

## ASSESSING THE MARKETING APPROACH OF PT PAL INDONESIA COMPANY THROUGH A SWOT ANALYSIS

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### ABSTRAK

Penelitian ini mengkaji bagaimana metode SWOT digunakan untuk menentukan strategi pemasaran PT PAL INDONESIA, dengan tujuan untuk mengeksplorasi penerapan SWOT, menggunakan metode kualitatif untuk pengumpulan dan analisis data. Studi ini mengungkapkan temuan-temuannya melalui kombinasi survei online dan offline. Survei online dilakukan melalui Google Form untuk mengukur kepuasan pelanggan, kinerja operasional, dan preferensi pengguna. Survei offline melibatkan wawancara dengan berbagai pemangku kepentingan di PT PAL Indonesia, termasuk manajemen senior, insinyur, dan karyawan. Hasilnya menggambarkan kegunaan strategis dari penilaian kekuatan, kelemahan, peluang, dan ancaman sebuah perusahaan. Hal ini menekankan pentingnya mempertimbangkan elemen-elemen ini dalam sebuah perusahaan. Analisis SWOT memainkan peran penting dalam merumuskan strategi bisnis dan membantu PT PAL Indonesia dalam memahami faktor-faktor internal dan eksternal yang memengaruhi perusahaan. Dengan memanfaatkan analisis SWOT secara efektif, perusahaan dapat meningkatkan daya saing, mengatasi tantangan, dan memanfaatkan peluang untuk pertumbuhan dan kesuksesan jangka panjang yang berkelanjutan.

**Kata Kunci:** Wawancara terkait, Perusahaan, Analisis data

### ABSTRACT

This research examines how the SWOT method is employed to determine the marketing strategy of PT PAL INDONESIA, aiming to explore the application of SWOT, using qualitative methods for data collection and analysis. The study reveals its findings through a combination of online and offline surveys. Online surveys were conducted via a Google Form to gauge customer satisfaction, operational performance, and user preferences. Offline surveys involved interviews with various stakeholders at PT PAL Indonesia, including senior management, engineers, and employees. The outcomes illustrate the strategic utility of assessing a company's strengths, weaknesses, opportunities, and threats. This underscores the significance of considering these elements within a company. The SWOT analysis plays a crucial role in formulating business strategies and aids PT PAL Indonesia in comprehending both internal and external factors impacting the company. By effectively leveraging SWOT analysis, companies can enhance their competitiveness, tackle challenges, and capitalize on opportunities for sustained long-term growth and success.

**Keyword :** Related interviews, companies, data analysis

## 1. INTRODUCTION

### 1.1 Background

PT PAL Indonesia (Persero), commonly referred to as PT PAL, stands as the foremost ship manufacturing entity in Indonesia [1]. Its origins trace back to 1939 when it was founded as *Nederlandse Indische Scheepsbouw Maatschappij* (NISB) by the Dutch colonial government, primarily dedicated to ship repairs within the Dutch East Indies [2]. Following

Indonesia's independence, the company was acquired by the Indonesian government and renamed *Penataran Angkatan Laut* (PAL), later restructured multiple times until its rebranding as PT. PAL Indonesia (Persero) in 1980. This marked a pivotal moment when the company broadened its scope to include the construction of new vessels. Situated in Surabaya, East Java, PT PAL Indonesia operates on a sprawling 29-hectare production facility, crafting a diverse

range of ships, from warships, patrol boats, submarines, ferries, and passenger boats to tankers, fishing vessels, dredgers, and barges [3]. Notably, PT PAL has demonstrated prowess in constructing significant vessels like aircraft carriers, destroyers, and submarines. As a state-owned enterprise, PT PAL Indonesia significantly contributes to Indonesia's maritime sector's growth and progress [4]. The company is steadfast in enhancing its production technology and quality by collaborating with international partners and initiating technology transfer programs to bolster the domestic shipbuilding industry [5]. Expanding beyond shipbuilding, PT PAL ventures into non-ship sectors, involving itself in heavy equipment manufacturing, steel construction, power generation, and renewable energy [6]. Renowned for its reliability as a shipbuilder and possessing high technical proficiency, PT PAL Indonesia continually endeavors to establish itself as a strong global competitor within the shipbuilding industry [7]. The final project's problem statement encompasses the following inquiries:

1. What advantages does PT PAL Indonesia possess within the shipbuilding sector, and how can these strengths be leveraged to secure a competitive edge for the company?

2. What are the deficiencies within PT PAL Indonesia, and how might these limitations impact the company's performance and market position?

3. How can potential prospects surrounding PT PAL Indonesia in the shipbuilding industry be identified, and in what ways can the company capitalize on these opportunities for expansion and progress?

4. What challenges does PT PAL Indonesia encounter, stemming from industry rivalry, regulatory alterations, and other external influences, and how can the company mitigate these threats?

5. In what manner can the integration of SWOT analysis aid PT PAL Indonesia in strategic planning, decision-making, and fostering long-term business growth and development?

## 1.2 Research Objectives

The final project's research aims are detailed as:

1. To investigate advancements in ship design, materials for ship construction, propulsion and navigation systems, security systems, and other related technologies.

2. To explore how PT PAL Indonesia can confront challenges and address potential quality issues that may arise.

3. To understand the implementation of cutting-edge technology in ship design and ship development processes.

## 1.3 Benefits

Businesses can recognize their internal strengths and weaknesses, enabling them to effectively harness their strengths and mitigate any prevailing weaknesses [16].

## 1.4 Limitations

1. Time Limitations: When researching PT PAL Indonesia, it's crucial to consider time constraints. The available information and data during the research phase might be confined to a specific timeframe [9].

2. Information Accessibility: Access to detailed and specific information regarding PT PAL Indonesia could be constrained due to company policies and confidentiality regulations. Certain data and information might not be publicly accessible or could necessitate special authorization for retrieval [10].

3. Research Emphasis: Research conducted at PT PAL Indonesia might concentrate on a particular area, be it ship technology, financial analysis, marketing strategy, or environmental impact. Therefore, setting boundaries becomes essential to focus the research on pertinent and delimited areas aligned with the research objectives [11].

4. Limitations in Scope: Research concerning PT PAL Indonesia might be confined by geographical or industry-specific boundaries [12].

## 2. RESULTS AND DISCUSSIONS

This research utilizes diverse methods to access pertinent information sources, including official company publications, industry journals, and publicly accessible reports on company finances and performance [13]. PT PAL Indonesia might maintain a research and development department that could offer further insights into conducted research and achieved outcomes [14]. Directly engaging with PT PAL Indonesia's research and development team could provide immediate access to the latest research findings or the specific information sought after [15].

### 2.1 Activity Plan

Design of Research Activity: Evaluating SWOT Analysis for Determining the Marketing Strategy of PT PAL INDONESIA:

#### Introduction

- a. Context: Explores the practical application of the SWOT method in shaping a company's marketing strategy [17].

b. Problem Formulation: Frames inquiries regarding how a company applies the SWOT method to determine marketing strategies [18].

#### Theoretical Framework

a. Literature Review: Compiles and examines existing studies related to SWOT analysis in establishing marketing strategies for companies [19].

b. Key Concepts: Identifies pivotal concepts, including engaging with pertinent PT PAL Indonesia stakeholders, such as senior management, engineers, or employees through interviews [20].

#### Research Methods

a. Approach Selection: Determines the most suitable research approach, such as surveys, interviews, or a combination of both [21].

b. Population and Sample: Defines the target population and draws a representative sample [22].

c. Data Collection: Implements tools like questionnaires or interview guides to gather information from relevant stakeholders [23].

d. Data Analysis: Utilizes appropriate statistical methods and/or qualitative approaches to analyze the gathered data [24].

#### Research Implementation

a. Sample Preparation and Engagement: Engages with involved parties, outlining the study's purpose and requesting their participation [25].

b. Data Collection: Conducts surveys or interviews with chosen respondents to gain insights into the company's marketing strategies [13].

c. Data Processing and Analysis: Processes and analyzes collected data using predetermined research methods [14].

#### Research Results

a. Data Analysis: Engages in the processing and interpretation of collected data to uncover deeper insights and comprehension [12].

b. Findings Presentation: Systematically and comprehensively presents research findings supported by relevant data and theories [17].

#### Discussion and Conclusion

a. Results Interpretation: Interprets research findings, drawing comparisons with relevant literature, and concluding insights [18].

b. Implications and Recommendations: Discusses practical implications from the research findings and offers recommendations for the company's benefit [11].

## 2.2 Scope or Object of Study

Within a study addressing marketing strategies in companies to elevate industrial progress, aiming to foster advanced technology for international competitiveness [17]. This

research explores a methodology to enhance and cultivate the maritime industry in Indonesia.

## 2.3 Study Materials and Key Tools

The primary emphasis of this research revolves around crafting marketing strategies by utilizing the interview technique within the company [14]. Through the conducted interviews, it aids in understanding the application of the SWOT method and the company's marketing strategy [1].

## 2.4 Location or Place

The research is titled "Assessing the Marketing Approach of PT PAL Indonesia Company Through a SWOT Analysis." The initial consideration pertains to the feasibility of the research site for researchers in terms of energy, finances, and time effectiveness. PT PAL Indonesia (Persero) is situated in Surabaya, East Java, Indonesia. The company's manufacturing facility is positioned at Jl. Ujung, Ujung, Surabaya, East Java. In terms of operational hours, PT PAL Indonesia typically follows the standard work schedule prevalent in Indonesia, operating from Monday to Friday, starting from 08:00 and concluding around 16:00 or 17:00 (WIB).

## 2.5 Data Collection Techniques

Within your study, various data collection methods are available. These commonly used research techniques encompass:

a. Surveys: This method entails gathering data by distributing questionnaires to respondents. Questionnaires can be administered online to pertinent company stakeholders.

b. Interviews: Utilizing interviews involves direct engagement with respondents to obtain comprehensive insights into the research subject.

c. Observation: This technique entails firsthand observation, conducted both online and offline.

## 2.6 Study Operations

When implementing variables for PT PAL Indonesia, it is crucial to identify pertinent variables and quantify them effectively [12]. Below is the operationalization of variables associated with PT PAL Indonesia:

#### Variable: Product Quality

To measure this variable, indicators such as customer satisfaction levels, product defect rates, or product quality ratings in customer satisfaction surveys or product testing can be utilized [2].

#### Variable: Production Efficiency

To quantify this variable, indicators like the degree of production capacity utilization, waste

levels, or production cycle time can be used to gauge the operational efficiency of PT PAL Indonesia [6].

## 2.7 Analysis Technique

In qualitative research, the process of data analysis spans from the initial stages of planning the research to the completion of the research report. It commences before the fieldwork, continues during the field investigation, and extends to the reporting of research outcomes. The data analysis method initiates when the researcher identifies the research focus and persists until the conclusion of the research report. It involves systematically collecting and organizing data obtained from interviews, field notes, and other sources, facilitating a comprehensive understanding and the subsequent sharing of findings with others.

## 3. CONCLUSION

The conclusions derived from the SWOT analysis for determining PT PAL Indonesia's marketing strategy will be based on the research's findings and analysis. Nevertheless, the subsequent are general deductions drawn from the SWOT analysis that aid in formulating PT PAL Indonesia's marketing strategy:

1. Strengths: Recognizing PT PAL Indonesia's internal strengths, like robust technical proficiency, extensive experience in the shipping industry, and advanced production capabilities.

2. Weaknesses: Acknowledging internal weaknesses, such as limitations in infrastructure or a lack of product diversification.

3. Opportunities: Identifying external opportunities, including burgeoning market demand, regulatory alterations favoring the shipping industry, or prospects for international expansion.

4. Threats: Recognizing external threats, like intense competition, regulatory shifts impacting the shipping industry, or economic uncertainties.

Drawing from the SWOT analysis's conclusions, PT PAL Indonesia's marketing strategy may involve actions like leveraging internal strengths, addressing or ameliorating internal weaknesses, capitalizing on external opportunities, and mitigating potential threats. Crafting a marketing strategy that aligns with the company's context and encompasses PT PAL Indonesia's short-term and long-term objectives is crucial.

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