



## Marketing Strategies of *Wawasan* Newspaper in Maintaining Market Share in Semarang

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### Article Info

Article History :  
Received December 2019  
Accepted January 2020  
Published June 2020

Keywords:  
Marketing Strategy,  
Market Share, SWOT  
Analysis, Internal Factor,  
External Factor

### Abstract

This research aims to determine the internal and external conditions of *Wawasan* Newspaper based on SWOT analysis in maintaining market share in Semarang. This uses descriptive research type with quantitative approach through three stages of strategy formulation, namely: the input stage, the matching stage, and the decision-making stage. In the first stage, IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices are used. In the second stage, the IE Matrix (internal-External) and the SWOT Matrix (Strengths, Weaknesses, Opportunities, and Threats) are used. In stage three, QSPM (Quantitative Strategic Planning Matrix) is used. The results of this study are: In the first stage, the results of the IFE (Internal Factor Evaluation) matrix obtained a weighted score of 2.356, while the results of the EFE (External Factor Evaluation) matrix resulted in a weighted score of 2.18. In the matching stage, IE (Internal-External) Matrix of the company is in a stable position. Marketing strategies that are feasible to use are market penetration and product development. In the decision-making stage, an alternative strategy that can be implemented in *Wawasan* Newspaper namely market penetration with a TAS of 4.406 is obtained.

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## INTRODUCTION

Indonesia is a country that has quite rapid economic growth in Southeast Asia, in addition to Malaysia and Singapore (Mahmoud & Rusdarti 2017). With such rapid economic growth, the development of the mass media industry, especially printed media, will compete in disseminating information more quickly and precisely to the public. Dini et.al (2019). "Advances in technology can encourage business growth to be more precise and effective". In addition, technological advances have also become references for the printed media industry to compete to deliver information quickly summarized in news to all levels of society, so that people can easily obtain information without having to wait for a long process. The growth of printed media in Central Java, especially in Semarang is quite rapid, although Central Java has a relatively high number of poor people and is in 12th position out of 33 provinces in Indonesia (Rusdarti, & Sebayang 2013). *Wawasan*

Newspaper is a printed media that has long been published in Semarang which has a circulation of 40,000 copies every day. In the last 5 years, *Wawasan* Newspaper only experienced a slight increase in sales from 2014 to 2018. This was due to the emergence of fellow local newspaper competitors such as: Tribun Jateng, Jateng Pos, Radar Semarang and so on. Thus, it makes the management of *Wawasan* Newspaper always think to increase sales and to enter as well as maintain market share among its competitors. Maintaining consumer confidence has also been a strategy of *Wawasan* Newspaper for the past 2 years. Rahmayati, (2015) "The company always maintains consumer confidence to maintain the success of consumer demand". The development of a printed media can be seen from the amount of circulation and the results of newspaper sales. The following is a table of sales results and total circulation of *Wawasan* Newspaper over the past 5 years, which only experienced a slight increase in sales from 2014 to 2018 with a sales price of IDR 3000.00 per copy.

**Table 1.** Sales of *Wawasan* daily morning newspaper for the last 5 years in Semarang in 2014-2018

Year	Number of circulation (unit) per Year (in thousands)	Number of circulation (unit) sold per Year (in thousands)	Remaining circulation (unit) Per Year (in thousands)	Remarks
2014	40 x 365 = 14,600	12,654	1,346	-
2015	40 x 365 = 14,600	12,876	1,124	Increased
2016	40 x 365 = 14,600	13,578	1,022	Increased
2017	40 x 365 = 14,600	13,897	703	Increased
2018	40 x 365 = 14,600	13,900	700	Increased

Source: wawasan.co.id

From the table above, it can be seen that the number of circulation and sales of *Wawasan* Newspaper during the last five years from 2014 to 2018 experienced a slight increase in sales. In 2014, the circulation issued by *Wawasan* Newspaper was 40,000 copies per day or 14,600,000 per year, with annual sales results of 12,654,000 copies and the remaining copies of 1,346,000; with the results of these sales, the company had not yet obtained maximum profit.

In 2015, the sales of *Wawasan* Newspaper increased slightly by 12,876,000 copies and the remaining of 1,124,000; with these results, absolutely, the company could not obtain the expected benefits. In 2016, *Wawasan* Newspaper experienced an increase in sales of 13,578,000

copies with a circulation of 14,600,000 per year and the remaining of 422,000 copies. With the results of the sales, *Wawasan* Newspaper had already gained a small profit from the sale of newspaper.

In 2017, *Wawasan* Newspaper experienced better newspaper sales than in previous years, with newspaper sales of 13,897,000 per year with a circulation of 14,000,000 per year, with a remaining circulation of 703,000. The results of sales in 2017 gave profits for the company, although it was not as expected. In 2018, *Wawasan* Newspaper experienced an increase in newspaper sales that was better than in previous years. Newspaper sales in 2018 were of 13,900,000 copies per year, with a circulation of

14,000,000 copies and the remaining of the newspaper a year of 700,000. From these results, the newspaper had obtained better profits than in previous years.

## METHOD

This uses descriptive research type with quantitative approach. Sugiyono (2012) "Descriptive research is a research conducted to determine the value of an independent variable, either one or more variables (independent) without making comparisons, or connecting with other variables".

This research uses SWOT analysis method. Suarto (2016) "SWOT analysis is done with the intention of recognizing the level of readiness of each function of the entire function performed to achieve the set targets". SWOT analysis is a method to explore aspects of conditions that exist in a planned area and to outline the various potentials and challenges that will be faced in the development of the region. The word SWOT itself is abbreviation of the variables, i.e.: (1) *Strengths* (S), is the strength and the potential of a company. (2) *Weaknesses* (W), is the weakness or the problem that is owned by a company. (3) *Opportunities* (O), is the opportunity that is owned by a company. (4) *Threats* (T), is the external factor that affects a company.

### IFE (Internal Factor Evaluation)

IFE is an analysis of internal factors that include strengths and weaknesses that can affect company performance. Elysa Paramitha Putri (2015) "Internal environmental analysis is an analysis that describes the factors that can be controlled by the company". A summary of IFE analysis is included in the IFE table. The steps for using the IFE table are as follows: (a) Column 1: Enter the strengths and weaknesses factors that become the company's benchmark. (b) Column 2: Weight, Weight of each factor of strengths and weaknesses, starting from 0.0 (less important) - 1.0 (very important). (c) Column 3: Rating, providing a rating for each factor of strengths and weaknesses. Rating of each factor starting at 1.00 (lowest) - 5.00 (highest), the scale order is poor, below average, average, above average, and outstanding. (d) Column 4: Weighted score, is the

multiplication between column 2 and column 3, to get the weighted weight for each factor.

### EFE (External Factor Evaluation)

Sutopo, (2013) "It is a tool used to measure the weight of each determinant that has been taken from the company's external circumstances". EFE is an analysis of internal factors that include opportunities and threats that can affect company performance. A summary of the EFE analysis is included in the IFE table.

The steps for using the EFE table are as follows: (a) Column 1: Enter the opportunities and threats factors that become the company's benchmark. (b) Column 2: Weight, Weight of each opportunities and threats factors, starting from 0.0 (less important) - 1.0 (very important). (c) Column 3: Rating, gives a rating for each opportunity and threat factor. Rating of each factor starting at 1.00 (lowest) - 5.00 (highest), the scale order is poor, below average, average, above average, and outstanding. (d) Column 4: Weighted score, is the multiplication between column 2 and column 3, to get the weighted weight for each factor.

### SWOT Matrix

The SWOT matrix is a matrix that illustrates how management can match the opportunity factors and external threat factors faced by a particular company with its internal strengths and weaknesses factors to produce four alternative strategies. This method leads to brainstorming to create alternative strategies that may not be thought of by management. This encourages strategic management to create both growth strategies and shrink strategies. Wheelen and Hunger (2010) "The SWOT matrix can be applied to single business or multibusiness companies". Steps for developing a SWOT Matrix are as follows: (1) Write down the company's external opportunities. (2) Determine the company's external threats. (3) Write down the company's internal strengths. (4) Write down the company's internal weaknesses. (5) Match internal strengths with external opportunities and record the resultant SO strategy in the right cells. Match internal weaknesses with external opportunities and record the resultant WO strategy in the right cells. (6) Match internal strengths with external threats and record the resultant ST strategy in the

right cells. (7) Match internal weaknesses with external threats and record the resultant WT strategy in the right cells.

### **I-E Matrix (Internal-External)**

The next step after making the SWOT Matrix is making an Internal-External matrix. Chriswahyudi (2017) "IE matrix is based on two key dimensions, the total weighted average of IFE in the X axis and the total weighted average of EFE on the Y axis". The IE Matrix can be divided into three main sections that have different strategic impacts. The first division that enters cells I, II, or IV can be called "Grow and Build". An intensive strategy (market development, product development, and market penetration) or integrative (forward integration, backward integration, and horizontal integration) is probably the most appropriate strategy for this division. Second, the division that enters cells III, V, VII, can best be managed with the "Growth and Maintain" strategy. Market penetration and product development are the strategies that are often carried out for the division. Third, the division that generally enters cells VI, VIII, IX, is "Harvest" or Divestment. A successful company can achieve business portfolio positioned in cell I in the matrix.

### **QSPM Matrix (Quantitative Strategic Planning Matrix)**

According to David & David (2016) "The QSPM (Quantitative Strategic Planning Matrix) is an analytical technique in the literature designed to determine the relative attractiveness of viable alternative actions". This matrix uses input from IFE and EFE analysis and also matches with the IE matrix. The steps to arrange a QSPM (Quantitative Strategic Planning Matrix) matrix are as follows: (1) List external key opportunities or threats and internal strengths or weaknesses in the company from the left column of QSPM. This information must be taken directly from the IFE and EFE matrices, a maximum of 10 external critical success factors and 10 internal critical success factors must be included in QSPM. (2) Give weight to each external and internal critical

success factor. This weight is identical to what are used in the IFE and EFE matrices. This weight is written in the right column of external and internal critical success factors. (3) Examine the matrix matching stage and identify alternative strategies companies must consider to implement, record everything in the top line of QSPM, group the strategies into mutually exclusive sets, if possible. (4) Set the value of attraction (AS). Determine the value that shows the relative attractiveness of each strategy in a particular cell alternative, the value of attractiveness is determined by examining internal and external critical success factors. The value of attractiveness is: 1 = not attractive, 2 = rather attractive, 3 = quite attractive, 4 = very attractive. (5) Calculate the total value of attractiveness. This value is determined as the result of the multiplication of weights with the attractiveness value of each basis. The higher the total value of attractiveness, the more attractive the alternative strategy. (6) Calculate the total value of attractiveness. Add up the total value of attractiveness in each QSPM strategy column. The total number of attractiveness values reveals which strategy is most attractive in each strategy cell.

## **RESULTS AND DISCUSSION**

### **Stage I (Input Stage) : Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE)**

Stage I is called the input stage, because this stage includes internal and external factors which are the basic information needed to find out what marketing strategies are in accordance with *Wawasan* Newspaper. Stage I uses the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) Matrices.

#### **a. Internal Factors Evaluation = IFE**

The table shows the total mean score for the strengths factor of 1.605. While the total mean score for the weaknesses factor is 0.706. This shows that the key strengths factor is greater than the weaknesses factor, thus, *Wawasan* Newspaper must be able to maximize the strengths available to overcome the weaknesses faced.

**Table 2.** Analysis of Internal Factor Evaluation (IFE) of *Wawasan* Newspaper

Internal Factors	Total Weight	Total Rating	Score	Ranking
	(a)	(b)	(c) = (a)*(b)	
<b>Strengths</b>				
Strategic place	0.097	3.39	0.328	2
Capital or finance	0.098	3.46	0.339	1
Adequate workforce	0.095	3.31	0.314	3
Equitable distribution	0.091	3.41	0.310	5
Evenly-distributed promotion	0.093	3.38	0.314	4
Total Mean Score of Strengths			1.605	
<b>Weaknesses</b>				
Limited newsagents	0.093	1.65	0.153	1
Promotional media is not optimal	0.093	1.55	0.144	2
News delivery is hampered	0.088	1.59	0.139	3
Not having personal newspaper printing	0.092	1.5	0.138	5
Newspaper prices are expensive	0.091	1.46	0.132	4
Total Mean Score of Weaknesses			0.706	
Total	0.931	24.7	2.356	

Source: Data Processed, 2020.

The IFE matrix is made to see *Wawasan* Newspaper strategy in maintaining market share in Semarang, a total value of 2,356 was obtained. This shows that it n has a fairly high strategy in utilizing the strengths factor to deal with weaknesses in the business process.

b. External Factors Evaluation = EFE

In the table, it can be seen that the total mean score of the key factor of opportunities is 1.169, while the total mean score of key factor of threats is 1,011. This shows that the key factor of opportunities is greater than the key factor of threats, so *Wawasan* Newspaper company must maximize the opportunities available to face the threats.

**Table 3.** Analysis of External Factor Evaluation (EFE) of *Wawasan* Newspaper

External Factors	Total Weight	Total Rating	Score	Ranking
	(a)	(b)	(c) = (a)*(b)	
<b>Opportunities</b>				
Creative and innovative news	0.08	3.05	0.244	1
Open market opportunities	0.081	2.92	0.236	4
The population is increasing	0.077	2.94	0.226	3
Economic growth increases	0.081	2.97	0.240	3
Advances in information technology	0.082	2.97	0.243	2
Total Mean Score of Opportunities			1.169	
<b>Threats</b>				
Newspaper price competition	0.079	2.77	0.218	1
Increase in fuel and the dollar	0.077	2.77	0.213	2
Influence of online media	0.081	2.38	0.192	3
The emergence of new competitors	0.082	2.26	0.185	5
Paper and ink raw materials' prices are increasing	0.079	2.57	0.203	3
Total Mean Score of Threats			1.011	
Total	0.799	27.6	2.18	

Source: Data Processed, 2020.

Based on the EFE matrix, to see the marketing strategy carried out by Newspaper Insights in maintaining market share in Semarang, a total value of 2.18 was obtained. This shows that

*Wawasan* newspaper's marketing strategy in maintaining market share in Semarang has a high enough ability to take advantage of external opportunities and avoid the threats faced in conducting business processes.

**Stage 2 (Matching Stage) : SWOT dan Internal-External (IE) Matrices**

This stage is called Matching Stage. There are two stages in the matching stage used, namely SWOT and IE.

**a. SWOT Matrix**

<b>Internal Factors</b>  <b>External Factors</b>	<b>STRENGTHS</b> Strategic place Capital or finance Adequate workforce Evenly Distribution Evenly-distributed promotion	<b>WEAKNESSES</b> Limited newsagents Promotion media is not optimal News delivery is hampered Not having personal printing The newspaper's prices are too expensive
	<b>OPPORTUNITIES</b> Creative and innovative news Open market opportunities Population growth Economic growth Advances in information technology	<b>S-O STRATEGIES</b> Improving product quality Increasing promotion
<b>THREATS</b> Newspapers' prices competition in the market Increase in fuel and dollars The influence of online media The emergence of new competitors Paper and ink raw materials' prices rise	<b>S-T STRATEGIES</b> Establishing newspaper printing Establishing an online newspaper	<b>W-T STRATEGIES</b> Increasing sales.

Source: Data Processed, 2020.

**Figure 1.** Analysis of SWOT Matrix of *Wawasan* Newspaper

1. SO Strategy

SO strategy is a strategy where a company can use the strengths factor to take advantage of the opportunities factor. Improving the quality and quantity of newspapers, as well as promotion is the right strategy for the company. Zuhrotun Nisak (2013) "Increasing efficiency and productivity is expected to significantly increase profit margins" for the company.

2. WO Strategy

WO Strategy is a strategy used by the company to take advantage of the opportunities factor by overcoming various factors of the company's weaknesses. The suitable strategy implemented by the company is newspaper pricing and distribution by adding newspaper agents. Nurani and Wuryanto (2014) "Selective distribution through sub-agents is very suitable for products to be marketed and has a greater

influence than selective distribution channels through agents".

3. ST Strategy

ST Strategy is a strategy used by the company by considering the strengths factor to avoid the threats factor. Setting up personal printing press, establishing online newspapers, and collaborating with other media companies is a suitable strategy for the company. Angelica, Tamara (2016) "Establishing cooperation with other companies or competitors can be a supporting factor for the company in achieving its expected goals".

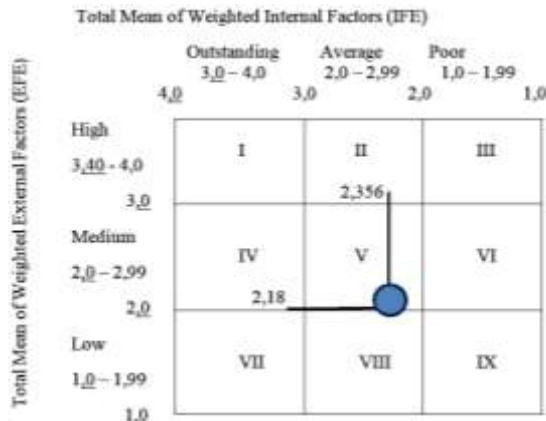
4. WT Strategy

WT strategy is a defensive strategy to minimize the weaknesses factor and avoid the threats factor. Companies can carry out the WT strategy by increasing competitiveness through quality and pricing of the newspaper. Anwar

& Satrio (2014) "if prices go up, purchasing decisions will go down and vice versa, if prices go down, buying decisions will go up".

**b. IE Matrix (Internal and External Analysis)**

IE matrix analysis is conducted to explain overall what is done by *Wawasan* Newspaper with internal and external conditions or IFE and EFE. The total weighted value factor is on the horizontal axis, while the total weighted factor is on the vertical axis. The results of mapping *Wawasan* Newspaper can be described as follows.



**Figure 2.** Analysis of Internal and External Factors of *Wawasan* Newspaper

Based on the figure above, it can be seen that the IFE weighted value of 2.356 is in the average (2.0 - 2.99) in quadrant II and the weighted average value of EFE of 2.18 is in the average (2.0 - 2, 99) in quadrant IV. When this situation is combined, the position of *Wawasan* Newspaper lies in quadrant V. This position shows that *Wawasan* Newspaper lies in a stable condition and this condition can be maintained in concentration via horizontal integration. In a strategy like this, market penetration is generally carried out, namely efforts to increase market share of a product, because the product influences purchasing decisions and customer satisfaction Hermawan (2015).

**b. Stage 3 (Decision Stage) : QSPM Matrix (Quantitative Strategic Planning Matrix)**

This stage is called Decision Stage. This stage uses input from stage I information to objectively evaluate the results of stage 2, so that the best alternative strategy to be chosen. The tool used at this stage is *Quantitative Strategic Planning Matrix (QSPM)*

**Table 4.** QSPM (Quantitative Strategic Planning Matriks) of *Wawasan* Newspaper

Critical Success Factors	Weight	Market Penetration		Product Development	
		(AS)	(TAS)	(AS)	(TAS)
<b>STRENGTHS</b>					
Strategic place	0.097	4	0.388	3	0.291
Capital or finance	0.098	4	0.392	3	0.294
Adequate workforce	0.095	3	0.285	4	0.380
Evenly Distribution	0.091	4	0.364	3	0.273
Evenly-distributed promotion	0.093	3	0.279	3	0.279
<b>WEAKNESSES</b>					
Limited newsagents	0.093	3	0.279	2	0.186
Promotion media is not optimal	0.093	2	0.186	1	0.093
News delivery is hampered	0.088	2	0.176	2	0.176
Not having personal printing	0.092	3	0.276	2	0.184
The newspaper's prices are too expensive	0.091	2	0.182	2	0.182
<b>OPPORTUNITIES</b>					
Creative and innovative news	0.08	3	0.240	3	0.240
Open market opportunities	0.081	1	0.081	3	0.243
Population growth	0.077	2	0.154	4	0.308
Economic growth	0.081	2	0.162	3	0.243
Advances in information technology	0.082	2	0.164	2	0.164
<b>THREATS</b>					
Newspapers' prices competition in the market					
Increase in fuel and dollars	0.079	3	0.237	2	0.158

The influence of online media	0.077	2	0.154	1	0.077
The emergence of new competitors	0.081	2	0.164	3	0.243
Paper and ink raw materials' prices rise	0.082	2	0.164	2	0.164
	0.079	1	0.079	2	0.158
<b>Total</b>	<b>4.536</b>		<b>4.406</b>		<b>4.336</b>

TAS = Total Attractiveness Score, AS = Attractiveness Score

AS 1 = Not attractive, AS2 = Rather attractive, AS3 = Logically attractive, AS4 = Very attractive

Source: Data Processed, 2020.

The strategy implemented by *Wawasan* Newspaper in maintaining market share in Semarang has been quite good so far, but it needs to be further improved so that the strategy becomes maximal. The maximum strategy will have a big impact on *Wawasan* Newspaper to develop its business. A suitable strategy for *Wawasan* Newspaper in maintaining market share in Semarang is the Market Penetration strategy. Adilang et. al (2015) "Optimizing marketing strategy is essential for companies to attract consumers to buy and use the products offered".

## CONCLUSION

This research examines the marketing strategy of *Wawasan* Newspaper with SWOT analysis by analyzing internal and external factors that function as the benchmark for *Wawasan* Newspaper in maintaining market share in Semarang. Newspaper's marketing strategy in maintaining market share in Semarang has a fairly high ability in utilizing internal and external factors. Market penetration strategy, which is an effort to increase the market share of a product through more intensive marketing, is very suitable for use by *Wawasan* Newspaper. Product improvement can be done by innovating newspaper products, distribution, and promotion.

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