
THE ANALYSIS OF MARKETING MIX STRATEGY OF WOOD PROCESSING IN INCREASING THE SALLING MARGIN

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ABSTRACT

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The purpose of this study is to analyze whether the application of the marketing mix strategy through the SWOT formulation can increase the sales volume of processed wood. This research was conducted at the office of PT. Three "Rs" located at Jalan Sultan Abdullat No. 75 Makassar, with the research time required by the author is approximately 3 (three) months starting from the beginning of May to July 2009. The population in this study are all consumers who use processed wood products, for housing development purposes in South Sulawesi, especially in the city of Makassar in the last year, so the population in this study is unknown. While the sample is as many as 300 respondents. Sampling was used using a non-probability sampling approach and the judgment method. Based on the results of the application of SWOT analysis, it appears that the strategy used by PT. The three "Rs" of Makassar in increasing processed wood sales are implementing the SO strategy, which is to make strengths to take advantage of opportunities, then the WO strategy by minimizing weaknesses to maintain opportunities, then the ST strategy using strengths to overcome threats and WT strategies that minimize weaknesses and avoid threats.

KEYWORDS

Mix Strategy, Marketing, Salling Margin

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INTRODUCTION

Nowadays, the efforts made by every company, especially the timber industry, are through improving the company's performance in order to maintain the continuity or continuity of the company's life, so that to improve the company's performance it needs to be supported by an increase in processed wood sales, in order to influence the achievement of optimal profits (Berry & Cooper, 1999) (Palandeng, Kindangen, Tumbel, & Massie, 2018) (Liu, Wang, & Li, 2018).

One of the efforts made by every timber industry company in increasing sales of processed wood is to carry out marketing activities, where marketing activities are intended to facilitate sales from processed wood producers to consumers, so with the important role of marketing carried out by the company it needs to be supported by the implementation of marketing mix strategies, such as: product, price, distribution and promotion (Thabit & Raewf, 2018) (Ciriković, 2014) (Išoraitė, 2016).

Marketing mix strategy is a fundamental tool that is planned to achieve company goals by developing a sustainable competitive advantage through the market entered and marketing programs used to serve the target market in increasing competitive advantage (Constantinides, 2006) (Pomeroy, 2014). With the importance of a marketing strategy, one of the targets carried out by every timber industry company is to increase sales of processed wood and increase competitiveness in the marketing of processed wood (Pomeroy, 2017).

To support the success of an accurate marketing mix strategy, a swot analysis is needed, so that the company can find out the strengths, weaknesses, opportunities, and threats faced by the company (Ling, Pham, & Hoang, 2009). Each business unit must be evaluated for its strengths and weaknesses periodically, so that the company has relatively greater strengths compared to its competitors (Fahriana & Huda, 2019). Opportunities owned by timber industry companies are government policies in encouraging increasing sales volume, domestic and foreign banks and at the same time being a large enough opportunity for regional entrepreneurs to manage existing resources in the region in an effort to increase timber industry activities in the region, while The threats faced by the timber industry companies are the increasing level of competition among the timber industry entrepreneurs, the cost of shipping transportation, the fluctuating exchange rate of the rupiah against the dollar, making it quite difficult for the company to increase its sales volume.

The importance of the processed wood marketing mix strategy in the timber industry company (Halaj, Sedliačiková, & Malá, 2018), the target to be achieved by the company is to increase the competitive advantage in marketing processed wood in addition to increasing the sales volume of processed wood, where it is necessary to know that in marketing processed wood, it is marked by the large number of wood industries that produce processed wood emerging, with the number of timber industries that have sprung up resulting in intense competition in the marketing of processed wood both in terms of quality or quality of processed wood products and from the selling price of processed wood, timber industry companies are required to be able to develop an accurate marketing mix strategy in increasing competitiveness in processed wood marketing (Ginsberg & Bloom, 2004) (Adams, 2016) (Baker, 2014).

The importance of the role of the processed wood marketing mix strategy for

every timber industry company, it needs to be supported by an evaluation of the marketing mix strategy used by timber companies in marketing processed wood.

The goals and objectives of each timber industry company are to find out the implementation of the marketing mix strategy carried out by the timber industry company in the marketing of processed wood.

Company PT. Tiga "R" Makassar is a company engaged in the timber industry, which in carrying out its activities as a company that produces processed wood, employs 85 workers. Marketing of processed wood, then PT. Tiga "R" Makassar produces competitive processed wood and high quality products.

One of the factors causing the decline in sales of processed wood is due to the emergence of many competing companies engaged in the timber industry, resulting in intense competition in marketing which means that it can also affect sales volume in the marketing of processed wood.

The existence of a phenomenon that occurs in the company, it needs to be supported by an analysis of marketing strategies. Where in analyzing the marketing strategy, the swot model is used whose purpose is to see the advantages, weaknesses, opportunities and threats in the marketing of processed wood.

The purpose of this study is to analyze whether the application of the marketing mix strategy through the SWOT formulation can increase the sales volume of processed wood.

RESEARCH METHOD

This research was conducted at the office of PT. Three "Rs" located at Jalan Sultan Abdullah No. 75 Makassar, with the research time required by the author is approximately 3 (three) months starting from the beginning of May to July 2009. The population in this study are all consumers who use processed wood products, for housing development purposes in South Sulawesi, especially in the city of Makassar in the last year, so the population in this study is unknown. While the sample is as many as 300 respondents. Sampling was used using a non-probability sampling approach and the judgment method.

While the data obtained are sourced from: primary data, namely data that comes from the results of field research through interviews and direct observation. Secondary data is data obtained from various reports and documentation at PT. Three "Rs", which are made periodically and are closely related to this research. Data collection methods used in this study were observation, interviews and documentation.

RESULT AND DISCUSSION

A. Analysis of Processed Timber Sales Development

In the current era of globalization, it shows very fast changes, especially in all fields. This is due to pressure from internal and external factors, so it is necessary for business people to be able to adapt to the changes that occur.

Pressures from internal factors in the form of innovations and strength in competing through improving service quality, improving human resources and external factors, namely technological advances, social, economic, political changes, government regulations and competitors. These internal and external factors are the driving force that requires business people to be able to anticipate and adapt to any changes in order to continue to exist, so that changes that occur are not obstacles or threats, but can be opportunities to develop businesses and achieve big profits.

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The use of SWOT analysis, namely in order to develop a strategy to calm business competition with the concept of cooperation or competition.

In its current development, SWOT analysis is used in formulating strategic business planning, which aims to develop long-term strategies so that the company's arch and goals can be achieved clearly and decisions can be made immediately, in the face of competitors.

In connection with the application of SWOT analysis, PT. Tiga "R" Makassar is a company engaged in the timber industry so that in managing its activities as a producer of processed wood, one of the efforts made by PT. The three "Rs" of Makassar are increasing competitive advantage in the sale of processed wood.

Where in carrying out its business activities as a timber industry, the PT. Three Makassar "Rs" intend to evaluate the development of processed wood sales over the last three years ii, from 2006 to 2008.

As supporting data, the following data will be presented on sales of processed wood at PT. Three Makassar "Rs" from 2006 to 2008, which can be seen in the following table.

Table 1. Sales of Processed Timber at PT. Three "R" Makassar from 2006 to 2008

Year	Sales of Processed Wood (Rp)
2006	7.225.063.830
2007	7.757.965.355
2008	7.458.562.255
Total	22.441.591.410
Average	7.480.530.470

Source : PT. Tiga "R" Makassar

From the sales data of drugs, drugs at the company PT. Three "R" Makassar for the last three years (2006 to 2008) showed an average increase every year.

Based on the data above, it will then be presented the development of processed wood sales at PT. Three "R" Makassar in 2004 to 2008 through the following table:

Table 2. Sales of Processed Timber during 2006 to 2008

Year	Sales of Processed Wood (Rp)	Sales Progress	
		Rp	%
2006	7.225.063.830	-	-
2007	7.757.965.335	532.901.505	7,37
2008	7.458.562.225	(299.403.110)	(3,86)
Average increase		116.749.197	1,75

Source : PT. Tiga "R" Makassar

From the data regarding the development of processed wood sales for the last 3 years, where the average sales have increased by Rp. 116,749,197.5 per year. It can be detailed that in 2007 sales of processed wood increased by Rp. 532,901,505 or 7.37% and in 2008 decreased by Rp. 299,403,110 or 3.86%. The decline in sales of processed wood was due to the intense competition with other processed wood competitors.

With the decline in drug sales, one of the efforts made by the company is to increase competitive advantage. Where with the increase in competitive advantage it will be able to affect the sale of processed wood.

B. Evaluation Based on SWOT Analysis in Increasing Processed Timber Sales

SWOT analysis in the marketing of drugs, has a significant relationship on the competitive situation in the timber industry business. One of the starting points in this

discussion is through an evaluation of the SWOT analysis, which is carried out based on the strengths and weaknesses that have been carried out in increasing market opportunities.

As for the purpose of doing a SWOT analysis in the marketing of Processed Timber, especially at PT. The three Makassar "Rs" are as follows:

1. Knowing the right marketing strategy in increasing sales of processed wood.
2. By using SWOT analysis, it can be seen how the strengths, weaknesses, opportunities and threats faced by PT. Three "R" Makassar in the face of this increasingly fierce competition.

Referring to the goals and objectives of conducting an evaluation of the use of SWOT analysis, in this description it will be easy to know what are the strengths and weaknesses of PT. The three "Rs" of Makassar are what opportunities are able to support developments in marketing performance and what threats will later be faced through the use of SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).

For more details on the application of SWOT analysis at PT. Three "R" Makassar, can be described one by one as follows:

1. Strengths: To see how the strength in the marketing of processed wood lies in the following aspects:

- a. Has the quality of processed wood that meets the standards.
- b. Have HPH (Forest Use Rights).
- c. Has various types of processed wood.
- d. Has a low number of employees/HR.
- e. Having sufficient funds but not being used for promotional activities optimally.
- f. Has an extensive distribution network.
- g. Cheaper/affordable prices.
- h. Better processing.
- i. Ability to deliver (delivery) on time.

2. Weaknesses (weaknesses)

In marketing processed wood, there are weaknesses faced by PT. Three "R" Makassar which can be described as follows:

- a. Bargaining position with less/low ISA (International Saw Mill and Wood Working Association).
- b. Limited quality of human resources.
- c. Suboptimal product planning.
- d. Lack of product promotion.
- e. Old machinery and equipment.
- f. The human resource quality development system is not good because there is no training for employees.

3. Opportunities (opportunities)

The opportunities that affect the marketing of processed wood can be described as follows:

- a. Government policy in increasing export volume.
- b. Quite a number of customers.
- c. Large market share due to increased demand.
- d. Regional autonomy.

4. Threats (threats)

Factors that pose a threat to companies in marketing processed wood can be described as follows:

- a. Competitors are mostly companies that have a lot of raw materials and skilled labor.

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- b. The price of similar products from other companies is cheaper.
- c. Increased competition because the number of new companies in this industry is increasing every year.
- d. Competitor companies increase the quality and quantity of production,
- e. Rupiah exchange rate fluctuations.
- f. Increased export costs due to the weakening of the Rupiah exchange rate.

C. Determination of Variables / Attributes in SWOT Analysis

Determination of variables/attributes in the SWOT analysis in the marketing of processed wood is intended to be able to formulate a marketing strategy through analysis that will be used in marketing processed wood.

With the formulation of a marketing strategy for processed wood, it can be seen that which strategy is more adequate to be used in marketing processed wood, especially at PT. Three "R" Makassar.

In marketing processed wood, the results of the analysis of respondents' responses to internal and external attributes are used in the application of SWOT analysis.

For more details, the results of respondents' responses to the attributes of external factors and internal factors will be presented which can be seen in table 5 below:

Table 3. Results of Respondents' Responses to Attribute Internal Factors And External Factors

Description	Response			
	Yes		No	
	People	%	People	%
A. STRENGTH				
1. Has high quality processed wood because it follows quality standards	39	2	36	8
2. Have HPH	43	7,33	32	2,67
3. Has various types of processed wood	39	2	36	8
4. Have a large number of employees/HR and cheap	40	3,33	35	6,67
5. Have a large enough promotional fund	47	2,67	28	7,33
6. Has an extensive distribution network	43	7,33	32	2,67
7. Cheaper/affordable price	39	2	36	8
8. Better processing	41	4,67	34	5,33
9. Ability to deliver (delivery) on time	46	1,33	29	8,67
B. WEAKNESS				
1. Bargaining position with less/low ISA	39	52	36	48
2. Limited quality of human resources	39	52	36	48
3. Suboptimal product planning	42	56	33	56
4. Less product promotion	41	54,67	34	45,33
5. Old machinery and equipment	40	53,33	35	46,67
6. The human resource quality development system is not good because there is no training for employees	42	56	33	44
7. The reward and punishment system is not applied properly, resulting in a high turnover rate	40	53,33	35	46,67

C. OPPORTUNITY					
1.	Government policy in increasing export volume	42	6	33	44
2.	A large number of customers	43	7,33	32	42,67
3.	Large market share due to increased demand	38	0,66	37	49,33
4.	Regional autonomy	40	3,33	35	46,67
D. THREAT					
1.	Competitors are mostly companies that have a lot of raw materials and skilled workers	43	57,33	32	42,67
2.	The price of similar products from other companies is cheaper	39	52	36	48
3.	Increased competition because the number of new companies in this industry is increasing every year	41	54,67	34	45,33
4.	Competing companies improve the quality and quantity of production	43	56	32	44
5.	Rupiah exchange rate fluctuations	42	52	33	46
6.	Increased export costs due to the weakening of the rupiah exchange rate	39	52	36	48

Source: Processed Data

Based on table 5, namely the responses of respondents on the attributes of internal factors and external factors on strength, the first statement is Having high quality processed wood because it follows quality standardization, then those who give the answer agree are 39 people or 52% and those who give the answer disagree are equal to 36 people or 48%.

Then the strength in marketing processed wood has an HPH, 43 people who gave an agree answer or 57.33% and 32 people who gave a disagree answer or 42.67%.

Having varied types of processed wood, 39 people or 52% of those who gave agree or disagreed answers and 36 people or 48% who gave disagreed answers.

Having a large and cheap number of employees/HR, then those who give agree answers are 40 people or 53.33% and those who give disagree answers are 35 people or 46.67%.

Having a fairly large promotional fund, then those who give an agree answer are 47 people or 62.67% and those who give an answer disagree are 28 people or 37.33%.

Having a smooth distribution network, 43 people or 57.33 percent of those who give agree answers and 32 people who give disagree or 42.67% answers.

The price is cheaper/affordable, 39 people or 52% of those who give the answer agree or disagree with 36 people or 48%.

The processing process is better, then those who give agree answers are 41 people or 54.67% and those who give disagree answers are 34 people or 45.33%.

The ability to deliver (delivery) on time, 39 people or 52% of those who gave agreed answers or 36 people or 48% of those who gave disagreed answers.

Then the weakness factor in the marketing strategy of processed wood is the bargaining position with less/low ISA, then the respondents who gave the answer agreed were 39 people or 52% and disagreed by 36 people or 48%. Another weakness in the SWOT analysis is the limited quality of human resources, so the respondents who gave

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the answer agreed were 42 people or 56%, and 33 people disagreed or 44%.

Product planning that is less than optimal, the respondents who gave the answer agreed by 41 people or 54.67% and disagreed by 34 people or 45.33%.

Product promotion is lacking, so the respondents who gave the answer agreed were 41 people or 54.67% and disagreed by 34 people or 45.33%.

Machines and equipment that are old, the respondents who gave the answer agreed by 40 people or 53.33% and disagreed by 35 people or 46.67%.

The human resource quality development system is not good because there is no training for employees, so the respondents who give the answer agree are 42 people or 56% and disagree are 33 people or 44%.

The reward and punishment system that is not applied properly, so that the turnover rate is high, the respondents who gave the answer agreed were 40 people or 53.33% and disagreed by 35 people or 46.67%.

Opportunity factor in the marketing strategy of processed wood, namely government policy in increasing export volume, the respondents who gave the answer agreed were 42 people or 56% and disagreed was 33 people or 44%.

Other Opportunities The number of customers is quite a lot, so the respondents who give the answer agree are 43 people or 57.33% and disagree are 32 people or 42.67%.

A large market share due to increased demand, the respondents who gave the answer agreed by 38 people or 50.66% and disagreed by 37 people or 49.33%.

Another opportunity is regional autonomy, so the respondents who gave the answer agreed were 40 people or 53.33% and 35 people did not agree or 46.67%.

Then the threat factor for PT. Three "R" Makassar, namely competitors are mostly companies that have a lot of raw materials and skilled labor, then the respondents who gave the answer agree were 43 people or 57.33% and disagreed were 32 people or 42.67%.

The price of similar products from other companies is cheaper, so the respondents who gave the answer agree by 39 people or 52% and disagree by 36 people or 48%.

Another threat is increasing competition because the number of new companies in this industry is increasing every year, so the respondents who give the answer agree are 41 people or 54.67% and disagree are 34 people or 45.33%.

Competitor companies increase the quality and quantity of production, then the respondents who gave the answer agree by 42 people or 56% and disagree by 33 people or 44%.

Another threat is the fluctuation of the Rupiah exchange rate, so the respondents who gave the answer agree by 42 people or 56% and disagree by 33 people or 44%.

Another threat that costs exports increased due to the weakening of the rupiah exchange rate, the respondents who gave the answer agreed by 39 people or 52% and disagreed by 36 people or 48%.

Based on Appendix 3 and Appendix 4, internal and external factors can be tested as follows:

1) Test the similarity of respondents' opinions about the attributes of internal factors

In the test of the respondent's similarity of opinion about internal factors, it can be determined as follows:

$$Q = \frac{c(c-1)\sum c^2 - (c-1)N^2}{cN - \sum R^2}$$

Where:

- C = Number of treatments
- C_i = Total of each treatment
- R_i = Total of each block
- N = Number of data

Based on the formula above, it can be tested the respondent's similarity of opinion about internal factors with the following steps:

a. Hypothesis

H₀: the opinion of respondents with the same internal attributes

H_a : respondent's opinion with different internal attributes.

b. Decision making basis:

Q_{count} < Q_{table}, H₀ is accepted

H_a rejected

Q_{count} > Q_{table} H₀ is rejected

H_a accepted

c. Decision:

With $\alpha = 0.05$ dk = 15, obtained Q_{table} (0.05: 15) = 24,996, so that in the test: which shows that Q_{count} = 4.987 < Q_{table} = 24,996 which means H₀ is accepted and H_a is rejected, which means there is no difference of opinion respondents about the attributes of internal factors.

1) Test the similarity of respondents' opinions on the attributes of external factors

The Cochran Q calculation on the respondent's similarity test on the attributes of external factors can be done with the following steps:

a. Hypothesis

H₀ the opinion of respondents with the same external attributes

H_a, the opinion of respondents with different external attributes.

b. Decision making basis:

Q_{count} < Q_{table} H₀ is accepted

H_a rejected

Q_{count} > Q_{table} H₀ is rejected

H_a accepted

c. Decision:

With $\alpha = 0.05$ dk 9, obtained Q_{table} (0.05: 9) = 16.919, so the test shows that Q_{count} = 1.712.

Thus the test decision is to accept H₀ because Q_{count} (1.712) < Q_{table} (16.919), so there is no difference in respondents' opinions about the attributes of external factors.

A. SWOT Formula Analysis

In marketing processed wood, it is necessary to analyze the strengths, weaknesses, opportunities and threats. For more details, the following will present a SWOT analysis in the marketing of processed wood which can be determined as follows:

1. Analysis of strengths and weaknesses in internal factors

Based on the analysis of the strengths of PT. Three "Rs" of Makassar, then a scale/weight assessment of strength in the marketing of processed wood can be carried out which can be seen in table 6 below:

Table 4. Analysis of Internal Strategic Factors in SWOT Analysis

Internal Strategic Factors	Weight	Rating	Score (Weight x Rating)
A. STRENGTH			
1. Has high quality processed wood because it	0,07	3	0,21

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follows quality standards				
2.	Have HPH	0,06	3	0,18
3.	Has various types of processed wood	0,06	3	0,18
4.	Have a large number of employees/HR and cheap	0,06	3	0,18
5.	Have a large enough promotional fund	0,06	3	0,18
6.	Has an extensive distribution network	0,06	3	1,18
7.	Cheaper/affordable price	0,06	3	0,18
8.	Better processing	0,06	3	0,18
9.	Ability to deliver (delivery) on time	0,06	3	0,21
TOTAL				1,68
B. WEAKNESS				
1.	Bargaining position with less/low ISA	0,05	4	0,20
2.	Limited quality of human resources	0,07	3	0,21
3.	Suboptimal product planning	0,06	3	0,18
4.	Less product promotion	0,07	3	0,21
5.	Old machinery and equipment	0,07	3	0,21
6.	The human resource quality development system is not good because there is no training for employees	0,06	3	0,18
7.	The reward and punishment system is not applied properly, so it doesn't get a high turnover	0,06	3	0,18
TOTAL				1,37

Source: Data Primer, 2007

Based on the results of the analysis of the variables rated and weighted in accordance with the criteria for internal strategy factors that have been determined, the results obtained are that PT. The three Makassar "Rs" have a strength of 1.68 and a weakness of 1.37, so it can be concluded that PT. The three Makassar "Rs" have a greater strength value (positive = 0.31 of the existing weaknesses, with the following calculation:

$$S = 1.68$$

$$W = 1.37$$

$$S-W = 0.31$$

1. Analysis of Opportunities and Threats of External Factors

The analysis of opportunities and threats of external factors can be seen through the following Label 7:

Table 5. Analysis of External Strategic Factors in SWOT Analysis

Internal Strategic Factors	Weight	Rating	Score (Weight x Rating)
A. STRENGTH			
1. Government policy in increasing export volume	0,13	4	0,52
2. A large number of customers	0,11	4	0,44
3. Large market share due to increased demand	0,13	4	0,52
4. Regional autonomy	0,13	4	0,52
TOTAL			2
B. WEAKNESS			
1. Competition is mostly companies that have a	0,09	4	0,36

	lot of raw materials and skilled workers			
2.	The price of similar products from other companies is cheaper	0,05	3	0,15
3.	Increased competition as the number of new companies in this industry is increasing every year	0,08	3	0,14
4.	Competing companies improve the quality and quantity of production	0,09	3	0,27
5.	Rupiah exchange rate fluctuation	0,10	3	0,30
6.	Increased export costs due to the weakening of the Rupiah exchange rate	0,09	3	0,27
	TOTAL			1,44

Source: Data Primer, 2007

Based on the results of the analysis of the variables rated and weighted in accordance with the criteria for external strategy factors that have been determined, the data obtained that PT. Three "R" Makassar has an opportunity value of 2 and a threat value of 1.44 so it can be concluded that PT. The three Makassar "Rs" have a greater chance of 0.056 and the threat posed is calculated as follows:

$$O = 2$$

$$T = 1.44$$

$$O - T = 2 - 1.44 = 0.56$$

Based on the results of the comparative analysis of strengths (S) and weaknesses (W) and opportunities (O) with threats (T), a SWOT analysis formulation can be used in the marketing of processed wood which can be described by the following scheme:

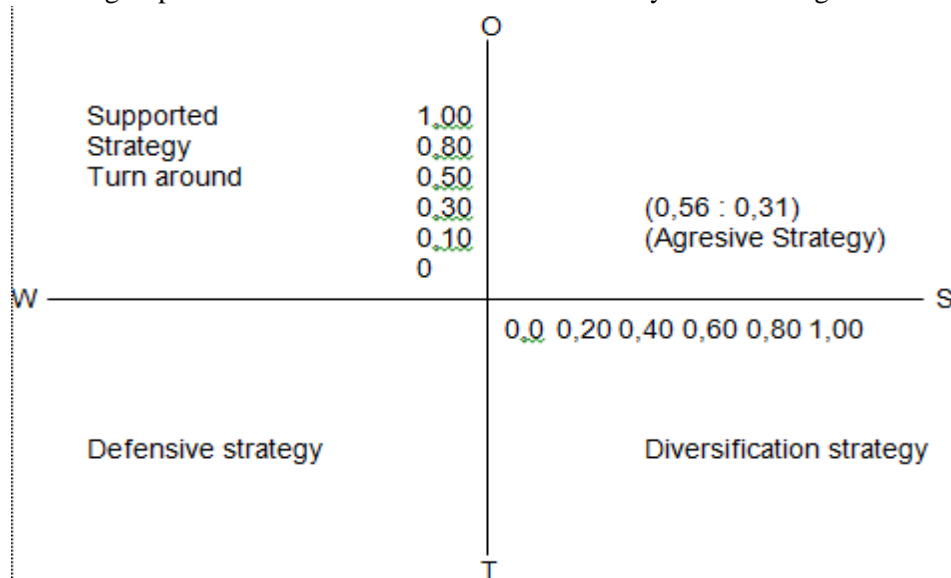


Figure 1. SWOT Analysis Map in Determining Processed Timber Marketing Strategy at PT. Three "R" Makassar

The position of the processed wood marketing strategy at PT. The three Makassar "Rs" are in quadrant I, this is a very favorable situation for PT. Three "R" Makassar have very good opportunities and strengths. The strategy that must be applied in this condition is to support an aggressive growth policy (Growth-oriented strategy).

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The results of the analysis of the SWOT analysis map above can be continued with a SWOT matrix analysis, which is a tool used to develop marketing strategy factors. For more details can be presented matrix tows for the marketing of processed wood at PT. Three "R" Makassar which can be seen through the following table 8:

Table 6. Results of tows matrix analysis in SWOT analysis

IFAS (Internal Factor)	STRENGTHS (S)	WEAKNESS (W)
	<ul style="list-style-type: none"> - Has a high quality of processed wood because it follows quality standards - Have HPH - Has a variety of processed wood types - Have a large number of employees/HR and cheap - Have a large enough promotional fund - Has an extensive distribution network 	<ul style="list-style-type: none"> - Bargaining position with less/low ISA - Limited quality of human resources - Sub-optimal product planning - Lack of product promotion - Old machinery and equipment. - The HR quality development system is not good because there is no training for employees. - The reward and punishment system is not applied properly, resulting in a high turnover rate.
EFAS (External Factor)	<ul style="list-style-type: none"> - Cheaper/affordable prices - Better processing - Ability to deliver (delivery) on time. 	
OPPORTUNITIES (O)	STRATEGY SO	STRATEGY WO
<ul style="list-style-type: none"> - Government policy in increasing export volume. -The number of customers is quite a lot. - Large market share due to increased demand. -Regional autonomy. 	<ul style="list-style-type: none"> - Understanding the marketing area. - Increase the quality of service. - Increase production volume. 	<ul style="list-style-type: none"> - Determination of competitive promotion strategy. - HR quality control system through training. - Updating machines and equipment.
THREATS (T)	STRATEGY ST	STRATEGY WT
<ul style="list-style-type: none"> - Competitors are mostly companies that have a lot of raw materials and skilled labor. - The price of similar products from other companies is cheaper. - Increased competition because the number of new 	<ul style="list-style-type: none"> - Improve / maintain standardization of processed wood. - Increase the quality and quantity of processed wood. 	<ul style="list-style-type: none"> - Renewed bargaining position with ISA. - Improving the service system in order to produce efficiency and effectiveness.

companies in this industry is increasing every year.

- Competitor companies improve the quality and quantity of production.

- Fluctuations in the rupiah exchange rate. Increased export costs due to the weakening of the rupiah exchange rate

Based on table 8, the tows matrix in the SWOT analysis, several marketing strategies for processed wood can be presented through the results of the SWOT analysis, namely as follows:

1. SO Strategy (Strengths - Opportunities)

SO strategy is a strategy that uses strength to take advantage of opportunities, so the efforts that need to be made by PT. Makassar's three "Rs" are

a. Add marketing area

One of the efforts made in selling processed wood is to increase the marketing area. Efforts are being made to take a personal approach and an institutional approach to potential business partners so that they can become new customers for the company.

b. Increase service quality

Other efforts that can be done by PT. The three "Rs" of Makassar are to increase the quality of service to customers, this is done so that customers feel satisfied which in turn can increase sales of processed wood and can increase optimal profits.

c. Increase production volume

To increase sales of processed wood, the strategy taken is to increase the volume of production so that the company can meet the demands of more and more customers.

2. WO Strategy (Weaknesses - Opportunities)

WO strategy is a strategy that minimizes weaknesses to take advantage of opportunities, so that efforts are made by PT. The three "Rs" of Makassar are:

a. Determination of competitive promotion strategy

In the marketing of processed wood, the strategy used is to determine a competitive promotion strategy that can be carried out with a personal approach and an institutional approach so that this promotional effort can increase the volume of processed wood sales.

b. HR quality control system through training

To reduce the reward and punishment system that is not applied properly so that the turnover rate is high, the strategy that needs to be done is to implement the development of human resource quality, such as HR training on matters related to the production and marketing of processed wood.

c. Machinery and equipment upgrades

This is done by replacing old machines and equipment with new machines and equipment so that the production volume and quality of processed wood can increase.

3. ST Strategy (Strengths - Treat)

ST strategy is a strategy that uses strength to overcome opportunities, so what needs to be done by PT. The three "Rs" of Makassar are:

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a. Improving/maintaining standardization of processed wood

Efforts made through ST strategy analysis are to maintain and improve the standardization of processed wood so that the bargaining position with ISA increases and can increase customer satisfaction.

b. Increase the quality and quantity of processed wood

One of the efforts made by PT. The three "Rs" of Makassar are to increase the quality and quantity of processed wood so that old customers can be satisfied and new customers can fulfill their demands which in the end is expected to increase the sales volume of processed wood.

4. WT Strategy (Weaknesses - Threats)

WT strategy is a strategy that avoids threats, so what needs to be done by PT. The three "Rs" of Makassar are:

a. Renewal of bargaining position with ISA

In overcoming the weak bargaining position with ISA, PT. Three "R" Makassar try to meet the existing requirements by improving the quality of the processed wood they produce.

b. Improving the service system to produce efficiency and effectiveness

In an effort to increase sales of processed wood, it is necessary to improve the service system so as to produce efficiency and effectiveness that can ultimately meet and exceed customer expectations so that they can be loyal and increase their purchases.

CONCLUSION

From the description of the results of the analysis and discussion regarding the application of the processed wood marketing strategy at PT. Three "R" Makassar, it can be drawn some conclusions from the overall results of the analysis that has been carried out, namely as follows:

Based on the results of the application of SWOT analysis, it appears that the strategy used by PT. The three "Rs" of Makassar in increasing processed wood sales are implementing the SO strategy, which is to make strengths to take advantage of opportunities, then the WO strategy by minimizing weaknesses to maintain opportunities, then the ST strategy using strengths to overcome threats and WT strategies that minimize weaknesses and avoid threats.

Based on the results of the analysis of the variables rated and weighted in accordance with the criteria of external strategy factors that have been determined, the position of the marketing strategy of PT. The three Makassar "Rs" are in a very advantageous position, namely an aggressive strategy, where PT. The three "Rs" of Makassar have excellent opportunities and strengths in creating adequate advantages when compared to other competing companies.

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