

# STRATEGIES TO INCREASE MARKET SHARE FOR HISTOPATHOLOGICAL EQUIPMENT PRODUCTS (BRAND SAKURA): CASE STUDY IN MANAGEMENT OF A SOLE AGENT COMPANY

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**Abstract.** The purpose of this research is to evaluate marketing strategies that directly touch market leaders with to get marketing strategies to increase market share and become a market leader. This research uses qualitative and quantitative approaches. The analysis used was a descriptive analysis using the SWOT analysis instrument accompanied by IFAS and EFAS calculations. Data sources and types of research data consist of primary data and secondary data. Primary data were obtained from the results of focus group discussions, in-depth interviews, and questionnaires. Whereas secondary data was obtained from financial reports and relevant articles and literature. The results of the strategy enrichment using the SWOT analysis on the quantitative approach obtained that the company's position is in quadrant 3 namely WO quadrant with coordinates (-0.63; +1.47) so companies should implement a turnaround strategy, ie change their marketing strategy from direct hit to market leaders by improving after-sales service, improving the quality of their products, brand equity, support from top management and placing units in the Teaching Hospital. This research can provide practitioners with an overview in making strategic marketing decisions.

Keywords: the market challenger, SWOT analysis, Internal Factor Analysis (IFAS), External Factor Analysis (EFAS), marketing strategy

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## I. INTRODUCTION

Cancer is a disease that causes major death rates throughout the world. In 2012, there were 8.2 million cancer victims, of which lung, liver, stomach, colorectal, and breast cancer are the largest types of cancer that cause death each year. There is more than 30 percent of cancer deaths caused by at least several factors, namely, first, an overloaded body weight index; second, consuming fewer fruits and vegetables; third, lack of physical activity; fourth, smoking; fifth, excessive alcohol consumption. Based on these cancer-causing factors, it turns out smoking is a major factor, smoking also causes 20 percent of people to die, while there is 70 percent of deaths caused by lung cancer. There is more than 60 percent of new cases and about 70 percent of deaths occur due to cancer each year in Africa, Asia, and Central America and South America. Other data shows that the data of cancer patients also increased from 14 million in 2012 to 22 million in the next two decades [1].

The distribution of these diseases specifically in Indonesia is no less alarming. Based on basic health research data in 2013, the Indonesian Ministry of Health's Research and Development Agency released 1.4 percent or an

estimated 347,742 people. Based on the distribution of data per province, Yogyakarta provinces is ranked highest, i.e. 4.1%, followed by East Java province in the second rank, and Central Java province in the third rank with 61,230 people. Based on these data, Hospitals in Indonesia are also trying to improve the quality of their services. The government through the Ministry of Health issued Regulations on Hospital Classification and Licensing which regulates that Hospitals of the type 'B' must have specialist medical support services, one of which is Pathology Anatomy [2]. Anatomical Pathology Specialists diagnose a person's disease based on laboratory results. The types of anatomic pathology laboratory examinations include histological examination (tissue morphology) or cytology. Things related to cytology are histopathology. Histopathology is a science that is a branch of biology that studies the function of tissues and their conditions related to the disease. Histopathological examination methods can be done by checking the things that are considered abnormal at the tissue level.

There is an increasing trend in the number of cancer patients from year to year, and there are efforts to improve the quality of service quality type 'B' Hospital in diagnosing cancer, it is necessary to increase facilities and infrastructure

to support and treat medical equipment in hospitals. PT ABC which is a 40-year-old national trading company and is engaged in general importers since 1973, has handled manufacturing products, oil and gas, and mining. In addition to the business sector in the past 15 years since 2003, PT. ABC has penetrated the business market of education and hospitals, where the product being introduced to the market is the Sakura Finetek Japan brand. Sakura Finetek is a manufacturer for medical equipment products such as tissue processors, microtones, embedding tissue console systems, autostainer, and coverslipping, which are produced by its home country, Japan, then marketed to parts of the world including one to Indonesia. However, with similar types of products, there are competitors: Leica and Thermo, which are consecutively managed by PT. Biogen Scientific and PT Enseval Medika Prima.

Based on data collected from internal PT. ABC, obtained that the market share of Sakura brand products is a product with a market challenger category because it has a market share still below 40% while the market leader market share is 40%. This is evident in the rate of development of the market share of PT ABC Consecutive in 2016, 2017, and 2018 have never even reached 40%, and that number is a reference to be able to compete with similar industries that have become markets [3]. On another perspective, a product that is classified as a market challenger sometimes attacks market leaders and competitors to increase market share. So, if the company wants to increase market share, it must have an effective marketing strategy, which can be well accepted by the market. An increase in Sakura Finetek's market share and making it a market leader means that it will increase the product image and company image. So that the increasing image will increase sales force confidence in potential product users and at the same time benefit from the company side is that the company can become the choice of prospective principals in the medical equipment business and laboratory sectors. Besides the benefits of having the largest market share is leading other companies in terms of price changes, the introduction of new products, showing the strength of the company in the scope of distribution and intensity of promotion at the same time will get the most profit if the market size expands [3]. Based on this background review, it is very interesting to research marketing strategies to increase the market share of medical devices and become a market leader.

The previous research related to increasing market share, among others: research conducted by Rahmayati HM (2015) with the title SWOT Analysis in Determining the Marketing Strategy of Frozen Shrimp PT. Mustika Mina Nusa Aurora Tarakan, North Kalimantan [4]. Then the research conducted by Iman Sulaeman (2016) with the title Service Quality and Marketing Strategy on Satisfaction at Suria City Hotel Bandung [5].

Research conducted by Dr. Fareha Zafar, Sman Babar, and Hina Abbas (2013) with the title, The Art of Strategic Management - a key success in the corporate sector [6]. Another research conducted by Achmad Daengs, Rina Dewi, Khusniyah, Nur Qomariah which analyze effect of Internal Factor (as a part of the SWOT analysis) in forming the success of small business [7]. Research conducted by Ifediora Christian Osita, Onyebuchi R., Nzekwe Zuzina

(2014) with the title Organization's stability and productivity the role of SWOT analysis an acronym for strength, weakness, opportunities, and threat [8].

Furthermore, research conducted by Ilyas, Sarika Zuhri, Tri Asih Wulandari, and Hasan Yudhi Sastra (2018) with the title Marketing Strategy Determination by SWOT and ANP Approaches on Aceh Songket Small-Medium Enterprises [9]. Research conducted by Siti Muhimatul Khoiroh (2017) with the title Optimizing the Development of Regional Batik Industry Villages based on Mapping Value Chain [10].

Research conducted by Al-Refaie, A. Sy, E, Rawabdeh, I, Alaween, W (2016) with the title Integration of SWOT and ANP for effective strategic planning in the cosmetic industry [11]. Then research conducted by Živan Živković, Djordje Nikolić, Predrag Djordjević, Ivan Mihajlović, Marija Savić (2015) with the title Analytical Network Process in the Framework of SWOT Analysis for Strategic Decision Making (Case Study: Technical Faculty in Bor, University of Belgrade, Serbia) [12].

## II. LITERATURE REVIEW

### A. Strategy

The Strategy is the main plan that is systematic and organized so that it can realize the results set based on the mission owned by the company [13]. The other definition of strategy is a series of decision reviews conducted base on fundamental actions that have been prepared by top-level structural management that is realized and carried out so that the company's goals are achieved [14]. There are also three approaches to strategy namely declaration, the perspective of success factors, and ways to create company goals [15].

### B. Strategic Management

The art of systematic management can be said also as strategic management is a decision-making process that uses and allocates a relatively long time [16]. It can also be defined as a derivation of tasks that must involve many parties [17].

### C. Marketing

Kotler and Keller (2016) define marketing as the process of introducing values and messages from companies to consumers (end-users) to get information from one another [3].

### D. Competitive Strategy

Competitive strategy is the process of running a business run by a company that aims to increase the portion of goods and services as a product of a company [16]. In another assessment, Porter and Keller (2016) also stated that at least they must have three advantages to be able to compete, namely cost advantages, differentiation, and focus in printing products and services to meet the needs of the community [3].

### E. Market Challenger Strategy

The market challenger strategy can be carried out and implemented if the company's goal is to strike out market resources that ultimately want to become market leaders. Then it is clear that the market challenger strategy is to increase market share itself [3]. There are also several types of market challenger strategies according to Kotler and Keller as

follows:

- (1) Frontal attacks are attacks that openly equal the products, advertisements, prices, and distributions of competitors. Where this attack states that the party that has more resources will win.
- (2) Flank attack is an attack targeting the weak point of the opponent which can be directed to two geographical dimensions where in this case the attacker takes advantage of opportunities that have not been touched by competitors, and segments where the attacker takes advantage of opportunities by providing market needs that have not been properly met.
- (3) Encirclement attack is an attack through a brawl attempt to capture a part of a competitor's territory with a fast attack. This attack can be applied when the challenger has superior resources and has confidence that the siege will quickly destroy competitors.
- (4) A by-pass attack is an attack bypassing all competitors and attacking markets that are easier to enter to be able to expand the company's resource base through three approaches, namely diversifying unrelated products, diversifying into new geographical markets, and jumping to technology new to replace the old product.
- (5) Guerrilla warfare is small and irregular attacks such as lowering the price of goods, intense promotional flash attacks, or sometimes using legal actions aimed at embarrassing and damaging the morale of competitors, and in the end, the attacker will get a permanent place in the market.

*F. Analysis SWOT*

SWOT is used to determine the accuracy of the strategy in developing company value [13]. SWOT can also be used as a guideline to plan and evaluate the strength is an advantage that is owned by a company in the resources, capabilities and other advantages that arise from within the company. Weakness is a limitation or deficiency in a company that hinders the company's performance. Opportunity is a favorable situation for the company in every aspect of the business. Threats are an unfavorable situation for the company in the form of obstacles that are being faced by the company.

The quantitative approach to SWOT analysis is conducted by multiplying the score (*a*) of the weight (*b*) on each SWOT factor to get the total multiplication value ( $c = axb$ ) [18]. Positioning is done by reducing the total value of the multiplication factor *S* with *W* to get the *x* coordinate ( $x = S - W$ ) and reducing the total value of the *O* factor with *T* to get the *y* coordinate ( $y = O - T$ ), so the coordinates (*x,y*) are obtained to determine the position company on the SWOT diagram. The SWOT diagram is divided into 4 quadrants shown in Figure 1.

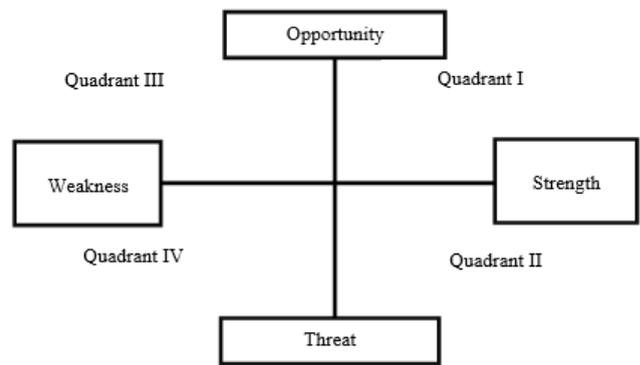


Figure 1. Diagram SWOT

The purpose of knowing the company's position is to determine the type of strategy taken based on external and internal conditions of the company [19]. Each quadrant is influenced by the strengths, weaknesses, opportunities, and threats of the company where it is explained below [13]:

- (1) Quadrant I  
This position indicates that the company has good strengths and opportunities. The recommended strategy for this position is Progressive, where companies can continue to develop because they have good opportunities and strengths.
- (2) Quadrant II  
This position indicates that the company has good strength but has big challenges. The recommended strategy for this position is Diversification Strategy, the company must have several other strategies to face these challenges.
- (3) Quadrant III  
This position indicates a weak company but has a good chance. The recommended strategy for this position is Strategy Change, the company must change its strategy to take advantage of existing opportunities because it is feared that the old strategy cannot take advantage of these opportunities.
- (4) Quadrant IV  
This position indicates a weak and threatening company. The recommended strategy for this position is to Defend, where the company is in a dilemma. The survival strategy was taken to fix the company's internal conditions so that they would not fall further.

*G. Matrix SWOT*

An alternative strategy that is based on the identification of internal and external circumstances of a company or institution. The results of the identification are not the result of an internal company or institutional assessment, but also the results of an external company evaluation. Alternative strategies can be described in the form of a matrix, a matrix with the possibility of four strategy options [20].

The qualitative approach of SWOT analysis can produce alternative strategies that can be taken by the company by looking at the relationship between SWOT factors [13]. The relationship of each SWOT factor will result in an alternative SO-ST-WO-WT strategy as shown in table 1. The alternative SWOT matrix of the strategy has different ways to improve the performance of an organization [13].

- (1) SO (Strength – Opportunity)

- (2) WO (Weakness – Opportunity)
- (3) ST (Strength – Threat)
- (4) WT (Weakness – Threat)

Table 1. Matrix SWOT

		<i>Weakness</i> (W)	<i>Streghths</i> (S)
Opportunity (O)	Consider strategies that utilize opportunities to avoid weaknesses (WO)	[turn around]	Consider strategies that use power to take advantage of opportunities (SO)
			[Aggressive]
Threats (T)	Consider strategies that minimize the effects of weakness and overcome or avoid threats (WT)	[Defensive]	Consider strategies that use power to overcome or avoid threats (ST)
			[Diversification]

SWOT analysis is based on the results of the identification of external and internal conditions of an organization. The identification is not only based on the company's point of view but also needs to involve the point of view of external parties such as consumers. Determination of strategy based on SWOT analysis can result in wrong strategic decision making because it only involves the manager's point of view [21]. The customer's point of view is needed to find out whether the strategy taken by the company affects the customer.

III. RESEARCH METHODS

A. Types of Research Data

The research data used consisted of primary data and secondary data. Primary data in this study were obtained directly from respondents through the process of in-depth interviews and focus group discussions (FGD). Respondents came from internal company PT. ABC, whose background is deputy branch managers, group managers. While secondary data sources in this study are all written references such as financial reports, magazines, journals, and related documents.

Table 2. Respondent Data

Characteristics	A	B	C
Gender			
Male	√	√	√
Female			
Age			
35-40 Years old			√
40-45 Years old	√	√	
Education			
Bachelor	√	√	√
Work Experience	14	10	15

B. Data Collection Technique

Following the research approach used is a qualitative approach, then the data collection techniques are at least divided into 2 stage techniques. These stages include the Focus Group Discussion (FGD) and deep interviews. The FGD was conducted by inviting several internal division employees to get an overview and insight on marketing and sales activities.

C. Research Stages

To conduct a SWOT analysis, a series of stages of research needs to be carried out considering the aim is to develop an accurate and effective strategy formulation. Starting from the planning, preliminary observations, preparation of the model construction, the analysis phase of the results up to the stage of preparing the final stage of the research report. The stages of this research are arranged as shown below.

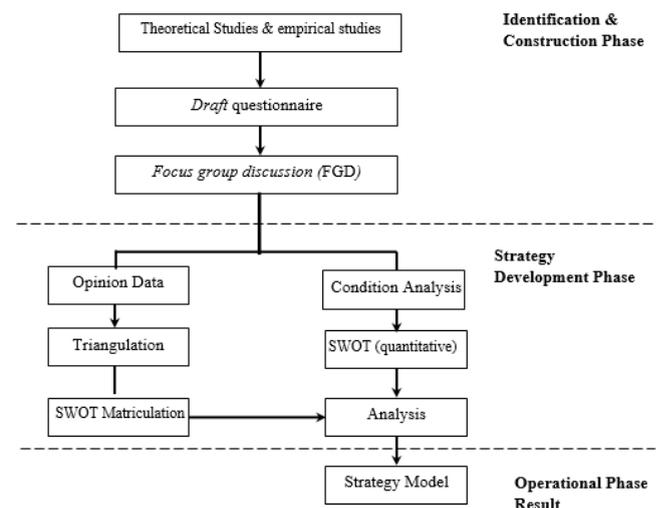


Figure 2. Research Stages

The results of the elaboration of literature studies by classifying and compiling the draft questionnaire were followed by a process of focus group discussion (FGD). The FGD is directed to discussion activities with company directors. In addition to FGD activities, in-depth interviews were also conducted with external parties, namely the company's independent commissioners. This stage was completed with the completion of the FGD process and an interview with expertise.

In the SWOT analysis, there are two activities. First, a qualitative SWOT is analysis to reduce the exposure of data and information and process it in the form of narrative descriptions and descriptions. Second, the quantitative SWOT is analysis to calculate the weight and rating of IFAS and EFAS that will be used to build the SWOT matrix. The SWOT analysis is carried out through a series of calculations known as IFAS (internal factor analysis strategy), EFAS (external factor analysis strategy) and SFAS (strategy factor analysis strategy) by calculating the weight and rating values. Its result will be analyzed and will be used to determine the direction of the strategic policy according to the matrix quadrant.

D. Data Analysis Technique

In the SWOT analysis, it is possible to extract data to obtain a strong and effective strategy formulation. The process of identifying the factors that are in the company's line of work must be classified into 2 namely internal factors and external factors. Internal factors include 2 main elements: namely strength and weakness. Whereas external factors include opportunity and threat.

This analysis method will also help understand the current situation or condition of the company/industry and help improve the status of the company/industry. Simultaneously the SWOT analysis will help find solutions to threats and weaknesses, so the company will grow and become competitive and against its competitors.

*E. Data Validation Technique*

The technique used to validate and maintain the objectivity of data and information obtained from the results of field research is through a series of processes and methods ranging from FGDs, in-depth interviews with respondents. Triangulation is the process of confirming data carried out by both researchers and the research team, both based on the time of data provision (time triangulation) and based on the source of the data provider (triangulation of sources). Data triangulation will be conducted using in-depth interviews with users or consumers of the product. The goal is that after the triangulation results, a review and exposure will be obtained on the deficiencies and other matters of the market challenger product so that a review will also be obtained in the form of SWOT analysis points that form the elements of the product marketing strategy.

IV. RESULT AND DISCUSSION

*A. Qualitative SWOT Analysis*

The identification of internal and external conditions of a single distributor company is done by making direct observations on the company's business processes. The results of observations made by looking directly at the company's business activities were discussed with the company's internal management and external parties, namely academics, and consumers.

The results of the discussion were then validated and determined to be the factors used in the SWOT analysis of the company's business processes as follows.

Strengths of the company:

- (1) Competitive price.
- (2) The competency of the sales force is above average.
- (3) Good Principal Support.
- (4) There is a Back-up unit if there is damage.
- (5) The company's financial condition is quite good.

Weaknesses owned by the company:

- (1) Poor aftermarket services.
- (2) Product quality is not good.
- (3) Support management that lacks the focus to provide marketing strategy direction for the YDS brand.
- (4) Brand equity is not yet strong.
- (5) The absence of products at the Teaching Hospital is so unfamiliar.

Opportunities that can be utilized by the company:

- (1) Business Opportunities.

- (2) Government Regulations concerning Type B.
  - (3) The need for prompt diagnosis
- Threats facing the company:
- (1) Worth to mouth that is not good for the brand.
  - (2) Competitor aggressiveness.

*B. Quantitative SWOT Analysis*

Determination of company position by using SWOT analysis is performed by assigning weight and rating values. Weighting is conducted by selecting a number with a range of 0.0 to 1.0 based on the level of importance, with the number 0.0 indicating not important until the number 1.0 indicates very important. The ranking is obtained by selecting numbers 1 to 4 based on the level of influence, where the number 1 shows the influence is very small to 4 shows the influence is very large. The weighting and ranking are obtained from the deputy branch managers, manager groups as internal companies.

**Table 3.** Quantitative SWOT Analysis Questionnaire Strategic Internal Factor Conditions

IFAS (a)	Bobot (b)	Rating (c)			Average	Skor (bxc) (d)
		Respondent 1	Respondent 2	Respondent 3		
<b>STRENGHT</b>						
Competitive price (S1)	0,025	4,00	3,00	4,00	3,67	0,09
Sales Force Competencies (S2)	0,025	4,00	3,00	4,00	3,67	0,09
good support principle (S3)	0,025	4,00	3,00	3,00	3,33	0,08
a back-up unit if there is damage (S4)	0,025	4,00	4,00	4,00	4,00	0,10
The company's financial condition is quite good (S5)	0,050	3,00	3,00	3,00	3,00	0,15
<b>WEAKNESS</b>						
After market services Product quality (W1)	0,200	2,00	2,00	2,00	2,00	0,40
the product quality is not good (W2)	0,100	2,00	1,00	2,00	1,67	0,17
Support management (W3)	0,050	2,00	1,00	2,00	1,67	0,08
brand equity that is not yet strong (W4)	0,250	1,00	1,00	1,00	1,00	0,25
there are no products in teaching hospital, so they are not familiar (W5)	0,250	1,00	1,00	1,00	1,00	0,25
<b>TOTAL</b>	<b>1,00</b>					<b>1,67</b>

Based on the results of the quantitative SWOT analysis of internal factors of PT. ABC in Table 3, it is known that there are five strength factors and five weak factors in the company's internal conditions. The total value of the strengths and weaknesses of the company's internal conditions is +1.67. This indicates that internal business factors are experiencing bad conditions. While the evaluation of internal conditions based on the strength factor value minus the company's weakness is -0.63. So, companies should improve their performance again by improving internal conditions and eliminating existing weaknesses.

**Table 4.** Quantitative SWOT Analysis Questionnaire External Conditions for Strategic Factors

EFAS (a)	Weight (b)	Rating (c)				Skor (bxc) (d)
		Respondent 1	Respondent 2	Respondent 3	Average	
<b>OPPORTUNITY</b>						
business opportunities (01)	0,250	4,00	3,00	4,00	3,67	0,92
government regulations related to type B hospitals (02)	0,300	4,00	3,00	3,00	3,33	1,00
the need for prompt diagnosis (03)	0,050	3,00	3,00	3,00	3,00	0,15
<b>THREAT</b>						
Worth to mouth (T1)	0,300	2,00	2,00	1,00	1,67	0,50
competitors' aggressiveness (T2)	0,100	1,00	1,00	1,00	1,00	0,10
<b>TOTAL</b>	<b>1,00</b>					<b>2,67</b>

Based on the results of the quantitative SWOT analysis of the internal factors of the sole distributor company in Table 5, it is known that there are three opportunity factors and two threat factors on the company's internal conditions. The total value of opportunity and threat factors of the company's external conditions is +2.67. This indicates that the business's external factors are quite promising. While the evaluation of external factors the total opportunity score reduced by threats is equal to +1.47. The value shows that the company has not utilized the opportunity well and mitigated the threat.

C. Diagram SWOT

The results of the calculation of quantitative SWOT analysis on the internal and external conditions of a single distributor show an internal score of -0.63 and an external score of +1.47 as shown in the SWOT diagram below. Internal score values indicate the x coordinate position and external score values indicate the y coordinate position, so the company's position is in quadrant III at the coordinate point (-0.63; +1.47) so the strategy to take is Turnaround, where the company must change its strategy to take advantage of existing opportunities because it is feared that the old strategy could not take advantage of existing opportunities.

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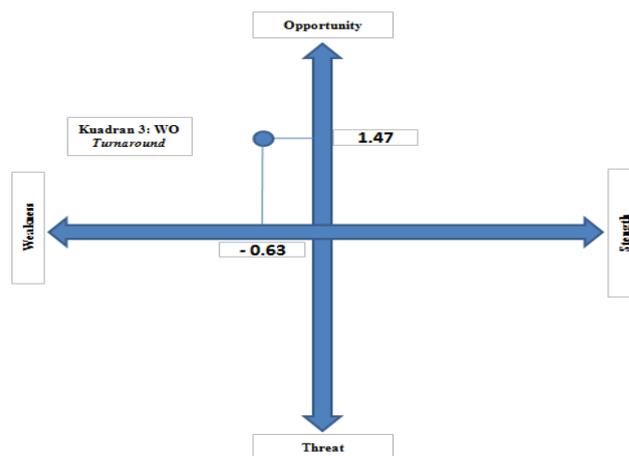


Figure 3. SWOT Diagram of Company Conditions

D. Matrix SWOT

The factors that have been identified in the SWOT analysis are then organized into the SWOT matrix. These factors represent the company's internal and external conditions. Based on the results of discussions with the sole distributor company management after seeing the internal and external conditions, several alternative strategies were formulated that were expected to be implemented in the company to improve company performance. Alternative strategies that can be taken by the company are as follows.

Based on Table 5, there are four kinds of alternative strategies that can be used based on the company's external and internal conditions, namely SO (Strength – Opportunity), ST (Strength – Threat), WO (Weaknesses – Opportunity), and WT (Weaknesses – Threat). The following is an explanation of the alternative strategies in each strategy:

- (1) Strategy SO
 

After knowing the strength of the company to take advantage of existing opportunities by increasing the quality and quantity of sales force calls and bundling supporting products.
- (2) Strategy ST
 

After knowing the strengths owned by the company to overcome or reduce the threat by conducting joint visits to the hospital to key customers, taking salesforce competitors, and re-training operators.
- (3) Strategy WO
 

Take advantage of the opportunities the company has to avoid existing weaknesses by increasing the competence of aftermarket employees so that services are faster and more appropriate, improving product quality, and collaborating with the Education Hospital.
- (4) Strategy WT
 

Consider strategies that minimize the effects of weaknesses that are owned by the company and overcome or avoid threats that come from outside the company by paying close attention to service at existing customers.

Table 5. Alternative Company Strategy SWOT Matrix

IFAS	STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> <li>Competitive prices (S1)</li> <li>Above average sales force competency (S2)</li> <li>Good principal support (S3)</li> <li>Back up unit in case of damage (S4)</li> <li>The company's financial condition, quite healthy (S5)</li> </ul>	<ul style="list-style-type: none"> <li>Poor aftermarket service (W1)</li> <li>Poor product quality (W2)</li> <li>Support management that is less focused (W3)</li> <li>Strong brand equity (W4)</li> <li>There are no products at Teaching Hospital, so they are not familiar (W5)</li> </ul>
EFAS	SO Strategy	WO Strategy
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> <li>Business Opportunities (O1)</li> <li>Government Regulations regarding Type B Hospital (O2)</li> <li>The need for prompt diagnosis (O3)</li> </ul>	<ul style="list-style-type: none"> <li>increase the quantity and quality of sales force calls (S1, S2, S3, S4, S5, O1, O2, O3)</li> <li>Bundling supporting products. (S5, O1, O2)</li> </ul>	<ul style="list-style-type: none"> <li>improve the competence of aftermarket employees so that service is faster and satisfying (W1, W3, W3 O1, O2)</li> <li>To improve product quality (W2, O1, O2)</li> <li>Collaborating with the Educational Hospital (W5, O1, O2 and O3)</li> </ul>
TREAT	ST Strategy	WT Strategy
<ul style="list-style-type: none"> <li>Worth to mouth that is not good against the brand (T1)</li> <li>Competitor aggressiveness (T2)</li> </ul>	<ul style="list-style-type: none"> <li>Conduct regular joint visit to the hospital to key customers (S2, S3, S5 and T1)</li> <li>Take a competitor's sales force (S5, T4)</li> <li>re-training operators (S5, T1)</li> </ul>	<ul style="list-style-type: none"> <li>Focus on service in existing customers (W1 and T2)</li> </ul>

V. CONCLUSION

- (1) From a quantitative SWOT analysis, internal factors show that companies should improve their performance by improving internal conditions and eliminating existing weaknesses. While the quantitative SWOT analysis of external factors shows that the company has not used the opportunity well and reduce the threat from outside.
- (2) Companies must change the old strategy, namely the frontal attack strategy with the new encirclement attack strategy by eliminating weaknesses by increasing the competence of aftermarket employees so that the service is faster and more accurate, improving product quality, cooperating with the Teaching Hospital. As for reducing the threat by giving attention focused on services in existing customers.
- (3) From the SWOT matrix, four alternative strategies are obtained. SO-WO-ST-WT.
- (4) An appropriate strategy for market challengers is the encirclement attack is an attempt to capture a portion of a competitor's territory with a quick attack. Siege can be applied when the challenger has superior resources and believes that the siege will quickly destroy the morale of competitors.

VI. SUGGESTION

- (1) The next interesting topics related to the development of this research include Product Brand equity. That is because one of the company's strategies in increasing market share is to increase the key strengths of a product where what will be more rigorous are Brand awareness, Brand Image, Perceived Quality, and Brand Loyalty to provide more rigid input for sales development throughout companies that have business fields that have similarities with PT. ABC.
- (2) Using ANP tools to quantify the results of a SWOT analysis to produce a more accurate selection of alternative strategies.
- (3) Trying to use other methods besides the SWOT analysis to find out the results of the method which are then compared to the SWOT analysis method to get a better solution.

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