



Development Of Marketing Strategy Of PT. Sas Aero Sishan With SWOT Analysis Approach In Order To Improve Company Performance

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How to Cite :

Putra, D, P., Widjaja, W. (2026). Development Of Marketing Strategy Of PT. Sas Aero Sishan With SWOT Analysis Approach In Order To Improve Company Performance. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 14(1). DOI: <https://doi.org/10.37676/ekombis.v14i1>

ARTICLE HISTORY

Received [17 July 2026]

Revised [20 January 2026]

Accepted [26 January 2026]

KEYWORDS

SWOT, Marketing Strategy, PT Sas Aero Sishan.

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ABSTRACT

This abstract discusses the analysis of PT Sas Aero Sishan's marketing strategy using the SWOT (Strengths, Weaknesses, Opportunities, Threats) method. SWOT analysis is conducted to identify internal factors in the form of strengths and weaknesses, as well as external factors in the form of opportunities and threats that affect the company's marketing. Based on the results of the analysis, PT Sas Aero Sishan has six strengths, two weaknesses, five opportunities, and three threats, with an IFAS matrix value of 2.99 and EFAS of 2.6. The resulting strategy focuses on maximizing promotions and continuous bookings to face competition and the impact of the COVID-19 Pandemic.

INTRODUCTION

The increasingly rapid marketing competition requires various companies to be able to compete in the business world with the aim of achieving the planned targets so that the company looks superior compared to competing companies. Because of this, the company needs accurate business planning. So that it can focus attention on the position in the business, know which direction the company is going, how to get there and what actions need to be taken in order to maximize strengths and seize existing opportunities. Therefore, good marketing planning is an important tool for running an effective and efficient business. In addition to planning, it is also necessary to analyze the business being undertaken to support the success of a plan and the analysis that is usually used by companies or business entities is SWOT analysis (Strengths, Weakness, Opportunities, Threats).

SWOT analysis is the systematic identification of various factors to formulate company strategy. This analysis is based on logic that can maximize strengths (Strengths), and opportunities (Oppurtunities), but can simultaneously minimize weaknesses (Weaknesses) and threats (Threats). Through this SWOT analysis, good marketing can be formed. Marketing is an effort to fulfill the wants and needs of consumers through the creation of a product, both

goods and services which are then purchased by consumers who have needs through an exchange. The creation of these products is based on the wants and needs of the market. Marketing is very necessary in a business entity considering that marketing activities are carried out starting from planning, determining products, prices, distribution with the intention of the strategy concept, so that the products issued can be directly consumed by consumers. Marketing strategy is the main approach that will be used by business units in achieving predetermined goals which include key decisions regarding, target markets, product placement in the market, marketing mix and the level of marketing costs required. The formulation of marketing strategies is carried out after previously identifying internal and external factors of the company which leads to an increase in sales volume and its implementation is adjusted to the amount of funds, the nature of the market, the type of product and the life cycle of goods.

To prepare an effective marketing strategy, the company must study its actual and potential competitors. Companies need to identify competitors' strategies, goals, strengths, weaknesses, and reaction patterns. In connection with the existence of intense competition requires each company to try to place itself in a business position in the competition. Competitive strategy depends on the size and position of each company in the market. By knowing the company's position in the market, it will facilitate the company in carrying out its business activities. Business position also plays an important role in determining what kind of marketing steps will be implemented by the company, so that the company can compete with business competitors engaged in the same field. satisfying consumer interests. In marketing activities required The development of the industrial world is getting faster every day, this is characterized by increasing consumer needs and a lot of competition between companies everywhere. Every company competes and maintains its business, one of which is by utilizing existing resources to produce production results. How much production is produced by a company is influenced by the number of resources. In this era of globalization, the needs of society are increasing. People become fond of making purchases. In Indonesia, for example, people here really like shopping. This can be seen from the many new companies that have been established in Indonesia. People in Indonesia are so consumptive.

LITERATURE REVIEW

Management

Strategic management is an activity related to making decisions or strategic determinations that are comprehensively and fundamentally thought out, as well as how to apply these strategies that have been determined by company leaders and the implementation of strategies carried out by all parties who have a stake in a company in order to achieve the expected goals (Yunus, 2016, p. 6). Management has a very broad meaning, it can mean process, art, or science. Management is said to be a process because in management there are stages to achieve goals, which have several functions, namely planning, organizing, directing, and controlling. It is said to be an art because management is a way or tool for managers in achieving organizational goals. In a company, the proper application of management will help facilitate the realization of the company's goals, vision, and mission. Management at this time, is a science that is needed because of the increasing business competition. More clearly, here are some opinions of experts regarding management:

William J. Stanton in Wibowo and Priansa (2017: 15) says that marketing is a total system of business activities designed to plan, determine prices, promote and distribute goods that satisfy desires and services of good quality to customers. The strategic management process can be summarized into 3 (three), including the following (Yunus, 2016, p. 173):

a. Strategy Formulation

Development of vision and mission, identifying the external and internal environment of the company, setting goals that have a long term, formulating strategies, and determining the right strategy.

b. Strategy Implementation

Development of a corporate environment to support strategy, creation of an organizational structure, financial preparation of the company, empowerment of information systems, and monitoring employee performance with organizational performance.

c. Strategy Evaluation

The final stage is to get the results of the previously implemented strategy so that it can be assessed whether it is successful or not. Every strategy will not always be the same in the future, due to internal and external factors that develop dynamically over time.

Internal Environment

The company's internal environment is all situations within the company that have the potential to affect the company such as the company's vision and mission, organizational culture, and management style that can be controlled and observed by the company (Erisman, A. & Azhar. A., 2015, p. 28). The internal environment is the company's environment that is within the company and naturally has a direct and distinctive involvement for companies (Susanthi (2017, p. 34). Internal environmental analysis is needed to identify the strengths and weaknesses contained in a company (Riyanto, 2018, p. 161). Internal environmental analysis is an in-depth analysis of a company's resources, capabilities, and core competencies. The object of internal analysis is certainly different because fundamentally, each company has its resources and capabilities (Erisman, A. & Azhar. A., (2015, p. 28).

External Environment

The company's external environment can be viewed subjectively for each company, because each manager can have a certain view of the situation outside the company (Yulianti, 2013, p. 108).

In-depth observation of the external environment is needed in order to find out changes in forces outside the scope of the company and analyze opportunities (opportunities) and threats (threats) in the company's external environment. This observation is solely for determining the direction of the company's strategy and also achieving company goals (Hajar, 2019, p.63). Categorizing the company's external environment can be done into 2 (two), namely (Sedjati, 2015, p. 72):

1. External factors that are "far away"
2. External factors that are "close"

Internal Strategic Factor Analysis Summary (IFAS) and Eksternal Strategic Factor Analysis Summary (EFAS)

IFAS (Internal Strategic Factor Analysis Summary) analysis is an analysis of the company's internal environment by taking a functional approach so that the strengths and weaknesses of a company can be known, and also to inform the basis for identifying and evaluating a company's functional (Yudiaris, 2015, p. 5). EFAS (External Strategic Factor Analysis Summary) analysis is used to analyze various things that are beyond the company's control such as economic, socio-cultural, political, technological issues, and information about the competition where the company stands (Yudiaris, 2015, p. 5). SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is a tool used to identify various factors that are formed coherently so that they can be used in strategy formulation (Fatimah (2016, p. 8). By doing SWOT analysis, it can tell indications for companies that will be useful in building companies or knowing indications about obstacles that must be faced or minimized by

companies (Miharja, 2018, p. 33). The conclusion that can be drawn from the explanations above is that SWOT analysis is an effort to identify internal and external conditions in a company so that it can be used as a benchmark for companies to form the right strategy. WOT is an acronym for Strengths and Weaknesses found in the internal environment of a company, as well as Opportunities and Threats found in the external environment of a company. Internal environmental analysis is carried out to measure how competitive a company is based on the conditions within a company (Zhafirin, Siswhara, & Waluya, 2019, p. 73).

METHODS

The research method is a scientific way of obtaining data which is then further analyzed for specific purposes and uses. The scientific characteristics of the research method are based on scientific characteristics, namely rational, empirical, and systematic (Sugiyono, 2013, p. 2). The research methods that will be used by researchers in this study are descriptive qualitative and quantitative methods.

Descriptive research is research that has the aim of making descriptions systematically, factually, and credibly of existing facts and the nature of a particular population (Suryana, 2010, p. 14). Qualitative research methods have descriptive data in the form of words or oral from research subjects that can be further observed. The emphasis in qualitative research is the aspect of in-depth understanding of a problem (Siyoto & Sodik, 2015, p. 28). Qualitative analysis in this study is to obtain a description of the company's internal and external environmental factors related to strengths, weaknesses, opportunities, and threats and formulate strategies using the SWOT matrix. Quantitative research methods are research that presents data in the form of numbers, starting from collecting data in the form of numbers, interpreting the data, and the results of the data. The results of quantitative research can be presented in the form of pictures, tables, or graphs (Siyoto & Sodik, 2015, p. 17). Quantitative analysis in this study is the use of the IFAS, EFAS, IE (Internal-External) matrix,

RESULTS

Characteristics of Respondents

Respondents in this study were consumers who had previously purchased Manufacture products at PT Sas Aero Sishan Bandung at least once. The sampling technique used is probability sampling with the Simple Random Sampling technique, which is a technique for collecting data from respondents where all people are given the same opportunity to be selected as respondents. Therefore, the selected respondents have the same opportunity to contribute to the research being conducted.

Table1 of Respondent Characteristics Based on Age

Age	Total	Percentase (%)
< 25 years	4	16%
26 - 35 years	12	48%
36 - 45 years	7	28%
> 45 years	2	8%
Total	25	100%

Source: Researcher (2025)

The table above is data taken from a total of 25 respondents with 4 respondents aged less than 25 years. Respondents with age levels from 26 years to 35 years were the most numerous, totaling 12 respondents, age levels from 36 years to 45 years were 7, and respondents aged more than 45 years were 2 respondents. Based on this table, it can be concluded that the

majority of PT Sas Aero Sishan out of 25 certain respondents are respondents with an age of more than 26 years to 35 years, at which age there is generation Z between the birth of 1988-90s. So from this data it can be concluded that PT. Sas Aero Sishan Bandung is the choice for generations who are mature in making manufacture products because of their age maturity.

Table 2 of Characteristics of Respondents Based on Occupation

Occupation	Total	Persentase (%)
Student	0	0%
Student	0	0%
Public Servant	0	0%
Private Employee	25	100%
Other	0	0%
Total	25	100%

Source: Researcher (2025)

Table 3 of Respondent Characteristics Based on Income

Income	Total	Persentase (%)
< Rp3.000.000	5	20%
Rp3.000.000 – Rp5.000.000	10	40%
Rp5.000.000 – Rp10.000.000	7	28%
> Rp10.000.000	3	12%
Total	25	100%

Source: Researcher (2025)

The table above is data taken from a total of 25 respondents with 5 respondents earning less than Rp3,000,000, 10 respondents earning Rp3,000,000 to Rp5,000,000, 7 respondents earning Rp5,000,000 to Rp10,000,000, and 3 respondents earning more than Rp10,000,000. So that from table 4.5 it can be concluded that the majority of respondents out of 25 respondents are those who earn less than IDR 3,000,000 as many as 10 respondents, which can be concluded that PT.Sas Aero Sishan products have a selling quality that cannot be reached by people who earn less than IDR 3,000,000 more.

Product Variables

Table 4 Product Quality Table of PT Sas Aero Sishan Bandung

Respondents' Responses	Total	Persentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	2	8%	4
3 (Agree)	17	68%	51
4 (Strongly Agree)	6	24%	24
Total	25	100%	79

Source: Researcher (2025)

Table 5 Product Display Table of PT Sas Aero Sishan Bandung

Respondents' Responses	Total	Persentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	0	0%	0
3 (Agree)	19	78%	57
4 (Strongly Agree)	6	24%	24
Total	25	100%	81

Table 6 Maintenance Usage Table

Respondents' Responses	Total	Persentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	0	0%	0
3 (Agree)	18	72%	54
4 (Strongly Agree)	7	28%	28
Total	25	100%	82

Table 7 Product selection table of PT Sas Aero Sishan Bandung

Respondents' Responses	Total	Persentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	0	0%	0
3 (Agree)	9	36%	27
4 (Strongly Agree)	16	64%	64
Total	25	100%	91

Source: Researcher (2025)

Table 8 Pt Sas Aero Sishan Product Project Table

Respondents' Responses	Total	Persentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	0	0%	0
3 (Agree)	14	56%	42
4 (Strongly Agree)	11	44%	44
Total	25	100%	86

Source: Researcher (2025)

Table 9 PT Sas Aero Sishan Product Quality Maximization Table

Respondents' Responses	Total	Persentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	0	0%	0
3 (Agree)	6	24%	18
4 (Strongly Agree)	19	76%	76
Total	25	100%	94

Source: Researcher (2025)

Table 10 of Product Advantages of PT Sas Aero Sishan Against Wokhsop

Respondents' Responses	Total	Persentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	0	0%	0
3 (Agree)	6	24%	18
4 (Strongly Agree)	19	76%	76
Total	25	100%	94

Source: Researcher (2025)

Table 11 of Appropriateness of Price Offered

Respondents' Responses	Total	Persentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	0	0%	0
3 (Agree)	15	60%	45
4 (Strongly Agree)	10	40%	40
Total	25	100%	85

Source: Researcher (2025)

Table 12 Price Affordability Table

Respondents' Responses	Total	Persentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	0	0%	0
3 (Agree)	18	72%	54
4 (Strongly Agree)	7	28%	28
Total	25	100%	82

Source: Researcher (2025)

Table 13 PT.Sas Aero Sishan Product Pricing Conformity Table compared Other Companies

Respondents' Responses	Total	Persentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	0	0%	0
3 (Agree)	14	56%	42
4 (Strongly Agree)	11	44%	44
Total	25	100%	86

Source: Researcher (2025)

Table 14 Continuous Ordering and Purchasing Process of PT Sas Aero Sishan

Respondents' Responses	Total	Persentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	0	0%	9
3 (Agree)	15	60%	45
4 (Strongly Agree)	10	40%	40
Total	25	100%	85

Source: Researcher (2025)

Table 15 Product Ordering Table of PT Sas Aero Sishan Continuous to Completion

Respondents' Responses	Total	Persentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	0	0%	0
3 (Agree)	17	68%	51
4 (Strongly Agree)	8	32%	32
Total	25	100%	83

Source: Researcher (2025)

Table 16 of Employee Compliance with Health Protocols

Respondents' Responses	Total	Persentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	0	0%	0
3 (Agree)	14	56%	42
4 (Strongly Agree)	11	44%	44
Total	25	100%	86

Source: Researcher (2025)

Table 17 Pt Sas Aero Sishan Vision and Mission Understanding Table

Respondents' Responses	Total	Presentase (%)	Skor
1 (Strongly Disagree)	0	0%	0
2 (Disagree)	2	22,2%	4
3 (Agree)	6	66,7%	18
4 (Strongly Agree)	1	11,1%	4
Total	9	100%	26

Source: Researcher (2025)

Of the 9 answers chosen by respondents, good answers dominated with a total of 6 answers, while very good answers were chosen by one respondent. Other answer options such as enough were chosen by 2 respondents and no one chose the answer less. Based on the results of these answers, it can be concluded that the employees of PT Sas Aero Sishan understand how the vision and mission of PT Sas Aero Sishan. The vision and mission are certainly the "head" for the company's goals so that every aspect related to PT Sas Aero Sishan stays on the same track so that it becomes one unit in order to achieve the desired goals.

Table 18 Sales Strategy Knowledge of PT Sas Aero Sishan

Source: Researcher (2025)	Jumlah	Presentase (%)	Skor
Source: Researcher (2025)	0	0,0%	0
Source: Researcher (2025)	1	11,1%	2
Source: Researcher (2025)	4	44,4%	12
Source: Researcher (2025)	4	44,4%	16
Total	9	100%	30

Source: Researcher (2025)

Based on Table 18 above taken from 9 respondents of PT Sas Aero Sishan employees regarding "Do you know what sales strategies are implemented by PT Sas Aero Sishan Bandung?" got a total score of 30. Of the 9 answers chosen by the respondents, the answers were good and very good with a total answer of 4 respondents. From this it can be concluded that the employees of PT Sas Aero Sishan know the kinds of sales improvement strategies that are at PT Sas Aero Sishan. By knowing the current strategy, employees of PT Sas Aero Sishan will be more focused in doing something related to increasing sales and the need for this understanding in the conditions of the COVID-19 pandemic.

External factors of PT Sas Aero Sishan Bandung

Outer model is a measurement model consisting of manifest variables and paths that connect latent variables. This section is the first stage in the Partial Least Square SEM analysis by testing the measurement model so that the results of the research data are appropriate and appropriate to use. Evaluation of the measurement model is carried out through several stages,

namely looking at the results of validity and reliability. The validity test consists of convergent validity and discriminant validity. Convergent validity

Analisis SWOT

SWOT analysis is the starting gate in strategy formulation that emphasizes the company's internal factors such as strengths and weaknesses and then pays attention to the company's external factors such as opportunities and threats. Everything must be considered so that a comprehensive and appropriate strategy is created for the company. By conducting a SWOT analysis, indications of things that are considered not running smoothly can be known so that the company can adapt and create strategies to get through this. SWOT analysis can be described in detail with the EFAS and IFAS tables where the summary of the research results is displayed. From the description of the EFAS and IFAS tables, further analysis can be carried out which can later draw conclusions for the company and help determine the right strategy.

The method used is to multiply the number of respondents by the number of sub-variables and the maximum/minimum value as follows:

$$\begin{aligned} \text{Maximum Score} &= N \times \text{Many Statements} \times \text{Maximum Value} \\ &= 25 \times 23 \times 4 \\ &= 2300 \end{aligned}$$

$$\begin{aligned} \text{Minimum Score} &= N \times \text{Many Statements} \times \text{Minimum Value} \\ &= 25 \times 23 \times 1 \\ &= 575 \end{aligned}$$

Furthermore, to determine the interval of each category (4 classes), it can be done with the following calculation:

Where: c = class interval length

S_{maks} = Maximum Score

S_{min} = Minimum Score

K = The number of classes, in this case is (very good, good, less good, bad and very bad)

$$C = \frac{S_{maks} - S_{min}}{k}$$

Then the calculation is as follows:

$$C = \frac{2300 - 575}{4} = 431.25$$

The score interval in determining each class is as follows: Score 380 - 400 = Very Bad

Score 400 - 450 = Bad

Score 450 - 485 = Good

Score 485 - 520 = Very Good

Table 19 Respondent Survey Results

Variables	N	K	Total Score	Maximum Score	Minimum Score	Category
Results Survey	25	4	431,25	552	380	Good

Source: Researcher (2025)

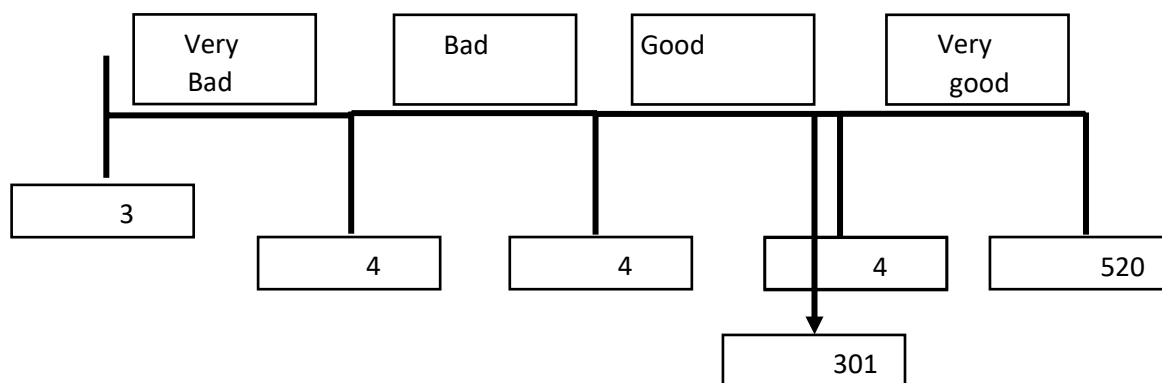


Figure 1 Internal Factor Analysis Summary (IFAS)

Table 20 Internal Factor Analysis Summary Matrix Table (IFAS)

Internal Factors	Bobot	Rating	Weighted value (Weight x Rating)
Strengths			
1. Product quality	0,13	3	0,39
2. Product Completeness	0,13	3	0,39
3. Price Affordability	0,13	3	0,39
4. Price Appropriateness	0,13	3	0,39
5. Rebate Offer	0,17	4	0,68
6. Qualified Human Resources	0,13	3	0,39
Weaknesses			
1. Less than Maximum Promotion of PT Sas Aero Sishan	0,09	2	0,18
2. Continuous ordering	0,09	2	0,18
Total	1.00	23	2,99

Source: Researcher (2025)

Based on these results, the total internal score obtained is 2.99. The number 2.99 is a number that is in a strong position because it passes the average number of 2.50. From the explanation of this figure, it can be concluded that the internal strengths of PT Sas Aero Sishan Bandung can overcome the various weaknesses that PT Sas Aero Sishan has with various strength factors.

Ringkasan Analisis Faktor Eksternal (EFAS)

After determining external factors based on various variables of opportunities and threats that indirectly affect PT Sas Aero Sishan, a more in-depth identification stage is carried out. The identification of external factors can be divided into five opportunities and three threats which will then be given a weighted value as a form of assessment. The acquisition of value weights is obtained from the results of the comparison method for external factors, namely opportunities and threats. Ranking the opportunity and threat factors illustrates the level of these factors when compared to other factors (pairwise comparison method). The basis for ranking is the results of interviews with PT Sas Aero Sishan managers, an average of 25 respondents. The internal factor score has a final value obtained from multiplying the weight with the rating of the opportunity and threat factors. More about the results of giving weight to the values and ratings in EFAS can be seen in the table below (Broto, 2017, p. 99)

Table 21 Matriks External Factor Analysis Summary (EFAS)

External Factors	Bobot	Rating	Weighted value (Weight x Rating)
Opportunities			
1. product quality	0,15	3	0,45
2. Employee certification	0,10	2	0,2
3. Repeater customers	0,10	2	0,2
4. Strategic location	0,15	3	0,45
5. Technology	0,15	3	0,45
Threat			
1. COVID-19 Pandemic Conditions	0,10	2	0,2
2. Competitors of similar businesses	0,15	3	0,45
3. Lack of employee certification	0,10	2	0,2
Total	1.00	20	2,6

Source: Researcher (2025)

Based on these results, the total internal score obtained is 2.6. The figure of 2.6 is a number that is in a strong position because it exceeds the average figure of 2.50. In explaining this figure, it can be concluded that PT Sas Aero Sishan has succeeded in utilizing the various opportunities that exist and at the same time can avoid the threats that arise.

Internal-External (IE) Matrix

The internal-external matrix is a tool that can be used by companies in determining the right business strategy at the corporate level. The IE matrix is a parameter of the internal state of the company and the external influence of the company. The basis for placing the IE matrix is the IFAS weight score symbolized by \square and the EFAS weight score symbolized by \square . Once placed, the total weight score can place a company in the IE matrix.

DISCUSSION

SWOT matrix analysis is carried out in order to find out the best strategy for analyzing the company's internal strengths and weaknesses against the company's external opportunities and threats. Based on the matrix of internal factors and external factors of PT Sas Aero Sishan obtained. With these results, it can be determined that the SWOT analysis position of PT Sas Aero Sishan is in the third quadrant position.

Where in the third quadrant position is a position that has opportunities but on the other hand has several obstacles in the form of internal constraints. The right strategy in this quadrant is to change the existing strategy in order to improve the company's internal situation so that it is expected to take advantage of existing opportunities. Because the old strategy is feared in order to capture existing opportunities and improve company performance. The strategies that should be carried out by PT Sas Aero Sishan include checking production machines regularly, so that they can produce more frequently so that inventory is available, so that they are ready for the emergence of new projects and local and non-governmental governments. In this strategy, there is a correlation with the results of the questionnaire, where consumers want the company to increase production.

The next strategy is to cooperate with local government parties and maintain low prices. So far, the company only provides products in a retail way, which is only sold to individuals. With the cooperation with the local government, it is hoped that it can establish a relationship between PT Sas Aero Sishan and the local government. It can be expected that PT Sas Aero Sishan can increase revenue. The next strategy is to conduct field observations or seek

cooperation with projects between similar companies. This indirectly promotes between cities. Where promotion is the main foundation in delivering a product to customers. And the last strategy is to break stones on large stones manually. By doing this, it is hoped that the production process will not cause a waste of time and raw materials.

CONCLUSION

Based on research conducted at PT Sas Aero Sishan Bandung, conclusions can be drawn from the research results as follows:

1. Based on research conducted by researchers regarding the internal situation of PT Sas Aero Sishan Bandung, it can be seen that the strength factors are as follows: Product quality, product completeness, price affordability, price suitability, discount offers, and qualified human resources. The weakness factors owned by PT Sas Aero Sishan are PT Sas Aero Sishan's less than optimal promotion and continuous ordering. Entering the strength and weakness factors into the IFAS matrix shows that PT Sas Aero Sishan has an above-average position with a score of 2.99. This indicates that PT Sas Aero Sishan can maximize their strength factors to minimize the impact of their weaknesses.
2. The results of research by direct observation, conducting interviews with the manager of PT Sas Aero Sishan, and distributing questionnaires can be known various opportunities that can be maximized and threats that must be faced by PT Sas Aero Sishan Bandung. The opportunity factors are as follows: good product quality, employee certification, repeater customers, strategic location, and technology. Meanwhile, the threat factors are the conditions of the COVID-19 pandemic, competitors of similar companies, and the absence of employee certification. Entering opportunity and threat factors into the EFAS matrix shows that PT Sas Aero Sishan has an above-average position with a score of 2.6. The EFAS matrix score results indicate that PT Sas Aero Sishan has succeeded in taking advantage of its opportunities to minimize the impact of existing threats.
3. Strategies that can be implemented by PT Sas Aero Sishan to increase sales after the COVID-19 pandemic are: Data processing using the IE (Internal-External) matrix, it can be seen that the position of PT Sas Aero Sishan is in cell five (5), namely growth stability and the results of the Cartesian diagram of PT Sas Aero Sishan have a position in quadrant one, namely an aggressive strategy. From the results of both data processing tools, strategies that support aggressive actions can be formed such as creating new manufacture variations inspired by the existence of advanced product quality, expanding the market with more massive promotions, and various strategies that are carried out aggressively.

LIMITATION

The term limitations in this study are:

1. The research only focused on PT Sas Aero Sishan, so the results and strategies produced cannot be generalized to other companies.
2. Analysis is only done with the SWOT method
3. The strategies developed only cover the marketing field and have not considered operational, financial, HR, and technological aspects in depth.
4. The data used is limited to certain periods and conditions, so it does not reflect long-term conditions.

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