

Strategy Formulation to Increase Passengers of Singapore Airlines

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ABSTRACT

Singapore airlines is still favorite among people who considered using airlines easy to reach their destination. Business competition in the aviation industry is very tight., This situation obviously makes the passenger volume is declining. The purpose of this research are (a) To analyze the internal factors (strengths and weakness), (b) To analyze the external factors (opportunities and threats), (c) To determine the position of the company's on the matrix IE, diagram SWOT and the matrix TOWS or SWOT, and (d) To determine the strategies to increase sales of seats . Research method was using qualitative method with survey and SWOT Analysis as the tools. Based on IE Matrix, this company is in a position relatively excellent. Then, on the result of diagram SWOT is in the Quadrant I which means the company is in an aggressive position, so that it can be concluded that the strategy used for the SWOT Matrix is SO strategy. SO strategy is the strength to take advantage of opportunity that owns by the company. From the results can be found that the suitable alternative strategy for this company is market penetration and product development.

Keywords : *market penetration; product development; strategies formulation*

INTRODUCTION

Airline industry is one of the business areas that affected by economic growth in Indonesia. A company should be able to keep its business to gain profit and do business strategies in order to keep its position in airline business area. Considering the dynamic market of Airlines Industries correlated with travel and tourism growth, the airlines business became interesting. Every day, around the world, more than three million passengers are flying. Demand for air transport still has possibility to increase.

Singapore airlines is still favorite among people who considered using airlines easy to reach their destination. Business competition in the aviation industry is very tight., This situation obviously makes the passenger volume is declining. Airlines system should be more efficient and do not require a long time to provide better service. Price competition will determine the company's market share position. The time factor is also a crucial factor in the airlines., On time performance is one of the key performance indicator in order to make a good relationship with customer. Based on this situation, it is necessary to decide the exact strategies for Singapore Airlines Limited in order to keep competing with other airlines and can increase the sales of seat. Some research regarding strategic formulation in Citilink had been done. The analysis shows that the root of the problem that caused the lost market share of Citilink Airline is the low level of customer satisfaction and human resources that existed at Citilink Airlines. To solve the business issue faced by Citilink, researchers propose improvement strategy formulation based on the data. Some service strategies recommendations are proposed to respond these conditions. The strategy then is to improve the quality of supporting crew as human resources and to optimize the use of advanced technology to increase efficiency of Citilink activities (Adhytia Pradiktha

Darmawan and Harimukti Wandebor, 2013).

The analysis shows that service value, passengers' satisfaction, and airline image are each found to have a direct effect on passengers' behavioural intentions. The results from a study of Korean travellers imply a need for airlines to develop passenger-focused services that require a detailed understanding of passengers' expectations. Meeting these expectations would raise the level of passengers' satisfaction and value perception, and pre-summably commercial viability (Park, Robertson, & Wu, 2004).

Researchers try to identify the problem, such as: (i) Many airlines competitor; (ii) The system to access internet is often slow and error; (iii) The frequencies has been reduced; (iv) The passenger volume is declining; are (v) Selling price higher than other airlines. The purpose of this research are as follows (a) To analyze the internal factors which consist of strengths and weakness in SIA, (b) To analyze the external factors which consist of opportunities and threats in SIA, (c) To determine the position of the company's position on the matrix IE, diagram SWOT-4K and the matrix TOWS or SWOT, (d) To determine the strategies to increase sales of seats that must be done by SIA.

Strategic Management

Management strategy is a process or series of activities that are fundamental and thorough, with the determination of how to implement it, which was made by the leader and implemented by all levels within an organization to achieve goals. "strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives" (David, 2003). "Strategic management as a managerial effort to

develop the strength of the company to exploit the business opportunities that arise in order to achieve company goals that have been established in accordance with the vision and mission that has been determined”(Suwarsono, 2013)

This definition also supports the implication that the company reduce the weaknesses, and trying to adapt to the business environment. The definition also pointed out that companies are trying to reduce the negative effects caused by the threat of business. Benefits of strategic management are (a) Financial benefit : sales, profitability, productivity and (b) Nonfinancial benefit : enhanced awareness of external threats, improve understanding of competitors strategies, increase employee productivity, reduced resistance to change, a clearer understanding of performance reard relationship.(David, 2003)

Principal component management strategy : (a) Business environment analysis that necessary to detect business opportunities and threats, (b) The company profile analysis to identify the strengths and weaknesses, (c) Business strategies is needed to achieve the company goals by notice the company vission and mission. Principal component management strategy divide into strategy formulation, strategy implementation, and strategy evaluation. (Suwarsono, 2013)

Marketing Management

Definition of marketing “Management is the art and science of marketing as OHF select target markets and seize, retain, and grow customers to create, deliver, and communicate superior customer value”. The concept of marketing is the key to achieving organizational goals that companies should be more effective than its competitors in creating, submitting, and communicating customer value for the selected target market.(Kotler, 2016) . From this statement can be concluded marketing management is the Plan and creating customer demand

through good communication in order to get a good response among customers and the company, and retain customers to be able to make purchases continuously.

Kotler defines marketing mix as follows: “The marketing mix (marketing mix) is a set of marketing tools used by companies to continuously achieve the objectives in the target market” . (Kotler, 2016). There are four concepts covered in the activities of the marketing mix (marketingmix), known as the 4Ps, as follows. Products, price, place, promotion.

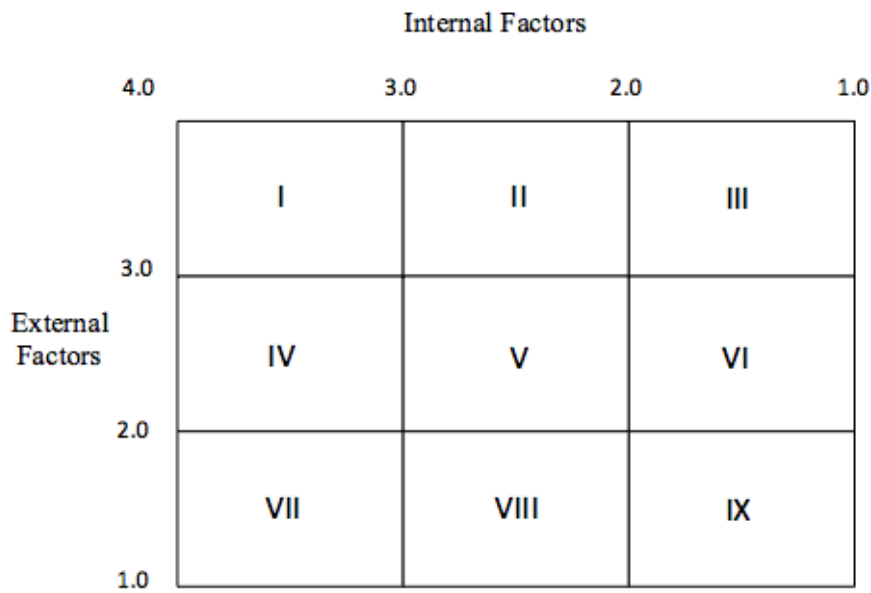
Service

Business in the world of air transport is a business that offers services. Definition of service is all economic activity with output in addition to the product in a physical sense, consumed and produced at the same time, provide added value and in principle intangible for first buyers. (Zeithaml, V A., Bitner, Mary & Gremler, 2009). Meanwhile, according to Kotler Services is any action or activity that can be offered by one party to another, essentially intangible and does not result in any transfer of ownership. Production services may be associated with physical product or not. Services is an economic activity that the results are not a product in physical form or construction, which tend to be consumed at the same time produced and provide added value (eg, convenience, entertainment, pleasure, or health) or solution to the problems faced by consumers.(Kotler, 2016). There are four characteristics that are most often encountered in the service are: Intangible; Heterogenity; Can not be separated; Not durable.(Sunnyoto, Danang and Susanti, Eka, 2015)

SWOT Analysis

Some form of application of the model formulation strategy developed based on analysis derived from the

IEMatrix



application of SWOT . The External Factor Evaluation (EFE) Matrix : allows strategists to summarize and evaluate economic, social, cultural, demographic, environmental, political, governmental, legal, technological, and competitive information. The Internal Factor Evaluation (IFE) Matrix : This strategy formulation tool summarize and evaluates the major strengths and weaknesses in the functional areas of a business, and it also provides a basis for identifying and evaluating relationships among those areas.

Internal External Matrix (IE Matrix) : Explanation about Internal External Matrix (IE Matrix) is as follows (1) The provisions for the divisions included in the cell I, II or IV can be described as grow and build. Strategy intensive (market penetration, market development and product development) or integrated (backward integration, forward integration and horizontal integration) could be the most appropriate for these divisions. (2) The divisions included in the cell III, V or VII can be handle well through a strategy



Figure 2.1 Diagram Analysis of SWOT

to maintain and sustain market penetration and product development are two strategies most widely used in this kind of divisions. (3) The general provisions for the divisions included in the cell VI, VIII or IX is harvest or divest. Successful organizations are able to achieve its business portfolio into or revolves around the first cell in the Matrix IE. (David, 2003).

Explanation about SWOT Matrix is follow as follows : (a) SO Strategies, use a firm's internal strengths to take advantage of external opportunities. (b) WO Strategies, aim at improving internal weaknesses by taking advantage of external opportunities. (c) ST Strategies, use a firm's strengths to avoid or reduce the impact of external threats. (d) WT Strategies, are defensive tactics directed at reducing internal weakness and avoiding external threats.

METHOD

This research took place in Singapore Airlines Limited that located in PT. Menara Kadin Indonesia, Menara Kadin Lantai 8, Jalan H.R. Rasuna Said Blok X-5, Kav. 2-3, RT.1/RW.2, Kuningan Tim., Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12950. This research held on the first semester of 2016 since September, 5th 2016 until February, 27th 2017.

The type of this research is survey. The purpose to generalize the population of some of the samples so that it can be made a conclusion or provisional estimates of the characteristics, behaviors, or attitudes of the population. (Creswell, 2007). In survey design, writer quantitatively describe some behaviors, or opinions of a population by observe a sample of the population. From these samples, writer generalize or make claims about the population. To write parts of the survey method in the research proposal, the writer should follow the standard. There are many examples of this format, as in academic journals, and from this examples there are some models that can be

considered. The population is all the sales results data in Singapore Airlines Ltd. and sample is related with sales results in 2011 – 2016 and 5 respondents. Data that used by the writer in this research is qualitative, the data is contained in the questionnaire, and qualitative data is the sales data and score from each respondent's answers that contained in the questionnaire. Resources of data - Primary data sourced from the respondents that filled the questionnaire. The secondary data is the data that used literature as a theory that relevant to the research question in this research.

The data analysis method using analysis SWOT which stands for Strength, Weakness, Opportunity and Threats. SWOT analysis is used to analyze the issue of the factors that cause the problems and can clearly describe how the opportunities and threats the company faced can be customized with strengths and weakness.

SWOT analysis comparing the internal factors such as strength and weakness with external factors such as opportunities and threats. Stages of this activity are : Determine the internal factors; Determine the external factors; The analysis is based on IE matrix, SWOT Diagram-4K and SWOT or TOWS Matrix; Strategy formulation.

RESULTS AND DISCUSSION

Singapore Airlines Ltd. (SIA), the national airline of Singapore and a major carrier in the Pacific region with routes to Europe and North America, is known for its unparalleled customer service as well as for its continuing efforts to upgrade its aircraft and technology. SIA is 54 percent owned by the Singapore government with minor shareholdings by Delta Airlines and Swissair. The vision of Singapore Airlines Limited is made many commitments to the arts and education, to Singapore Airlines Limited communities, and the health and welfare of the country's citizens, and those

in countries Singapore Airlines Limited fly to. Singapore Airlines Limited also made a strong commitment to preserving the environment and our world for future generations. Singapore Airlines Limited mission is providing air transportation services of the highest quality and to maximising returns for the benefit of its shareholders and employees.

In June of 1972 Singapore Airlines Limited was formed; its first chairperson was the former joint chief of MSA, J.Y. Pillay. In July of 1972 Singapore Airlines (or SIA as it came to be known) purchased its first Boeing 747s, which would become the mainstay of its fleet. The purchase of these aircraft coincided with an increase in frequency of flights to such destinations as Zurich, Athens, Frankfurt, Osaka, London, and Kuala Lumpur, which it now serviced 11 times daily. An immediate concern of SIA was to become known as a leader in international air travel. To this end, the company conceived a marketing strategy that stressed its commitment to passenger comfort and service and established the airline's distinctive group of air hostesses.

A. Analysis of Internal Factors in Singapore Airlines Limited

Internal factor analysis is an analysis that focused on internal factors such as strengths and weaknesses of companies that provide certain advantages for the company to meet the needs of the target market.

Strengths

Strong Brand Image, Singapore Airlines Limited has an exclusive brand image and recognized by many airlines in the world. This can be proved from some prestigious awards accepted by Singapore Airlines Limited. In IE Matrix, the writer give a weight (0.11) and rating (4), and get a score $0.11 \times 4 = 0.44$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight (0.20) $\times 4 = 0.79$.

Have a Good Level of Safety, In organizing a safe and comfortable flight, Singapore Airlines Limited always do the maintenance to the company aircraft periodically. So that Singapore Airlines Limited is trusted by the passenger. In IE Matrix, the writer give a weight (0.12) and rating (4), and get a score $0.12 \times 4 = 0.48$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight (0.21) $\times 4 = 0.84$.

Have a Good On Time Performance, Singapore Airlines Limited as the airlines that serves many flight have a goal to increase on time performance. The percentage for Singapore Airlines Limited on time performance is 85.45%. In IE Matrix, the writer give a weight (0.11) and rating (3), and get a score $0.11 \times 3 = 0.33$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight (0.20) $\times 3 = 0.59$.

Good Attitude of Cabin Crew, The other thing that can prove about good attitude of cabin crew is when Singapore Airlines Limited get 4 stars for staff service in Sky Trax. A friendly attitude can make the passenger feel comfortable in flight. In IE Matrix, the writer give a weight (0.12) and rating (4), and get a score $0.12 \times 4 = 0.48$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight (0.21) $\times 4 = 0.84$.

Kris world as its own entertainment system, In IE Matrix, the writer give a weight (0.10) and rating (4), and get a score $0.10 \times 4 = 0.4$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight (0.18) $\times 4 = 0.74$.

Weakness

Selling Price Higher than Other Airlines, The selling price of Singapore Airlines tickets are known higher than other airlines. It has to be one of the weakness for Singapore Airlines. In IE Matrix, the writer give a weight (0.09) and rating (2), and get a score $0.09 \times 2 = 0.18$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight (0.19) $\times 2 = 0.39$.

Reliance on international traffic, There are no intercontinental flights available due to the size of the country. Thus Singapore Airlines has to rely heavily on international travelers and passengers to/from foreign countries. In IE Matrix, the writer give a weight (0.11) and rating (2), and get a score $0.11 \times 2 = 0.22$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight (0.24) $\times 2 = 0.48$.

Limited of raw material, A further weakness in terms of raw materials is the lack of land in Singapore to produce raw materials for the purposes of inflight catering

In IE Matrix, the writer give a weight (0.07) and rating (2), and get a score $0.07 \times 2 = 0.14$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight (0.16) $\times 2 = 0.32$.

Services on ground that is not friendly, In reality, not all the Singapore Airlines Limited employees serve the passengers like cabin crew do. In IE Matrix, the writer give a weight (0.08) and rating (2), and get a score $0.08 \times 2 = 0.16$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight (0.18) $\times 2 = 0.35$.

Singapore Airlines Limited net income is decrease, Singapore Airlines Limited posted a 36% decline of net profit in October-December 2016. The declining of passenger volume become the biggest factor in terms of profit decline. In October-December 2016, fell to US \$ 177.2 million from US \$ 274.9 in the same period last year. In IE Matrix, the writer give a weight (0.10) and rating (2), and get a score $0.10 \times 2 = 0.2$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight (0.23) $\times 2 = 0.45$.

Analysis of External Factors in Singapore Airlines Limited

External factor analysis is an analysis that focused on opportunities and threats that obtained from external conditions such as economic conditions, political, social,

cultural, government policies and others.

Opportunities

Cheaper price of aviation fuel in Singapore, As is known, the price of aviation fuel at Changi Airport, Singapore about 178 cents / gallon, or Rp 6,583 / liter. While in Soekarno Hatta International Airport is about Rp 9.280 or US\$66.3 cents/ liter. This price includes the cheapest cost compared to other airports in the world. In IE Matrix, the writer give a weight (0.11) and rating (3), and get a score $0.11 \times 3 = 0.33$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight (0.21) $\times 3 = 0.62$.

Technological change, Technological developments, the latest is Singapore Airlines mobile application. The passenger can easily manage the booking such as updating seats and meals. In IE Matrix, the writer give a weight (0.11) and rating (4), and get a score $0.11 \times 4 = 0.44$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight (0.21) $\times 4 = 0.62$.

Construction and expansion of Soekarno Hatta International Airport, Soekarno Hatta International Airport became the busiest airport in the world. Related to the construction and expansion this airport build a new terminal that called terminal 3 ultimate. This point became an opportunity to Singapore Airlines Limited in order to increase the passenger. In IE Matrix, the writer give a weight (0.09) and rating (3), and get a score $0.09 \times 3 = 0.27$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight (0.18) $\times 3 = 0.53$.

The passenger volume is continue increase, During February 2013, Singapore Airlines recorded growth year-on-year by 5.1 per cent on a system-wide passenger carriage (measured in revenue passenger kilometers). While capacity (measured in available seat kilometers) the airline grew by 2.4 percent. In IE Matrix, the writer give a weight (0.10) and rating (4), and get a score $0.10 \times 4 = 0.4$. Meanwhile, based on

Matrix SWOT 4K Analysis the writer give the weight $(0.19) \times 4 = 0.57$.

Singapore in one of the destination for vacation, When the holidays has come, many people want to go on vacation. Some places that always visited is Universal Studios, Merlion Statue, and shopping at Bugis Street. In IE Matrix, the writer give a weight (0.12) and rating (4), and get a score $0.12 \times 4 = 0.48$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight $(0.22) \times 4 = 0.66$.

Threats

Many competitor in the same routes as the substitute, As the one of the best airlines in the world, Singapore Airlines Limited certainly has competitors such as, Garuda Indonesia, Air Asia, Lion Air and Tiger Air that already serve the flight route CGK-SIN. Does not rule out the number of competitors will continue to grow from airlines companies that have been operating in Indonesia. This can be a threat to Singapore Airlines Limited in run the business activities. In IE Matrix, the writer give a weight (0.10) and rating (3), and get a score $0.10 \times 3 = 0.3$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight $(0.21) \times 3 = 0.63$.

Lack of infrastructure or airport facilities, If the airport have the lack infrastructure and facilities, it can be affect and threat for Singapore Airlines Limited in order to run the operational matter. In IE Matrix, the writer give a weight (0.09) and rating (2), and get a score $0.09 \times 2 = 0.18$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight $(0.19) \times 2 = 0.39$.

Terrorist attack, In IE Matrix, the writer give a weight (0.08) and rating (2), and get a score $0.08 \times 2 = 0.16$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight $(0.16) \times 2 = 0.32$.

National issue that affect to the operational, In IE Matrix, the writer give a weight (0.11) and rating (2), and get a score $0.11 \times 2 = 0.22$. Meanwhile, based on

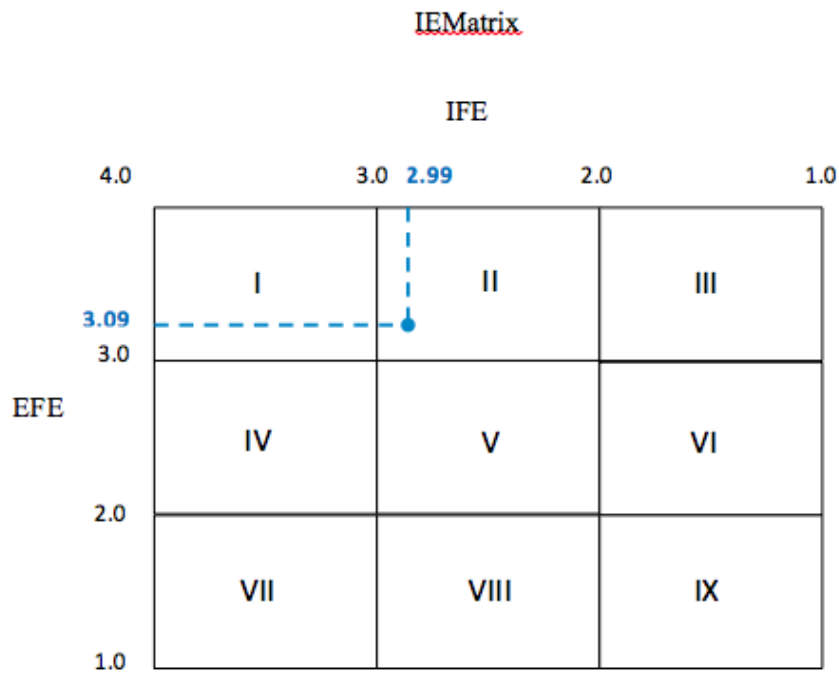
Matrix SWOT 4K Analysis the writer give the weight $(0.23) \times 3 = 0.68$.

Flight frequency is reduced, Singapore Airlines Limited reduce the frequencies from Jakarta. It was due to the maintenance of the runway at the Soekarno Hatta International Airport. Singapore Airlines reduce flights to Jakarta 5 times a week from 63 flights times a week. It can be a threat for Singapore Airlines Limited. In IE Matrix, the writer give a weight (0.10) and rating (3), and get a score $0.11 \times 3 = 0.33$. Meanwhile, based on Matrix SWOT 4K Analysis the writer give the weight $(0.21) \times 2 = 0.42 \times 3 = 0.68$.

B. Analysis Based On Internal-External Matrix

Total result of the evaluation of external factors Singapore Airlines Limited is 3.09 obtained from accumulated sum of opportunities is 1,92 and threats 1,17 so the writer indicate that Singapore Airlines Limited respond the opportunities and threats quite well, and the company opportunities can resolve the threats outside company. Total result of the evaluation of internal factors Singapore Airlines Limited is 3.03 obtained from accumulated sum of strengths is 2.13 and threats 0.90 so the writer indicate that Singapore Airlines Limited have a greater strengths than the weakness. So the temporary conclusion is the Singapore Airlines Limited can solve and handle the weakness.

Based on the total score on each factor, so the strategy position of Singapore Airlines Limited on Internal-External Matrix is on Cell 1(one) and based on SWOT analysis the position of Singapore Airlines Limited on the **Quadran 1 (one)**, **this Quadrant is growth position** it means for CGK – SIN VV Singapore Airlines Limited can use the intensive strategy which is market penetration, market development and product development but also can use the integration strategy which is ahead integration, backward integration,



horizontal integration.

SWOT Analysis

There is internal factors sub total of strengths is 3.80 and weakness is 1,99. Meanwhile, from external factors there is opportunities and threat. Sub total for opportunities is 3.00 and for threat is 2.70 SWOT Analysis is used to compare the company internal factor, there are strengths and weaknesses with external factor there are opportunity and threats. Based on the data calculation above so the Strategy Diagram in Singapore Airlines Limited to increase the passenger route CGK – SIN – CGK is at quadrant I, In this position, the company has a very favorable situation, the company have the power to take advantage of opportunities as much as possible. The strategies that to be used in this position is support more rapid growth policies. Singapore Airlines Limited can use the growth strategy by use the internal strength and opportunity to maximize profit.

To determine the alternative that appropriate for the company by using Matrix SWOT. Strategy in this matrix is based on the internal factors are the strengths and weaknesses and the external

factors are opportunities and threats. Based on the Diagram SWOT 4K the diagram positioning the company is in quadrant I and the most suitable strategies is S-O. Because the strategy is most suitable to apply and used by Singapore Airlines Limited. In SWOT matrix, the resulting strategy is S-O strategy, S-O strategy is the strategy which is made the company idea, by using all of the company strengths to take a great opportunity. There are the following strategies that resulting from S-O Strategy : (a) Increase the passenger reliance by keep the safety and improve the service, (b) Through a strong brand image Singapore Airlines Limited establish a good cooperation with Singapore government to increase market share through tourism development, (c) Do the construction and expansion and using the technology and a good on time performance to increase the passenger, (d) Increase the frequencies by using the entertainment system and cheaper price of avtur.

In the SWOT Matrix is organized by four key strategy are mutually continuous, which is Strengths and Weaknesses (S-O), Weaknesses and opportunity (W-O), Strengths and Threats (S-T), and

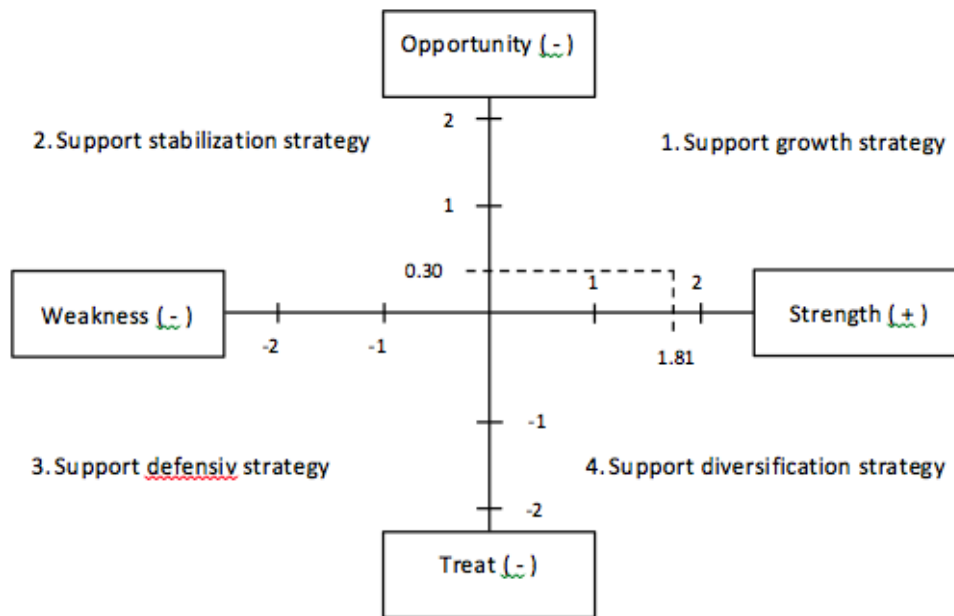


Figure 2.2 SWOT Analysis Singapore Airlines Limited

Tabel 2.3 SWOT/TOWS Matrix Singapore Airlines Matrix

	Strengths	Weaknesses
	1. A strong brand image 2. Have a good level of safety 3. Have a good on time performance 4. Good attitude of cabin crew 5. Its has Krisworld as its own entertainment system	1. Selling price higher than other airlines 2. Reliance on international traffic 3. Limited of raw materials 4. Service on ground is not friendly 5. The passenger volume is declining
Opportunity	SO Strategy	WO Strategy
1. Cheaper price of aytur in Singapore 2. Technological is change 3. Construction and expansion of Soekarno Hatta Intl Airport 4. The passenger volume is continues increases 5. Singapore is one of the destinations for vacation	1. Increase the passenger reliance by keep the safety and improve the service (S2, S4, O4) 2. Through a strong brand image Singapore Airlines Limited establish a good cooperation with Singapore government to increase market share through tourism development (S1, O4, O5) 3. Do the construction and expansion and using the technology and a good on time performance to increase the passenger (S3, O2, O3) 4. Increase the frequencies by using the entertainment system and cheaper price of aytur (S5, O4, O1)	1. Operational cost efficiency to suppress prices to take advantage of cheaper price of aytur and increase the passenger (W1, O4, O1) 2. Increase the international traffic to increase the passenger (W2, O4)
Threats	ST Strategy	WT Strategy
1. Many competitor in the same route as the substitute 2. Lack of infrastructure or airport facilities 3. Terrorist attack 4. Flight Frequencies is reduced 5. National issue that affect to the operational	1. Coordinate with the government to improve infrastructure feasibility level (S1, O1) 2. Strengthen brand image and service to increase the passenger (S1, S5, O4)	1. Improve service and make a difference from competitors (W4, T1) 2. Improve the infrastructure to increase the passenger (W5, T1)

Weaknesses and Threats (W-T). This is the alternative strategy according to SWOT Matrix :

among Five Traditions. United Kingdom: Sage Publication.

CONCLUSIONS

internal factor Strength that owned by SAL which has great value are have a good level of safety and have a good attitude of cabin crew. While the internal factor for SAL weakness is reliance on international traffic. The external factors analysis by using External Factor Evaluation (EFE), internal factor Opportunity that owned by SAL which has great value is Singapore is the one of the destination for vacation. While the external factor for SAL threat is flight frequencies is reduced.

Mapping position resulting from several analytical tools used by the writer as follows : Based on IE Matrix this company be in a position relatively excellent as can be seen in the position is in the cell **1 (one)**, and then on the result of diagram SWOT 4K is in the Quadrant I which means the company is in an aggressive position, so that it can be concluded that the strategy used for the SWOT Matrix is SO strategy, which is use the strength to take advantage of opportunity that owned by the company. From the calculation results using a variety of analysis tools, the suitable alternative strategy for this company is market penetration and product development, and **integration**.

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