaged Water located in Bandung Regency. The marketing of this product is carried out in various regions in West Java, one of which is in the Bandung Regency area. However, the current marketing is less effective in increasing sales volume. Moreover, in the Bandung Regency area, many competing companies also enter the same market. Therefore, it is necessary to improve the marketing strategy by considering the company's strengths, weaknesses, opportunities, and threats. By using SWOT, it will produce several alternative strategies that can be used by companies in carrying out marketing activities. From several alternative strategies, there is the best strategy will be selected using the QSPM (Quantitative Strategic Planning Matrix) method, so the best strategy is obtained to be applied by the company in increasing its sales volume.*

Keywords: Marketing, SWOT, QSPM, The best strategy.

1. INTRODUCTION
1.1 Background

Marketing is an activity carried out by a company to promote a product or service that the company has. This marketing activity is important to do in a company because, with this activity, information about the products or services owned by the company reaches consumers so that consumers know that the company has certain products needed by consumers.

PT Muawanah Al-Ma'soem is a drinking water manufacturing company that started as a distributor of bottled drinking water, then tried to sell maklon products elsewhere, and finally had its own bottled drinking water factory in 2003. PT Muawanah Al-Ma'soem competed with many other similar companies. Therefore, companies must continue to innovate and strive harder in managing marketing strategies to capture or maintain market share. Especially in the current state of the Covid-19 pandemic, the

right marketing strategy is needed to survive and stabilize or increase product sales. Creativity in innovation must adapt to the market or consumer demand. PT. Muawanah Al-Ma'soem produces drinking water in a variety of product packaging ranging from 19-liter gallon packaging, 1-liter bottle packaging, 600-milliliter bottle packaging, 300-milliliter bottle packaging, and 240-milliliter Cup packaging to be able to meet consumer needs with various kinds of products that have been issued by PT. Muawanah Al-Ma'soem.

PT Muawanah Al-Ma'soem experienced unstable sales from year to year and did not meet its monthly sales target. The following is a table of Packaged Water Sales in the Bandung Regency Area:

No	Bulan Penjualan	Target penjualan (unit)	*Actual* Penjualan (unit)	Produk Tidak Terjual per Bulan(%)
1	Januari	320295	308825	3,58%
2	Febuari	277087	264384	4,58%
3	Maret	322902	309156	4,26%
4	April	294093	287752	2,16%
5	Mei	318911	309246	3,03%
6	Juni	280280	268015	4,38%
7	Juli	346752	325544	6,12%
8	Agustus	340988	330404	3,10%
9	Sepember	327466	318839	2,63%
10	Oktober	355869	343463	3,49%
11	November	316247	303185	4,13%
12	Desember	293412	287493	2,02%

Based on the description above, the authors hope to uncover the marketing strategy problem related to increasing product sales of PT Muawanah Al-Ma'soem. Therefore, the author hopes to put it in a final project entitled "MARKETING STRATEGY OF PACKAGED WATER USING QSPM METHOD PROPOSAL" (PT MUAWANAH AL-MA'SOEM). In addition to using the QSPM method, this study also uses another method, one of which is using the SWOT matrix. SWOT analysis can map and analyze the company's weaknesses and strengths, opportunities, and threats so the products sold can use the right strategy to make the sales remain stable or increase.

1.2 Formulation of the Problem

Based on the background, the formulation of the problem is how the company will implement a marketing strategy to stabilize or increase product sales.

1. How to analyze the strengths, weaknesses, opportunities, and threats of the marketing strategy at PT Muawanah Al-Ma'soem with the SWOT Matrix method (Strengths, Weaknesses, opportunities, and Threats).

2. How to formulate a marketing strategy applied by the company in increasing product sales volume at PT Muawanah Al-Ma'soem using the Grand Strategy Matrix method based on SWOT Matrix analysis (Strengths, Weaknesses, opportunities, and Threats).

3. How to choose the right marketing strategy to stabilize or increase product sales using the QSPM method.

1.3 Significance of the Study
The benefits of this research are:
1. Identify the strengths, weaknesses, opportunities, and threats of the marketing strategy at PT Muawanah Al-Ma'soem with the SWOT Matrix method.
2. To formulate a marketing strategy that will be applied by the company in increasing the volume of product sales at PT Muawanah Al-Ma'soem using the Grand Strategy Matrix method based on SWOT Matrix analysis.
3. Knowing the right marketing strategy with the QSPM method to stabilize or increase product sales.

2. Literature Review
2.1 Marketing Definition
Marketing comes from the word market or can also be interpreted in the traditional context of "where people buy and sell" (Kasmir, 2010). Marketing is the process of planning and executing thought, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that meet individual and organizational goals (Sunarto, 2004). Marketing, according to Kotler and Armstrong, is a social managerial process, in which individuals and groups obtain what they need and want through creating and exchanging products and value with others (Kotler et al, 2004).

2.2 Strategy Definition
Irawan et al, 2008 define strategy as a plan that is prioritized to achieve these goals. Several companies may have the same goals, but the strategies used to achieve these goals can be different. So the strategy is made based on objectives.
Strategy formulation is the preparation of steps forward to build the vision and mission of the organization, set strategic goals and company finances, and design strategies to achieve these goals to provide the best customer value.

2.3 Marketing Strategy Definition
In terms of marketing strategy, according to (Assauri, 2013), marketing strategy in general can be marked three types of marketing strategies that can be taken by the company, namely:
1. Marketing strategy that does not differentiate the market (Undifferentiated marketing).
2. Marketing strategies that differentiate the market (Differentiated marketing).
3. Concentrated marketing strategy (Concentrated marketing).

2.4 External Factor Evaluation (EFE) Matrix
According to Santoso (2013), the EFE (External Factor Evaluation) matrix allows strategists to summarize and evaluate information on social economy, culture, demographics, environment, politics, government, law, technology, and competition.

2.5 Internal Factor Evaluation (IFE) Matrix

Marketing strategy is a form of a plan that is broken down in the field of marketing. This marketing strategy has a broad scope in the field of marketing including strategies to face competition, product strategies, pricing strategies, place strategies, and promotion strategies (Assauri, 2007).

2.6 Competitive Profile Matrix (CPM

CPM or Competitive Profile Matrix is an important strategic management tool to identify the strengths and weaknesses of major competitors concerning the company's strategic position. CPM shows a clear picture of the company's strong points and weak points relative to their competitors.

2.7 SWOT Matrix

Rangkuti (2013) explained that SWOT analysis is the identification of various factors systematically to formulate a company strategy. This analysis is based on the logic that can maximize Strengths and Opportunities,12 but simultaneously minimizes Weaknesses and Threats.

2.8 SPACE Matrix

The SPACE matrix is used to map the company's condition using a model presented by a Cartesian diagram consisting of 4 quadrants with the same size scale. Then, the framework of the four quadrants shows whether the results of the analysis will indicate the use of aggressive, conservative, defensive, or competitive strategies for the company. In processing the SPACE matrix data, it shows two internal dimensions of financial strength (FS) and competitive advantage (CA) and two external dimensions of environmental stability (ES) and industrial-strength (IS).

2.9 Grand Strategy Matrix

The Grand Strategy Matrix is a matching stage in the strategy formulation process. This matrix is based on two evaluation dimensions, namely competitive position and market growth. The appropriate strategies for an organization to consider are listed in order of their attractiveness in each quadrant of the matrix.

Quadrant I represents companies with high market growth and a strong competitive position. Companies in this quadrant are in a good position. Companies in Quadrant II need to seriously evaluate their current approach to the market. Companies in Quadrant III compete in slow-growing industries and have a weak competitive position. For Quadrant IV, firms have a strong competitive position in slow-growing industries.

2.10 Quantitative Strategic Planning Matrix (QSPM)

QSPM (Quantitative Strategic Planning Matrix) is that strategies can be examined sequentially and simultaneously. There is no limit to the number of strategies that can be evaluated simultaneously (Zulkarnaen and Sutopo, 2013). These methods can be applied in this research, to plan a marketing strategy by identifying the company's internal and external factors and then analyzed by formulating several alternative strategies through SWOT matrix analysis and evaluated through QSPM to get marketing strategy priorities.

3. **Problem Solving Proposal**

3.1 Conceptual Framework
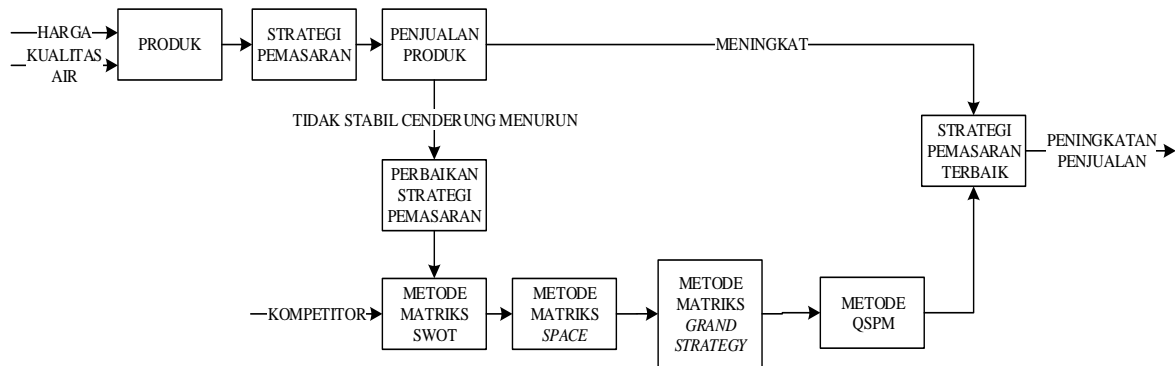
4. Research Finding and Discussion

4.1 Input Stage

4.1.1 Internal Factor Evaluation (IFE) Matrix

Table. Internal Factor Evaluation (IFE) Matrix

No	Keterangan Faktor Internal	Bobot %	*Rating*	*Score*
Kekuatan (*Strengths*)				
1	Kualitas Air Terjamin	0,08	4	0,30
2	Debit Air Stabil	0,07	4	0,30
3	Inovasi Kemasan produk bervariasi	0,08	3	0,24
4	Kemasan produk memperhatikan ergonomi	0,07	3	0,20
5	Sumber Daya Manusia Berkualitas	0,08	4	0,31
6	Memiliki jaringan yang kuat dan terintergrasi	0,07	3	0,22
7	Perusahaan memiliki kendaraan sendiri untuk proses pendsitribusian air dalam kemasan	0,07	4	0,29
8	Pemesanan dapat dilakukan secara langsung oleh konsumen ke kontak person pabrik	0,07	3	0,20
9	Reputasi dan citra positif dari masyarakat terhadap perusahaan	0,07	3	0,21
10	Harga produk yang terjangkau oleh konsumen dan dapat bersing dengan perusahaan sejenis	0,07	3	0,21
Kelemahan (*Weaknesses*)				
1	Pemasaran produk terbilang masih belum luas sehingga belum banyak masyarakat yang tau	0,07	1	0,07
2	Kurangnya promosi di semua media sosial	0,07	2	0,15
3	Kurangnya pemberian diskon yang dilakukan perusahaan	0,07	1	0,07
4	Jarak distribusi ke agen-agen relatif jauh	0,06	2	0,13
	Total	**1,00**		**2,89**

Internal environmental analysis is carried out through identification of the company's internal factors to determine the company's strengths and weaknesses. Once identified, the weighting and rating of each variable are carried out. Based on the results of weighting and rating using the IFE matrix, the total score of the IFE matrix is 2.89.

4.1.2 External Factor Evaluation (EFE) Matrix

The EFE matrix analysis is the result of the identification of external factors in the form of opportunities and threats that affect PT Muawanah Al-Ma'soem. Once identified, the weighting and rating of each variable are carried out. Based on the results of weighting and rating using the EFE matrix, the total score of the EFE matrix is 2.90. The results for the EFE matrix can be seen in the following table Table. External Factor Evaluation (EFE) Matrix

No	Keterangan / Faktor Eksternal	Bobot %	Rating	Score
Peluang (*Opportunities*)				
1	Permintaan Air Minum Dalam Kemasan cukup tinggi	0,13	4	0,50
2	Peluang pasar untuk AMDK di Kab Bandung sangat besar.	0,13	3	0,40
3	Kebutuhan air minum untuk rumah tangga khususnya kemasan galon sangat tinggi.	0,11	3	0,32
4	Peluang pasar di Kab Bandung sangat besar karena harganya terjangkau	0,13	4	0,53
Ancaman (*Threats*)				
1	Banyaknya pesaing produk sejenis	0,13	3	0,39
2	lebih meluasnya promosi produk pesaing	0,14	2	0,28
3	Konsumen lebih selektif terhadap merek produk	0,11	2	0,23
4	Konsumen lebih selektif terhadap Harga	0,12	2	0,24
	Total	**1,00**		**2,89**

4.1.3 Competitive Profile Matrix (CPM)

Table. Competitive Profile Matrix (CPM)

No	Keterangan / Faktor-Faktor Keberhasilan Penting	Bobot %	PT. Muawanah Al-Ma'soem		PT. Tirta Investama (Grup AQUA)		The Coca-Cola Company (ADES)	
			Rating	*Score*	*Rating*	*Score*	*Rating*	*Score*
1	Harga	0,13	4	0,53	2	0,27	3	0,40
2	Promosi	0,14	2	0,27	4	0,55	3	0,41
3	Kualitas Produk	0,13	3	0,40	4	0,53	3	0,40
4	Variasi Produk	0,15	4	0,59	4	0,59	2	0,29
5	Ketepatan Waktu dalam Pendistribusian	0,17	4	0,69	4	0,69	3	0,52
6	Loyalitas Konsumen	0,13	3	0,40	4	0,53	2	0,27
7	Brand yang sudah dikenal	0,15	2	0,29	4	0,58	3	0,44
	Total	**1,00**		**3,17**		**3,73**		**2,72**

The EFE matrix analysis is the result of the identification of external factors in the form of opportunities and threats that affect PT Muawanah Al-Ma'soem. Once identified, the weighting and rating of each variable are carried out. Based on the results of weighting and rating using the EFE matrix, the total score of the EFE matrix is 2.90. The results for the EFE matrix can be seen in the following table:

4.2 Matching Stage
4.2.1 SWOT Matrix

IFAS / EFES	Kekuatan (S)	Kelemahan (W)
	1. Kualitas Air Terjamin 2. Debit Air Stabil 3. Inovasi Kemasan produk bervariasi 4. Kemasan produk memperhatikan ergonomi 5. Sumber Daya Manusia Berkualitas 6. Memiliki jaringan yang kuat dan terintergrasi 7. Perusahaan memiliki kendaraan sendiri untuk proses pendsitribusian air dalam kemasan 8. Pemesanan dapat dilakukan secara langsung oleh konsumen ke kontak person pabrik 9. Reputasi dan citra positif dari masyarakat terhadap perusahaan 10. Harga produk yang terjangkau oleh konsumen dan dapat bersaing dengan perusahaan sejenis	1. Pemasaran produk terbilang masih belum luas sehingga belum banyak masyarakat yang tau 2. Kurangnya promosi di semua media sosial 3. Kurangnya pemberian diskon yang dilakukan perusahaan 4. Jarak distribusi ke agen-agen relatif jauh
Peluang (O) 1. Permintaan Air Minum Dalam Kemasan cukup tinggi 2. Peluang pasar untuk AMDK di Kab Bandung sangat besar. 3. Kebutuhan air minum untuk rumah tangga khususnya kemasan galon sangat tinggi. 4. Peluang pasar di Kab Bandung sangat besar karena harganya terjangkau	**Strategi SO** 1. Meningkatkan jumlah produksi sebagai *safety stock* agar dapat memenuhi permintan konsumen (S1,S2,S3, O1,O2,O3,O4) 2. Meningkatan dan Menguatkan hubungan antara sesama karyawan ataupun antara manajemen perusahaan dengan konsumen. (S5,S6,S7,S8,S9,O3) 3. Mempertahankan harga dan kualitas untuk menguasai pangsa pasar. (S1,S2,S4,S10,O1,O3)	**Strategi WO** 1. Perluasan pangsa pasar untuk produk yang ada di pasar saat ini. (W1,O2,O4) 2. Melakukan promosi secara berkala. (W1,W2,O1,O2,O3, O4) 3. Memberikan diskon untuk menarik dan mem-pertahankan konsumen. (W1,W2,W3,O1,O2,O4)
Ancaman (T) 1. Banyaknya pesaing produk sejenis 2. lebih meluasnya promosi produk pesaing 3. Konsumen lebih selektif terhadap merek produk 4. Konsumen lebih selektif terhadap Harga	**Strategi ST** 1. Meningkatkan akses dalam memperkenalkan dan ngembangkan produk. (S3,S4,S6,S9,T1,T2,T3,T4) 2. Memaksimalkan proses pengolahan dengan sumber daya yang ada. (S1,S2,S5,S7,S8,T1) 3. Mempertahankan kualitas dan mutu dari produk yang telah beredar agar konsumen tidak beralih ke produk kompetitor.(S1,S2,S4,S5,S9,S10,T1,T2)	**Strategi WT** 1. *Branch Sales* harus lebih bisa menjelaskan keunggulan produk yang dijualnya kepada konsumen. (W1,W2,T1, T3,T4) 2. Meningkatkan pemanfaatan Teknologi Dalam promosi dengan membuat web dan sosial media serta memberikan informasi harga, kualitas, dan mem-permudah pelanggan dalam proses transaksi (W1,W2, W3,T2) 3. Membuat program penambahan agen untuk memperluas pangsa pasar (W1,T2,T3)

From the results of the SWOT Matrix above, the alternative strategies for PT Muawanah Al-Ma'soem are:

1. Market Penetration

a. Conduct regular promotions.

b. Provide discounts to attract and retain consumers.

c. Branch Sales should be able to explain the advantages of the products it sells to consumers.

d. Increasing the use of technology in promotion by creating web and social media as well as providing price, quality information, and making it easier for customers in the transaction process.

e. Increase the amount of production as safety stock to meet consumer demand.

2. Market Development

a. Expansion of market share for existing products in the market today.

b. Create a program to add agents to expand market share.

c. Maintain price and quality to dominate market share.

3. Product Development

a. Maintaining the quality of the products that have been circulating so that consumers do not switch to competing products.

b. Increase access in introducing and developing products.

4. Related Diversification

a. Improve and strengthen the relationship between fellow employees or between company management and consumers.

b. Maximizing processing with existing resources.

4.2.2 SPACE Matrix

Table. Financial Strength

NO	*Financial Strength* (FS)	Responden					Jumlah	Rata-Rata
		1	2	3	4	5		AS
1	Pendapatan dan keuntungan penjualan (profitabilitas)	5	5	4	6	4	24	4,8
2	Kemampuan likuiditas untuk biaya operasional	5	5	3	5	3	21	4,2
3	Peningkatan Penjualan Pertahun	6	5	5	6	5	27	5,4
4	Perputaran harta total (Aktivitas)	5	5	5	6	6	27	5,4
	Total							19,8

Table. Industry Strength

NO	*Industry Strength* (IS)	Responden					Jumlah	Rata-Rata
		1	2	3	4	5		AS
1	Pangsa pasar	4	6	5	5	5	25	5,0
2	Hambatan masuk pasar/ produk baru	3	5	3	4	3	18	3,6
3	Potensi pertumbuhan Industri	6	4	5	6	5	26	5,2
4	Pemanfaatan industri masa kini	5	5	5	5	6	26	5,2
	Total							19,0

Table. Environmental Stability

NO	*Environmental stability* (ES)	Responden					Jumlah	Rata-Rata
		1	2	3	4	5		AS
1	Kondisi tekanan pesaing	-3	-2	-2	-2	-3	-12	-2,4
2	Persaingan harga produk	-1	-1	-1	-1	-1	-5	-1,0
3	Persaingan *design* produk	-2	-2	-2	-3	-2	-11	-2,2
4	Pengaruh lingkungan terhadap perusahaan	-3	-3	-2	-2	-1	-11	-2,2
	Total							-7,8

Table. Competitive Advantage

NO	*Competitive advantage* (CA)	Responden					Jumlah	Rata-Rata
		1	2	3	4	5		AS
1	Harga relatif lebih murah dan terjangkau	-1	-1	-1	-1	-1	-5	-1,0
2	Kualitas produk	-2	-2	-2	-2	-2	-10	-2,0
3	Kesetiaan konsumen	-2	-2	-1	-1	-1	-7	-1,4
4	Pemanfaatan kerjasama dengan pelanggan dan agen	-2	-2	-2	-1	-2	-9	-1,8
	Total							-6,2

Table. SPACE Matrix Conclusion

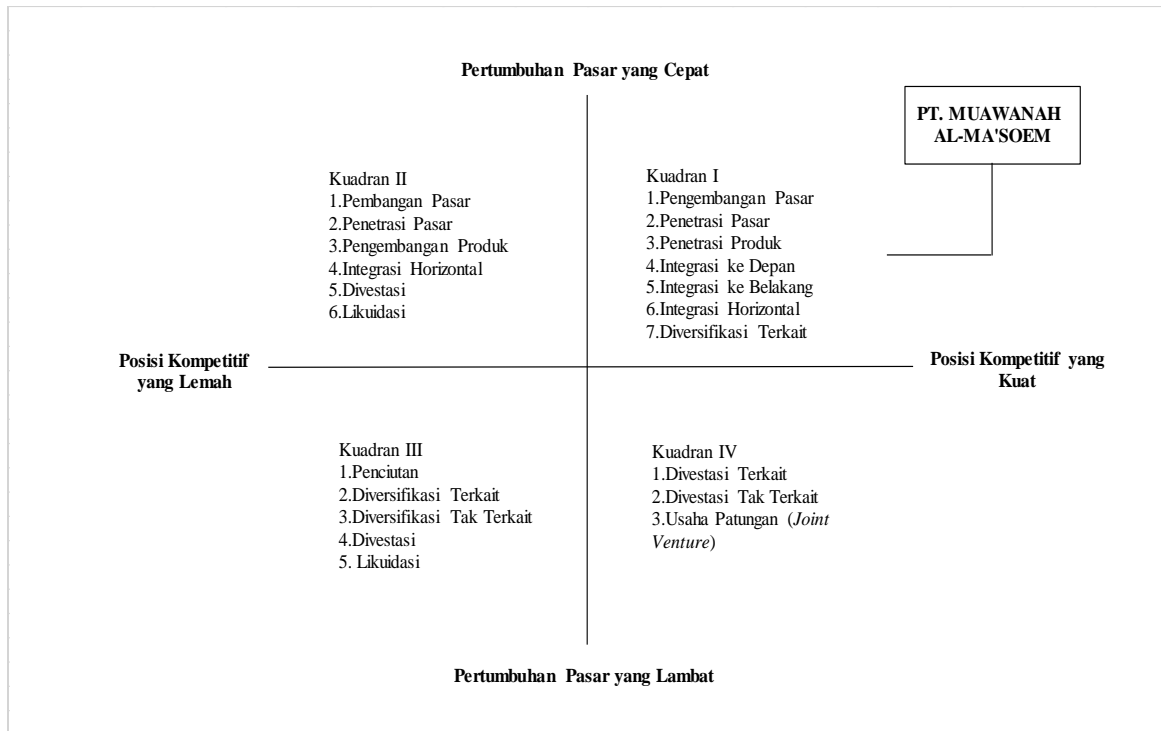| No	Kesimpulan	Nilai
1.	Rata-rata FS	19,8
2.	Rata-rata IS	19,0
3.	Rata-rata ES	-7,8
4.	Rata-rata CA	-6,2
5.	Sumbu X=CA+IS	12,8
6.	Sumbu Y=ES+FS	12,0
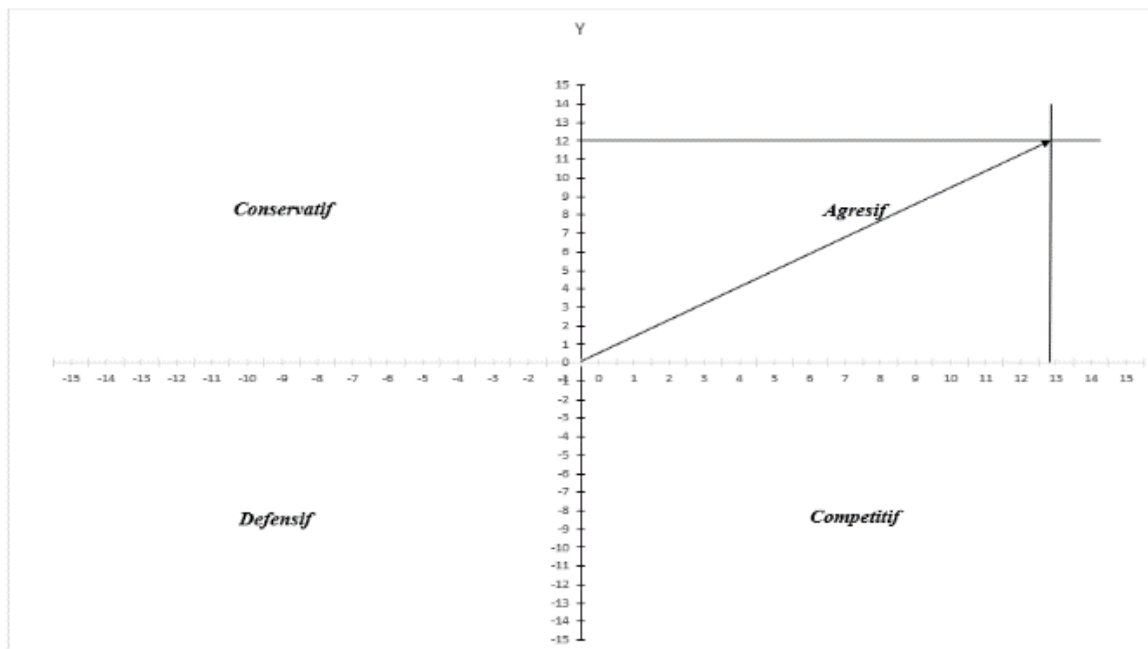
SPACE Matrix Cartesian Diagram

4.3 Decision Stage
4.3.1 Grand Strategy Matrix

PT Muawanah Al-Ma'soem's position on this Grand Strategy matrix diagram shows in quadrant I which shows a good company position. Here is the Grand Strategy matrix diagram:

Pertumbuhan Pasar yang Cepat

PT. MUAWANAH
AL-MA'SOEM

Kuadran II
1.Pembangan Pasar
2.Penetrasi Pasar
3.Pengembangan Produk
4.Integrasi Horizontal
5.Divestasi
6.Likuidasi

Kuadran I
1.Pengembangan Pasar
2.Penetrasi Pasar
3.Penetrasi Produk
4.Integrasi ke Depan
5.Integrasi ke Belakang
6.Integrasi Horizontal
7.Diversifikasi Terkait

Posisi Kompetitif yang Lemah

Posisi Kompetitif yang Kuat

Kuadran III
1.Penciutan
2.Diversifikasi Terkait
3.Diversifikasi Tak Terkait
4.Divestasi
5. Likuidasi

Kuadran IV
1.Divestasi Terkait
2.Divestasi Tak Terkait
3.Usaha Patungan (*Joint Venture*)

Pertumbuhan Pasar yang Lambat

4.3.2 Quantitative Strategic Planning Matrix (QSPM)

The selection of the right strategy to be applied in the company is by using the QSPM analysis tool, where QSPM is a method that focuses on aspects of the company's internal strengths, besides the selection of strategies also needs to consider the use of the company's external opportunities. The following are the results of the calculation of the Quantitative Strategic Planning Matrix:

Table. Quantitative Strategic Planning Matrix (QSPM)

NO	KETERANGAN	Pengembangan Pasar		Penetrasi Pasar		Pengembangan Produk		Diversifikasi Terkait	
	FAKTOR INTERNAL	AS	TAS	AS	TAS	AS	TAS	AS	TAS
	Kekuatan (*Strengths*)								
1	Kualitas Air Terjamin	4	0,18	3	0,15	4	0,18	3	0,16
2	Debit Air Stabil	3	0,12	3	0,12	3	0,11	3	0,13
3	Inovasi Kemasan produk bervariasi	4	0,20	4	0,17	4	0,18	3	0,14
4	Kemasan produk memperhatikan ergonomi	3	0,11	3	0,14	3	0,14	3	0,14
5	Sumber Daya Manusia Berkualitas	3	0,09	3	0,14	3	0,14	3	0,13
6	Memiliki jaringan yang kuat dan terintergrasi	4	0,22	4	0,21	4	0,20	4	0,22
7	Perusahaan memiliki kendaraan sendiri untuk proses pendsitribusian air dalam kemasan	4	0,20	4	0,17	4	0,18	4	0,18
8	Pemesanan dapat dilakukan secara langsung oleh konsumen ke kontak person pabrik	3	0,14	3	0,15	3	0,11	3	0,16
9	Reputasi dan citra positif dari masyarakat terhadap perusahaan	4	0,18	4	0,21	3	0,14	4	0,18
10	Harga produk yang terjangkau oleh konsumen dan dapat bersing dengan perusahaan sejenis	4	0,18	4	0,19	4	0,18	3	0,16
	Kelemahan (*Weaknesses*)								
11	Pemasaran produk terbilang masih belum luas sehingga belum banyak masyarakat yang tau	2	0,08	4	0,17	3	0,09	2	0,08
12	Kurangnya promosi di semua media sosial	2	0,05	3	0,15	3	0,12	3	0,13
13	Kurangnya pemberian diskon yang dilakukan perusahaan	2	0,08	4	0,17	4	0,18	3	0,11
14	Jarak distribusi ke agen-agen relatif jauh	4	0,18	3	0,15	3	0,14	3	0,16
	FAKTOR EKSTERNAL								
	Peluang (*Opportunities*)								
15	Permintaan Air Minum Dalam Kemasan cukup tinggi	4	0,18	3	0,15	4	0,18	3	0,14
16	Peluang pasar untuk AMDK di Kab Bandung sangat besar.	4	0,20	3	0,14	3	0,12	3	0,13
17	Kebutuhan air minum untuk rumah tangga khususnya kemasan galon sangat tinggi.	3	0,16	3	0,15	4	0,20	3	0,16
18	Peluang pasar di Kab Bandung sangat besar karena harganya terjangkau	4	0,22	4	0,21	4	0,18	3	0,16
	Ancaman (*Threats*)								
19	Banyaknya pesaing produk sejenis	4	0,18	4	0,21	3	0,12	3	0,14
20	lebih meluasnya promosi produk pesaing	3	0,12	3	0,10	3	0,16	3	0,16
21	Konsumen lebih selektif terhadap merek produk	4	0,18	3	0,10	4	0,18	3	0,16
22	Konsumen lebih selektif terhadap Harga	4	0,22	3	0,12	4	0,20	3	0,13
	Total		3,43		3,48		3,38		3,28

From the Quantitative Strategic Planning Matrix (QSPM) at PT Muawanah Al-Ma'soem above, it can be seen that several selected marketing strategies with their respective total TAS values, here are the selected marketing strategy values:

1. Market Development has a total attractiveness value of 3.46.
2. Market Penetration has a total attractiveness value of 3.50.
3. Product Development has a total attractiveness value of 3.38.
4. Related Diversification has a total attractiveness value of 3.28.

This shows that the Market Penetration strategy is more attractive to implement than the Product Development, Market Development, and Related Diversification strategies. This Market Penetration Strategy can work effectively because it is following the conditions experienced by the company.

As a comparison in this study, the authors calculated the Quantitative Strategic Planning Matrix based on the strategic data obtained from the SWOT (Threats-Opportunities-Weaknesses-Strengths) Matrix. The following are the results of the

calculation of the Quantitative Strategic Planning Matrix based on the SWOT Matrix strategy data:

Table. Quantitative Strategic Planning Matrix (Based on SWOT Matrix Strategy)

NO	KETERANGAN	*Strengths-Opportunities*		*Weaknesses-Opportunities*		*Strengths-Threats*		*Weaknesses-Threats*	
	FAKTOR INTERNAL	AS	TAS	AS	TAS	AS	TAS	AS	TAS
	Kekuatan (*Strengths*)								
1	Kualitas Air Terjamin	4	0,18	3	0,14	3	0,16	4	0,19
2	Debit Air Stabil	3	0,12	3	0,16	4	0,22	3	0,15
3	Inovasi Kemasan produk bervariasi	3	0,16	4	0,18	3	0,14	3	0,12
4	Kemasan produk memperhatikan ergonomi	3	0,16	3	0,13	4	0,18	4	0,17
5	Sumber Daya Manusia Berkualitas	3	0,14	3	0,14	3	0,11	3	0,15
6	Memiliki jaringan yang kuat dan terintergrasi	3	0,16	3	0,16	4	0,18	4	0,19
7	Perusahaan memiliki kendaraan sendiri untuk proses pendsitribusian air dalam kemasan	3	0,16	4	0,20	3	0,14	3	0,12
8	Pemesanan dapat dilakukan secara langsung oleh konsumen ke kontak person pabrik	3	0,14	4	0,18	3	0,13	4	0,19
9	Reputasi dan citra positif dari masyarakat terhadap perusahaan	4	0,22	3	0,13	3	0,14	3	0,14
10	Harga produk yang terjangkau oleh konsumen dan dapat bersing dengan perusahaan sejenis	3	0,14	3	0,16	3	0,13	3	0,14
	Kelemahan (*Weaknesses*)								
11	Pemasaran produk terbilang masih belum luas sehingga belum banyak masyarakat yang tau	3	0,16	4	0,18	3	0,16	4	0,17
12	Kurangnya promosi di semua media sosial	3	0,11	3	0,13	3	0,13	3	0,15
13	Kurangnya pemberian diskon yang dilakukan perusahaan	4	0,18	3	0,14	4	0,20	4	0,19
14	Jarak distribusi ke agen-agen relatif jauh	4	0,20	3	0,14	3	0,13	3	0,12
	FAKTOR EKSTERNAL								
	Peluang (*Opportunities*)								
15	Permintaan Air Minum Dalam Kemasan cukup tinggi	3	0,14	4	0,18	3	0,13	3	0,12
16	Peluang pasar untuk AMDK di Kab Bandung sangat besar.	3	0,12	3	0,13	3	0,13	3	0,15
17	Kebutuhan air minum untuk rumah tangga khususnya kemasan galon sangat tinggi	3	0,16	4	0,18	3	0,14	3	0,15
18	Peluang pasar di Kab Bandung sangat besar karena harganya terjangkau	4	0,18	3	0,14	4	0,18	3	0,14
	Ancaman (*Threats*)								
19	Banyaknya pesaing produk sejenis	3	0,14	3	0,14	3	0,14	4	0,17
20	lebih meluasnya promosi produk pesaing	3	0,11	3	0,13	3	0,16	3	0,14
21	Konsumen lebih selektif terhadap merek produk	3	0,12	3	0,11	3	0,13	3	0,15
22	Konsumen lebih selektif terhadap Harga	4	0,18	3	0,11	3	0,16	3	0,15
	Total		**3,35**		**3,29**		**3,30**		**3,41**

From the Quantitative Strategic Planning Matrix (QSPM) based on strategic data obtained from the SWOT (Threats-Opportunities-Weaknesses-Strengths) Matrix at PT Muawanah Al-Ma'soem above, several marketing strategies selected with their respective total TAS values, here are the values of the marketing strategies:

1. Strengths-Opportunities has a total attractiveness value of 3.35.
2. Weaknesses-Opportunities has a total attractiveness value of 3.29.
3. Strengths- Threats have a total attractiveness value of 3.30.
4. Weaknesses-Threats have a total attractiveness value of 3.41.

This shows that the Weaknesses-Threats strategy is more attractive to implement than the Strengths-Opportunities, Weaknesses-Opportunities, and Strengths-Threats strategy. This Weaknesses-Threats strategy can work effectively because it is following the conditions experienced by the company.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The use of the strength, weakness, opportunity, threat (SWOT) analysis method aims to determine the strengths, weaknesses, opportunities, and threats of PT. Muawanah Al-Ma'soem. It can be concluded that the appropriate strategy for PT. Muawanah Al-Ma'soem is the Aggressive Strategy and WT Strategy as well as conducting Market Penetration. This is because of PT. Muawanah Al-Ma'soem currently has weaknesses (Weaknesses) and Threats (Threats) that should be faced. This strategy can be used to increase the sales volume of PT. Muawanah Al-Ma'soem. According to the results of the study, an Action Plan was obtained as follows:

a. A strategy to deal with weaknesses and threats

1. Branch Sales should be able to explain the advantages of the products it sells to consumers.

2. Increasing the use of technology in promotion by creating web and social media along with providing price, quality information, and making it easier for customers in the transaction process.

3. Create an additional agent program to expand market share.

b. Market Penetration Strategy

1. Conduct regular promotions.

2. Providing discounts to attract and retain consumers.

3. Branch Sales should be able to explain the advantages of the products it sells to consumers.

4. Increasing the use of technology in promotion by creating web and social media along with providing price, quality information, and making it easier for customers in the transaction process.

5.2 Recommendations

Based on the researcher's observations regarding the product marketing strategy applied by PT. Muawanah Al-Ma'soem, the researcher will give some suggestions that can be taken into consideration for marketing strategies as follows:

1. To expand and retain consumers, companies should pay more attention to promotional activities that use technology to provide price and quality information to consumers easily and clearly.

2. Companies to maintain product excellence and product quality to attract trust so that consumers continue to use their product.

3. Companies can implement a market penetration strategy, one of which is to carry out promotional activities regularly so that consumers are more interested in buying the company's products.

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