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Submission date: 11-Jun-2023 02:14PM (UTC+0700)

Submission ID: 2113460541

File name: 11050-Article_Text-32056-1-10-20160128.pdf (737.13K)

Word count: 5921

Character count: 30798

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**COMPETITIVE STRATEGY OF A MARKET LEADER;
CASE OF UD. PRIMADONA'S PROL TAPE JEMBER - EAST JAVA**

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ABSTRACT

The purpose of this study was to formulate a competitive strategy to maintain the existence of Prol Tape Primadona. The study used a case study approach with UD. Primadona as the research object. The data were analyzed by using a value chain approach to determine the internal and external conditions that influence Prol Tape Primadona and using analysis of IFE, EFE, CPM, IE, SWOT, and QSPM to develop competitive strategies for Prol Tape Primadona. The results show that the strategies that can be recommended to UD. Primadona are as follows: 1) increasing production capacity, 2) creating website/blog to promote Prol Tape, 3) adding the variants of Prol Tape, 4) stricting quality control to maintain strong brand equity, and 5) establishing coordination with the district government of Jember to make Prol Tape as a superior product.

Keywords: competitive strategy, Prol Tape Primadona, UD. Primadona, QSPM, SWOT

ABSTRAK

Penelitian ini bertujuan untuk merumuskan strategi bersaing sehingga dapat menjaga eksistensi Prol Tape Primadona. Penelitian menggunakan pendekatan studi kasus dengan UD. Primadona sebagai objek penelitiannya. Data dianalisis dengan pendekatan rantai nilai untuk mengetahui kondisi internal dan eksternal yang berpengaruh terhadap prol tape Primadona kemudian menggunakan analisis IFE, EFE, CPM, IE, SWOT, dan QSPM untuk menyusun strategi bersaing Prol Tape Primadona. Hasil penelitian menunjukkan bahwa strategi-strategi prioritas yang dapat direkomendasikan kepada UD. Primadona yaitu 1) peningkatan kapasitas produksi, 2) membuat situs web/blog untuk mempromosikan Prol Tape, 3) melakukan penambahan varian Prol Tape, 4) pengendalian mutu yang ketat untuk menjaga ekuitas merek yang kuat, dan 5) melakukan koordinasi dengan pemerintah kabupaten Jember untuk menjadikan Prol Tape sebagai salah satu produk unggulan.

Kata kunci: strategi bersaing, Prol Tape Primadona, UD. Primadona, QSPM, SWOT

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INTRODUCTION

Cassava is a plant that has been well known to people all over Indonesia. Cassava production in East Java tends to increase every year, and the Central Statistics Bureau data show that cassava production in East Java in 2012 reached 4.246.028 tonness (BPS, 2012). The total cassava production in East Java was ranked the

second after Lampung Province with the amount of 8.387.351 tonness. This shows that cassava is one of the commodities that is still favored by the farmers of East Java. Based on this potential, it is necessary to have some alternatives in its utilization in order to support the food security program. To increase the added value, cassava can be processed into tape singkong through a fermentation process or using cassava yeast;

moreover, Tape singkong can also be processed into other products.

Jember is one of the regencies in East Java with agriculture as the main source of livelihood. One of the agricultural products that meets all the sub-systems of agribusiness in Jember is cassava. Jember recorded the cassava production in 2012 reached 47.803 tonnes. Jember is a regency that is famous for its cassava-based dishes although it is accounted for only 1,1% of cassava production in East Java.

Jember has several small industries with various industrial units in which they are engaged in the processed snack products, such as tape singkong (fermented cassava snacks). Tape singkong can be processed into prol tape, brownies tape, and suwar-suwir. The availability of raw materials, especially the abundant yellow cassavas, makes the development of processed cassava products grows more rapidly. This causes prol tape, brownies tape, and suwar-suwir to be the typical snacks of Jember, and they have the potential to be developed. Therefore, they can have strong image like typical snacks of other areas that have been well-known throughout Indonesia.

UD. Primadona is one of the manufacturers of processed cassava products in Jember with its excellent products of suwar-suwir, prol tape, and brownies tape. The company sales data in 2012 showed that sales of prol tape, suwar-suwir, and brownies tape were 63,42%, 28,76%, and 7,82% of the total units/boxes of these three products respectively. From this data, it appears that prol tape of UD. Primadona is the most popular product. It is the tape processed product that is almost the same as the cake tape, but the material used is tape singkong instead of wheat flour. Prol tape has many kinds of flavors, such as chocolate, cheese, raisin, and plain.

UD. Primadona consistently strives to maintain the quality of products offered by applying the traditional methods in the manufacture of prol tape that is by using the firewood oven. The company is very strict in maintaining the quality of their products, so that it is forming a strong positioning in the eyes of consumers. Nevertheless, this is only temporary because the attacks given by its competitors currently are very intensive. The competitors are trying to get the product quality of Primadona's prol tape by offering a more competitive price, and this gradually will attract potential customers

to switch to another brand. The sales data of the last three years show that sales of UD Primadona's prol tape tend to be stagnant or not increasing i.e. 83.225 boxes in 2010, 82.373 boxes in 2011, and 84.352 boxes in 2012. From these data, it appears that the activity of competitors is able to gradually inhibit the development of UD. Primadona because there is no increase in sales despite the annual increasing number of visitors.

Data from Disperindag and Dinas Koperasi and UKM Jember show that there are 15 business units in this industry in which 3 of them become the main competitors of UD. Primadona i.e. UD. Sumber Madu, UD. Pelangi Sari, and UD. Sari Madu. Bondowoso Regency, a neighbor to Jember, is also doing an intensive development of prol tape. It can be a threat to all manufacturers of prol tape in Jember in general and UD. Primadona in particular. In regards to the large number of manufacturers of prol tape that tend to be the followers of UD. Primadona, it is necessary to formulate a competitive strategy formulation for the sake of maintaining the existence of the company to win and satisfy its consumers. With the preparation of a competitive strategy, it will directly help the company to build a company blueprint that can be used as a reference basis for its development.

The competitive strategy must involve the value chain approach to analyze the external and internal environment conditions of UD. Primadona's prol tape. In addition, the formulation of competitive strategy also requires analysis of the company's position and competitive position of UD. Primadona's prol tape and reviews strategies that have been implemented previously by the company. These analyses serves inputs in the preparation of competitive strategy so the company can maintain its existence and continue to grow and develop.

There are two studies that became a benchmark in this study. The first was Koentarto (2011) who examined the SWOT analysis in order to improve competitiveness on the CV. Antasari Kesuma Pangkalan Bun. This study used analysis tools of IFE, EFE, and SWOT to assess the increase in the competitiveness of small and medium enterprises (SMEs); however, CV. Antasari not use the analysis of Critical Path Method (CPM) and Quantitative Strategic Planning Matrix (QSPM) as the researchers did on the study of competitive strategy at UD. Primadona. The addition of CPM analysis aimed to determine the competitive landscape in the

industry of prol tape, and QSPM analysis was used to determine the sequence of generated competitive strategies. The second was Tanjung (2011) who examined the competitive strategy on the value chain of broiler at PT. Ciomas Adisatwa Bogor by using SWOT approach. The results showed that in order to improve the competitiveness of PT. Ciomas Adisatwa Bogor, it is necessary to optimize the production, improve the quality of chicken, and conduct a public educational program on the benefits of eating chicken through promotional programs, to implement quality management in the enlargement process, to optimize the application of biosecurity, and to change the method of the cage into a closed house.

Results from this study were used as material consideration constituent factors in the internal and external² descriptive analyses of UD. Primadona's prol tape. The objectives of this study were to analyze the internal and external factors affecting the prol tape of UD. Primadona Jember, to examine the position of UD. Primadona's prol tape in the competitive landscape in Jember, and to determine the competitive strategy priorities that can be applied by UD. Primadona Jember for its prol tape.

METHODS

⁵ This study sought to develop a competitive strategy based on the framework of the preparation of the strategy by David³ (2012). This research was classified as a descriptive, qualitative and quantitative research. The types and sources of data used were primary and secondary data. Primary data are the data obtained directly from the source, while secondary data are the data obtained through interviews and other interested parties associated in this study. The responder³ of this study were the owner of UD. Primadona, Head of Department of Industry and Trade Jember, Deputy Director I State Polytechnic of Jember, and the people with specific criteria. Selection of respondents was carried out with the consideration that they were the parties who were directly involved in UD. Primadona in particular, and prol tape industry in Jember in general, and they consisted of the practitioners, local government, academia, and general public.

¹⁷ The location of the research was in UD. Primadona Jember, East Java. The choice of location was determined intentionally (purposive sampling), with the

consideration that UD. Primadona is a market leader in prol tape business.

In this study, prol tape industries were mapped through the analysis of the factors that affect the sustainability of the company to obtain descriptive information of Primadona's prol tape. Descriptive analysis was conducted by collecting answers based on a list of question⁴ (questionnaire) that had been made (Saputra, 2009). Descriptive analysis was used as a basis to analyze the external and internal factors which were presented in matrix IFE and EFE. Results of the analysis were used for IE analysis to determine the company's position in the prol tape industry. In addition, CPM matrix analysis was also conducted to determine the condition of the competitors based on analysis of the critical factors that were obtained through the interviews with the owner of UD. Primadona. SWOT Analysis used the power to overcome weaknesses and to take advantage of every opportunity while removing all threats so that the company obtains various strategic alternatives of UD. Primadona (Chan, 2011). SWOT analysis can also provide insights for the competence of the organization after evaluating the data so they can be used⁴ to formulate an alternative strategy (Ayub et al. 2013). Results of SWOT analysis provide some alternative strategies pursued by the logic to achieve the goal (Ikhsan, 2011). This set of strategies was¹⁴ chosen as some relevant strategies in accordance with the results of the analysis of IE and CPM. The relevant strategies were then used as the basis for QSPM analysis. Results of this analysis in the form of competitive strategy priorities would be handed to UD. Primadona for consideration. The framework of this study can be seen in Figure 1.

RESULTS

Internal Factors Analysis

The internal factors were calculated using a paired comparison to determine the weight and scale of priority in¹² most immediately addressed to determine the rating. The results of IFE matrix analysis (Table 1) shows the main strength Primadona factor lies in the use of its traditional roasting method with a score of 0,352. This suggests that the traditional roasting method can produce a distinctive aroma which is unique for prol tape, and this indicates that this strength is a key factor of success that should be maximized. Utilization

of the key success factors must be supported by other factors so as to maximize all potential power owned by Primadona's prol tape to compete with the competitors' products.

The main weakness factor of UD. Primadona was its small production capacity with a score of 0,066. Its small production capacity has not been a major focus of improvement by the company because its rating on this factor was 1. Kitchen capacity limitation in a became a major cause of this weakness factor since the enlargement of the kitchen was hard to do due to the limited space. Purchasing a property/a new building around the old building can be an effective solution to address these problems. The main focus of UD. Primadona is to suppress the weakness in its higher price if compared with the competitors' price. Therefore, we need to expand the effort²⁰ create an efficient production process or apply the principle of economies of scale and increase the number of production to reduce the average cost of production. Lower price with the same quality product can attract more customers and increase the number of consumer purchases.

The analysis also generates total weighted score of 2,405, and this suggests that the ability of internal factors UD. Primadona in the competition of prol tape is below the average. This result shows that the weaknesses of UD. Primadona are more dominant than the strengths; therefore, it is necessary to have strategies to suppress these weaknesses. The price

issue of more expensive products than those of the competitors and small production capacity factor must soon meet their solution. Therefore, Primadona's prol tape can maintain its presence under the pressures of its competitors' products.

External Factors Analysis

Analysis of external factors were calculated by using a paired comparison to determine the weight and scale of responses⁴ priorities of UD. Primadona to determine the rating. The results of IFE matrix analysis (Table 2) show that the main opportunity factor is the increasing number of visitors of tourists and students with a weight value of 0,135. Although this factor becomes a major opportunity, the highest response for UD. Primadona is in the abundance of raw materials because they can meet the demand of prol tape; in addition, the internal factor of production capacity must also be improved. The results of the analysis also show that there are two factors of opportunities that have not been responded well i.e. ease of access to financial services for business development and implementation activities in Visiting Jember Month/Bulan Berkunjung ke Jember (BBJ) as a promotional event. The company, with the power of capital on its own, is a composite of the entire family; therefore, it tends not to require assistance from outsiders. In addition, it has not maximized its promotional activities during BBJ event. This Jember Expo held by the Jember Regency during BBJ is considered to be less attractive in which UD. Primadona is reluctant to participate in such activity.

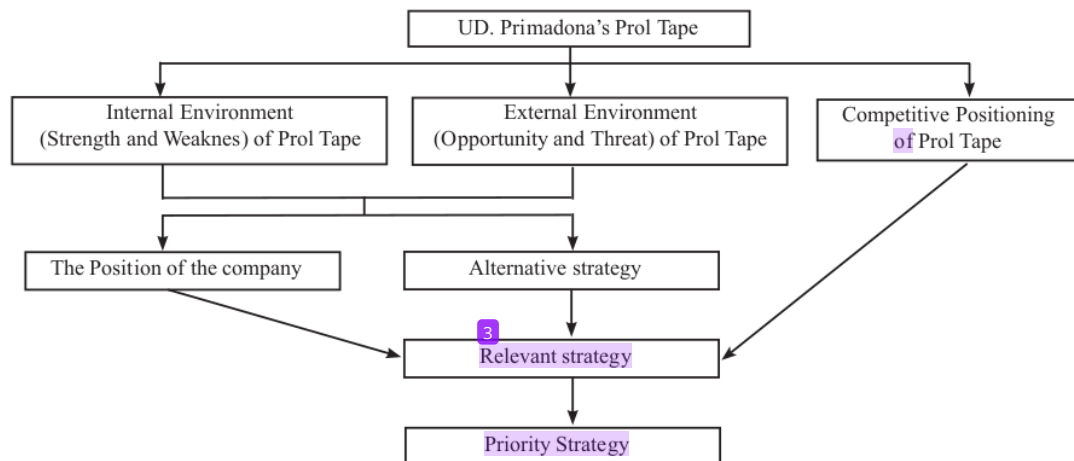


Figure 1. The framework

Table 1. Results of internal factor assessment

| Strength | Weight | Rating | Score |
|---|--------|--------|-------|
| The application of cutting-edge technology except the oven | 0,083 | 4 | 0,333 |
| The use of traditional roasting method | 0,088 | 4 | 0,352 |
| A strategic outlet location | 0,089 | 3 | 0,267 |
| Capital strength or strong asset ownership | 0,097 | 3 | 0,292 |
| Strong brand equity | 0,073 | 4 | 0,292 |
| Unique product packaging | 0,076 | 4 | 0,306 |
| Total | 0,506 | | 1,842 |
| Weakness | | | |
| Less intensive promotional activities | 0,089 | 1 | 0,089 |
| Rare implementation of research and product development | 0,093 | 1 | 0,093 |
| Outlet space constraints | 0,088 | 1 | 0,088 |
| Small production capacity | 0,066 | 1 | 0,066 |
| Higher price of products compared to the price of its competitors | 0,068 | 2 | 0,137 |
| Unavailable web site/blog company | 0,090 | 1 | 0,090 |
| Total | 1,000 | | 0,563 |
| Total Weighted Score | | | 2,405 |

Table 2. Results of external factor assessment

| Opportunity | Weight | Rating | Score |
|---|--------|--------|-------|
| Increasing number of visitors of tourists and students. | 0,135 | 3 | 0,406 |
| Easy access to financial services for business development. | 0,128 | 2 | 0,255 |
| Abundant raw materials. | 0,125 | 4 | 0,500 |
| Strong customer loyalty. | 0,125 | 3 | 0,375 |
| Implementation of the Jember Visiting Month (BBJ) as a promotional event. | 0,117 | 2 | 0,234 |
| Total | 0,630 | | 1,771 |
| Threat | | | |
| High intensity of Competitors | 0,120 | 4 | 0,479 |
| Issue on the patent of prol tape as unique food by other regencies | 0,120 | 1 | 0,120 |
| Emergence of food substitutes (pia tape, processed edamame) | 0,130 | 2 | 0,260 |
| Total | 1,000 | | 0,859 |
| Total Weighted Score | | | 2,630 |

The main threat factor of UD. Primadona is the emergence of substitutes (pia tape and processed edamame) with a weight of 0,130. However, this factor does not become a threat factor which well responded by UD. Primadona but high intensity of competition becomes the threat factor with a score of 0,479. The emergence of substitutes (pia tape and processed edamame) is weakly responded y by the company because this factor is considered not to overly affect the sales of prol tape. Consumers will indeed be interested in the emergence of new products; nevertheless, this does not affect the purchase of prol tape because the new product has its own uniqueness, so the consumers tend to keep buying prol tape in addition to the new product. High competition intensity factor is feared to

interfere with the existence of Primadona's prol tape because the competitors have been trying to duplicate Primadona's prol tape by offering lower price; as a result, the company is worried that consumers would shift to competitors' products. The analysis also shows that the issue of the prol tape specialties by other regencies is hot, but this is considered not to give a great influence on Jember's prol tape. This is due to an image in the community that prol tape is a processed cassava food originated from Jember.

The analysis also generated a total weighted score of 2,630, indicating that the responses of UD. Primadona to external factors in the competition of prol tape were above the average. This result shows that the company

has been able to maximize opportunities and avoid threats. This phenomenon is expected to continue so as to increase the competitiveness of Primadona's prol tape.

Competitive Position Analysis

Analysis of the competitive position was performed using paired comparison method to determine the weight and scale of priorities of excellence to determine the rating. CPM analysis result indicates that the Primadona's prol tape scores higher than other prol tape brands in total i.e. 3,063. The result indicates that the Primadona's prol tape is superior to the competitor products; however, the advantage is small because the difference in the total value is very small. Primadona's prol tape has a typically delicious aroma because the company uses a traditional roasting method, and unique packaging offered is also the main attraction of this prol tape. The transparent part of packaging makes the consumer can immediately see the contents of prol tape, so that consumers will not feel cheated. The flavor factor does not have significant differences from other brands, and this can be seen from the rating value which is often similar. The price offered by Primadona's prol tape tend to be higher than those of the competitors' products. This is the main problem for the competitive position of Primadona's prol tape, therefore, a strategy to overcome this problem is required. Although currently the loyal consumers still purchase Primadona's prol tape, in the long-term it is feared consumers will switch to the competitive products. The CPM analysis results are presented in Table 3.

Company Position Analysis

The results of the analysis using IFE and EFE show that each score obtained IFE = 2,405 and EFE = 2,630. These scores were then included in Internal External analysis (IE). The assessment result in Figure 2 placed competitiveness of Primadona prol tape in quadrant V (hold and maintain) as shown in Figure 2. The strategy that can be carried out by implementing market penetration and product development.

Formulation of Strategy Options

The formulation of a competing alternative strategy for Primadona's prol tape was obtained by using SWOT analysis. According to David (2012), alternative strategy is divided into four, i.e. S-O strategy (strength-opportunities), W-O strategy (weaknesses-opportunities), S-T strategy (strength- threats), W-T strategies (weaknesses-threats). From the preparation of the strategy on SWOT matrix, it generated 13 alternatives in accordance with the internal and external factors in increasing the competitiveness of Primadona's prol tape as can be seen in Figure 3.

SWOT analysis resulted in 13 competitive strategies for UD. Primadona's prol tape. Thus, they are formulated into five alternative strategies that best fit based on the analysis of the position of prol tape and the company's competitive position by carrying out an assessment of each alternative strategy to acquire strategic priorities. Determination of priority strategies was acquired through QSPM analysis. The QSPM analysis results are presented in Table 4.

Table 3. Results of competitive position analysis

| Important Success Factor | Weight | Prol brand Tape | | | | | | | |
|--------------------------|--------|-----------------|-------|--------------|-------|-------------|-------|-----------|-------|
| | | Primadona | | Pelangi Sari | | Sumber Madu | | Sari Madu | |
| | | Rating | Score | Rating | Score | Rating | Score | Rating | Score |
| Flavor | 0,241 | 3 | 0,723 | 3 | 0,723 | 2 | 0,482 | 3 | 0,723 |
| Aroma | 0,246 | 4 | 0,982 | 3 | 0,737 | 3 | 0,737 | 3 | 0,737 |
| Packing | 0,281 | 4 | 1,125 | 3 | 0,844 | 3 | 0,844 | 3 | 0,844 |
| Price | 0,232 | 1 | 0,232 | 3 | 0,696 | 3 | 0,696 | 3 | 0,696 |
| Total | 1 | | 3,063 | | 3,000 | | 2,759 | | 3,000 |

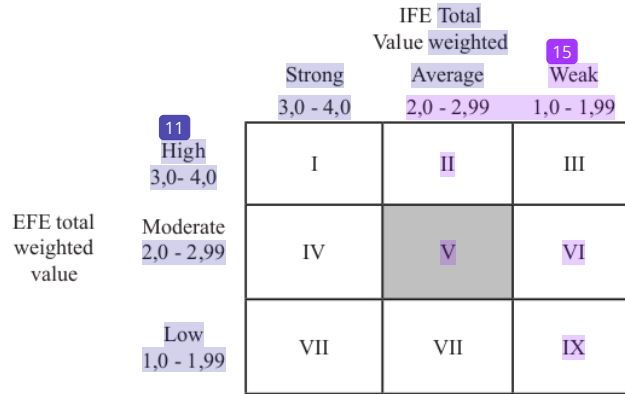


Figure 2. Result of company position assessment

| | STRENGTHS | WEAKNESSES |
|--|---|--|
| | <ol style="list-style-type: none"> Application of cutting-edge technology except for the oven. Utilization of traditional roasting methods. Convenient location of the outlets. Ownership of assets, or strong capital Strong brand equity. Unique product packaging. | <ol style="list-style-type: none"> Less intensive promotional activities. Rare implementation of research and product development Limited location of the outlets. Small production capacity. Higher price than those of the competitor products. Unavailability of website/ blog of the company |
| 13 OPPORTUNITIES | S-O STRATEGY | W-O STRATEGY |
| <ol style="list-style-type: none"> Increasing number of visitors of tourists and students. Easy access to financial services for business development. Abundant raw materials. Strong customer loyalty. Implementation of the Jember Visiting Month (BBJ) as a promotional event. | <ol style="list-style-type: none"> Increased production capacity. (S1, S2, S3, S4, S6 Vs O1, O2) Backward integration (cooperation with suppliers of raw materials). (S4, S5 Vs O3) Intensive promotional activities during the implementation of the BBJ. (S5 Vs O5) Capital strengthening. (S4 Vs O2) | <ol style="list-style-type: none"> Vertically extensive development of outlets. (W3 Vs O1, O2) Efficiency of the production process to reduce the production cost. (W2, W5 Vs O1, O3) Increased production capacity. (W4 Vs O3) Creation of a website/ blog to promote prol tape. (W1, W6 Vs O4, O5) |
| 13 THREATS | S-T STRATEGY | W-T STRATEGY |
| <ol style="list-style-type: none"> High intensity of competition. Issue on the patent of prol tape as unique food by other regencies The emergence of food substitutes (pia tape, processed edamame). | <ol style="list-style-type: none"> Strict quality control to maintain strong brand equity. (S1, S2, S3, S5 Vs T1, T2) Addition of variants of prol tape. (S1 Vs T3) Creation of a more unique product packaging. (S4, S6 vs. T1, T3) | <ol style="list-style-type: none"> Intensive promotional activities. (W1, W6 Vs T1, T2, T3) Coordination with the local government of Jember regency to make prol tape as one of its superior products. (W3 vs. T2) |

Figure 3. Results of competitive strategy evaluation

Table 4. Results of matrix QSPM analysis

| Priority | Alternative strategies | Value TAS |
|----------|--|-----------|
| 1 | Increased production capacity | 6,617 |
| 2 | Creation of a website/blog to promote prol tape | 6,484 |
| 3 | Addition of variants of prol tape | 6,269 |
| 4 | Strict quality control to maintain strong brand equity | 6,194 |
| 5 | Coordinate with the local government of Jember Regency to make prol tape as one of its superior products | 6,097 |

Optional strategies sorted by priority are as follows:

1. Increased production capacity

High consumer demand is not accompanied by an increase in production capacity. The traditional roasting method (firewood) often only produces small amount of product volume; therefore, it can be said that UD. Primadona is not able to fulfill the demand of prol tape. However, the roasting method has become the hallmark of Primadona's prol tape, therefore, it cannot be replaced with a modern toasting method because this method will produce a distinctive aroma. To overcome this, the company should perform additional roasting equipment capacity. Increasing the number of production can increase the supply of prol tape, so that high consumer demand can be met. Selection of this strategy as a relevant strategy for further analysis was based on the results of competitive position analysis and company position analysis. Competition analysis results indicate that Primadona's prol tape is less competitive in regards to the price aspect. Increased production capacity will enable the company to achieve economies of scale, so that the sale price is lower. Results of the analysis of the company's position state that UD. Primadona should conduct market penetration strategies and product development. Increased production capacity can support market penetration strategies in an attempt to answer high demand of prol tape.

2. Creation of a website/blog to promote prol tape

Online promotion is very necessary in this era of globalization. Most people have relied heavily on the Internet to search for information. A large number of ads are posted online on the internet to attract consumers. UD. Primadona should create a website/blog to introduce its products. Every product made in Primadona including prol tape can be described in detailed in the web/blog, including the addresses of the existing outlets in Jember. Ease access of information is expected to attract more consumers to come to

UD. Primadona outlets. This strategy supports the resulting market penetration strategies in the analysis of the company's position as the optimization of online promotional activities in which it can increase the product information accessed by the consumers, and it eventually can attract the interest of consumers.

3. Addition of variants of prol tape

To maintain consumers' interest towards Primadona's prol tape, it is necessary to add some new variants. They likely continue to try new flavor variants, so they will not feel bored with the same taste. Consequently, it is necessary to do prol tape development activities, especially the addition of extra material variants that can avoid the boredom of consumers towards the existing products of prol tape. This strategy supports product development strategy. To prevent consumers boredom against food products, it is necessary to add new variants that keep the consumer's interest to prol tape. Currently, there are four flavors of prol tape i.e. plain, cheese, cheese walnuts, and raisin cheese.

4. Strict quality control to maintain strong brand equity

Primadona brand image has created a strong product positioning in the minds of consumers. UD. Primadona is a pioneer in prol tape snack that has been publicly known for a long time as the pioneer in the creation of product snack specialties in Jember and has earned a special place in the hearts of the consumers. The company should apply strict product quality control to maintain customer loyalty. The quality assurance should perform well on the quality of raw materials, precision of SOP in the manufacturing process and prol tape packaging and storage. Monitoring activities are carried out throughout the production process from the beginning to the end, so that high product quality is always guaranteed. Market penetration strategy must be accompanied by a guarantee of the quality of products offered. Strict quality control can ensure that even if

the total amount of product has been increased, the quality remains good, so that it can make Primadona brand equity remains strong.

5. Coordinate with the local government of Jember Regency to make prol tape as one of the featured products

UD. Primadona, together with other companies, should coordinate with the local government of Jember regency to create a policy that positions prol tape as a superior product of Jember. This can help the industrial development in Jember because this sector can be a priority in the preparation of the local government policy in strengthening capital sector and in promotional assistance, so that it can conduct market penetration strategy. Moreover, this strategy can directly create an image that prol tape is the typical product of Jember and the ultimate choice of typical snacks, and it indirectly will improve the competitiveness of Primadona's prol tape.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The conclusion of this study is that the chain of Primadona's prol tape consists of production and marketing processes. The production process in the kitchen is conducted at Primadona outlets. All of the raw materials to make prol tape are obtained from the market, while the packaging is specifically ordered from the printing agency.

The strategic factor that becomes the main force and has the highest relative importance is the use of traditional baking method. The main weakness of the strategic factors that has the highest relative importance is the small production capacity. The strategic opportunity factor that has the highest relative importance is abundant supply of raw materials, and the strategic factor which poses a threat with the highest relative interest is the high intensity of competition.

Primadona's prol tape position is in quadrant V (hold and maintain), with a sense of medium internal and external positions so that a picture of strategy that can be done is an intensive form of market penetration and product development strategies. Primadona's prol

tape with their packaging and aroma is considered to be superior to competitors' products. Flavor factor has no significant difference, and the price offered by Primadona's prol tape tends to be higher than that of the competitors' products.

Optional strategies are sorted by priorities or order of importance strategies that must be implemented. The first priority is to increase the production capacity; the second is to create websites/blogs to promote prol tape; the third is to produce additional variants of prol tape; the fourth is to have strict quality assurance to maintain its strong brand equity, and the fifth priority is to coordinate with the local government of Jember Regency to make prol tape as one of its superior products.

Recommendations

A number of points that can be delivered as suggestions and recommendations for UD. Primadona and further research are as follows: 1) in improving the competitiveness of prol tape UD. Primadona needs to do a strategy based on the priorities obtained from the results of this study in order to maintain the existence of UD. Primadona's prol tape industry in Jember; 2) the company needs to innovate in terms of production and marketing to maintain the existence of Primadona's prol tape to grow and to develop continuously, especially in the case of the use of additional ingredients that are low in calories that can be consumed by all circles; 3) the company should immediately add recycling capacity through the construction of a kitchen or purchase of property (buildings) around the outlet because the limited available capacity has not been able to meet the high consumer demand; 4) the company should immediately create a blog with wordpress or blogspot, so that online marketing can be carried out immediately.

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