

MARKETING STRATEGY OF SMALL AND MEDIUM ENTERPRISES (MSMES) IN INCREASING SALES OF BROWN SUGAR IN SEI SILAU, ASAHAN REGENCY

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Abstract

This research is in the form of descriptive research, where this research aims to find out what strategy is appropriate for a business actor to use. By using SWOT analysis, this research was conducted by business actors working in the food industry, namely the Brown Sugar SMEs in Sei Silau Village, Asahan District. data obtained from the results of primary data, secondary data. Several test methods are steps from the SWOT analysis test, including using the IFAS Matrix, EFAS Matrix, and SWOT diagrams. The result value of the IFAS matrix test (2.59) is used as the X axis (horizontal) in the SWOT diagram and the result value from the EFAS matrix test (2.80) is used as the Y axis (vertical) in the SWOT diagram. SWOT results explain that the company is in area IV, where in these areas it illustrates that the internal factors of MSME business actors are weak. The results of the SWOT analysis which are described using the SWOT diagram show that the MSME business conditions are in quadrant IV, which means that the Brown Sugar MSMEs in Sei Silau Village, Asahan Regency are in a Defensive position and the strategy that can be implemented is a marketing strategy that can implemented by the Brown Sugar MSME business actors in Sei Village, Asahan Regency is an Aggressive Strategy, namely business actors must be able to develop existing strengths and increase and maintain existing opportunities.

Keywords: *Marketing Strategy, SWOT Analysis, Sales Volume*

1. INTRODUCTION

The development of the economy in Indonesia is certainly inseparable from the participation of Micro, Small and Medium Enterprises (MSMEs). In the current era of globalization, MSMEs play an important role as an alternative for new jobs, in driving the pace of economic growth after the monetary crisis, when large companies are starting to experience difficulties in developing their businesses. Most people in Indonesia think that MSMEs only benefit certain parties. Even though MSMEs have played an important role in reducing the unemployment rate. Meanwhile, MSMEs are one of the Indonesian economies. MSMEs in promoting their products must of course still have a more attractive promotion strategy so they are not inferior to large companies or other MSMEs that have made or created products that may be of higher quality and so on so they can survive in the market. Wibowo (2015) states that the marketing strategy is one way to plan the company as a whole. It can be seen from the extent of the problems that exist within the company, it is necessary to have a comprehensive plan to serve as a guideline for the company segment in carrying out its promotional activities.

The strategy that is often carried out by MSME actors is a strategy that can captivate the hearts of customers, so that customers will still be satisfied with the products produced by these MSMEs. MSMEs, of course, must have different sales strategies in increasing satisfactory sales results carried out by each MSMEs. The brown sugar home industry in Sei Silau Village, especially UMKM Muchsin Sinaga, UMKM Kiltas Sitorus and UMKM Marlina Br Sembiring still face marketing problems such as difficulties in achieving market goals, most of the brown sugar is

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traded traditionally to meet local market demand and only a small part is marketed outside Setia Janji sub-district, product packaging is less attractive and the tools used are still traditional.

2. LITERATURE REVIEW

Marketing strategy

Marketing strategy consists of the words strategy and marketing. Strategy is a joint means with long-term goals to be achieved. The business strategy includes geographic expansion, diversification, acquisitions, product development, market penetration, tightening, divestiture, liquidation, and joint ventures. Strategy is a potential action that requires top management decisions and large amounts of company resources. So strategy is a potential action that requires decisions from top management and natural resource companies with a large number (David, 2014:19).

Sales Volume

According to Schiffan (2013:48). Sales volume is the level of sales obtained by the company for a certain period in units (units/total/rupiah). According to Private Basu in Irwan Sahaja (2014: 246)) sales is a process of exchanging goods or services between sellers and buyers.

3. IMPLEMENTATION METHOD

The process of compiling data sequences into a pattern, category and basic description is known as data analysis in qualitative research. In this study, descriptive analysis and SWOT analysis were used as data analysis techniques. The SWOT matrix is used as an analytical approach in this study. The stages of data analysis in this study are as follows:

- a. The foundation for a SWOT analysis is the study of the company's internal and external environment.
- b. SWOT analysis is carried out through the EFAS matrix (External Strategic Factor Analysis Summary) which will describe the external factors (opportunities and threats) owned by the company and the IFAS matrix (Internal Strategic Factor Analysis Summary) which will describe the factors of the company's biggest strengths and weaknesses. The SWOT matrix is a tool for formulating alternative company strategies based on the company's strengths, weaknesses, opportunities and threats.

4. RESULTS AND DISCUSSION

Data analysis

Based on the sales data obtained by the author, namely from UMKM Muchsin Sinaga, UMKM Kiltas Sitorus and UMKM Marlina Br Sembiring from 2018 - 2022. The following is the income financial report data from the 3 (three) UMKM in Sei Silau Village, Asahan Regency:

Table 1. Brown Sugar Sales Volume Data

No	Year	Brown Sugar Sales Volume		
		UMKM Muchsin Sinaga	UMKM Kilat Sitorus	UMKM Marlina Brother Sembiring
1	2018	1,450,000	1,521,000	2,500,000
2	2019	2,280,000	3,150,000	2,255,000

3	2020	1,600,000	2,245,000	1,850,000
4	2021	3,230,000	1,950,000	3,150,000
5	2022	2,875,000	2,115,000	2,030,000
AMOUNT		11,435,000	10,981,000	11,785,000

Source: *UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring in Sei Silau Village, Asahan Regency*

Based on the table above, it can be seen that from the UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring from the last five years in 2018 – 2022 experienced quite significant fluctuations. Of the (3) three MSMEs, the highest income from 2018 – 2022 is MSMEs Marlina Br Sembiring with an income of IDR 11,785,000. For the second highest income, UMKM Muchsin Sinaga has an income of IDR 11,435,000 while in last place is UMKM Kilat Sitorus with an income of IDR 10,981,000. From sales to UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring in Sei Silau Village, Asahan Regency, the authors obtained from year to year experienced fluctuations. There are several factors that make the sales of UMKM Brown Sugar fluctuate as follows:

- The price of brown sugar sold by MSMEs to individuals or collectors is quite low, not in accordance with the price of brown sugar that has been sold in the market.
- The brown sugar marketing method that is carried out is still very traditional, from individuals to shops selling only basic commodities.
- The sales strategy has not yet reached shopping centers such as supermarkets, mini markets and other shopping places.

From the results of the brown sugar sales volume table above to calculate the percentage of sales volume at UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring from 2018 - 2022 can be calculated using the following formula:

$$\frac{\text{Current year} - \text{Previous year} \times 100\%}{\text{previous year}}$$

Sales Analysis

The achievement of a business sector in operational activities is its total sales volume. MSMEs can ensure the survival of their MSMEs with strong sales. One of the MSME income-producing activities is this sales activity. Below is the sales table for the 3 (three) MSMEs for the last 5 (five) years as follows:

Table 2. Muchsin Sinaga MSME Income Report

No	Year	Annual Sales Volume of Brown Sugar (Rp)	Percentage
1	2018	1,450,000	-
2	2019	2,280,000	0.57%
3	2020	1,600,000	0.29%
4	2021	3,230,000	0.50%
5	2022	2,875,000	0.10%

Source: *Muchsin Sinaga UMKM, Sei Silau Village, Asahan Regency*

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Based on the table of brown sugar MSME income in Sei Silau Village, Asahan Regency, it has fluctuated over the last 5 (five) years. In 2018 Muchsin Sinaga's UMKM income was Rp. 1,450,000, then in 2019 revenue increased by a percentage of 0.57% worth Rp. 2,280,000, in 2020 income was managed with a percentage of 0.29% worth Rp. 1,600,000, in 2021 income will increase by Rp. 3,230,000 with a percentage yield of 0.50% and in 2022 income will experience a reduction of Rp. 2,875,000 with a percentage yield of 0.10%.

Following are the results of the appearance of the calculation using the income diagram for the UMKM of Brown Sugar Muchsin Sinaga in Sei Silau Village, Asahan Regency:



Figure 1. Results of Revenue from Sales of Brown Sugar, UMKM Muchsin Sinaga in 2018-2022

From the diagram above, it can be seen that the income from the sale of brown sugar for UMKM Muchsin Sinaga has experienced quite significant fluctuations. The highest income can be seen in 2021 while the lowest income is in 2018.

Table 3. Kilat Sitorus MSME Income Report

No	Year	Annual Sales Volume of Brown Sugar (Rp)	Percentage
1	2018	1,521,000	-
2	2019	3,150,000	1.07%
3	2020	2,245,000	0.28%
4	2021	1,950,000	0.13%
5	2022	2,115,000	0.08%

Source: UMKM Kilat Sitorus, Sei Silau Village, Asahan Regency

Based on the table of brown sugar MSME income in Sei Silau Village, Asahan Regency, it has fluctuated over the last 5 (five) years. In 2018, the UMKM Kilat Sitorus income was Rp. 1,521,000, then in 2019 revenue has increased by a percentage of 1.07% worth Rp. 3,150,000, in 2020 income has been reduced with a percentage yield of 0.28% worth IDR 2,245,000, in 2021 revenue has decreased by IDR 1,950,000 with a percentage yield of 0.13% and in 2022 income has increased amounting to Rp.2,115,000 with a percentage yield of 0.08%.



Figure 2. Revenue from Sales of Brown Sugar, UMKM Kilat Sitorus in 2018-2022

From the diagram above, it can be seen that the income from the sale of brown sugar for UMKM Kilat Sitorus has experienced quite significant fluctuations. The highest income can be seen in 2019 while the lowest income is in 2018. The following is the appearance of the results of the calculation using the Sitorus Brown Sugar UMKM income diagram in Sei Silau Village, Asahan Regency:

Table 4. MSME Income Report Marlina Br. Sembiring

No	Year	Annual Sales Volume of Brown Sugar (Rp)	Percentage
1	2018	2,500,000	-
2	2019	2,255,000	0.09%
3	2020	1,850,000	0.17%
4	2021	3,150,000	0.70%
5	2022	2,030,000	0.35%

Source: UMKM Marlina Br. Sembiring, Sei Silau Village, Asahan District

Based on the table of brown sugar MSME income in Sei Silau Village, Asahan Regency, it has fluctuated over the last 5 (five) years. In 2018 the income of UMKM Marlina Br. Sembiring amounted to IDR 2,500,000, then in 2019 revenue decreased by a percentage of 0.09% worth IDR 2,255,000, in 2020 income experienced a management with a percentage of 0.17% worth IDR. 1,850,000, in 2021 income will again increase by Rp. 3,150,000 with a percentage yield of 0.70% and in 2022 income will experience a reduction of Rp. 2,030,000 with a yield of 0.35%.

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Figure 3. Proceeds from Sales of Brown Sugar UMKM Marlina Br. Sembiring in 2018-2022

From the diagram above, it can be seen that the income from the sale of brown sugar for UMKM Kilat Sitorus has experienced quite significant fluctuations. The highest income can be seen in 2021 while the lowest income is in 2020.

Descriptive Analysis

The 4P marketing mix policy (Produce, Price, Promotion and Place) is inseparable from the marketing strategy implemented. Identification of internal factors was carried out on UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring in Sei Silau Village to determine the success or failure of marketing and promotion strategies. One more strength and weakness obtained from the analysis conducted by the examiner.

Internal/External Matrix

Table 5. Calculation of IFAS for UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring in Sei Silau Village, Langkat Regency

Internal strategy and promotion factors	Weight	Ratings	Weight x Rating	Comment
POWER (S). Has a pretty good quality	0.08	3.5	0.29	Quality is the most important thing with the sign of increasing sales levels.
The suitability of the product is in accordance with the desired	0.08	3	0.24	The suitability of the product that is owned is in accordance with the wishes of consumers.
Has good durability	0.06	3	0.18	Product durability is one of the important things to retain consumers

Good product image	0.08	3.5	0.29	The brown sugar MSME product in Sei Silau Village, Asahan Regency is well known for its fairly good product image.
Provide good service	0.08	3	0.24	Services must also be considered by SMEs
Total Strength	0.39		1.24	
WEAKNESSES (w) There are many competitors in the same market segment	0.12	3	0.37	Can not be denied, There are many other competitors in this market segment.
Promotion is not maximized	0.12	2	0.24	Promotion is still minimal and not optimal.
Sometimes there are products that are not good	0.12	2	0.24	Sometimes the resulting product is not good.
Sales of brown sugar products that have not been maximized	0.12	2	0.24	Marketing carried out by MSMEs is still in a very traditional way so that there is still a lack of experience and creativity.
The sales strategy has not been carried out in a modern way	0.12	2	0.24	The sales strategy does not look more advanced than other MSMEs, they should be able to make strategies in the form of more epic packaging, promotional media through social media and many other things that can be done to market products.
Total Weaknesses	0.61		1.35	
Total Strength + Weakness	1.00		2.59	

Based on the table above, it can be seen that the score for the Strength factor is 0.39 and Weakness is 0.61. So we found a difference in the value of Weakness (-0.11).

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Table 6. Calculation of EFAS for UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring in Sei Silau Village, Langkat Regency

External strategy and promotion factors	Weight	Ratings	Weight x Rating	Comment
OPPORTUNITIES (O)Long time customer loyalty	0.09	2	0.19	The tendency of consumers who have long bought brown sugar products at UMKM Muchsin Sinaga, UMKM Kiltar Sitorus and UMKM Marlina Br Sembiring in Sei Silau Asahan Village not to easily switch to other competitors.
Good relationship between MSMEs and consumers	0.09	2.5	0.24	Fostering good relationships with consumers is a great asset for MSMEs.
Clear market and consumer segments	0.06	2	0.11	A clear market and consumer segment is brown sugar which is marketed by MSMEs and purchased by the public.
Have a good image in the eyes of consumers	0.08	2.5	0.19	The products of UMKM Muchsin Sinaga, UMKM Kiltar Sitorus and UMKM Marlina Br Sembiring in Sei Silau Asahan Village are known for their good product image.
Attractive marketing promotion	0.04	1	0.04	To get the attention of consumers not only with good product quality but also with attractive promotional forms.
Total Opportunities	0.36		0.76	
THREAT (T). Competition is quite strong among MSMEs	0.13	4	0.53	Existing competitors further strengthen their position in the target market.
More and more new competitors in the same market segment	0.11	4	0.45	Increased number of competitors with the same product.
Sometimes there is a product quality that is not good	0.11	3.5	0.40	Sometimes found products that are not good.
There is no marketing personnel who inform the product	0.15	4	0.60	There is no marketing personnel who notify the product to consumers.

Easy switching of customers who are disappointed in competitors	0.13	4	0.53	Customers who are disappointed with the brown sugar products of UMKM Muchsin Sinaga, UMKM Kiltar Sitorus and UMKM Marlina Br Sembiring in Sei Silau Village, Asahan Regency are easy to change their choices to other competitors.
Total Treat	0.64		2.51	
Total number <i>Opportunities+Treat</i>	1.00		3.27	

Based on the table above, it can be seen that the score for the Opportunities factor is 0.76 and Threat is 2.51. Then found a difference in the Weakness value of (-1.75). So from the results of the identification of the IFAS and EFAS factors above, it can be described in the SWOT diagram in the figure below:

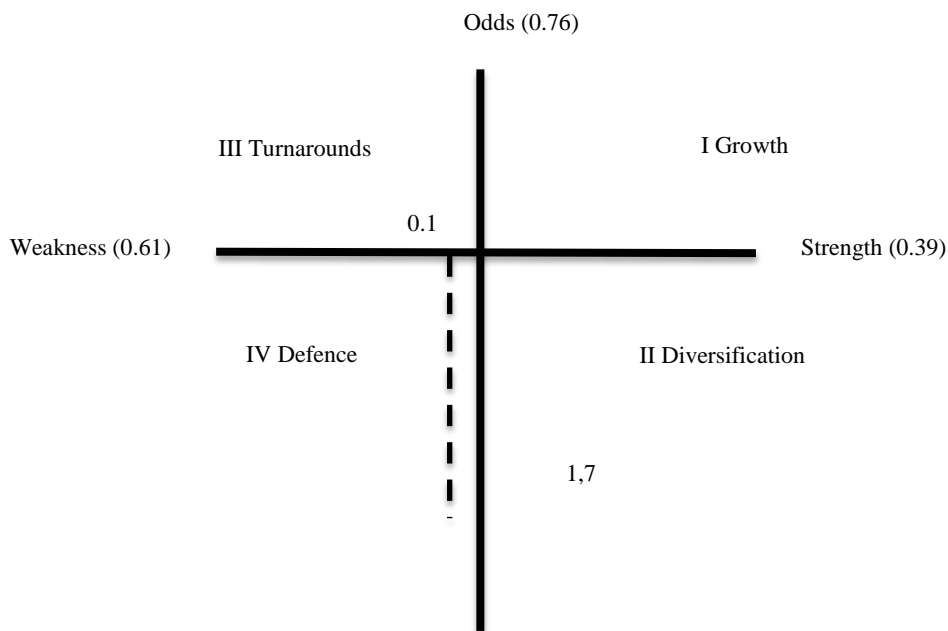


Figure 4. SWOT diagrams

From the picture above it can be seen that UMKM Muchsin Sinaga, UMKM Kiltar Sitorus and UMKM Marlina Br Sembiring in Sei Silau Village, Asahan Regency are on a (Defence) line that can threaten product sales. Strategies and promotions that can be applied are as follows:

1. Market development

The product marketing strategy can be carried out by MSMEs by cooperating with consumers or mini markets who buy brown sugar products. Hiring a promoter to be able to promote quality brown sugar products can help MSMEs to further increase sales in the future.

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2. Product Development

Product development can be carried out by MSMEs if MSMEs make more efforts to further improve the quality of their products and maintain a good product image in the eyes of consumers or MSMEs. Then MSMEs can also make product packaging more modern and attractive so that consumers are interested in buying the brown sugar product.

3. Promotion media

Promotions carried out by MSMEs should be more creative and attract the attention of the public, so that producers feel interested in buying. MSMEs can offer products through social media or even through market places or other online stores on gadgets

SWOT Matrix

The following table will explain the SWOT matrix for UMKM Kiltar Sitorus and UMKM Marlina Br Sembiring in Sei Silau Village, Asahan Regency:

Table 7. SWOT Matrix

<p>IFAS</p> <p>efas</p>	<p>STRENGTHS(S) Internal Strength</p> <ul style="list-style-type: none"> - Has a fairly good quality (0.08) - The suitability of the product is in accordance with what is desired (0.08) - Has good endurance (0.06) - Good product image (0.08) - Provide good service (0.08) 	<p>WEAKNESSES (W) Internal Weaknesses</p> <ul style="list-style-type: none"> - Number of competitors in the same market segment (0.12) - Promotion is not maximized (0.12) - Sometimes there are products that are not good (0.12) - Sales of brown sugar products that have not been maximized (0.12) - Sales strategy has not been carried out in a modern way (0.12)
<p>OPPORTUNITIE S(O)</p> <ul style="list-style-type: none"> - Old consumer loyalty (0.09) - Good relationship between MSMEs and consumers (0.09) - Clear market and consumer segments (00.06) - Have a good image in the eyes of consumers (0.08) - Attractive marketing promotions (0.04) 	<p>SO STRATEGY (Allows the company to grow faster)</p> <ul style="list-style-type: none"> - Providing quality products and good service to maintain long-standing customer loyalty - Maintain good relationship with customers - Provide an image of SMEs that are viewed favorably by consumers 	<p>WO STRATEGY (Utilization of existing opportunities to overcome weaknesses)</p> <ul style="list-style-type: none"> - Utilizing good relationships with consumers to help promote products that have not been maximized - Capture opportunities from loyal old customers in winning the competition with many competitors - Hiring a promotion team to be able to market products more broadly to consumers - Pay attention to product quality and pay attention to customer claims
<p>THREATS (T)</p> <ul style="list-style-type: none"> - Fairly strong competition among MSMEs (0.13) 	<p>ST STRATEGY (Using your strengths to avoid threats)</p> <ul style="list-style-type: none"> - Try harder to continuously improve the quality of the 	<p>WT STRATEGY (Minimizing Weaknesses and Avoiding Threats)</p> <ul style="list-style-type: none"> - Increasingly aggressively



<ul style="list-style-type: none"> - More and more new competitors in the same market segment (0.11) - Sometimes there is poor product quality (0.11) - There are no marketing personnel who inform the product (0.15) - Easy switching of customers who are disappointed in competitors (0.13) 	<ul style="list-style-type: none"> - products you have - Providing good service to minimize customers who easily switch choices and minimize good products. 	<ul style="list-style-type: none"> - promoting products to be able to compete with competitors in marketing their products - Carry out vigorous promotions on social media networks and other promotional media by empowering workers (marketing) who market products
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Discussion

Based on the results of the IFAS Matrix assessment, it was 2.59, which means that the strength (S) of UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring in Sei Silau Village, Asahan Regency is smaller than the weakness (W). Thus, the results of the analysis can be concluded that $W > S$. Strength is a situation or condition that is internal to UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring in Sei Silau Village, Asahan Regency at this time. The current weakness of MSMEs in Sei Silau Village is the strategy and marketing promotions that are not good or not optimal for consumers. In addition, the weakness of UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring in Sei Silau Village, Asahan Regency is how to market products so they can compete with other competitors, how do UMKM make attractive packaging for every brown sugar product that is marketed, so that the results obtained will be maximum and good. Meanwhile, from the calculation of the EFAS matrix, it is 3.27, which means that the opportunities for UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring in Sei Silau Village, Asahan Regency (O) are smaller than threats (T). Then according to the results of the analysis it can be concluded that $T > O$.

Opportunity is a positive factor that arises from the environment and provides an opportunity to take advantage of it. Opportunities are not only in the form of policies or opportunities in terms of obtaining capital in the form of money, but can also be in the form of responses to products owned by MSMEs. The opportunity to support brown sugar MSMEs in Sei Silau Village, Asahan Regency is to have a good relationship between MSMEs and consumers. In addition, UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring must also have a good product image in the eyes of their consumers. Therefore, MSMEs must take advantage of this opportunity to be able to continue to market and develop their business products. The threats are negative factors from the environment that provide obstacles to the development or operation of an MSME. This threat is something that is sometimes overlooked because many want to try to go against the grain. However, in reality, more MSMEs fail before they develop. Thus, to detect this threat, what UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring can do is to improve the quality of their products so that customers or consumers do not switch to other competitors. This can be realized because it is supported by good service to customers or

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consumers. Meanwhile, based on the SWOT analysis, the marketing strategy that can be implemented by UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring is an aggressive strategy, namely developing existing strengths and increasing and maintaining existing opportunities. This strategy can be carried out by making more efforts to maximize product quality and improve the quality of workers owned to help increase the level of product sales by MSMEs selling brown sugar in Sei Silau Village, Asahan Regency.

5. CONCLUSION

The description of the results of data analysis and the changes that have been presented in the previous chapter, the following conclusions can be obtained:

1. The strengths of UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring lie in:
 - a. product quality is getting better
 - b. conformity of the product is as desired
 - c. has good durability
 - d. good product image
 - e. provide good service
2. Opportunities that exist in UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring namely Loyalty of old consumers, Good relationship between UMKM and consumers, Clear market and consumer segments, Having a good image in the eyes of consumers, Attractive marketing promotions. The result of the multiplication of the rating weights is the overall result for the total value of the total value for EFAS. This shows that UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring are in a good position and it is possible to remain alert to existing threats.
3. The results of the SWOT analysis show that the company has stronger weakness factors than strength factors, and the company also has worse opportunities than opportunity factors. It can be seen from the SWOT diagram that it is known that UMKM Muchsin Sinaga, UMKM Kilat Sitorus and UMKM Marlina Br Sembiring are in position 1 which means that in the position of Growth (development) is a strategy for market development and product development. Thus, the marketing strategy that can be applied is an aggressive strategy, namely developing existing strengths and increasing and maintaining existing opportunities.

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