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Marketing Strategy Analysis of FILMA Cooking Oil Products (PT Sinar Mas Agro Resources & Technology Tbk) Using the SWOT Method

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Abstract. This study aims to analyze the marketing strategy of Filma cooking oil, produced by PT SMART Tbk, using a SWOT analysis approach supplemented by IFAS and EFAS calculations. Increasing competition in the national cooking oil industry requires companies to strengthen marketing strategies based on internal strengths and market opportunities. The results indicate that Filma falls into the aggressive strategy quadrant (Growth Strategy) with an IFAS score of 1.35 and an EFAS score of 1.20. Recommended strategies focus on market penetration, quality differentiation, digital marketing intensification, and distribution network expansion.

Keywords: EFAS, IFAS, Filma, Marketing Strategy, PT SMART Tbk, SWOT.

INTRODUCTION

PT Sinar Mas Agro Resources & Technology Tbk (PT SMART Tbk) is an integrated palm oil-based consumer company in Indonesia that markets several brands of cooking oil, including FILMA. FILMA's product profile states that it is processed quickly (within 24 hours of harvest) and is positioned as a high-quality cooking oil for Indonesian households.

The cooking oil industry is a crucial sector for Indonesia's domestic food needs. PT SMART Tbk, through its Filma brand, has become a major player, competing with other brands such as Bimoli, Tropical, Sania, and Fortune. Filma is widely recognized for its premium quality and positioning as a healthy cooking oil with a higher unsaturated fat content.

However, market dynamics such as rising crude palm oil (CPO) prices, price competition, government regulations, and changing consumer behavior require companies to strengthen their marketing strategies. Therefore, a SWOT, IFAS, and EFAS-based marketing strategy analysis is essential for developing relevant and applicable strategic recommendations.

LITERATURE REVIEW

1. Marketing Management Theory

Marketing management is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals (Kotler & Keller, 2016). Marketing management aims to identify consumer

needs and wants, develop appropriate marketing strategies, and create sustainable value for customers.

According to Kotler & Armstrong (2018), marketing management encompasses market analysis, strategy design, marketing program development, and control processes to ensure the achievement of company goals. In the context of Filma cooking oil, marketing management serves to ensure the product remains relevant, competitive, and meets consumer preferences.

2. Marketing Strategy Theory

Marketing strategy is a comprehensive approach used by companies to achieve competitive advantage through market segmentation, target market determination, and positioning (STP). Marketing strategy integrates decisions related to the marketing mix (product, price, place, promotion) to achieve organizational goals (Kotler & Keller, 2016).

A marketing strategy is an integrated plan designed to achieve a company's marketing objectives through target market selection and marketing mix development (Kotler & Keller, 2016). Companies need to adapt their marketing strategies to internal and external conditions to remain competitive.

3. Brand Image Theory

Marketing strategy is a comprehensive approach used by companies to achieve competitive advantage through market segmentation, target market determination, and positioning (STP). Marketing strategy integrates decisions related to the marketing mix (product, price, place, promotion) to achieve organizational goals (Kotler & Keller, 2016).

Brand image is consumers' perception of a brand based on their beliefs, impressions, and experiences with a particular product or service (Keller, 2003). Brand image is formed from three main components:

1. Cognitive Image (consumer knowledge about the product)
2. Affective Image (consumer feelings)
3. Conative Image (propensity to purchase)

A strong brand image increases consumer preference, facilitates company differentiation, and enhances competitive advantage. For Filma products, a premium and healthy brand image is one of the company's main strengths.

Several studies have shown the importance of brand attributes, price, and quality in purchasing decisions for packaged cooking oil in Indonesia; local empirical research has identified brand image and price as important variables for consumer loyalty in packaged cooking oil (survey study/analysis of consumer behavior in Indonesia).

RESEARCH METHODS

1. SWOT Analysis

SWOT (Strengths, Weaknesses, Opportunities, Threats) is a strategic analysis tool for identifying internal and external conditions affecting a company (Gürel & Tat, 2017). This analysis helps determine appropriate strategies based on the company's position.

2. IFAS and EFAS

The Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) are used to quantitatively weight internal and external factors impacting a company (David & David, 2017). The total IFAS-EFAS score indicates the strategic position and supports the SWOT quadrant determination.

Approach: desk research and qualitative analysis of literature, SMART annual reports, industry news sources, and academic studies. For IFAS/EFAS, factors are selected based on document reviews (annual reports and market studies) and then weighted and scored (scale 1–4; 1 = very weak/no impact, 4 = very strong/very favorable). The calculation is performed so that the sum of the weights for each matrix = 1.00; the weighted score = weight × rating.

3. Consumer Product Marketing Management

Consumer products such as cooking oil require a marketing strategy that focuses on product quality, competitive pricing, wide distribution, and effective marketing communications (Kotler & Armstrong, 2018).

RESULTS AND DISCUSSION

Table 1. IFAS (Internal Factor Analysis Summary)

Internal Factor	Weight	Rating	Score
Strengths			
Strong and premium Filma brand	0.20	4	0.80
Upstream-downstream integration of PT SMART Tbk	0.15	4	0.60
Wide national distribution	0.15	3	0.45
Modern production technology	0.10	3	0.30
TOTAL	1.00	—	2.15
Weaknesses			
Relatively higher prices	0.10	2	0.20
Dependence on global CPO prices	0.15	2	0.30
Product segmentation tends to be premium	0.15	2	0.30
TOTAL	1.00	—	0.80

Score IFAS = Strengths – Weaknesses

= 2.15 – 0.80 = 1.35 → Strong internal conditions.

Based on Table 4.2, the IFAS score of 1.35 indicates that the company's strengths outweigh its weaknesses. This provides a strong strategic foundation for PT SMART Tbk to implement a growth strategy in Filma's marketing, particularly through leveraging its strong brand, extensive distribution network, and upstream-downstream integration to increase competitiveness in the national cooking oil market.

Tabel 2. EFAS (External Factor Analysis Summary)

External Factor	Weight	Rating	Score (Weight × Rating)
Opportunities			
Healthy living trends increase demand for premium oil	0.20	4	0.80
Development of e-commerce and digital markets	0.15	3	0.45
Growth in national cooking oil consumption	0.15	3	0.45
Export opportunities to emerging markets	0.10	3	0.30
TOTAL	1.00	—	2.00
Threats			
Tight competition (Bimoli, Tropical, Sania, Fortune)	0.20	2	0.40
Government regulations (Highest Retail Prices for cooking oil)	0.10	2	0.20
Threat of substitution (low-calorie oils, non-palm oils)	0.10	2	0.20
TOTAL	1.00	—	0.80

Score EFAS = Opportunities – Threats

= 2.00 – 0.80 = 1.20 → high and profitable external opportunities.

Based on Table 4.3, the EFAS score of 1.20 confirms that PT SMART Tbk has a significant opportunity to expand Filma's marketing reach, but must remain cautious regarding the intensity of competition and changes in government regulations. Therefore, Filma's future marketing strategy needs to be directed at strengthening product quality differentiation, optimizing digital marketing, and cost efficiency to remain competitive in a highly dynamic market.

Table 3. SWOT Matrix Table

EFAS / IFAS	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO Strategy Leveraging the strong Filma brand for aggressive penetration into the e-commerce and online grocery markets	WO Strategy Offering a variety of economical products through e-commerce channels to reach the mass market.
	Maximizing upstream-downstream integration to create healthy/value-added product variants in line with healthy living trends	Diversifying non-CPO or low-fat products to reduce dependence on CPO prices.
	Optimizing national distribution to capture the growth in national cooking oil consumption	Expanding target segmentation to young families and MSMEs to capitalize on national consumption growth.
	Expanding exports of premium-quality Filma to emerging markets	
Threats (T)	ST Strategy Leveraging brand strength and quality to differentiate from key competitors	WT Strategy Developing a CPO price risk management system to address volatility and regulations
	Leveraging upstream-downstream integration efficiencies to maintain competitive prices in the face of price ceiling regulations	Targeting the economy segment through more affordable variants to reduce competitive pressures
	Developing healthy product innovations to mitigate the threat of non-palm oil substitution	Conducting educational campaigns that ensure high-quality palm oil remains safe and healthy to reduce the threat of substitution

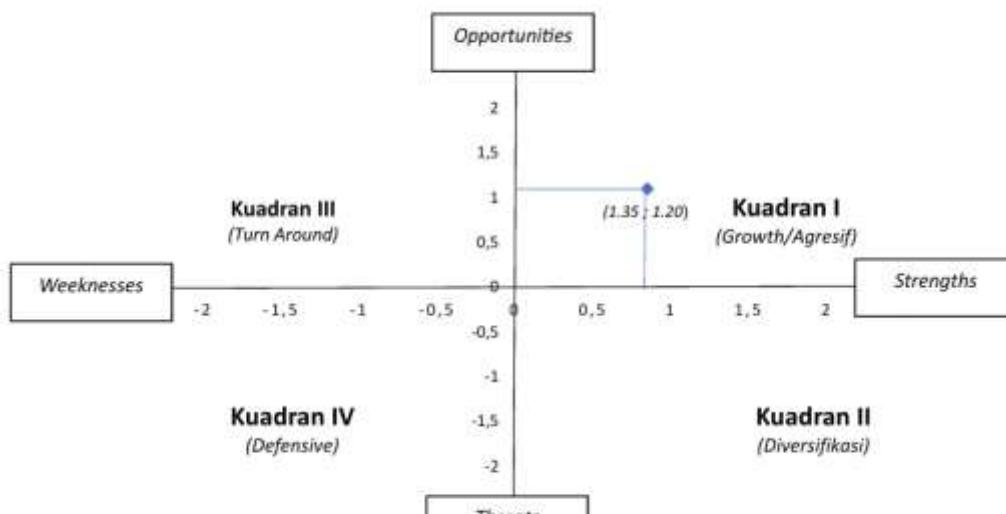


Figure 1. SWOT Cartesian Diagram

Based on the IFAS and EFAS calculations, Filma's position in the SWOT Cartesian diagram is at the coordinate point (1.35; 1.20), indicating positive values on both axes. A positive value on the X-axis (IFAS) indicates that the company's internal strengths outweigh its weaknesses. This illustrates Filma's strong internal foundation, including high brand awareness, consistent product quality, an extensive distribution network, and support from its parent company for upstream-downstream integration.

Meanwhile, a positive value on the Y-axis (EFAS) indicates that external opportunities outweigh the threats. These opportunities include increasing demand for quality cooking oil, the growth of the e-commerce market, and growing consumer interest in healthy/value-added products. Despite threats such as fluctuations in CPO prices or HET regulations, Filma still has strong room for expansion.

CONCLUSION AND RECOMMENDATION

Based on the results of the IFAS and EFAS analyses, outlined in a SWOT Cartesian diagram, Filma is positioned in Quadrant I (Growth/Aggressive) with coordinates (1.35; 1.20). This position indicates that Filma possesses significant internal strengths and significant external opportunities for development. Strengths such as a strong brand image, stable product quality, an extensive distribution network, and support for upstream-downstream integration enable Filma to compete effectively in the national cooking oil market. Meanwhile, opportunities such as growing cooking oil consumption, healthy living trends, and the development of e-commerce further enhance its expansion potential.

Given these conditions, the most relevant strategy to implement is the SO (Strength-Opportunities) strategy, an aggressive strategy that focuses on leveraging internal strengths to capture market opportunities. Through this strategy, Filma can expand its consumer segment, strengthen digital market penetration, innovate healthy/value-added products, and increase its competitiveness to maintain its position as a market leader. Overall, the analysis indicates that Filma is in a very favorable position to continue its growth and strengthen its position in the Indonesian cooking oil industry.

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