

MANAGEMENT STRATEGY DESIGN WITH SWOT ANALYSIS TO ENHANCE THE COMPETITIVENESS OF ROBBY BARBERSHOP IN PEKANBARU CITY

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Abstract: This study aims to provide and improve the competitiveness of Robby Barbershop Pekanbaru, which has been established for seven years, again facing tight competition that continues to change. Using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), the research method used is descriptive with a qualitative approach. Data were collected through semi-structured interviews with the use of interview guidelines as the main tool for collecting information. The resulting strategies include four approaches (1) S-O Strategy (maximizing strengths to take advantage of opportunities), (2) W-O Strategy (improving weaknesses by using opportunities), (3) S-T Strategy (utilizing strengths to face threats) and (4) W-T Strategy (reducing weaknesses and avoiding threats). This study provides insight into the importance of adapting management strategies for MSMEs in facing the dynamics of business competition. In a situation in order to continue to advance and develop, they need an effective marketing strategy.

Keywords: Barberhop ROBBY, Marketing Strategy, SWOT

INTRODUCTION

In the digital era marked by increasing intensity of business competition, marketing strategy becomes a crucial element that plays an important role in encouraging the development of micro, small, and medium enterprises (MSMEs) and maintaining their competitiveness in the market. One strategic approach that needs to be taken is a SWOT analysis, which aims to help a business or organization face various existing challenges. In this context, Robby Barbershop can utilize SWOT analysis to identify the strengths, weaknesses, opportunities, and threats it faces, so that it can develop a more effective marketing strategy (Adrian et. al 2021)

MSMEs play an important role as the main pillar of economic development in many countries and have relatively good resilience in facing economic crises. In order to survive and compete with other similar businesses, an analysis of the internal and external environment is needed to determine the right strategy (Hapsari & Nurhayati, 2021). The research conducted on Robby Barbershop is descriptive, with data collection techniques through observation, interviews, and questionnaires, while SWOT analysis is used as a tool to process the data. As a business with significant development potential, this study aims to formulate an appropriate marketing strategy for Robby Barbershop. By using SWOT analysis, this study seeks to identify various factors that influence the business, both internally and externally, in order to develop strategic steps that allow this business to compete effectively in the market and determine the direction of future development (Bagaskara, D. Y. 2024).

The marketing strategy itself is a systematic approach designed to achieve the company's mission, goals, and targets by ensuring alignment between the company's internal resources and external opportunities and challenges in the market. However, this strategy must also be able to adapt to changes in the business environment in order to remain relevant and easy to implement (Adisaputro, 2019). In responding to external changes, organizations need to

consider the extent to which internal resources can be utilized to maximize opportunities and mitigate threats.

SWOT analysis, which stands for Strengths, Weaknesses, Opportunities, and Threats, is a common analysis tool used in developing marketing strategies. The main purpose of this analysis is to identify internal and external factors that affect the company's performance, so that the company can utilize its strengths, overcome weaknesses, take advantage of opportunities, and anticipate existing threats. SWOT analysis consists of two main components, namely internal analysis which includes identifying strengths and weaknesses, and external analysis which involves observing opportunities and threats that are beyond the company's control (Agustian et al., 2021).

LITERATURE REVIEW

SWOT Analysis

This study utilizes SWOT analysis, which is an acronym for Strengths, Weaknesses, Opportunities, and Threats. According to Rangkuti (2019), SWOT analysis is a systematic method used to identify various strategic factors in order to formulate the right steps for a company. This approach aims to evaluate the strengths, weaknesses, opportunities, and threats faced in a project or business. The SWOT analysis process includes setting specific goals for the business or project being run, followed by identifying internal and external factors that can support or hinder the achievement of those goals. The results of this analysis are arranged in an organized list, usually in a matrix or grid format, to facilitate the strategic decision-making process.

Competitiveness

In an operational context, Muhardi (2017) states that operational competitiveness is a function that not only focuses on internal aspects, but also involves a proactive response to external target markets. Several factors that influence operational competitiveness include:

Location

Business location plays an important role in facilitating customer access and is also one of the main factors in business sustainability. Muhardi (2017) emphasized that a strategic location can attract customers by offering easy access. Consumers tend to choose locations that are closer, although consumers from more distant locations may still be served, although in a smaller proportion.

Price

Price, according to Muhardi (2017), is the total value that must be paid by consumers in return for the benefits of the products or services used. Price is one of the main determinants in attracting customer visits to supermarkets, minimarkets, or convenience stores. In addition, price also influences consumer purchasing decisions, especially through strategies such as discounts, gift coupons, and other pricing policies. Price-sensitive customers often consider low prices as the main source of satisfaction because they provide high economic value (value for money).

Service

Muhardi (2017) defines service as a function of an organization or individual that aims to meet the needs and desires of customers. Service involves the process of exchanging goods or services between providers and consumers. In retail business operations, service includes providing quality products, comfortable physical facilities such as shopping carts and parking

lots, adequate lighting, and friendly employees. Good service is one of the management's priorities to ensure a positive customer experience.

Quality

Quality and quality are closely related, although there are conceptual differences. Quality, as explained by Muhardi (2017), refers to the characteristics of a product or service that is of high value and is able to meet customer needs and expectations. Quality covers various aspects, from design, raw materials, to after-sales service. Meanwhile, quality refers more to the level of perfection of a product or service in meeting predetermined specifications. Quality can be measured through indicators such as reliability, durability, timeliness, and customer satisfaction levels. Muhardi (2017) emphasized that good product quality is the key to winning competition in the market.

Promotion

Promotion, according to Muhardi (2017), is an operational function that is both internal and external, with the aim of responding to the market proactively. Promotion plays an important role in increasing business appeal through various media, both print, electronic, and digital. Sales promotions often involve short-term incentives, such as discounts or special offers, to encourage increased purchases. This strategy is designed to stimulate a stronger and faster market response, thereby increasing the number of visitors and supporting business sustainability (Veren, D. A., 2023).

RESEARCH METHOD

In this study, the data collection method uses a qualitative descriptive approach with data collection techniques through direct interviews in the field and observation. This approach aims to design innovative strategies based on the data that has been collected. The data obtained is then processed and presented in detail and informatively according to the findings in the field.

Qualitative data refers to information obtained through direct interaction between researchers and participants, such as interviews, observations, or group discussions, which are analyzed in depth (Denzin and Lincoln, 2018). This method often involves techniques such as in-depth interviews, field observations, contextual analysis, and case studies. In this approach, sampling is usually done on a small scale to ensure a deep understanding of the phenomenon being studied, rather than focusing on broad representation.

Qualitative data is often used in social and behavioral research, for example in studies of culture, consumer behavior, social interactions, or psychological experiences. This approach helps reveal how individuals or groups understand a phenomenon, and how their beliefs and values influence the actions and decisions taken.

According to Miles and Huberman (1994), qualitative descriptive methods are designed to describe phenomena in detail through data collection from interviews, observations, or written documents, which are then analyzed by grouping and comparing findings. Meanwhile, Bogdan and Biklen (1992) emphasize that interviews are a form of interaction between researchers and research subjects, where researchers ask questions and subjects provide answers. These interviews can be conducted directly or through other media, depending on the situation, and aim to obtain in-depth information related to a phenomenon or event. The research method section is structured in the form of flowing narrative paragraphs, including explanations of research design, types of methods, data sources, data collection techniques, population, samples, variable measurements, and data analysis methods without using a numbering format.

DISCUSSION

Marketing strategy planning is a very important aspect for every business. In the process of its formulation, SWOT analysis is often used as a tool to understand the internal and external situations of the company. This case study will specifically analyze the marketing strategy designed by Robby Barbershop in Pekanbaru through a SWOT analysis approach.

Internal Influence

Internal factors encompass elements within the company that can influence business performance and operations, including work culture. These factors include organizational structure, policies, procedures, employee competencies, organizational culture, and the resources owned by the company.

Strength

Strengths refer to the outstanding aspects that can become the company's priorities, such as reliable product excellence, dependable skills and competencies, and unique values that differentiate the company from its competitors. These factors provide significant competitiveness in the market.

Weakness

Weaknesses include limitations or deficiencies in the company's internal resources, both in terms of skills and capabilities, which can hinder the achievement of optimal performance.

External Influence

External factors include elements beyond the company's control that have the potential to affect business performance and success, such as the level of competition, government policies, economic conditions, technological advancements, and social or demographic changes.

Opportunities

Opportunities refer to various factors or situations that can provide strategic advantages for the company. These opportunities can arise from positive changes in the business environment, such as the identification of new market segments, technological developments, regulatory adjustments, or improved relationships with customers and business partners, all of which can support the company's growth and sustainability.

Threats

Threats refer to external factors that can negatively impact the position or performance of a company if not managed properly. Examples of threats include the entry of new competitors, a slowdown in market growth, increased bargaining power of buyers or suppliers, technological changes, and revisions of policies or new regulations that could potentially hinder the company's success.

Tabel 1 SWOT Analysis

S (Strengths)	W (Weaknesses)
1. Already has a good reputation for being one of the modern barbershop businesses in Pekanbaru.	1. The number of staff is still limited. 2. The lack of new ideas in promotional activities.



2. Professional and trained staff 3. Service that prioritizes customer comfort. 4. The facilities are quite complete and well-maintained. 5. Having clear operational standards with applicable rules for consumers. 6. Having a strategic location	3. The waiting area for customers is too small. 4. The parking space available for Robby Barbershop customers is still limited.
O (Opportunities)	T (Threats)
1. A haircut system that offers a fresh and different atmosphere. 2. Becoming a monthly routine necessity for consumers. 3. Robby Barbershop is a barbershop in Pekanbaru, so it has many loyal customers and is able to attract new customers as well as visitors to the city. 4. The more people care about their appearance and hairstyle, the more demand there will be for haircut services. 5. There is great potential to use social media and online platforms as promotional tools and to expand market reach.	1. Many competitors have similar prices but offer more complete facilities. 2. The rental prices are increasing because the Pahlawan Kerja area in Pekanbaru has become more strategic. 3. The competitor is superior in promotion compared to Robby Barbershop.

Source Data processed by author (2024)

Tabel 2 SWOT Analysis Strategy

Internal and Exterbaki Factors	(S) STRENGHT	(W) WEAKNESS
(O) OPPURTUNITES	<p>Strategy SO</p> <p>The SO strategy leverages the strengths of the company to seize opportunities available outside. For example, Pangkas Rambut Robby can leverage advantages such as high-quality service and a strategic location to seize opportunities, such as the increasing awareness of the skills possessed. By focusing on enhancing promotions and expanding reach through social media, Pangkas Rambut Robby can strengthen its position in the market.</p>	<p>Strategy WO</p> <p>The WO strategy aims to address internal weaknesses by leveraging external opportunities. For Robby's Haircut, this means addressing issues such as lack of promotion and an unfamiliar name by leveraging opportunities like social media and online platforms. In addition, by implementing loyalty programs, enhancing promotions, and utilizing digital technology for marketing, Robby can increase awareness of his name and brand, thereby attracting more customers.</p>

(T) THREATS	<p style="text-align: center;">Strategy ST</p> <p>The ST strategy leverages existing strengths to face external threats. For Pangkas Rambut Robby, this means leveraging advantages such as hair cutting skills and good service to face challenges like numerous competitors with competitive prices and customers who might switch to other places. By continuously providing good service, Robby can keep customers loyal and reduce the impact of competition..</p>	<p style="text-align: center;">Strategy TW</p> <p>The TW strategy aims to reduce weaknesses and avoid threats. Robby's Haircut needs to focus on addressing issues such as lack of promotion and limited use of technology, while avoiding threats from competitors who are more advanced in terms of promotion. Robby needs to improve operational efficiency, train staff, or even add new staff to develop more effective promotional strategies to remain competitive in the market.</p>
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Source Data processed by author (2024)

Based on the SWOT analysis results, Pangkas Rambut Robby can leverage its strengths, such as quality service and a strategic location, to optimize opportunities, including the increasing public awareness of the importance of skills and the use of social media as a promotional tool (SO strategy). However, internal weaknesses such as minimal promotional activities and a less well-known brand name require special attention. Utilizing opportunities through enhanced promotion can be a solution to address these weaknesses (WO strategy).

To face emerging threats, such as competition from competitors with lower prices, Robby can leverage his main advantages, namely professional skills in haircutting and superior customer service, to maintain a loyal customer base (ST strategy). On the other hand, weaknesses in terms of technology usage and promotional effectiveness must also be addressed promptly to compete with more advanced competitors in marketing strategies (Suryatman, 2021). This step can be taken by improving operational efficiency and developing more innovative marketing strategies (WT strategy).

Overall, Pangkas Rambut Robby has the potential to further develop by leveraging the combination of existing strengths and opportunities, while also addressing weaknesses and responding to market threats with appropriate strategic steps. According to (Muhammad Wahyu Arifudin, 2023), the implementation of SO strategies that focus on quality service and strategic locations, along with digital promotions based on social media, can attract more customers and enhance business competitiveness.

Moreover, the identified weakness, such as the lack of utilization of digital technology for promotion, is relevant to the findings of Chusumastuti, D. Z. (2023), which emphasize that the digitization of promotion is an important element in enhancing the competitiveness of SMEs. Therefore, the implementation of the WO strategy that prioritizes digital promotion will be a significant step in addressing these weaknesses. This effort can also leverage the trend of increasing public awareness regarding appearance and hairstyles, thereby supporting sustainable business growth.

CONCLUSION

Based on the results of the SWOT analysis of Robby's Haircut in Pekanbaru, it can be concluded that this business has a number of strategic advantages. One of its main advantages

is the superior quality of service and strategic location, making it easy for customers to access the service. In addition, professional skills in cutting hair and friendly service are significant added value, supporting customer loyalty and attracting new customers.

However, there are several weaknesses that need to be addressed immediately, such as the lack of planning and effectiveness in promotional activities, and the minimal use of digital technology to support marketing. The name and brand of the business that are still not well known among potential customers are also challenges that must be overcome to increase brand awareness and strengthen the business reputation.

On the other hand, Robby's Haircut has great opportunities that can be utilized, especially with the increasing public awareness of the importance of appearance and hairstyle. Utilizing social media and digital platforms is a potential strategy to expand market reach. In addition, developing a customer loyalty program can be an effective step in retaining loyal customers while attracting new customers.

However, this business is also faced with various threats, such as increasingly tight competition with other haircuts that offer similar services at competitive prices. The ability of competitors to utilize the latest technology for marketing and improving customer service also has the potential to reduce Robby's Barbershop's competitiveness, if not responded to proactively and strategically.

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