Proposed Marketing Strategy in PT. Citatah Tbk with SWOT Analysis Approach and Boston Consulting Group (BCG) Matrix to Increase Sales Volume

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Abstract

In 2020 there was a COVID-19 pandemic which caused economic turmoil to all industrial sectors and in this study focused on the construction sector, where the impact of the pandemic also affected the business performance of PT. Citatah, a company that produces and sells marble, where the company experienced a significant decrease in net profit. It was found that the seven elements of the 7P marketing mix had a significant effect on increasing sales if they were carried out simultaneously based on the results of the F-test and T-test. The results of the study concluded the two elements that gave the most significant influence were product and process elements. Based on the BCG matrix approach to get a product portfolio strategy, the company will allocate a budget for products with low-end segmentation where low-end products are included in the Star quadrant where this quadrant shows products in improving market conditions and profitability. The results of the calculation using the SWOT method, obtained all internal and external aspects of the company, then it was found that the company is in the progressive quadrant so that this triggers the company to execute opportunities and each strategy formulation is correlated back to the elements of the strategy mix that have a significant influence on increasing sales.

Keywords
Marble Industry, SWOT, BCG Matrix and 7P Marketing mix.

1. Introduction
During the Coronavirus emergency, there have been central changes in clients' requests and buy conduct, which makes it substantially more critical for a firm to depend on enhancing its showcasing practices and procedures for endurance. Realizing that clients change their way of behaving during an emergency, for example, the Coronavirus pandemic, promoting chiefs shouldn't trust that things will fully recover and take on a "no-activity" demeanor as it will place the firm in a more tough spot. (Nikbin, et.al., 2021). Strategy plays an important role so that business actors can maintain, process, and innovate the existence of their natural potential, in Indonesia currently marble crafts are developed and produce products that have a high selling value (Haerani, et.al., 2019). The development of the global economy is currently developing with an open trade system so that this has an impact on the Indonesian state, especially for every business actor where global trade like this will affect increasingly fierce business competition, both between domestic and international business actors. Along with these developments, the marble sector business also experienced a significant shift (Astuti, et.al., 2019).

PT. Citatah Tbk is a company engaged in the marble industry where marble is a finishing material that is relatively expensive compared to granite or ceramics, but this finishing material is quite popular among the public. Marble as a supporting material and correlates with the construction sector in Indonesia such as housing projects, hotels, and condominiums. During the current pandemic, the construction sector is experiencing a decline, according to the Indonesian National Construction Entrepreneurs Association (GAPENSI) noting that business performance in the construction sector has declined due to the many delays in construction projects during the pandemic. According to statistical results released by the Central Statistics Agency regarding Indonesia's economic growth in Quarter I-2021, the Indonesian economy in the first quarter of 2021 against the first quarter of 2020 experienced a growth contraction of 0.74% year-on-year (YoY) and Indonesia's economic growth in Quarter I-2021 compared to quarter IV-2020 experienced a growth contraction of 0.96% quarter-on-quarter (QoQ) but with the economic growth that occurred it did not have an impact on all business sectors where the construction business sector was still experiencing a

weakening where product growth Gross Domestic Product (GDP) still weakened by -2.1% (Indonesia's Central Bureau of Statistics, 2021). From research by Hermanto, et.al., 2021, it is known that some of the marketing mix strategies have a significant effect on customer satisfaction of granite and natural marble, while some of customer value have no significant effect on purchase intention of granite and natural marble.

Sustainable marketing known as Green/eco-friendly Marketing, promotes products and services based on the environmental advantages and values. (Kaur, et.al., 2022) (Chan,et.al, 2012). At last Eco-friendly marketing expects that purchasers need a cleaner climate and will purchase it, conceivably through more extravagant products, changed individual ways of life, or perhaps legislative mediation. Last purchasers and modern purchasers even could constrain associations to coordinate the climate into their corporate culture and accordingly guarantee all associations limit the negative natural effect of their exercises. (Ambuli, et.al., 2022).

The economic downturn that occurred had an impact on PT. Citatah Tbk where the company is engaged in construction and real estate so that with this weakening, the company needs to find a strategy to survive from more and more competitors and take advantage of the opportunities that the company can have.

1.1 Objectives

The study objective is, first to analyze the elements of Marketing Mix 7P that significantly affect sales growth, second, to identify the market segmentation of natural stone products (flagship, high-end, medium, and low-end) that are suitable for marketing budget allocation using the BCG matrix approach and third, determine the proposed marketing strategy at PT. Citatah Tbk based on SWOT analysis.

2. Literature Review

2.1. Marketing Mix

Cites to Nikbin, et.al.2021, on their Literature review in marketing has suggested that marketing managers should take a proactive marketing approach, both to alleviate the negative influence of the pandemic on the brand's position in the market and to prevent customers' switching intentions. The marketing mix strategies and practices that firms should pursue to survive and grow during and after COVID-19.

Along with changes in consumer behaviour, the marketing mix is no longer only related to the 4Ps (Product, Price, Place, and Promotion) but has evolved into the 7Ps, namely:
•   Product is a marketing effort related to everything that is offered to meet consumer needs. The product mix consists of product type, quality, design, completeness, brand name, packaging, size, product service, warranty, and replacement (Anjani, et.al., 2019)
•   Price is an element of the marketing mix about how much money consumers spend to buy products to meet their needs and wants. If the perceived benefits of consumers increase, then its value or price may increase to a certain point. There are three strategies in pricing, namely: (1) Pricing is based on production costs, (2) Pricing is based on the assessment or perception of consumers, and (3) Pricing is based on the results of price research of industrial competitors (Hartono, et.al., 2021).
•   Place is a market location or a place where traders sell or distribute their merchandise so that they are available to consumers. Physical distribution decisions consider how orders are processed, where storage is located, how much preparation must be put in place, and how goods must be transported. Factors that need to be considered in choosing a location are the proximity to industrial areas, offices, housing and adequate facilities and infrastructure (Hartono, et.al., 2021).
•   Promotion is an effort to convey information or communication between traders and consumers with the aim of disseminating information, influencing, persuading, and reminding the target market to create demand for the products or services offered by traders. According to Kotler and Armstrong, there are several ways to carry out promotional activities, namely: (a) Advertising (b) Sales Promotion (c) Personal Selling (d) Public Relations (e) Direct Marketing (Hartono, et.al., 2021).
•   People is an element that can be interpreted as the role of humans in the delivery of goods or services that can affect consumer perceptions. According to Kushwaha and Agrawal, customer-oriented employees focus on showing personal attention, interpersonal care, courtesy, and responsiveness (Anjani, et.al., 2019).
•   Process describes the methods and sequences in service and creates the value promised to customers by serving each customer's request. Elements of this process include convenience in buying and selling, and quick seller

responses to meet consumer demand, agile responses to consumer complaints about products and services (Anjani, et.al., 2019).
•   Physical Evidence focuses on the physical conditions in the place of business including the surrounding area. Physical evidence of marketing elements includes the supporting environment (furniture, colour, layout, noise level), supporting goods, layout, cleanliness, and equipment, supporting facilities such as toilets, prayer rooms and parking lots (Anjani, et.al., 2019).

2.2. Matrix Boston Consulting Group

The BCG Matrix is baased on the use of relative market share and industry growth to determine the competitive position of the company's Strategic Business unit in its industry and the subsequent progression of net money expected to work the unit. (Escoto, et.al., 2021).

The Boston Consulting Group (BCG) matrix was used for portfolio analysis. This method is used to identify the strategic position of the company and indicate the possibility of its development. The idea of the BCG method consists of planning a production portfolio or service portfolio so that it is possible to maintain a balanced relationship between products or services in the long term characterized by high competitiveness and profitability (Mohajan, 2017). The Market Growth Rate marked on the vertical axis shows the market growth rate which aims to reflect the high or low available business opportunities and to measure the market growth rate can be formulated as follows (Hossain and Kader, 2020):

$$G = \frac{P_1 - P_0}{P_0} \qquad (1)$$

Legends:
G   : Growth
P_1 : The industry sales this year
P_0 : The industry sales last year
With the results of a higher market growth rate, it reflects the business opportunities that are owned are also getting bigger in the market. The size of this market share growth can be seen through the profits earned by the business units. Related Market Share is also an indicator of the strengths or weaknesses perceived by the business unit and the measurement of relative market share (Chiu, et.al., 2019)

$$\text{Related market share} = \frac{\text{SBU Sales this year}}{\text{Leading's rival sales this year}} \qquad (2)$$

The related market share figure is not used as a percentage but is an absolute value, that is, the value is less than 1 or the value is more than 1. If the market share is relatively larger than 1, then this indicates that the company's sales are greater than those of competitors. The company is considered to have an advantage over its competitors. This market share measurement is also able to show whether the company has weaknesses or strengths (Hossain and Kader, 2020)

2.3. Strengths, Weaknesses, Opportunities, and Threats, SWOT analysis

SWOT analysis is a strategic planning framework used in the evaluation of organizations, plans, and projects or business activities. Therefore, SWOT Analysis is a significant tool for situation analysis that helps managers to identify organizational and environmental factors. SWOT analysis has two dimensions: Internal and external. Internal dimensions include organizational factors, as well as strengths and weaknesses, external dimensions include environmental factors, as well as opportunities and threats (Chiu, et.al., 2019).

SWOT analysis is a commonly used method for analyzing and positioning an organization's resources and environment in four areas: Strengths, Weaknesses, Opportunities, and Threats. Strengths and Weaknesses are internal (controllable) factors that support and hinder the organization from achieving its respective missions. Opportunities and Threats are external (uncontrollable) factors that enable and paralyze organizations to achieve their mission. By identifying factors in these four areas, organizations can identify their core competencies for decision making, planning and strategy building. SWOT analysis is one of the many tools that can be used in an organization. organizational strategic planning process. Other tools commonly used for strategy analysis are PEST analysis, Five-Forces analysis, and 3C (Customer-Company-Competitor) analysis (Gurl, 2017).

2.4. Marketing strategies

Based on its fundamentals, marketing strategy provides direction with matters related to variables such as market share segmentation, market share identification, positioning, marketing mix elements and costs and based on the included understanding it can be concluded that marketing strategy is a way to achieve organizational targets by maximizing every variables that are owned and always develop and evaluate the elements of the marketing mix so that the target market can be served well (Phadermrod, 2019).

3. Data Sources and Methods
3.1. Methods
The object of this research is to develop marketing strategy to increase net sales at PT. Citatah and the research steps were divided into 4 major steps. The first step is identifying the problem and evaluate current marketing strategies, second stage is collecting primary and secondary data, namely the company's internal sales data compared to competitors through financial reports published on the Indonesia Stock Exchange and conducting interviews & questionnaires with 30 respondents, i.e. division managers and staff of sales & marketing Department, to determine the current company's Strengths, Weaknesses, Opportunities and Threats. Third step use 7P Marketing mix method to define the marketing strategy. The last step, conduct evaluation with Sales & marketing team.

Figure 1. Research Stages of Study

4. Data Collection
Data was collected from Citatah's financial reports published on the Indonesia Stock Exchange and conducted interviews to find out the current Marketing Mix and Strengths, Weaknesses, Opportunities and Threats owned by the company. In this study there are 2 types of data:

Primary data is data obtained by direct observation, direct interview, and questionnaire. The respondents are 30 persons of division managers and staff at PT. Citatah Tbk. The research questionnaire was fulfilled by 30 person of division managers and staff of PT. Citatah Tbk.

Secondary data sources are company profiles, company sales data and competitor's information. The data is obtained through the Indonesia Stock Exchange website in the form of the company's annual financial statements that have been published.

5. Results and Discussion
5.1 Marketing Mix
The validity test is carried out as a measure to show the validity of an instrument and the validity test aims to obtain a truth where the truth can only be obtained if it is tested against a valid instrument and the following are the results of the validity test on the 7P marketing mix elements that have been determined. Figure 2 shown the validity testing carried out with a significant level used is 5% with 80 respondents where X1 = Product, X2 = Price, X3 = Place, X4 = Promotion, X5 = People, X6 = Process, X7 = Physical Evidence and X1.1 shows the Product element of the first question item and so on (Figure 1).

	X1.1	X1.2	X1.3	X2.1	X2.2	X2.3	X2.4	X3.1	X3.2	X3.3	X4.1	X4.2	X4.3	X5.1	X5.2	
Rhitung	0,28733	0,5391	0,62712	0,56712	0,43323	0,28379	0,70401	0,33638	0,62981	0,70262	0,29023	0,58134	0,56921	0,44551	0,65287	
Rtabel	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	
Uji Validitas	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	
	X5.3	X5.4	X5.5	X6.1	X6.2	X6.3	X7.1	X7.2	X7.3	X7.4	Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y1.6
Rhitung	0,62444	0,28716	0,2256	0,33024	0,60932	0,62381	0,36022	0,4198	0,2221	0,36944	0,33024	0,578	0,62381	0,28733	0,56715	0,62712
Rtabel	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172	0,2172
Uji Validitas	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid

Figure 2. Validity Test

The reliability test aims to measure the accuracy or consistency of an instrument where this test aims to determine whether the instrument can be trusted or not to reveal the true characteristics or conditions of the research object and in this study using a reliability test with the Cronbach alpha method where if the Cronbach Alpha coefficient equal or above 0.6 then the instrument is declared reliable. Table 1 shows the results of the reliability test for each element of the 7P marketing mix (table 1)

Table 1. Reliability Test

Variables	F-test Value	Result
Product	0.72221	Reliable
Price	0.66080	Reliable
Place	0.65311	Reliable
Promotion	0.74031	Reliable
People	0.60724	Reliable
Process	0.73441	Reliable
Physical Evidence	0.65673	Reliable
Increase Sales	0.68436	Reliable

F Test aims to test all independent variables against other independent variables simultaneously.
Ho: There is no significant effect of elements X1, X2, X3, X4, X5, X6, X7 on increasing sales
H1: There is a significant effect of elements X1, X2, X3, X4, X5, X6, X7 on increasing sales
Test Criteria:
1. Accept H0 if F count < F Table
2. Reject H0 if F count F Table

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	896.639	7	128.091	283.236	.000[b]
	Residual	32.561	72	.452		
	Total	929.200	79			

a. Dependent Variable: Increase_Sales

b. Predictors: (Constant), Physical_Evidence, Process, Product, Price, People, Place, Promotion

Figure 3. F Test Result – ANOVA

From the Figure 3. F Test Result - ANOVA, the calculated F value is (283.236) > F table (7.79) = 2.13 then H0 is rejected so it can be concluded that simultaneously the elements X1, X2, X3, X4, X5, X6, X7 there is a significant effect on increasing sales.

The T test aims to evaluate each element to the level of effect on increasing sales where the P value of each independent element is less than 0.05 then it is declared to have a significant effect and vice versa. Here's the hypothesis:

H0:1: Product elements have no significant effect on increasing sales
H1:1: Product elements have a significant effect on increasing sales
H0:2: Price element has no significant effect on increasing sales
H1:2: Price element has a significant effect on increasing sales
H0:3: Place element has no significant effect on increasing sales
H1:3: Place element has a significant effect on increasing sales
H0:4: Promotion elements do not have a significant effect on increasing sales
H1:4: Promotion elements have a significant effect on increasing sales
H0:5: People element does not have a significant effect on increasing sales
H1:5: People element has a significant effect on increasing sales
H0:6: Process element does not have a significant effect on increasing sales
H1:6: Process element has a significant effect on increasing sales
H0:7: Elements of Physical Evidence have no significant effect on increasing sales
H1:7: Elements of Physical Evidence have a significant effect on increasing sales

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.543	.709		.766	.446
	Product	1.003	.038	.640	26.523	.000
	Price	.008	.038	.006	.204	.839
	Place	.062	.071	.039	.881	.381
	Promotion	-.024	.102	-.016	-.238	.813
	People	-.023	.053	-.019	-.436	.664
	Process	.965	.104	.635	9.312	.000
	Physical_Evidence	-.020	.035	-.015	-.552	.582

a. Dependent Variable: Increase_Sales

Figure 4. T Test – Significance Value

From Figure 4 shows each significant level value for each element and the following are the results:
• Product (X1) has a significant value of 0.000 which is less than 0.05 which indicates that X1 has a significant effect on increasing sales where H1:1 is accepted.
• Price (X2) has a significant value of 0.839 which is greater than 0.05 which indicates that X2 does not have a significant effect on increasing sales which accepts H0:2
• Place (X3) has a significant value of 0.381 which is greater than 0.05 which indicates X3 does not have a significant effect on increasing sales where accept H0:3
• Promotion (X4) has a significant value of 0.813 which is greater than 0.05 which shows that X4 does not have a significant effect on increasing sales which accepts H0:4
• People (X5) has a significant value of 0.664 which is greater than 0.05 which shows that X5 does not have a significant effect on increasing sales which accepts H0:5
• Process (X6) has a significant value of 0.000 which is less than 0.05 which shows that X6 has a significant effect on increasing sales, which accepts H1:6
• Physical Evidence (X7) has a significant value of 0.582 which is greater than 0.05 which shows X7 does not have a significant effect on increasing sales where accept H0:7
From the results of the T-Test test, it is found that there are 2 elements of the 7P marketing mix that significantly affect the increase in sales and based on the t value obtained, the Product (X1) element has a score of t = 26.52 and

Process (X6) has a score of t = 9.312 where this indicates that the product is the element that has the most significant effect on increasing sales.

There is more than one independent element used in this study so that multiple regression models are used to explain the relationship between the bound element and the independent element where the regression formulation is as follows:

$$Y = 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + 4X4 + \beta 5X5 + \beta 6X6 + \beta 7X7 + e$$

Variables	Significance Value	Standard Value of 0,05
Product	0,000	Significance
Price	0,839	NotSignificance
Place	0,381	NotSignificance
Promotion	0,813	NotSignificance
People	0,664	NotSignificance
Process	0,000	Significance
Physical Evidence	0,582	NotSignificance

Figure 5. T Test – Significance Value

So based on the results of the t-test in Figure 5, it shows that there are only 2 independent elements that have a significant effect, namely Product (X1) and Process (X6) so that based on these results, the multi regression model can be formulated as follows:

$$Y = 0.640X1 + 0.06X2 + 0.039X3 – 0.016X4 - 0.019X5 + 0.635X6 – 0.015X7 + e$$

Legends:
X1 = Product
X2 = Price
X3 = Place
X4 = Promotion
X5 = People
X6 = Process
X7 = Physical Evidence
e = Residual

5.2. Boston Consulting Group Matrix
5.2.1. Market Growth Rate
The market growth rate shown is a projection of the sales volume or sales value made by the company. To determine the growth rate of this market, net sales data is needed in the segmentation of low-end products (marble and granite) owned by PT. Citatah Tbk with its competitors, namely PAW and IS in 2020. The following is the formulation of the BCG matrix to obtain the market growth rate of PT. Citatah Tbk on the segmentation of marble and granite products which can be seen in table 1 and focused on the low-end segmentation because the low-end segmentation provides the largest market share compared to other products where 62.11% net sales of PT. Citatah comes from the sale of marble and granite products and the prices listed are in the form of dummy prices.

$$TPP = \frac{VP_N - VP_{N-1}}{VP_{N-1}} \times 100\%$$

$$TPP = \frac{\text{Net Sales PT. Citatah 2020 - Net Sales PT. Citatah 2019}}{\text{Net Sales PT. Citatah 2019}} \times 100\%$$

$$TPP = \frac{63.\text{xxx.xxx} - 63.\text{xxx.xxx}}{63.\text{xxx.xxx}} \times 100\%$$

TPP = 0,53%

Based on the calculation of the market growth rate of low-end products (marble and granite) owned by PT. Citatah Tbk in 2020 experienced a growth of 0.53% this indicates a good market growth for low-end products where in other product segmentation PT. Citatah has decreased for each line (flagship, high-end and medium).

5.2.2. Relative Market Share
The relative market share shows the large market share controlled by the company compared to its competitors which in this study is aimed at PT. Citatah Tbk compared to its competitors, the relative market share shows the total industry sales and the company's ability to dominate certain industries.

$$PPR = \frac{VP_N}{VPP_N}$$

$$PPR = \frac{\text{Net Sales PT. Citatah 2020}}{\text{Net Sales PAW 2020}}$$

$$PPR = \frac{63.xxx.xxx}{61.162.632.114} = 1,041$$

Based on the calculation of the relative market share of PT. Citatah Tbk, the company has a PPR of 1,041 where the value is more than 1 so that this low-end segmentation product still dominates its market share when compared to competitors', so this indicates that this low-end segmented product still could dominate the market and has market trends. which is quite good which has increased compared to the previous year.

If depicted in the BCG quadrant, it can be seen in Figure 4. The company's low-end product segmentation is still in the Star quadrant where the position of the product is in a relatively high market share position and a high industrial growth rate where if the product included in this quadrant has potential the best long term both in terms of growth and profitability so that what business actors need to do is to accept investment/fund penetration into business units to maintain or strengthen their business position and strategy where business actors must implement market and product development. The strategy that can be taken at this time is to hold where the company can make this low-end product a product with high profitability so that with the only segment that is experiencing growth the company can use this momentum to produce new products with low-end product segmentation.

5.2.3. SWOT Analysis
The SWOT analysis is carried out with the aim of knowing every strength and weakness of the company and looking for opportunities and threats that will be faced by the company. So that a weighting is carried out for each strength, weakness, opportunity, and threat to obtain priorities and assist the company in making decisions. Determination of the weight is based on the level of importance where the weighting is done with a Likert scale, namely a scale of 1 to 5, this weight is obtained from the importance of one variable compared to other variables and distributed through questionnaires. The rating is obtained from the average of the weights that have been filled in by the respondents. The variables used in the SWOT analysis consist of strength weakness, opportunity, and threat. Variables obtained from interviews with six respondents of managers at PT. Citatah Tbk and the following research variables:

Internal factors
1. Strength
- Quality material (S1)
- Owns a private mine and a large warehouse (S2)
- Ability to supply material to large projects (S3)
- Factory technology has adapted industrial technology 4.0 (S4)
- Have a professional team to process materials (S5)
- Large production capacity (S6)
- The company covers the entire process from mining to maintenance (S7)
- Company experience in handling Domestic/International (S8) Projects
- Creativity in innovating marble products (S9)
- Has a variety of product types (S10)
2. Weakness
- The supply chain process is still less effective, causing a long lead time (W1)
- Production Process Quality Consistency (W2)

- Less Responsive Service (W3)
- Prices that do not match the market situation (W4)
- Inefficient company bureaucracy (W5)

External Factors
1. Opportunity
- Can collaborate with many designers, contractors, etc. (O1)
- Control and innovate marble waste into new products (O2)
- Develop products based on Green Product (O3)
- Focusing on Marble MSME Craftsmen (O4)
- Implementing the Building Information Modeling (O5) System
2. Threat (Threat)
- Technology is growing, many materials can resemble Marble (T1)
- Natural products are often considered damaging to the environment (T2)
- Fast market appetite for shifting (T3
- Many other products that can substitute marble products (T4)
- Industries that are difficult to escape from manual supervision (human error) (T5)
IFAS (Internal Factor Strategic Planning)
Total Score for the Strength instrument   = 4.2177
Total Score for Weakness instrument   = 3.9667
EFAS (External Factor Strategic Planning)
Total Score for Opportunity instrument   = 4,0000
Total Score for the Threat instrument   = 3.8390
After all scores for each instrument are obtained, then a SWOT analysis is carried out to determine the company's position in industrial competition. In this matrix, it can be seen what opportunities can be exploited and minimize threats faced by the company and adjusted to each strength and weakness possessed by the company.

5.2.4. Proposed Improvements
The SWOT analysis is determined by a vector formula to obtain the coordinates of the SWOT matrix and the following is the calculation of the coordinates:

$$X = \frac{(\Sigma S - \Sigma W)}{2}$$
$$X = \frac{4,2177 - 3,9667}{2}$$
$$X = 0,125534442$$
$$X \approx \mathbf{0,126}$$

$$Y = \frac{(\Sigma O - \Sigma T)}{2}$$
$$Y = \frac{4,000 - 3,8390}{2}$$
$$Y = 0,080508475$$
$$Y \approx \mathbf{0,081}$$

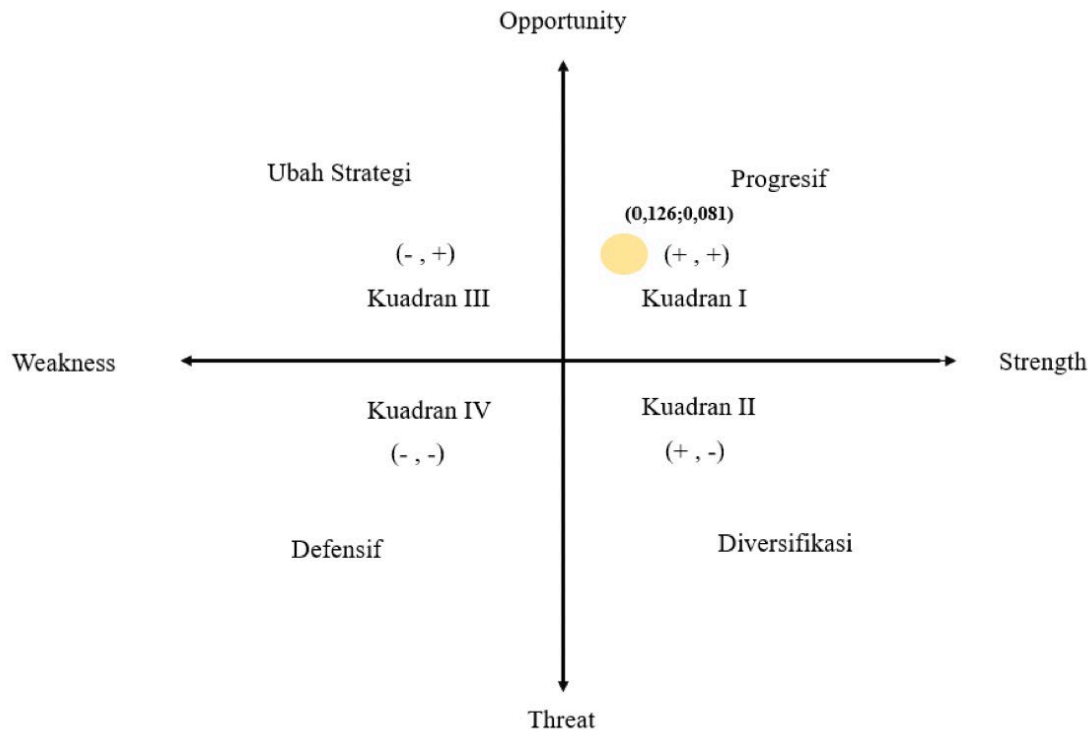The coordinates of the SWOT matrix of PT. Citatah Tbk is (0.126;0.081).

Figure 6. PT Citatah position of BCG Matrix result

The coordinates show the company's position in the competition where PT (Figure 6). Citatah is in quadrant I (Progressive), this condition is a very favorable situation where the company has opportunities and strengths so that the company can take advantage of the opportunities it has which is supported by its strengths.

5.2.5 Discussion Result

Based on the results of processing the SWOT matrix, it was found that PT. Citatah is in quadrant one with coordinates (0.126; 0.081) where the strategy applied is a progressive strategy and is based on the relationship with the 7P marketing mix elements where there are 2 most influential elements in increasing sales so that all strategies from SWOT analysis will refer to these two elements as well as From the calculation of the BCG matrix, it is found that the product segmentation that is still increasing is the product in the low-end segment so that these three variables will be formulated in several strategies including:

1. Controlling marble waste and implementing green products by serving as affordable furniture products (S4, S5, S9, O2, O3, O4)

2. Develop a BIM system for the entire process where the company has a factory that implements industry 4.0 (S2, S3, S4, S7, O5)

3. Develop the supply chain process by looking for any bottlenecks that occur during production to reduce the lead time of the production process to increase the potential for collaboration both domestically and internationally (W1, W5, O1)

4. Controlling existing marble waste and creating products with much lower prices to work on the MSME craftsman market (W4, O2, O4)

All strategies are prepared based on current conditions where in the 7P marketing mix elements, the 2 elements that most influence the increase in sales are Product and Process so that all strategies resulting from SWOT Analysis refer to these two components and refer to the BCG method where the segment that is experiencing growth is the middle-low segment.

6. Conclusion

Based on the results of the F-Test, it is found that for the free elements Product (X1), Price (X2), Place (X3), Promotion (X4), People (X5), Process (X6), and Physical Evidence (X7) have a significant effect on significant increase in sales where the calculated F value > F Table (283,236 > 2.13) and for the T-Test test for each independent element there are only two elements that significantly affect the increase in sales where the two elements are Price (X1) and Process (X6) so it can be concluded that when testing the F-Test all independent elements if run simultaneously will significantly increase sales, but if run partially there are only two independent elements that significantly affect sales increase. Based on the BCG matrix approach, it is found that the low-end product segmentation (marble and granite) has a Relative Market Share of 1.041 and a Market Growth Rate of 0.53% so that the budget allocation will be focused to the low-end product segment, this is because the market share provided by the low-end product segment is 62.11% of the company's total net sales. Based on the SWOT analysis carried out and combining the methods with the 7P marketing mix and BCG matrix BCG, the strategies that will be proposed are as follows:

Controlling marble waste and implementing green products by serving as affordable furniture products (S4, S5, S9, O2, O3, O4). Develop a BIM system for all processes where the company has a factory that implements industry 4.0 (S2, S3, S4, S7, O5). Develop supply chain processes by looking for any bottlenecks that occur during production to reduce the lead time of the production process to increase the potential for collaboration both domestically and internationally (W1, W5, O1). Controlling existing marble waste and creating products with much lower prices to work on the MSME craftsman market (W4, O2, O4). The proposed strategy is based on three methods that have been carried out, namely: testing the level of influence of the 7P marketing mix, product portfolio with BCG matrix and SWOT analysis as a reference for making strategic decisions which based on the results shown, the company is in the Progressive quadrant so the company must take an action to execute their opportunity.

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