

Marketing Strategy in Increasing Sales using the Boston Consulting Group Method and Swot Analysis in the Sari Honey Company Sedana Badung, Bali-Indonesia



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ABSTRACT: Honey bee cultivation has long been known to people in Indonesia. Honey is an agricultural product that has high benefits and economic value. Indonesia's fertile natural conditions allow the growth of various types of plants which can be used as a source of food for bees. Kele-kele is one of the forest resources that has the potential to be developed. This is because Kele-kele's food sources are abundant, almost all plants that produce flowers can be used as a food source, whether they come from forest plants, agricultural plants or plantation plants. Many people in Balangan already cultivate kele-kele as a honey producer, but there is still a lack of knowledge and understanding about marketing management as one of the spearheads of business. With the emergence of many similar businesses, competition is becoming increasingly fierce. To face competition and improve business, competitive position analysis and marketing strategies are very necessary. So that Trigona beekeepers are able to know market growth and relative market share. The analysis used is BCG Analysis (Boston Consulting Group). SWOT analysis is used to analyze internal factors so that the company's strengths and weaknesses are known. External factors to find out and analyze the opportunities and threats/challenges faced by the company. From the results of this analysis, the most relevant strategy can be determined to be used to face competition, increase sales, so as to increase company profits in the long term.

KEYWORDS: Competitive position, marketing strategy, kele-kele honey, Trigona Sp

I. INTRODUCTION

Honey bee cultivation has long been known to people in Indonesia. Honey is an agricultural product that has high benefits and economic value. Indonesia's fertile natural conditions allow the growth of various types of plants which can be used as a food source for Kele-kele bees. Honey is one of the forest resources that has the potential to be developed. This is because Kele-kele's food sources are abundant, almost all plants that produce flowers can be used as a food source, whether they come from forest plants, agricultural plants or plantation plants. Indonesia is very suitable for a beekeeping business, because Indonesia is very rich in a variety of flowering plants and agricultural products which can be used as a source of food for bees, so they can be cultivated throughout the year. When the flowering season arrives, nectar production is abundant for bees. Apart from that, Indonesia has very extensive natural forests, around 143 million hectares with various types of flowering trees that produce nectar and pollen. With the vast potential of forest resources in Indonesia, Indonesia has advantages compared to other countries (Novandra, 2013)

However, public interest in cultivation is still low due to lack of knowledge and the perception that this business is not profitable. Apart from that, this business mostly involves honey bee farmers with limited capital and no access to financial sources. This business can be developed commercially, therefore information is needed about the most relevant marketing strategies that must be carried out to face competition. The quality of honey is not guaranteed hunters that are widely sold on the market makes people doubtful and lacking trust to buy honey especially in determine the authenticity of a honey product. The price of honey also varies greatly if you look at it of type and regional origin. This will generate public trust towards honey products is decreasing. Problems that arise at the farmer level is the absorption of processing technology and product marketing is still low (Nurahmi et.al, 2018). This has an impact on the selling price of the product, because the product being made must be able to meet the requirements consumer satisfaction (Suranto, 2020). Honey purely produced at the farm level Usually it doesn't go through good processing and hygienic, has been contaminated and the appearance of the product (packaging) too not interesting so it will have an effect on consumer purchasing decisions pure honey in Badung Regency (Hidayat Lutfi, 2020)

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Sofjan Assuari (2018) states that marketing is the result of work performance of business activities related to the flow of goods and services from producers to consumers. In order for marketing activities to run well and correctly, a strategy is very necessary. Strategy is a set of specific goals and action plans that, if achieved, will provide a competitive advantage. Strategy explains how an organization aligns its capabilities with existing opportunities in the market to achieve its goals (Hery, 2018). Because by carrying out a strategy you can know what must be done to achieve the expected targets in marketing. By implementing the right strategy, it is hoped that the company will be able to improve amount of sales to achieve maximum company profits.

Kotler (2019), marketing strategy is a mindset that will be used to achieve marketing goals in a company, which can be about specific strategies for target markets, positioning, marketing mix, and the amount of marketing expenditure. The success of a company depends on the ability of company management to manage the marketing mix and be able to take advantage of existing opportunities. Marketing Mix is a good marketing tool within a company, which the company is able to control so that it can influence the response of the target market.

This is very important because a good understanding of consumer needs, wants and demands will provide important input for designing the right marketing strategy. The Apis Mellifera bee farming business is growing quite rapidly, as can be seen from the large number of trademarks in the Podorejo Village area, Ngaliyan District, Semarang City, such as Drojogan honey, Bear honey, Flower honey, An-nahl honey, Gentong honey, and others. The large number of Apis Mellifera bee farming businesses certainly makes business competition increasingly competitive.

Therefore, each company has its own marketing strategy so that it can continue to attract consumer interest in buying its products. The Apis Mellifera bee business must also pay attention to several points so that it can continue to develop in increasingly tight business competition. The external environment and internal environment are factors that influence the sustainability of a business. A positive environment supports the continuity of business activities and a negative environment that occurs is a disruption in business continuity. Therefore, companies need to analyze environmental changes that occur. The internal environment can be done by paying attention to the company's strengths and weaknesses

In facing competition, business people must be able to develop strategies to compete. Important strategies in business are part of the activities designed to carry out business activities. The better and more precise the business strategy implemented, the stronger it is in facing business competition and is able to excel in the competition (Sarjono, 2013). In this case, analysis is needed to determine market position and market growth using the Boston Consulting Group (BCG) model and SWOT Analysis. This method can also be used as a basis for analyzing business strategy selection. By knowing the business position, by knowing the business position described in the matrix, it is hoped that management will have a fairly strong foundation in making decisions about determining marketing strategy.

Badung Regency is one of the districts in Bali, precisely in Balangan Village, Mengwi District, it has the most population and there are many home industries, especially home industries. Natural Honey (Kele-kele Honey) is a producer of natural honey bees. Therefore, researchers are interested in conducting research on the Marketing Strategy for Kele-kele Honey in Kuwum Village, Mengwi District, Badung Regency. The honey bees that are widely cultivated are the local Trigona Sp (kele-kele) bees and the Trigona Itama bees. Both types of bees are classified as stingless bees. The Trigona Itama honey bee is able to produce more honey than the Trigona Laevicep bee, but the price of a colony of Trigona Itama bees is more expensive. Meanwhile, the Trigona.Laevicep bee colony, which is a local type, has a cheaper price but lower honey production. The business of developing honey catfish using this cultivation method aims to increase the income of the members of the farmer group. this businessfacing increasingly fierce competition due to the emergence of many kele honey businesses.

There are many competitors, especially in the honey business sector, so The honey business industry must know the condition of the company in terms of share market to face competitors with BCG matrix calculations and knowing factors to face competition with the results of SWOT analysis. Analysis The BCG matrix is a strategy for classifying arrangements planning a business for potential company profits, then entered into the Boston Consulting Group matrix graphically it will show differences between various divisions in relative market share positions and levels market growth. SWOT analysis is used to identify some factors systematically to formulate company strategy. Analyze this based on maximizing strengths and opportunities (Opportunities), but at the same time can minimize weaknesses (Weaknesses) and threats (Threats). Therefore, this research aimsto determine the company's position in facing competitors by calculating the BCG matrixas well asto identify the company's internal and external factors to formulate strategies through SWOT matrix analysis

II. MATERIALS AND METHODS

Data collection was carried out for one month from October to November 2023. Determining the location of this research was carried out at one of the honey merchant outlets in Balangan Village, Sembung, Mengwi District, Badung Regency. The research

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instrument used when carrying out this research was a survey method, namely by collecting data in the field through direct interviews with company owners and honey buyers using a list of questions that had been prepared. The unit of analysis in this research is the head of the Sari Sedana company who determines the strategy in marketing Kele-Kele honey (Trigona Spp), competitors and consumers in Balangan Village, Mengwi District, Badung Regency. In this research, the data that has been collected is then analyzed using a descriptive method, namely making a description of the research results. Then present the research results in a good form so that you get an idea of the company's position in terms of market growth and relative market share, then carry out a SWOT (Strength, Weakness, Opportunity, Threats) analysis to determine the most relevant strategies to use to face competition.

III. RESULTS AND DISCUSSION

Analysis of the Boston Consulting Group (BCG)

Boston Consulting Group's analysis is an analysis of the Sari Madu Sedana company's position in market growth and relative market share, namely sales value. Sales value data from January to December 2022 in table 1 below:

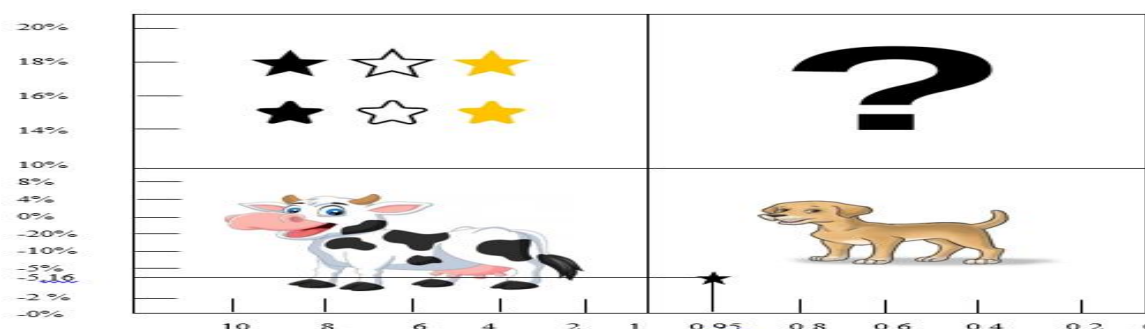
Table 1. Sales Value at the Sari Sedana Honey Company in 2022

Month	Balinese Kele Honey		Sedana Honey Sari		Market Growth
	Realization Sale	Percentage Change (%)	Realization Sale	Percentage Change (%)	
January	36,435,000	-	40,570,000	-	-
February	52,810,000	4.9	55,000,000	(4.2)	35.6%
March	51,303,000	(28.8)	54,000,000	(24.5)	-1.8%
April	66,113,000	(73.7)	65,500,000	(71.8)	21.2%
May	63,417,000	(4.1)	70,500,000	(6.6)	7.6%
June	63,479,000	0.1	66,500,000	(14.9)	-5.6%
July	62,058,000	(2.2)	71,500,000	20.8	-7.5%
August	72,557,000	16.9	70,100,000	5.0	-2.0%
September	72,985,000	0.6	75,500,000	(0.8)	7.8%
October	69,688,000	(4.5)	70,500,000	(6.6)	7.2%
November	69,296,000	(0.6)	67,800,000	(3.8)	-3.8%
December	93,309,000	34.7	90,800,000	44.2	25.3%
Amount	845,917,000	(56.7)	798,270,000	(63.4)	46.7%
Average	70,493,000	(5.16)	66,522,000	(5.75)	

Source: Bali Kele Honey and Sedana Honey Sari

Based on table 1 above, it can be seen that the total market growth rate for Sari Madu Sedana in 2022 is 46.7%. Where the highest market growth occurred in November-December, namely 25.3%, while the lowest market growth occurred in June-July, namely -7.5%. The average market growth rate is the average sales value at the Sedana Honey Sari Company of 46.7%. The results of the analysis are that the growth rate is 7.65% and the relative market share growth is 0.94. Next, the Boston Consulting Group matrix position of sales value for Sari Madu Sedana is created as in the following picture:

Figure 1. Position of the Boston Consulting Group (BCG) Sales Value Matrix At Sari Madu Sedana in 2022



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Based on Figure 1 above, it can be explained that the market growth rate in terms of sales value at Sari Madu Sedana is 7.6%, where this figure is less than 10%. In this case, it shows that the market growth rate is low, which means that the business opportunities that exist in the market where the company operates to serve its consumers are low. The relative market share that Sari Madu Sedana has based on sales value is 0.94, which is less than 1. This means that Sari Madu Sedana has a lower market share than its competitors. From this fact, it can be concluded that Sari Madu Sedana's competitive position is in a dog position, which means that Sari Madu Sedana has low market growth and competes in industries with low or slow growth.

SWOT Analysis (Internal and External Factors)

The analytical method used in this research is qualitative descriptive analysis. To analyze the potential contained in the Sari Sedana kele honey business in Balangan, the SWOT, Strength (strength), Weakness (weakness), Opportunities (opportunity), Treatment (threat) approach was used. Based on the results of data collection, internal factors (strengths and weaknesses) related to marketing strategies for Kele honey can be identified, presented in the following table:

Table 2. Internal factors in marketing business for kele honey (Trigona Sp)2

Internal factors	
Strengths	Weaknesses
Quality of service to consumers Kele-kele honey production facility Promotional activities Kele honey is available at all times The quality of kele kele honey is very good Affordable product prices	Product packaging is less attractive. The quality of human resources is still less than professional The home industry management system is still weak.

Table 3. External factors of kele honey marketing business

External Factors	
Opportunities	Threats
Kele-kele honey has many health benefits so it is popular with the public Consumer purchasing power increases Creating a sustainable honey business	High level of competition Production is still limited due to the lack of Trigona Sp bee feed Community economic conditions

Next, weights and values are given to the various internal and external factors that have been identified.

Table 4. SWOT Analysis Calculation Results

No	Strengths	Weight	Ratings	Mark
2	Kele honey production facility	0.2	4	0.8
3	Promotional Activities	0.15	3	0.45
4	Kele honey is available at all times	0.3	4	0.12
5	The quality of kele honey is very good	0.25	3	0.75
6	Affordable product prices	0.2	4	0.8
	Strengths Weight	1.31		3.72
	Weaknesses			
1	Product packaging is less attractive	0.2	4	0.8
2	The quality of human resources is less than professional	0.15	3	0.45
3	The home industry management system is still weak	0.2	3	0.6
	Weakness Weight	0.45		1.45
	IFAS	1		3.50
No	Opportunities	Weight	Ratings	Mark
1	Kele honey has many health benefits so it is popular with the public	0.3	3	0.9
2	Consumer purchasing power increases	0.25	3	0.75
3	Creating a sustainable honey business	0.2	3	0.6
	Threats			

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1	High level of competition	0.15	3	0.45
2	Honey production is still limited	0.4	4	1.6
3	The economic condition of the community is low	0.2	3	0.6
	Weakness Weight	0.55		2.65
	EFAS	1		3.40

SWOT Analysis Diagram

The assessment of internal and external strategic factors that have been carried out and the results obtained will then be included in the SWOT diagram. The middle point of the SWOT diagram is obtained from the average rating scale, namely the middle value is 2.50. The initial value of the horizontal line is on the left and the initial value of the vertical line is on the bottom. The assessment results from the respondents show that the position of the Sari Madu Sedana company is a position with an internal variable of 3.50 and an external variable of 3.40 with the position of the Sari Madu Sedana company being in cell 1, namely an aggressive strategy and cell 3, namely a defensive strategy, as shown in Figure 2. the following:

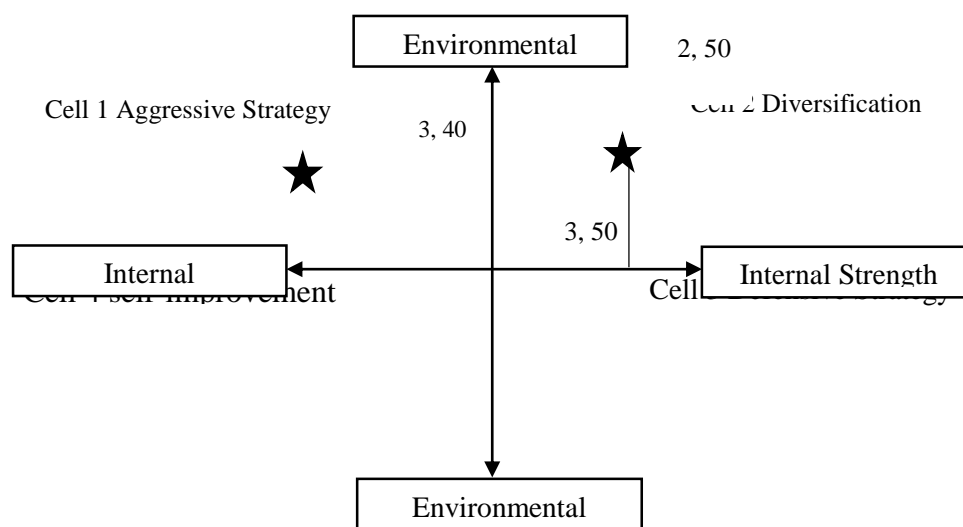


Figure 2 SWOT Analysis Diagram

Alternative Choice Strategy

SWOT analysis is one way for companies to find out the condition of a company, both the internal conditions of the company and the external conditions of the company which can influence the condition of the company. After carrying out the SWOT analysis above, several alternative strategies can be created by compiling the company's strengths, weaknesses, opportunities and threats into the SWOT matrix diagram shown in table 5 below:

Table 5 SWOT Analysis and Marketing Strategy of the Sedana Madu Sari Company

IFAS (Internal Strategic Factor Analysis Summary)	Strengths (S)	Weaknesses (W)
EFAS (External Strategic Factor Analysis Summary)	Quality of Service to consumers Kele-kele honey production facility Promotional activities Kele honey is available at all times The quality of kele kele honey is very good Affordable product prices	Product packaging is less attractive. The quality of human resources is still less than professional The home industry management system is still weak
Opportunities (O)	SO Strategy	WO Strategy

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Kele-kele honey has many health benefits so it is popular with the public Consumer purchasing power increases Creating a sustainable honey business	Prioritize the level of consumer satisfaction Increasing promotional activities by utilizing technological developments Maintaining the quality of kele honey. Increasing marketing of Kele Honey	Create more attractive packaging Improving the quality of human resources so that they are more professional Increase production output Better business management. Providing counseling from related agencies
Threats (T)	ST Strategy	WT Strategy
High level of competition. Production is still limited due to the lack of Trigona Sp bee feed The economic condition of the community is still low	Trying to enter the market share owned by competitors Conduct a price survey of competitors Control the prices set so as not to reduce consumer purchasing power.	Improving business management through improving the quality of human resources. Establish cooperation with the government so that threats can be anticipated.

From the SWOT analysis above, there are several strategies that can be implemented into programs that will be carried out in developing the Sari Sedana Honey Business in determining marketing strategies, namely:

1. S – O Strategy (Strengths – Opportunities)

This strategy was created based on the company's way of thinking, namely by utilizing all strengths to seize and exploit opportunities as much as possible by prioritizing the level of consumer satisfaction, increasing promotional activities by utilizing technology, improving facilities, providing products at all times, good quality kele honey, prices affordable product. Apart from that, it is hoped that honey kele entrepreneurs can get to know each other's potential. so that we can support each other in the development of the honey business in Balangan and there will be no competition.

2. ST Strategy (Strengths- Treaths)

This strategy is a power strategy that the company has to identify threats by trying to enter the market share of competing companies, conducting price surveys of competing companies, and controlling the prices set so as not to reduce consumer purchasing power.

3. WO Strategy (Weaknesses – Opportunities)

This strategy is carried out by minimizing weaknesses by taking advantage of opportunities. Which exists. The programs that can be implemented to implement the above strategy are: by making kele honey product packaging more attractive, improving the quality of human resources so they are more professional to increase production results, better business management.

4. WT Strategy (Weaknesses-Treats)

This strategy to minimize weaknesses and anticipate threats is by improving business management through improving the quality of human resources. Establishing cooperation with the government by providing guidance to kele-kele honey entrepreneurs so that threats can be anticipated.

Based on the results of the Boston Consulting Group analysis and SWOT analysis with the discussion above, it can be concluded that the Sari Madu Sedana Company using the Boston Consulting Group (BCG) analysis, as a whole, the company's position is in the 4th quadrant, namely in the dog position, which means that the company compete in slow growing or low growth industries and have a low share position. Furthermore, the relevant marketing mix strategy to increase sales value at the Sedana Honey Company based on analysis of the internal environment and external environment through SWOT analysis shows that the company is in cell 1, namely the aggressive cell. Where companies can use the strengths the company has and take advantage of existing opportunities or favorable situations to overcome threats from other companies. Looking at the conditions in this company, the strategy that Sari Madu Sedana should implement is an aggressive strategy. Where this strategy is growth-oriented to take advantage of opportunities or profitable situations. This strategy is designed to achieve growth in sales, assets, profits or a combination of the three. This can be done by improving services and increasing promotional activities to expand consumer reach. The right alternative strategy for the Sari Madu Sedana Company is the SO strategy because the company's position is between environmental opportunities and internal strengths in the SWOT matrix analysis diagram.

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