



Swot Analysis as a Tool to Increase Spare Parts Sales at PT Trakindo Utama

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

This study aims to determine the role of SWOT analysis in generating strategies to increase sales of spare parts at PT Trakindo Utama Satui Branch during the Covid19 pandemic, see what alternatives are appropriate for use by PT Trakindo Utama Satui Branch. This study uses a qualitative approach by conducting a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats). Data collection was carried out through interviews with the head of the branch head of PT Trakindo Utama Satui and assisted by the Sales Product Support Supervisor. The results of the study reveal that PT Trakindo Utama, Satui Branch is in the first quadrant, which means that the Growth strategy supports aggressive growth policies (Growth Oriented Strategy). Increasing sales of spare parts and development to other sectors such as construction, forestry, plantations can be carried out as soon as the local economic situation improves. For this reason, the SO strategy, namely utilizing strengths and maximizing opportunities can be implemented.

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1. INTRODUCTION

As the development of the heavy equipment vehicle industry grows, it has a major influence on the needs of spare parts. Spare parts are heavy equipment accessories that function as a replacement for units or vehicle parts that need to be repaired, because each part of the heavy equipment has a lifetime, it could be due to wear and tear, damaged parts, or the manufacturer's recommendation to replace these parts. The continued decline in coal prices and the negative impact of the Covid19 pandemic on domestic and global economic conditions, has an impact on sales at PT Trakindo Utama in 2020. Based on the results of growth in sales of spare parts since 2020 there has been a significant decline, this is indicated due to the demand for coal mining heavy equipment in various sectors experienced a decline, one of which was spare parts. However, in 2021 there was a slight increase due to the increase in demand for spare parts. The complete growth in sales of spare parts is presented in the table below which shows developments in the last two years.

Based on Table 1, it can be seen that the development of sales of heavy equipment spare parts from 2020 to 2021 tends to fluctuate, where the lowest sales occurred in March 2020, Rp. 681,054,621. This was due to the Covid19 outbreak and the decline in coal prices so that many customers made cost efficiencies in buying spare parts by adjusting the company's cash flow which had an impact on decreasing demand for heavy equipment spare parts, on the contrary the increase in sales of spare parts in 2021 was due to the gradually improving coal prices, this has a positive effect on the demand for heavy equipment and similar products. Based on these data, it can be concluded that the level of sales at PT Trakindo Utama does not necessarily increase sales every month. This is of course influenced by the external and internal environment of the company [1-3]. Therefore, as a company engaged in heavy equipment, especially spare parts, we need the right strategy based on SWOT analysis at PT Trakindo Utama, Satui Branch, in order to increase sales volume which will also generate profits [4-7]. This analysis can describe the company's internal strengths and weaknesses and things that need to be improved. Opportunities that may exist can also be identified and prepared to deal with external threats [8-12]. Based on the description

above, the writer is interested in conducting research which will then be outlined in the form of scientific writing entitled SWOT Analysis as a tool to increase spare-parts sales at PT Trakindo Utama.

2. LITERATURE REVIEW

2.1 SWOT Analysis

According to Freddy Rangkuti [13] SWOT analysis is the identification of various factors systematically to formulate company strategy. This analysis is based on logic that can maximize strengths and opportunities, but can simultaneously minimize weaknesses and threats. J Salusu (2000:35) regards the SWOT matrix using several strategies:

- 1) SO Strategy, namely taking advantage of existing opportunities with organizational advantages (comparative advantage)
- 2) ST Strategy, namely mobilizing several advantages to achieve the target (mobilization)
- 3) W.O strategy, namely choosing which factors to accelerate and which factors to delay (investment/divestment)
- 4) W.T Strategy, namely the need for caution or vigilance in achieving targets (damage control).

The purpose of having a strategy is to ensure the accuracy of target achievement. A draft strategy can be chosen to close the gap in achieving the target. With regard to the choice of strategy as described above, we will examine the determination of the choice through a matrix of strengths, weaknesses, opportunities and threats. Through these tools a company can also view strengths, weaknesses, opportunities and threats as an integral unit in strategy formulation. Alyah arfianti [14].

3. METHODOLOGY

3.1 Research Design

The research design is explorative with a qualitative approach, to get an overview of the strengths, weaknesses, opportunities and threats associated with research so that strategies can be obtained to increase sales of spare parts. This study chose PT Trakindo Utama Satui Branch Office which is located on Jl. Gen. A. Yani Km. 168, No. 10 Sungai Vinegar Village, Kec. One. Regency. Bumbu Soil as Research Object.

Table 1. Spare parts sales data for 2020-2021

Bulan	2020 (Rp)	2021 (Rp)
Januari	-	3.395.489.280
Februari	-	4.254.648.407
Maret	681.054.621	3.858.879.768
April	5.091.248.930	3.753.482.909
Mei	9.956.224.188	4.710.377.289
Juni	6.482.661.716	5.065.258.952
Juli	5.120.423.202	5.307.315.917
Agustus	4.933.793.256	4.563.896.136
September	5.160.875.261	4.759.379.705
Oktober	2.370.512.465	4.501.946.398
November	2.948.955.092	7.812.400.929
Desember	2.893.733.160	4.717.911.388
Total	45.639.481.891	56.700.987.078

Source: PT. Trakindo Utama 2021

3.2 Type and Source of Data

The types and sources of data used in this study are as follows:

1. The type of data used is qualitative data, namely data collected based on information/information related to the problems raised. Quantitative data, namely data collected in the form of numbers related to the issues discussed.
2. The data sources used in this research are primary data, which is data obtained from the first source or directly obtained at the research site, either verbally or in interviews with the heads of the branch heads and supporting data from the results of filling out questionnaires from 12 respondents. Secondary data is data obtained not from the first party but from certain parties related to this research, data in the form of documentation.

3.3 Data Collection Methods

As a complement to this discussion, it is necessary to have data or information both within the company and outside the company. The author obtained data related to using the Field Research method, namely research conducted at the company concerned to obtain data related to this writing by way of direct interviews with the head of the Branch Head. In the discussion of interviews, the results obtained were knowing matters related to research, namely what were the internal factors (strengths and weaknesses) as well as external factors (opportunities and threats) as well as supporting data intended for

data collection in the form of questionnaire results obtained by previous researchers already identified.

3.4 Data Analysis Techniques

The research object used in this study is explorative using qualitative methods. With the data collection stage obtained into internal factors, it is carried out to obtain strength factors that will be used as well as weaknesses factors that will be anticipated and external factors are carried out to develop opportunity factors that can be utilized and threat factors that need to be avoided. Then use that information into the SWOT analysis into the SWOT Matrix formulation model so that the results obtained determine the appropriate decision alternatives. The SWOT analysis is a comparison between external factors and internal factors.

According to researchers using an interactive model from Miles and Huberman (2014:14) to analyse research data. Activities in qualitative data analysis are carried out interactively and continuously until the data is saturated.

4. RESULTS AND DISCUSSION

Based on the results of the SWOT analysis, the company's internal factors consist of the company's strengths and weaknesses. Meanwhile, the company's external factors consist of the company's opportunities and threats. After conducting internal and external analysis, the results of strengths, weaknesses, opportunities and threats are known. As stated in the table as follows (Table 2).

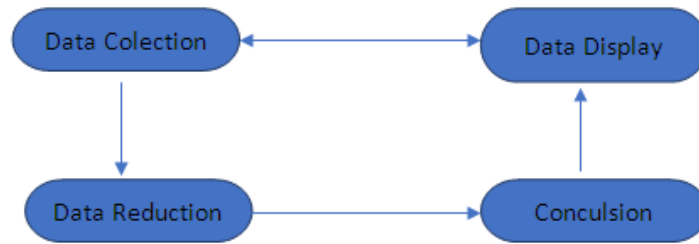


Fig. 1. Interactive data model analysis

Source: Miles and Huberman (2014) – Interactive data model analysis

Table 2. Internal factor evaluation matrix

No.	IFE Matrix	Weight	Rating	Score
Strength				
1.	Reputation of product	0.08	4	0.33
2.	Genuine quality products	0.08	4	0.33
3.	Competitive product prices	0.06	3	0.16
4.	Promotion using Personal Selling	0.07	4	0.26
5.	The availability of spare parts	0.08	4	0.33
6.	Sole distributor of the world's leading Caterpillar products	0.08	4	0.33
7.	Good product image and after-sales service	0.07	4	0.26
8.	Competent human resources	0.07	4	0.26
9.	Training Centre and heavy equipment educational institutions	0.08	4	0.33
10.	Subsidiaries in various fields within the Tiara Marga Trakindo group	0.08	4	0.33
				2.89
Weakness				
1.	Inadequate supply domestically	0.05	2	0.11
2.	Expensive genuine parts	0.07	3	0.23
3.	Slow lead time for some products	0.05	2	0.12
4.	Sales dependent on Mining sector	0.07	3	0.23
				0.69
Total		1.00		3.58

Source: Processed data 2021

The figure explains that the score for the strength factor is 2.89 and for the weakness factor is 0.69, the difference between these values is 2.20 meaning at present time the company has abundant power to extend its operation or sales. The score for the opportunity factor is 2.04 and the score for the threat factor is equal to 1.28 then the difference from that value is equal to 0.77. These difference values can form coordinate points, namely (2.20:0.77). It is

found that the company's position is in the first quadrant which is a very profitable situation because it has opportunities and strengths so that it can take advantage of existing opportunities. So that the right strategy to be implemented by PT Trakindo Utama Satui Branch in this condition is to support an aggressive growth policy (Growth oriented strategy).

Table 3. External factor evaluation matrix

No.	EFE Matrix	Weight	Rating	Score
Opportunity				
1.	Indonesia's economic condition is getting better.	0.13	3	0.45
2.	Entering the period of repair of customer units.	0.15	4	0.55
3.	The potential of the construction, plantation and forestry sectors has not yet been optimized	0.14	4	0.52
4.	Technological progress	0.14	4	0.52
				2.04
Threats				
1.	Many companies that sell similar products	0.09	2	0.21
2.	Unfair price competition among heavy equipment companies	0.13	3	0.43
3.	The impact of Covid 19 on the economy and the decline in world coal prices	0.13	3	0.45
4.	Slow customer payments	0.08	2	0.18
				1.28
Total		1.00		3.32

Source: Processed Data 2021

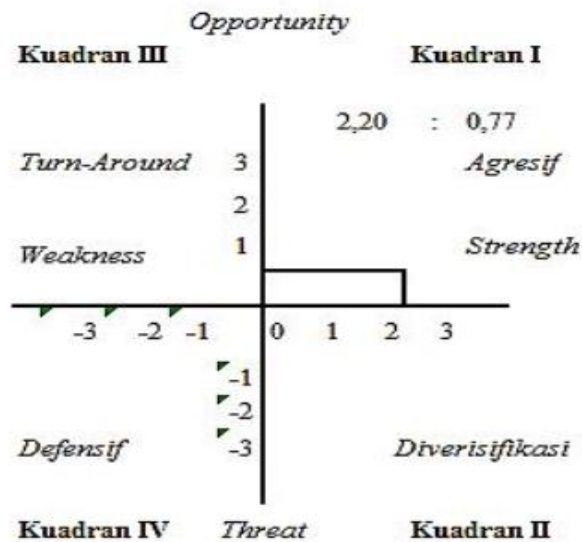


Fig. 2. SWOT Analysis of PT. Trakindo

SWOT matrix is a tool used to compile internal and external factors, then formulate into alternative strategies. The SWOT matrix from PT Trakindo Utama Satui Branch can be seen in the following table:

Table 4. SWOT matrix of PT Trakindo Utama Satui Branch

Internal Factors	
Strength (S)	Weakness (W)
1. Reputation of product	1. Inadequate supply domestically
2. Genuine quality products	2. Expensive genuine parts
3. Competitive product prices	3. Slow lead time for some product
4. Promotion using Personal Selling	4. Sales dependent on mining sector
5. The availability of spare parts	

Internal Factors		
<ul style="list-style-type: none"> 6. Sole distributor of the world's leading Caterpillar products 7. Good product image and after-sales service 8. Competent human resources 9. Training Centre and heavy equipment educational institutions 10. Subsidiaries in various fields within the Tiara Marga Trakindo group 		
Opportunities(O)	Strategy SO	Strategy WO
<ul style="list-style-type: none"> 1. Economic conditions in Indonesia is growing 2. getting better 3. Entering the period 4. repair of customer units (1-2 months repair) 2. The potential of the construction sector, plantations, and forestry are still not optimized 5. 4. Technological advances such as systems Connected Assets and Automation. 	<ul style="list-style-type: none"> 1. Utilizing owned Branch Image such as product quality, price, transaction service, HR quality, after-sales service, distribution network, training centre and corporate educational institutions to create unique programs as a differentiation step in guaranteeing service quality and creating added value for customer. 2. Increase stock availability and strengthen distribution network 3. Take advantage of the momentum during the repair period for customer units, to capture as much demand as possible by providing a choice of spare part packages according to customer wishes. 4. Strengthen the role of the training centre for HR. Maintaining quality of service to coal mining company that still endure 5. Serve requests from the construction sector, 6. plantations, and forestry, by being more proactive in visiting customers. 7. Improving marketing strategies through social 8. media by keeping up with technological advances. 	<ul style="list-style-type: none"> 1. Providing offers that are more directed at product quality and service quality and providing special prices for certain items. 2. Creating a safe and practical website-based spare parts buying and selling service to capture demand via the internet, as well as a promotional medium. 3. Improving the slow lead-time of spare parts from 20 days to 10 to 15 days and determining solutions for expediting air shipments 4. Exploring demand potential outside the mining sector to increase sales. 9. 5. Holding a stock of certain spare parts that usually require a production process to increase availability as support for customers.
Threats (T)	Strategy ST	Strategy WT
<ul style="list-style-type: none"> 1. The number of companies that sell similar products (such as Komatsu, Hitachi and from China Sany) 2. Unfair price competition among heavy equipment companies. 	<ul style="list-style-type: none"> 1. Increasing the competitiveness of companies that are more than other companies 2. Control product prices to increase people's purchasing power 	<ul style="list-style-type: none"> 1. Conduct analysis and as much as possible make improvements to the lead time supply of spare parts. 2. Maintaining existing customers and proactively providing offers to

Internal Factors

3. The economic crisis due to Covid19 and the decline in world coal prices	companies outside the mining sector such as Plantation, Construction and Forestry.
4. Slow customer payments	

Source: Processed data

Based on the analysis above, it shows that the performance of a company can be determined by external factors and internal factors, because both are related to each other. Furthermore, of the four alternative strategies that exist, the most effective way to continue to increase sales of spare parts at PT Trakindo Utama, Satui Branch is the SO strategy (supporting the growth strategy). The advantage of carrying out the SO strategy is to take advantage of the strengths and maximize the opportunities that are owned by existing company. Where based on previous research by Joko Handoyo [15] in terms of the business profile of PT United Tractors Tbk Banjarmasin Branch is in a Strength – Opportunity (SO) position, namely using the company's internal strengths to take advantage of existing external opportunities. The SO strategy implemented by PT Trakindo Satui Branch is:

- a) Utilizing the Branch Image owned, such as product quality, price, transaction services, HR quality, after-sales service, distribution network, training centre and corporate educational institutions to create unique programs as a differentiation step in guaranteeing service quality and creating added value for customer.
- b) Increasing stock availability and strengthening the distribution network, by having warehouses throughout Indonesia, one of which is at PT Trakindo Utama Satui Branch so that all types of spare parts can be available and market needs can be met.
- c) Take advantage of the momentum during the repair period for customer units, to capture as much demand as possible by providing a choice of spare part packages according to customer wishes which have been routinely carried out for 1-2 months or more as well as the impact of Lockdown during the Covid19 pandemic so that it can provide benefits for the company.
- d) Strengthening the role of the training center for HR by providing training to increase skills for employees of PT Trakindo Utama, Satui Branch, especially Mechanics and Sales because they have direct contact with customers.

- e) Maintain service quality to surviving coal mining companies such as PT. Arutmin Indonesia, PT. Madhani Talatah Nusantara and PT. Thiess Contractors Indonesia.
- f) Serve requests from the construction, plantation and forestry sectors, by being more proactive in making direct visits to customer premises. The more often we do canvassing, the more communication will occur and will increase the possibility of sales. Of the many customer communication relationships, the visiting activity is the canvassing activity that most allows sales to occur faster, because the communication relationship by meeting in person will provide opportunities for more effective persuasion.
- g) Improving the marketing strategy by following technological advances such as Connected Asset and Automation systems with the first aspect being a digital solution to be able to remotely monitor the performance and health of heavy equipment, then the second aspect is the Mine Control Room which performs the function of controlling heavy equipment units from long distance which has been widely implemented in underground mining because it is considered safer and more productive.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

After conducting research at PT Trakindo Utama Satui Branch during the Covid19 Pandemic, researchers can draw the following conclusions:

- 1. Based on the results of the SWOT analysis it is known that which is the main strategy within the company PT Trakindo Utama Branch Satui is a Growth strategy (developing) or supporting an aggressive growth policy (Growth Oriented Strategy). This is because PT Trakindo Utama Branch Satui is in the first quadrant.
- 2. PT Trakindo Utama, Satui Branch can implement an SO strategy where this strategy can take advantage of the strengths and to maximize the opportunities that exist

in the company. Its internal strength is utilizing its Branch Image, namely product quality, price, transaction service, HR quality, after-sales service, distribution network, training centre and corporate educational institutions to create unique programs as a differentiation step in guaranteeing service quality and creating added value for customers.

5.2 Recommendation

With reference to the conclusions stated above, the suggestions that the author can give as material for consideration to PT Trakindo Utama, Satui Branch are as follows:

1. It is expected to further improve the efficiency and effectiveness of spare parts so as not to there was a decrease in sales by improving the availability of spare parts that were lacking in the country.
2. Companies should be more proactive in maximizing the construction sector, plantations and forestry.
3. For genuine product prices, alternative prices are given for certain quantity purchases.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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