

Special Issue:

ICMS2025**Master of Management Postgraduate Program**

Jl. Raya Puspittek, Buaran, Pamulang District, South

Tangerang City, Banten 15310,

Email: humanismanajemen@gmail.com

Website. :

<http://www.openjournal.unpam.ac.id/index.php/SNH>

Competitive Analysis Teh Botol Sosro In Indonesia's Ready To Drink Beverage Market

Surya Budiman¹⁾, Raffel²⁾, Ridwan Juliandi Winata³⁾, Samsul Ma'ruf⁴⁾

Graduate Program, Master Of Management Study Program, Pamulang University, Indonesia

dosen00464@unpam.ac.id¹⁾ raffeluniversitaspamulang@gmail.com²⁾,
ridwanjw07@gmail.com³⁾ yosuasamuellei@gmail.com⁴⁾

Abstract. This study aims to analyze the strategic position of Teh Botol Sosro in facing the competitive dynamics of the ready to drink beverage industry in Indonesia using the SWOT analysis approach. The research data were obtained through the identification of internal and external factors influencing the company's performance, which were then processed using the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices. The results of the analysis show that the total IFAS score is 2.9, indicating that the company's internal strengths are relatively strong, while the EFAS score of 3.1 demonstrates that the company has significant external opportunities.

This position places Teh Botol Sosro in Quadrant I of the SWOT Cartesian diagram, representing an aggressive or growth-oriented strategy. This condition implies that the company is in a favorable situation to expand its market, strengthen brand image, and enhance product innovation. Therefore, the appropriate strategy for Teh Botol Sosro is to leverage its strong brand and customer loyalty to reinforce its competitive advantage and respond to the growing trend of healthy beverage consumption in the market.

Keywords: Teh Botol Sosro, SWOT, IFAS, EFAS, aggressive strategy, strategic positioning analysis.

INTRODUCTION

The ready to drink beverage industry in Indonesia has experienced significant growth over the past decade. One of the most popular categories is packaged tea beverages. Two major brands, Teh Botol Sosro from PT Sinar Sosro and its competitor, compete intensively to capture market share through pricing strategies, flavor innovations, and promotional activities. According to Kotler and Keller (2016), an effective marketing strategy should align a company's strengths with market opportunities. In the beverage industry context, SWOT analysis is used as a strategic planning tool to understand the competitive position of each brand.

Based on data from NielsenIQ Indonesia (2024), sales of packaged tea beverages have increased by 8.5% annually, indicating substantial growth potential in this sector. Therefore, this study focuses on applying SWOT analysis to Teh Botol Sosro in order to determine appropriate strategies within the domestic market.

LITERATUR REVIEW

Marketing management is the process of planning, analyzing, implementing, and controlling marketing activities to create value for consumers and build sustainable customer relationships. Kotler and Keller (2016) explain that marketing management involves selecting target markets, developing value propositions, and establishing profitable relationships through effective marketing strategies. In the context of Teh Botol Sosro, marketing management plays a crucial role in maintaining the company's position as a pioneer and market leader in Indonesia's ready-to-drink tea industry. These efforts are carried out through consistent product quality, strengthened brand image, and strategic adjustments aligned with changes in consumer behavior and the dynamics of the modern beverage industry.

The marketing mix is a key element of Teh Botol Sosro's marketing strategy, consisting of product, price, place, and promotion. From the product perspective, Teh Botol Sosro offers a distinctive and consistent jasmine tea flavor, supported by continuous innovations in packaging such as PET bottles, cans, and cartons. In terms of pricing, the company implements a value-based pricing strategy that considers consumer value perception and brand strength. The distribution of products is conducted widely through both modern and traditional retail networks, ensuring that Teh Botol Sosro is easily accessible across various locations. From the promotional aspect, the company utilizes television advertising, digital media, event sponsorships, and social media campaigns that emphasize togetherness, authentic taste, and cultural tradition.

Within the competitive landscape of the ready-to-drink beverage market, Teh Botol Sosro also applies competitive strategies based on Porter's framework, namely differentiation, cost leadership, and focus. Differentiation is achieved through its unique taste profile, high-quality tea leaves, and strong brand image. Large-scale production and an extensive distribution network provide cost efficiencies that support the cost leadership strategy. In addition, the company directs its marketing focus toward consumers who prefer traditional tea flavors presented in modern packaging.

These competitive advantages are strengthened by the company's ability to create customer value through consistent flavor quality, convenient packaging, and consumers' emotional attachment to the brand, all of which contribute to fostering long-term customer loyalty.

RESEARCH METHODS

This study employs a descriptive qualitative and quantitative approach to analyze the SWOT factors of two ready-to-drink tea brands in Indonesia (Kotler & Keller, 2016). Secondary data were obtained from internal publications of PT Sinar Sosro (2024) and Mayora Indah Tbk. (2024), research reports by NielsenIQ Indonesia (2024), and industry data from the Republic of Indonesia Ministry of Industry (2024). The analysis utilizes the IFAS and EFAS matrix approach as developed by David (2017). The steps include identifying internal (S-W) and external (O-T) factors, determining weights (0-1) and ratings (1-4), calculating total IFAS and EFAS scores, and determining strategic positioning using the SWOT Cartesian diagram.

According to Kotler and Keller (2016), SWOT analysis is used to identify a company's strengths, weaknesses, opportunities, and threats. Meanwhile, David (2017) explains that the combination of internal and external factors in SWOT enables companies to determine the most effective competitive strategies.

David's (2017) IFAS and EFAS matrices emphasize that the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) serve as quantitative tools for measuring the influence of internal and external factors. The scores are derived from multiplying the weight and rating of each factor, which are then summed to determine the company's position in terms of strengths and opportunities.

Competition in the Ready To Drink Beverage Industry Hidayat and Suryani (2023) state that competition in the ready-to-drink beverage industry has intensified along with changes in consumer lifestyles. According to the NielsenIQ Indonesia (2024) report, Teh Botol Sosro continues to lead the market share, followed by Teh Pucuk Harum and various emerging brands. Furthermore, data from the Republic of Indonesia Ministry of Industry (2024) show that the production of packaged tea increased significantly during 2023-2024.

RESULT AND DISCUSSION

a. SWOT Analys of Teh Botol Sosro :

Strengths:

- Strong and well-established brand heritage (Kotler & Keller, 2016).
- High customer loyalty (David, 2017).
- Extensive national and international distribution networks.

Weaknesses:

- Premium pricing (PT Sinar Sosro, 2024).
- Limited innovation in flavor and packaging.

Opportunities:

- Increasing trend toward natural and healthy beverages (NielsenIQ Indonesia, 2024).
- Potential growth through digital marketing expansion

Threats:

- Intense competition from emerging brand (Hidayat & Suryani, 2023).

b. Internal Factor Analys (IFAS) is conducted to identify the key strengths and weaknesses possessed by Teh Botol Sosro. Each factor is evaluated based on its level of importance (weight) and the company's actual condition (rating), followed by the calculation of its weighted score. Weights are assigned within the range of 0.0–1.0, with the total weight of all factors equaling 1.00, while ratings are given on a scale of 1–4 according to the degree of strength or weakness of each factor. The weighted score is obtained by multiplying the weight by the rating.

Based on the result of the analysis, the IFAS table for The Botol Sosro is obtained as follows :

- Strengths

Internal Factors	Weight	Rating	Score	Description
Strong and widely recognized brand	0.35	4	1.40	High brand awareness strengthens market position
Extensive distribution across regions	0.30	4	1.20	Highly organized distribution network
Consistent taste and product quality	0.20	3	0.60	Maintains consumer loyalty
High consumer loyalty	0.15	3	0.45	High repeat purchase levels
Total Strengths = 1.40 + 1.20 + 0.60 + 0.45 = 3.65	Weight	Rating	Score	Description
- Weakness				
Internal Factors				

Relatively higher price	0.40	2	0.80	Less competitive for price sensitive segments
Slow flavor innovation	0.35	2	0.70	Does not fully align with emerging market preferences
Dependence on ready to drink tea products	0.25	2	0.50	Vulnerable if market trends shift

$$\text{Total Weaknesses} = 0.80 + 0.70 + 0.50 = 2.00$$

Total IFAS Score = Total Strengths (3.65) – Total Weakness (2.00) = 1.65 → Indicates a Strong Internal Condition.

Based on the results of the internal factor analysis presented in the IFAS table, the total strength score is 3.65, which is higher than the total weakness score of 2.00, resulting in a difference of 1.65. This value indicates that Teh Botol Sosro is in a strong internal position, where the company's strengths are able to balance and even outweigh its existing weaknesses. The primary strengths of Teh Botol Sosro lie in its strong and well-established brand image in the minds of consumers, the consistent taste of its products, and its extensive and effective distribution network that reaches even remote areas, making the products easily accessible to various market segments. In addition, the high level of customer loyalty further strengthens the company's competitiveness in the ready to drink beverage industry. Nevertheless, several weaknesses still require the company's attention.

The relatively higher price of the product compared to its competitors can influence the purchasing decisions of price-sensitive consumers. In addition, the slow pace of flavor innovation and the company's dependence on the ready-to-drink tea market may reduce the product's attractiveness if consumer preferences shift in the long term. Nevertheless, overall, this analysis confirms that the company's internal strengths remain more dominant, providing Teh Botol Sosro with a solid foundation to maintain its market position while developing further growth strategies.

The External Factor Analysis (EFAS) is conducted to identify the opportunities and threats faced by Teh Botol Sosro in the ready-to-drink beverage market. These external factors include business environmental conditions, industry trends, consumer behavior, and the level of market competition. Similar to the IFAS matrix, each external factor is assigned a weight based on its level of importance (with a total weight of 1.00), as well as a rating that reflects the company's response to the identified opportunities and threats.

Based on the result of the analysis, the EFAS table for Teh Botol Sosro is obtained as follows :

- Opportunities

External Factors	Weight	Rating	Score	Description
Market growth of RTD beverages is increasing	0.40	4	1.60	Rising consumer demand
Digital marketing & influencer promotion	0.35	3	1.05	Suitable for targeting younger consumers
International market expansion	0.25	3	0.75	Potential for market share growth

$$\text{Total Opportunities} = 1.60 + 1.05 + 0.75 = 3.40$$

- Threats

Faktor Eksternal	Weight	Rating	Score	Description
Competition from other brands	0.45	2	0.90	A wide range of alternative bottled tea products
Reduced sugar-consumption trend	0.35	2	0.70	May decrease consumer purchase levels
Increase in raw material costs	0.20	2	0.40	Reduces profit margins

Total Threats = 0.90 + 0.70 + 0.40 = 2.00

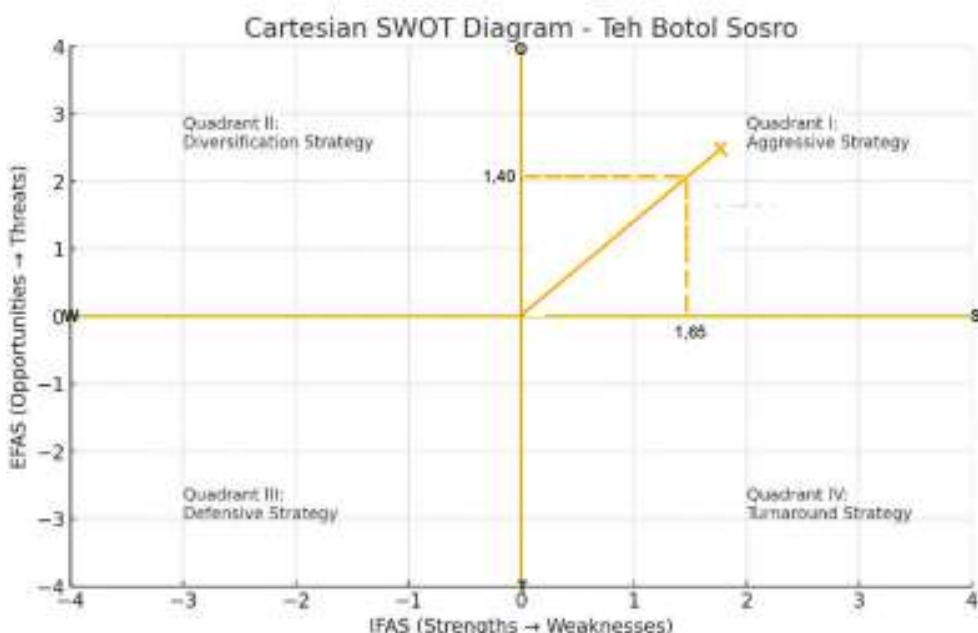
Total EFAS Score = Total Opportunities (3.40) – Total Threats (2.00) = 1.40 → Indicates a Strong External Response.

The results of the external factor analysis through the EFAS table indicate a total opportunity score of 3.40 and a total threat score of 2.00, resulting in a difference of 1.40. This value suggests that Teh Botol Sosro demonstrates a strong ability to respond to external opportunities while mitigating existing threats. The company's primary opportunities arise from the continuous growth of the ready-to-drink (RTD) beverage market, as well as the sustained trend of

digital marketing and collaborations with influencers, which provide broader promotional reach, particularly among younger consumer segments.

In addition, international market expansion presents a promising strategic potential, as Teh Botol Sosro has already established a strong brand identity and recognition in the domestic market. On the other hand, several threats must be taken into consideration, including increasingly intense competition from other bottled tea brands and shifting consumer preferences toward low-sugar or sugar-free beverages. Rising costs of raw materials and distribution also pose a risk to profit margins. Nevertheless, the company's ability to recognize market opportunities and adapt its marketing strategies enables Teh Botol Sosro to remain resilient and continue growing in a dynamic market environment.

SWOT Cartesian Diagram of Teh Botol Sosro



Explanation:

The position of Teh Botol Sosro is plotted at approximately (1.65, 1.40), which places it in **Quadrant I (Aggressive Strategy)**. This indicates that the company possesses strong internal capabilities and faces substantial market opportunities. Therefore, the most appropriate strategic direction involves expansion, innovation, and strengthening promotional activities.

Development Strategies include market penetration by strengthening digital promotion and increasing product availability in modern retail outlets and online marketplaces; product development by introducing low-sugar flavor variants or herbal tea options to align with healthy lifestyle trends; market expansion through distribution into Southeast Asian and Middle Eastern regions; and strategic partnerships involving collaborations with music events, food brands, and youth-oriented influencers.

CONCLUSION AND RECOMMENDATION

The analysis results indicate that Teh Botol Sosro possesses strong internal capabilities and significant external opportunities, positioning the brand within an aggressive strategy quadrant. The strategic focus includes product innovation, market expansion, digital branding, and business collaborations.

Based on the results of the analysis using the IFAS and EFAS matrices, Teh Botol Sosro is positioned within an aggressive growth strategy. The company possesses strong brand equity and high consumer loyalty, as well as market development opportunities driven by the healthy beverage trend and digital strategies. Therefore, the recommended strategies include product innovation, strengthening digital marketing campaigns, and expanding distribution partnerships.

REFERENCE

David, F. R. (2017). *Strategic Management: Concepts and Cases* (16th ed.). Pearson Education.

Hidayat, R., & Suryani, T. (2023). Competitive strategy analysis of the ready-to-drink beverage industry in Indonesia. *Journal of Management and Entrepreneurship*, 25(2), 102–115.

Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Pearson Education Limited.

NielsenIQ Indonesia. (2024). *Market Research Report: Beverage Consumption Trends in Indonesia*. NielsenIQ.

PT Sinar Sosro. (2024). *Company Profile and Marketing Strategy of PT Sinar Sosro*. Internal Publication.

Republic of Indonesia Ministry of Industry. (2024). *Statistics of the Ready-to-Drink Beverage Industry in Indonesia 2023–2024*. Directorate General of Agro Industry.

Anggoro, B. Y., et al. (2021). Analysis of purchasing decision-making processes and consumer satisfaction toward Teh Botol Sosro ready-to-drink products in Surakarta. *Jurnal Agrista*, 9(1), 100–109.

Porter, M. E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*. Free Press.

Stanton, W. J. (2012). *Principles of Marketing*. Erlangga.

Kasmir. (2014). *Banking Management*. Rajawali Pers.

Rangkuti, F. (2013). *SWOT Analysis: Techniques for Assessing Business Cases*. Gramedia Pustaka Utama.