



Application Of Swot Analysis To Pt Xyz's Performance Improvement Strategy In Marketing And Customer Service Division

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Abstract. This study aims to analyze the strategy of improving employee performance at PT XYZ, a state-owned company that plays a vital role in the provision of electricity in Indonesia. In the context of increasingly fierce competition and increasing customer demands, SWOT analysis is used to identify the strengths, weaknesses, opportunities, and threats facing companies. The results of the analysis show that internal strengths, such as technical expertise, can be leveraged to develop more innovative products and services. This study also emphasizes the importance of improving service quality as a key factor in increasing customer satisfaction. Thus, the recommendations produced are expected to assist PT XYZ in formulating an effective strategy to achieve its business goals. The results of this research make a significant contribution to the development of human resources and the improvement of company performance.

Keywords Business Strategy, Performance, SWOT Analysis

1. INTRODUCTION

In today's increasingly competitive business world, companies need to continue to innovate and work more efficiently. One of the biggest challenges is how to make employees work better and be more productive. This research aims to find the best ways to improve employee performance and develop employee potential so that the company can continue to berkembang. PT XYZ is a state-owned company that is responsible for the supply of electricity throughout Indonesia.

PT XYZ plays a vital role in supporting economic growth and improving the welfare of the community. Through an extensive transmission and distribution network, PT XYZ distributes electrical energy to various sectors, ranging from low voltage to high voltage. The electricity industry, especially in Indonesia, faces increasingly complex challenges in maintaining optimal performance. Fierce competition, increasingly high customer demands, and rapid technological changes require state power companies such as PT PLN to continue to innovate and improve service quality. One of the important aspects in an effort to improve company performance is through improving employee performance.

Employee performance is one of the determining factors for the success of a company. Employees who have high performance will contribute significantly in achieving organizational goals. At PT XYZ power company, employee performance is very closely related to the quality of service provided to customers. This study aims to analyze the factors that cause the decline by using SWOT analysis IFE and EFE. The results of this analysis are

expected to provide good suggestions and solutions for PT XYZ in an effort to increase the profitability of electricity sales with the aim of improving the quality of service and productivity of the company

2. LITERATURE REVIEW

Performance

In carrying out their work activities, employees produce something called performance. Individual performance is the result achieved by an employee in carrying out his or her duties, which is measured based on the achievement of standards or targets that have been set. This performance is influenced by a variety of factors, including ability, experience, motivation, and available resources. Both the quality and quantity of work results are important indicators in assessing a person's performance (Rivai, 2020).

Individual performance is the result obtained from the implementation of duties or responsibilities given to an employee in a certain period. This performance can be measured and assessed based on pre-set standards, targets, or criteria. Both the quality and quantity of work results are the main indicators in measuring individual performance. Performance evaluation has a crucial role in the context of the organization. Through evaluation, organizations can measure the level of achievement of the goals that have been set, identify areas that need improvement, and provide feedback to employees. The data from the performance evaluation results can then be used as a basis for designing more effective individual and organizational development programs.

KPI

Key Performance Indicators (KPI) are quantitative metrics used to measure the performance of an organization, department, or individual against a set strategic goal. KPI are a benchmark of success in achieving these goals. Setting KPI involves the process of identifying key success factors, selecting relevant metrics, and setting realistic targets. Accurate and up-to-date data is crucial in calculating KPI. KPI provide clear insights into how far an organization is achieving its goals. The information obtained from KPI can be used to support strategic decision-making, identify areas for improvement, and measure the effectiveness of initiatives that have been carried out. In addition, KPI also play an important role in aligning the efforts of the entire organization with strategic goals. Examples of commonly used KPI include sales conversion rate, average order value, marketing campaign ROI, production cycle time, employee

satisfaction rate, and turnover rate. Choosing the right KPI will largely depend on the unique characteristics of each organization and the goals it wants to achieve (Muhammad Aditya, 2024).

Key Performance Indicators (KPI) are quantitative metrics used to objectively measure the level of achievement of an organization's strategic goals. KPI function as a benchmark for success in achieving the goals that have been set, both at the individual level and the organization as a whole. KPI are constructed hierarchically, starting from the organization's vision, translated into the mission, departmental goals, and finally become individual goals. Each stage in this hierarchy has specific and measurable KPI. KPI serve as an evaluation tool that allows organizations to identify gaps between actual performance and expected performance. Thus, organizations can take corrective actions to improve performance and achieve the goals that have been set. In addition, KPI can also be used to measure the effectiveness of business strategies that have been implemented (Ardiansah, 2023).

SWOT Analysis

SWOT analysis, which has been the standard methodology since the 1960s, is a fundamental framework in strategic planning. This technique is used to comprehensively evaluate the internal and external factors that affect the performance of an organization. By identifying internal strengths and weaknesses, as well as external opportunities and threats, a SWOT analysis allows organizations to formulate appropriate strategies to optimize employee performance and achieve organizational goals (Ardita Manurung, 2024).

SWOT analysis is an analytical framework used to comprehensively evaluate internal and external factors that affect the performance of an organization. By identifying relevant strengths, weaknesses, opportunities, and threats, a SWOT analysis enables organizations to formulate optimal strategies in leveraging internal and external potential to achieve their set goals. This method involves a systematic approach to analyzing the business environment and identifying critical factors that can affect the success of a strategic initiative (Muhammda Jihad Akbar, 2022).

This study uses SWOT analysis as a framework to systematically identify internal and external factors that affect the company's performance. SWOT, which stands for Strengths, Weaknesses, Opportunities, and Threats, allows researchers to conduct a comprehensive evaluation of a company's condition. Thus, effective and adaptive

business strategies can be formulated to the dynamics of the business environment (Feranika, 2024).

SWOT analysis is a methodology used to comprehensively evaluate internal and external factors that affect the performance of an organization. The abbreviation SWOT refers to Strengths, Weaknesses, Opportunities, and Threats. Strengths and weaknesses are internal factors that come from within the organization, while opportunities and threats are external factors that come from the business environment. Through SWOT analysis, organizations can identify competitive advantages, weaknesses that need to be fixed, opportunities that can be leveraged, and threats that need to be anticipated. The main objective of a SWOT analysis is to find a strategic match between the organization's internal resources and capabilities with the opportunities that exist in the external environment. In other words, SWOT analysis assists organizations in formulating optimal strategies to achieve long-term goals (Suriono, 2021).

SWOT analysis is a methodology used to comprehensively evaluate internal and external factors that affect the performance of an organization. The main goal of a SWOT analysis is to identify strengths, weaknesses, opportunities, and threats that can affect the organization's sustainability and growth. By understanding these four aspects, organizations can formulate effective strategies to maximize internal potential, overcome obstacles, capitalize on market opportunities, and minimize risks. SWOT analysis provides a solid foundation for stakeholders in strategic decision-making, both in the short and long term (Mahrudi, 2022).

3. METHODS

The research conducted on PT XYZ uses the IFE and EFE SWOT Analysis method which has 5 stages, namely: the recapitulation stage of internal and external factors, the stage of making the IFE matrix, the stage of making the EFE matrix, the stage of the Cartesian diagram, and the stage of preparing the SWOT analysis strategy.

Data Collection

In this study, the data collected are primary and secondary data.

a. Data Primer

Primary data is taken from direct interviews with marketing and customer service departments.

b. Data Seconds

Secondary data is taken from the company's KPI data in the marketing and customer service department. The following is reject data from September 2024.

| NO | KPI | FORMULA | SATUAN | BOBOT | REALISASI SEPTEMBER 2024 | | | KETERANGAN |
|-------------------------------|--|---|-----------------|-----------|--------------------------|------------|------------|------------|
| | | | | | TARGET | REALISASI | PRESENTASE | |
| 1 | Penjualan Tenaga Listrik | kWh penjualan tenaga listrik | GWh | 10 | 1.722,83 | 1.707,47 | 99,10% | MASALAH |
| PERFORMANCE INDICATORS | | | | | | | | |
| 27 | | | | | | | | |
| 5 | d. Jumlah Kali Transaksi Keuangan Melalui PLN Mobile | Total Kali Transaksi Keuangan di PLN Mobile (Seluruh Pelanggan PLN) | Kali Transaksi | 5 | 86.161 | 102.702,00 | 116,11% | BAIK |
| | e. Rating PLN Mobile | Realisasi rating PLN Mobile pada google playstore periode akhir bulan berjalan | Rating | 4 | 4,9 | 4,9 | 100% | BAIK |
| 6 | b. Respon Time atas Keluhan | Rata-Rata Bulanan dari Rata-Rata Durasi Respon Time atas Keluhan pada periode berjalan | Jam | 4 | 0,25 | 0,12 | 152% | BAIK |
| 10 | a. Infrastruktur Kendaraan Listrik (EV) | Penambahan Jumlah SPKLU Terealisasi | Unit EV Charger | 4 | - | - | - | BAIK |
| | b. Komersialisasi SPBKLU | Jumlah Unit SPBKLU Komersial | Cabinet | 4 | - | - | - | BAIK |
| 11 | Indeks Kepuasan Pelanggan | Presentase indeks hasil survey kepuasan pelanggan | % | 3 | - | - | - | BAIK |
| | Percepatan Penyambungan | | | 4 | | | | BAIK |
| 12 | a. Jumlah Pelanggan | Jumlah Penambahan Pelanggan pada periode berjalan | Pelanggan | 4 | 8.808 | 9819 | 110% | BAIK |
| | b. Daya Tersambung | Jumlah Penambahan Daya Tersambung pada periode berjalan | MVA | 4 | 27,93 | 29,74 | 106% | BAIK |
| | c. Percepatan Penyambungan Pelanggan TM | Persentase Pencapaian Penyambungan Pelanggan TM | % | 4 | 100,00 | 100,00 | 100% | BAIK |
| | d. Penambahan jumlah pelanggan rumah tangga | Jumlah penambahan pelanggan rumah tangga lides pada periode berjalan | Pelanggan | 4 | | | #DIV/0! | BAIK |
| | e. Penambahan kWh penjualan dari pelanggan | Jumlah kWh dari pelanggan rumah tangga lides pada periode berjalan | kWh | 4 | | | #DIV/0! | BAIK |
| 14 | Percepatan Cash In | $(20\% \times \% \text{pencapaian saldo rata-rata tanggal 20 non kognit 1}) + (20\% \times \% \text{pencapaian saldo piutang prabayari}) + (40\% \times \% \text{pencapaian saldo PRR}) + (20\% \times \% \text{pencapaian pelunasan PRR}) + (10\% \times \% \text{susulan penghapusan PRR})$ | % | 4 | 100,00 | 108,80 | 108% | BAIK |
| 17 | Penjualan REC | Pendapatan dari Penjualan REC | Rp Juta | 3 | 1371,7 | 15015 | 109% | BAIK |
| TOTAL BOBOT | | | | 37 | | | | |

Figure 1 Marketing and Customer Service KPI Data

It can be seen from the KPI data of the Marketing and Customer Service section, there is 1 KPI that has not reached the target, namely in Electricity Sales where the percentage has not yet reached the target of 100%.

4. RESULTS AND DISCUSSION

Recapitulation of Internal and External Factors

Table 1 Recapitulation of Internal and External Factors

| Factor | Internal | External |
|---------------|--|--|
| Strengths | Extensive distribution network | |
| | High and certified technical expertise | |
| | Position as a state-owned enterprise with the support of the pioneer | |
| Weakness | Sales Impact from Suboptimal KVA Addition | |
| | There is a decrease in Sales to TM Customers | |
| | There are no other sectors other than the industrial sector | |
| Opportunities | | Increasingly high market demand |
| | | Potential for renewable energy development |
| | | Accelerating economic growth |
| Threats | | Increasingly fierce competition with private power plants |
| | | Changes in consumer behavior that are increasingly environmentally conscious |
| | | Increase in fuel oil (BBM) which can increase production costs |

Based on the recapitulation table of internal and external factors, it can be seen that each SWOT factor has 3 points. Strengths and weaknesses are obtained from internal factors that come from within the organization or company that is under the control of the company, while opportunities and threats are obtained from external factors that come from outside the organization or company and are outside the control of the organization.

Matriks Internal Factor Evaluation (IFE)

Tabel 2 Matriks *Internal Factors Evaluation* (IFE)

| Factor | | Significant Level | Weight | Rating | Shoes |
|-----------|--|-------------------|--------|--------|-------|
| Strengths | Extensive distribution network | 3 | 0,19 | 4.8 | 0,90 |
| | High and certified technical expertise | 3 | 0,19 | 4.8 | 0,90 |
| | Position as a state-owned enterprise with the support of the pioneer | 3 | 0,19 | 5 | 0,94 |
| Sub Total | | 9 | 0,56 | 14.6 | 2.74 |
| Weakness | Sales Impact from Suboptimal KVA Addition | 3 | 0,19 | 2.7 | 0,50 |
| | There is a decrease in Sales to TM Customers | 2 | 1,13 | 2.5 | 0,31 |
| | There are no other sectors other than the industrial sector | 2 | 0,13 | 2.5 | 0,32 |
| Sub Total | | 7 | 0,44 | 7.7 | 1,13 |
| Total | | 16 | 1 | 22.3 | 3.87 |

Based on the *Internal Factors Evaluation* (IFE) matrix table that has been weighted analysis, it can be seen that each factor has a different score value. The Significant Level value is measured on a scale of 1 to 3, the rating value for each factor has also been determined based on their respective scales, namely a scale of 1 to 5, and the score value is obtained from the weight value and rating value.

Matriks External Factor Evaluation (EFE)

Tabel 3 Matriks *External Factors Evaluation* (EFE)

| Factor | | Significant Level | Weight | Rating | Shoes |
|---------------|--|-------------------|--------|--------|-------|
| Opportunities | Increasingly high market demand | 3 | 0,2 | 4.8 | 0,96 |
| | Potential for renewable energy development | 3 | 0,2 | 4.5 | 0,90 |
| | Accelerating economic growth | 3 | 0,2 | 4.8 | 0,96 |
| Sub Total | | 9 | 0,6 | 14.1 | 2.82 |

| | | | | | |
|-----------|--|----|------|------|------|
| Threats | Increasingly fierce competition with private power plants | 1 | 0,07 | 2 | 0,13 |
| | Changes in consumer behavior that are increasingly environmentally conscious | 2 | 0,13 | 2 | 0,27 |
| | Increase in fuel oil (BBM) which can increase production costs | 3 | 0,2 | 2,8 | 0,56 |
| Sub Total | | 6 | 0,4 | 6,8 | 0,96 |
| Total | | 15 | 1 | 20,9 | 3,78 |

Based on the *External Factors Evaluation* (EFE) matrix table that has been weighted analysis, it can be seen that each factor has a different score value. The Significant Level value is measured on a scale of 1 to 3, the rating value for each factor has also been determined based on their respective scales, namely a scale of 1 to 5, and the score value is obtained from the weight value and rating value.

Diagram Katerisus

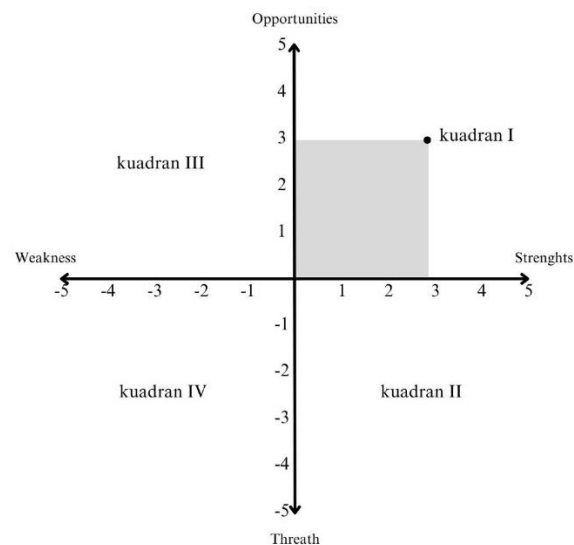


Figure 2 Cartesian Diagram of SWO Analysis Recapitulation

A carterisus diagram is a coordinate system used to describe points on a flat plane. Cartesian diagrams are a very important tool that can be used to visualize data in the form of images so that they are easier to understand. In addition, a cartesian diagram can show the relationship between two or even more variables.

Quadrant I is one of the four quadrants that divide the Cartesian field into equally large parts. Quadrant I is a quadrant with a very favorable situation, this strategy indicates a very strong state of the company and is able to continue to grow rapidly by taking existing opportunities or opportunities to maximize the company's performance.

SWOT Analysis Strategy

Table 4.4 SWOT Analysis

| INTERNAL FACTOR EXTERNAL FACTORS | | STRENGTHS | | WEAKNESS | |
|--|--|--------------|---|--------------|---|
| | | S1 | Extensive distribution network | W1 | Sales Impact from Suboptimal KVA Addition |
| | | S2 | High and certified technical expertise | W2 | There is a decrease in Sales on TM and TT Customers |
| | | S3 | Position as a state-owned enterprise with the support of the government | W3 | There is no other Sector other than the industrial sector |
| OPPORTUNITIES | | S-O STRATEGY | | W-O STRATEGY | |
| O1 | Increasingly high market demand | S1O1 | Network expansion Leverage an extensive distribution network to expand the range of services with high demand growth potential. | | |
| O2 | Potential for renewable energy development | S2O2 | The development of new products and services with high technical expertise can develop renewable energy-based services and can increase sales | | |
| O3 | Accelerating economic growth | S3O3 | Strategic partnerships by utilizing government support as a state-owned enterprise and along with increasing economic growth can increase sales | | |
| THREATS | | S-T STRATEGY | | W-T STRATEGY | |
| T1 | Increasingly fierce | | | | |

| | | | | | |
|----|--|------|--|------|--|
| | competition with private power plants | | | | |
| T2 | Changes in consumer behavior that are increasingly environmentally conscious | S1T1 | Improving the service quality of a wide distribution network can be used to improve the quality of customer service, which can make customers more loyal | W1T1 | Cooperation with private power plants to increase efficiency by establishing cooperation |
| T3 | Increase in fuel oil (BBM) which can increase production costs | S2T2 | Leveraging technical expertise for the development of more environmentally friendly renewable products and services | | |

In the table above, strategic steps are produced between the analysis of SWOT points. S-O point meeting was found to be 3 matching points, S-T point meeting was found to be 2 matching points, W-O point meeting was found to be 2 matching points, and W-T point meeting was found to be 1 matching point. Through SWOT analysis, a strategy formulation was produced to achieve performance targets:

a. S-O Quadrant Strategy Formulation

- S1O1 Network expansion Leverage an extensive distribution network to expand the range of services with high demand growth potential.
- S2O2 The development of new products and services with high technical expertise can develop renewable energy-based services and can increase sales.
- S3O3 Strategic partnership by utilizing government support as a state-owned enterprise and in line with continued economic growth.

b. W-O Quadrant Strategy Formulation

- W1O3 Optimization of the addition of KVA with better planning by considering economic growth and energy consumption patterns of priority regions with high demand growth and potential for renewable energy development).
- W2O1 provides offers with more competitive rates and attractive promotional programs to attract sales to TM and TT customers.

c. S-T Quadrant Strategy Formulation

- S1T1 Improving the service quality of a wide distribution network can be used to improve the quality of customer service, it can make customers more loyal

- S2T2 leverages technical expertise for the development of more environmentally friendly renewable products and services.
- d. W-T Quadrant Strategy Formulation
- W1T1 Cooperation with private power plants to increase efficiency by establishing cooperation.

5. CONCLUSION

Based on the results of the internal factor evaluation (IFE) and external factor evaluation (EFE) matrix weight analysis presented in Table 3.2 and Table 3.3, it can be concluded that each internal and external factor identified has a varying level of significance. This level of significance is measured using a scale of 1 to 3, where a value of 3 indicates a high level of significance and a value of 1 indicates a low level of significance. The rating value for each factor has also been determined based on their respective scales, namely a scale of 1 to 5. The strength and opportunity factors are given a value between 3 and 5, while the weakness and threat factors are given a value between 1 to 2.9. The weights for each factor are calculated based on the proportion of significance values to total significance values. The results of the IFE and EFE matrix calculations show that the company is in quadrant I in Figure 3.1, which indicates a very favorable situation. This condition indicates a strong alignment between the company's internal strengths and existing external opportunities. Thus, companies have great potential to design effective strategies based on the results of the SWOT analysis in table 3.4 which presents strategic measures formulated based on an in-depth analysis of the key points in the SWOT matrix.

The results of this study can provide a comprehensive SWOT analysis framework that companies can use to determine the level of importance of each point of strategy formulation including PT. XYZ, especially the marketing and customer service departments. By using this method approach, companies can identify internal and external factors that can significantly affect the company's performance. This study offers a quantitative method to determine the level of importance of each proposed strategy so as to enable companies to prioritize the most effective performance improvement efforts.

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