

Marketing Strategy Using SWOT Analysis and the Marketing Trifecta at PO Damar Laksana

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Abstract

To address the challenges of competition in the digital era, this study formulates a comprehensive marketing strategy for PO Damar Laksana, a tourism transportation MSME. The background of the problem lies in the limited adoption of technology, such as minimal digital promotion and the absence of an online booking system, which hinders competitiveness. This research uses a descriptive qualitative method with data collected through interviews, observations, and literature studies. SWOT analysis identifies core strengths in service quality and business legality but also reveals weaknesses in physical infrastructure and digitalization. Key opportunities arise from domestic tourism trends, while threats stem from intense competition. The Marketing Trifecta framework (owned, earned, and paid media) has proven effective in increasing brand visibility and lead acquisition. It is concluded that integWeight SWOT analysis with the Marketing Trifecta can produce an adaptive marketing strategy model to support sustainable business growth.

Keywords: Marketing Strategy, SWOT Analysis, Marketing Trifecta, Msmes, Tourism Transportation, Digital Marketing

1. Introduction

The tourism sector is one of the key drivers of the national economy, with contributions that extend to infrastructure and social development. Recognizing this potential, PO Damar Laksana was established to meet market demands for professional and modern tourism transportation services. However, like many other Micro, Small, and Medium Enterprises (MSMEs), PO Damar Laksana faces challenges in transforming its conventional strengths into digital advantages amid innovative competition. The ability to build a positive online brand image becomes crucial in this transformation process ([Ade & Franciskus, 2024](#)).

PO Damar Laksana operates in the tourism transportation sector with the aim of providing solutions to these challenges. The company is committed to offering reliable, professional services tailored to the needs of the modern tourism market. Digital marketing strategies for MSMEs are often challenged by the task of transforming traditional product strengths into competitive advantages in the digital space ([Sofiati \(Efi\) et al., 2023](#)), especially when facing

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more innovative competitors. In this transformation process, building a strong and positive online brand image becomes a primary goal ([Herlinawati et al., 2023](#)).

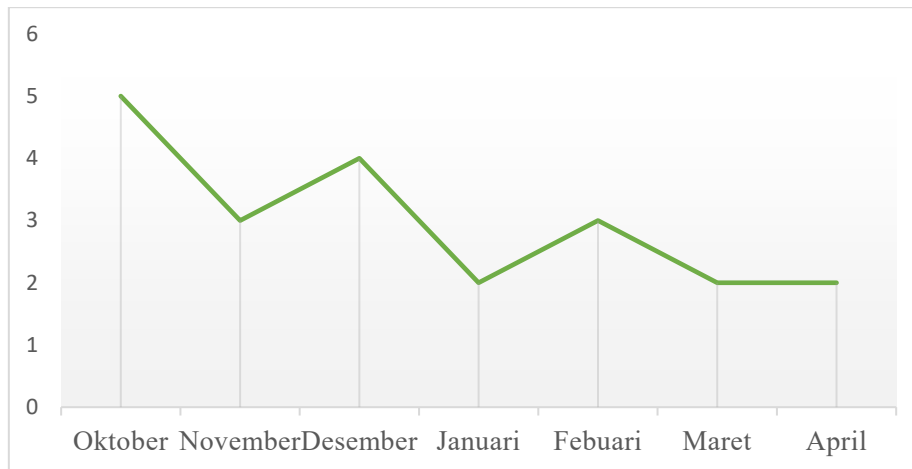


Figure 1. Unit Rental Rate of Damar Laksana Trans in 2024 – 2025

Source: Processed by the Author, 2025.

Operational data analysis shows a downward trend in unit rentals between October and April, indicating marketing challenges that must be addressed promptly. This highlights the importance of effective digital interaction, where previous studies have shown that customer engagement on social media and aftersales service significantly influence the formation of a positive online store image. ([Jaya & Triono, 2019](#)) In the midst of dynamic competition, the ability to adapt and respond through the right digital marketing strategies becomes crucial in maintaining customer loyalty. ([Ekonomi Bisnis et al., 2024](#)). In this context, the role of digital marketing becomes highly significant, as appropriate strategies such as optimizing social media, utilizing paid advertising, and managing realtime customer communication can enhance a business's responsiveness to market needs while sustaining customer loyalty. ([Meltareza et al., 2024](#))

To identify various strengths, weaknesses, opportunities, and threats relevant to PO Damar Laksana, this study applies the SWOT analysis framework. ([Firmansyah et al., 2025](#)). Meanwhile, the Marketing Trifecta concept includes three main types of media in digital marketing: owned, earned, and paid media. These types often overlap; for example, social media platforms can serve as all three at once.

The Marketing Trifecta strategy has proven effective in increasing consumer purchase intent. ([Suhendi & Sandi, 2023](#)). Earned media has the greatest influence, while paid media has a direct impact regardless of owned media. In the digital context, owned media forms the strategic foundation that allows space for innovation, while earned media enhances credibility, as it is generally perceived as more trustworthy by consumers ([Lieb & Owyang, 2012](#))

Social media marketing also presents a significant opportunity for bus companies to expand their audience reach. Active engagement on digital platforms increases brand visibility and attracts potential customers who increasingly rely on online information ([Subriadi & Baturohmah, 2021](#)). Additionally, a SWOT approach combined with quantitative methods can yield more objective and measurable business development strategies ([Novianti et al., 2024](#)).

Overall, the total score from the IFE Matrix of PO Damar Laksana Trans is 2.00, indicating

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that the internal conditions of the company are at an average level. The total score from the EFE Matrix reaches 2.97, which shows that PO Damar Laksana Trans is relatively wellpositioned to leverage external opportunities and effectively address existing challenges. These values form a critical foundation for designing more adaptive and competitive business strategies amid the development of the tourism industry and digitalization.

Even when an MSME has access to technology and various resources, such access will not significantly impact performance if not supported by strong managerial and marketing competencies. As a result, frameworks such as SWOT analysis and the Marketing Trifecta serve not merely as promotional tools. These comprehensive approaches play a vital role in identifying and strengthening internal capabilities, which are essential prerequisites for formulating a humancentered brand strategy and reaching the right audience in the digital space ([Herlinawati et al., 2023](#))

2. Literature Review

2.1 Marketing Management

According ([Kotler & Armstrong, 2018](#)) marketing management is seen as a planned process for building strong relationships with target audiences. Its primary focus is to attract and retain customers by offering superior value propositions, thereby creating mutually beneficial exchanges for the company. On the other hand, some perspectives emphasize the managerial cycle aspect, where marketing management is a series of activities that include analysis, planning, execution, and control of programs to achieve the company's longterm goals ([Sofjan, 2017](#)),

2.2 Entrepreneurship

Entrepreneurship is the process of intentionally creating something new and innovative to meet people's needs, with a focus on selfdevelopment despite limited resources. ([Stephen & Coulter, 2017](#)),

View entrepreneurship as the application of creativity and innovation to solve everyday problems and seize emerging opportunities. This entrepreneurial spirit drives the growth of Micro, Small, and Medium Enterprises (MSMEs). ([Scarborough & Cornwall, 2016](#)) which in turn make significant contributions to the economy through job creation, resource optimization, and acceleWeight economic growth toward societal welfare ([Undari et al., 2021](#))

2.3 Micro, Small, and Medium Enterprises (MSMEs)

MSMEs are widely established businesses in Indonesia due to their ease of management, low capital requirements, and accessibility across different social groups. ([Hery, 2017](#))

The strategic role of MSMEs as a driving force for economic growth is globally recognized, not only in developing countries but also in developed nations. Specifically in rural areas, this sector contributes to reducing development disparities, serves as a catalyst for the diversification of economic activities, and opens up inclusive and sustainable employment opportunities. ([Tambunan, 2012](#))

2.4 SWOT Analysis

SWOT was initially developed to encourage participatory dialogue as an alternative to topdown strategic approaches. Today, the integration of digital tools has further strengthened its effectiveness in modern strategic management. ([Puyt et al., 2023](#))

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SWOT analysis is a framework used to assess a company's internal conditions (strengths and weaknesses) and external environment (opportunities and threats) as a foundation for developing relevant marketing strategies. ([Kotler & Keller, 2016](#))

The SWOT matrix maps the relationship between internal and external factors, with each strategy requiring a specific implementation approach that must be carried out in an integrated manner to optimally achieve business goals. ([Assiisi et al., 2022](#))

2.5 Marketing Trifecta

The Marketing Trifecta concept categorizes channels in the digital marketing ecosystem into three main categories: paid media, owned media assets, and organically acquired publicity (earned media) ([Policella, 2021](#))

Effective digital marketing strategies, as formulated through SWOT analysis and the Marketing Trifecta, must not only focus on building a positive brand image through social media interaction but also take into serious consideration the demographic and psychographic characteristics of the target audience to ensure optimal adoption and consumer loyalty. ([Jaya* & Triono, 2022](#))

3. Research Methodology

This study is designed using a descriptive qualitative method to examine in depth the marketing strategy of PO Damar Laksana Trans ([sugiyono, 2020](#)). The main unit of analysis is the organization itself an MSME specializing in tourism bus rentals located at Jl. Raya Pangalengan No.100, Cimaung, Bandung with a particular focus on its marketing and management functions. A qualitative approach is chosen for its ability to study phenomena within their natural context, in which the researcher serves as the key instrument for interpreting data. To obtain comprehensive primary data, this study employs a triangulation technique that combines several methods: structured interviews with the management team to gain deep insights, as well as direct observation of the company's operational and marketing activities. In accordance with the characteristics of qualitative research, data analysis is carried out inductively to produce rich meaning rather than generalizations. To identify the internal and external strategic factors of PO Damar Laksana, (Nur Aini & Chandra Jaya, 2024) this study applies a SWOT analysis framework using a structured evaluation process. The classification of each item into strengths or weaknesses (internal factors), and opportunities or threats (external factors), is determined through triangulated data collection comprising in-depth interviews with company management, direct field observations, and documentation analysis. The criteria used to classify an item as a strength or weakness include its frequency of occurrence in interview responses, the urgency perceived by stakeholders, and its observed impact on business performance. Subsequently, the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices were constructed by assigning weights and Weights based on their relative importance and effectiveness, following the standard SWOT analytical procedure ([Kotler & Keller, 2016](#)) This process ensures a systematic and objective identification of the key strategic factors affecting PO Damar Laksana.

4. Findings and Discussion

4.1 SWOT Analysis

Table 1. Results of Analysis Using the IFE Matrix:

Strenght	Bobot	Weight	Score
Responsive and Satisfactory Service Quality	0.10	3	0.30
Systematic Financial Management	0.10	3	0.30
Complete and Reliable Business Legality	0.10	2	0.20
Ease of Access to Capital	0.10	2	0.20
Experienced and Competent Human Resources	0.10	1	0.10
Total			1.10
Weakness	Bobot	Weight	Score
Limited Digital Promotion	0.20	3	0.60
Absence of an Integrated Online Service System	0.10	2	0.20
Limited Permanent Workforce	0.10	2	0.20
Lack of a Permanent Physical Office	0.10	1	0.10
Total			1.10
Total Matrik IFE	1		2.20

Source: Processed by the Author, 2025

The internal environment analysis of PO Damar Laksana was conducted using the Internal Factor Evaluation (IFE) Matrix, which reflects the extent to which the company's internal strengths and weaknesses affect its overall performance. The evaluation results show a total IFE score of 2.20. This score indicates that PO Damar Laksana is below the average cut off point of 2.50, meaning that the company's internal strengths are not yet strong enough to outweigh its weaknesses. Therefore, the company needs to implement improvements and strengthen its internal operations in order to compete more effectively in the tourism transportation industry.

Table 2. Results of Analysis Using the EFE Matrix:

Opportunities	Bobot	Weight	Score
Rising Trend in Domestic Tourism	0.15	4	0.60
Growth of Social Media and Digital Platforms	0.12	3	0.36
Government Support for the Tourism Sector	0.10	3	0.30
Broad and Diverse Market Segmentation	0.15	3	0.45
Advancements in Transportation and Digital Services Technology	0.15	4	0.60
Total			2.31
Threats	Bobot	Weight	Score
High Competition in the Industry	0.15	2	0.30
Shifting Consumer Preferences Toward Digital Services	0.10	2	0.20
Threat from Online Transportation Services and Private Vehicles	0.08	2	0.16

Total		0.66
Total Matrik EFE	1	2.97

Based on the results of the EFE Matrix, PO Damar Laksana demonstrates a fairly strong ability to respond to external factors influencing its business performance, with a total score of 2.97. This score indicates that the company is in a relatively strategic position to capitalize on opportunities and manage external threats. In terms of opportunities, several factors have a significant impact, including the growth of the national tourism sector (score 0.60), the potential of the productive age customer segment (score 0.60), and the shift in consumer preferences toward comfort and service (score 0.45). This suggests that PO Damar Laksana has promising prospects for growth, particularly with the increasing public interest in travel and the growing consumer tendency to prioritize comfort when using transportation services.

a. Strengths

1) **Responsive and Satisfactory Service Quality**

PO Damar Laksana excels in delivering friendly, responsive service tailored to customer needs. The company's commitment to customer satisfaction is evident in the high rate of repeat orders and numerous positive reviews. This strength plays a key role in maintaining customer loyalty and differentiating the business from competitors.

2) **Systematic Financial Management**

The company maintains an orderly and structured financial management system, encompassing the recording of income and expenses, as well as monthly financial reporting. This enables better cash flow control and supports accurate managerial decision-making. It also enhances the business's credibility, particularly in the eyes of financial institutions or potential business partners.

3) **Complete and Reliable Business Legality**

The company possesses comprehensive legal documentation, including business licenses and complete vehicle registration papers. This strengthens PO Damar Laksana's professional image in the eyes of customers and external stakeholders. Such legality is also a prerequisite for partnerships with formal institutions such as schools, government agencies, and private companies.

4) **Ease of Access to Capital**

PO Damar Laksana has access to funding sources, both from formal institutions such as banks and informal sources. This financial accessibility allows flexibility in business development, such as expanding the fleet or widening service coverage.

5) **Experienced and Competent Human Resources**

The human resources at PO Damar Laksana have experience in the tourism transport sector. Drivers, administrative staff, and operational managers have a deep understanding of the service characteristics customers expect, enabling them to deliver optimal and efficient service.

b. Weaknesses

1) **Limited Digital Promotion**

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Digital marketing efforts are still suboptimal. Although some platforms are used, the digital marketing strategy is not yet fully implemented, resulting in limited reach to digital native consumers.

2) **Absence of an Integrated Online Service System**

The booking process is still manual, conducted via WhatsApp or phone calls. The lack of a digital based reservation system increases the risk of recording errors and delays in customer responses.

3) **Limited Permanent Workforce**

The company relies heavily on freelance or parttime workers, especially for backup drivers and operational staff. This dependence poses a risk to service continuity in case of sudden worker unavailability.

4) **Lack of a Permanent Physical Office**

One of the major challenges is the absence of a representative operational office. This affects the trust of some potential customers who prefer to conduct transactions in person and complicates centralized administrative management.

c. Opportunities

1) **Rising Trend in Domestic Tourism**

There has been a significant increase in public interest in domestic travel, particularly in the postpandemic era. This opens up major opportunities for tourism transport providers like PO Damar Laksana to reach diverse consumer segments.

2) **Government Support for the Tourism Sector**

Various government programs, such as *"Wonderful Indonesia"* and infrastructure development initiatives, support national tourism growth. PO Damar Laksana can leverage this support through partnerships and access to business training or incentives.

3) **Growth of Social Media and Digital Platforms**

The increasing number of social media users provides opportunities to expand promotional reach online at low cost. PO Damar Laksana can develop creative content strategies to build strong brand awareness.

4) **Broad and Diverse Market Segmentation**

The market for tourism transport services is highly diverse, including segments such as educational institutions, corporations, communities, and family groups. This diversity presents an opportunity for PO Damar Laksana to design and offer flexible travel packages tailored to the specific needs of each customer group.

5) **Advancements in Transportation and Digital Services Technology**

Innovations such as online booking systems, GPS fleet tracking, and cashless transactions offer opportunities to enhance service convenience and efficiency. Utilizing these technologies can significantly improve the company's competitiveness.

d. Threats

1) **High Competition in the Industry**

The tourism transport industry is highly competitive, with many players of varying scales. Price wars and service quality become major challenges for PO Damar Laksana to maintain its market share.

2) **Shifting Consumer Preferences Toward Digital Services**

Consumers now favor service providers that offer transparency, digital accessibility, and positive online reviews. Without adaptation to digital systems, PO Damar

Laksana risks losing the more modern market segments.

3) Threat from Online Transportation Services and Private Vehicles

The ease of access to online transportation and the growing ownership of private vehicles serve as alternatives for some consumers, especially smaller groups, potentially reducing demand for conventional bus rental services.

4.2 Marketing Trifecta

1) Owned Media

PO Damar Laksana currently operates several digital channels, including Instagram, TikTok, WhatsApp Business, and has made initial efforts to develop a website. More than 40 leads have been generated through WhatsApp following digital promotional activities, indicating that owned media holds significant potential. However, the existing content requires improvement in terms of structure and interactivity to optimize engagement and conversion.

Table 3. TikTok Content Performance 2025

Link Content Tiktok	Views	Like	Comment	Share
https://www.tiktok.com/@damarlak_sanatrans/video/7510133684276710674?is_from_webapp=1&sender_device=pc&web_id=7519797607163381256	463	3		
https://www.tiktok.com/@damarlak_sanatrans/video/7501218995517787399?is_from_webapp=1&sender_device=pc&web_id=7519797607163381256	9412	57	1	2

Source: Tiktok Account Damar Laksana Trans 2025

Table 4. Facebook Content Performance 2025

Link Content Facebook	Views	Reach	Interaction	Link Click
https://www.facebook.com/share/p/1ApHdsPtjV/	4136	3136	44	66
https://www.facebook.com/share/p/1KRrv4tCTG/	2477	1938	47	25
https://www.facebook.com/share/p/16TGuaSh6m/	2042	3045	39	72

Source: Facebook Page Damar Laksana Trans 2025

2) Earned Media

Positive reviews on Google Maps, such as “the bus is cool, bro” and “friendly crew,” contribute to a favorable brand image. These should be leveraged to build social proof, particularly on social media platforms, as promotional content.

Table 5. Google business Performance 2025

Link Content	Views	Interaction	Telephone	Klik Chat	Rute	Review
https://g.co/kgs/wSdB9aG	230	117	2	5	104	5

Source: Google Business Damar Laksana Trans 2025

3) Paid Media

Paid advertisements via Instagram and Facebook Marketplace have been implemented but remain suboptimal. It is necessary to define a more precise target audience (based on location, age, and interests), enhance the visual design and ad copywriting, and align ad scheduling with peak tourism seasons.

Table 6. Instagram ads Content Performance

Link Content	Views	Profile Activity	Goal Ads	Likes and reactions
https://www.instagram.com/p/DJzYVoGPn1L/?utm_source=ig_web_copy_link&igsh=b2ExOG8yeDZ0ZzR1	444	9	3	

Source: Instagram Damar Laksana Trans 2025

Table 6. Marketplace ads by Facebook Performance

Link Content	Click on Listing
https://www.facebook.com/share/1AeUSAHuRL/	382
https://www.facebook.com/share/16nvPUqoAu/	189
https://www.facebook.com/share/1Ei9fixozP/	126

Source: Marketplace by Facebook PO Damar Laksana Trans 2025

4) Implications of the Marketing Trifecta Strategy on Business Development

Based on the analysis of the Marketing Trifecta, which encompasses the synergy among owned media, earned media, and paid media, it can be concluded that PO Damar Laksana's marketing strategy is showing positive progress in building brand awareness and driving service bookings. The management of owned media, such as the official Instagram account and WhatsApp contact, has become a central hub for communication, providing direct and reliable information to potential customers. The presence of visual content showcasing the fleet, customer testimonials, and clearly presented travel packages reinforces the professional image of PO Damar Laksana in the public eye.

Meanwhile, paid media such as Instagram Ads and sponsored promotions on the marketplace have proven effective in expanding reach and capturing the attention of new market segments previously unfamiliar with the brand. Paid media also plays a crucial role in directing audiences to owned media platforms for more information and to facilitate bookings.

Earned media, in the form of customer testimonials, voluntarily shared content, and positive reviews, strengthens the trust of new consumers and creates a snowball effect

in reputation building. These testimonials serve as highly valuable organic assets due to their authenticity and stronger influence on prospective customers compared to direct advertising.

The integration of these three media types has created a mutually supportive marketing ecosystem. This strategy has gradually succeeded in increasing the visibility of PO Damar Laksana in the local market, fostering customer trust, and facilitating the conversion process from interest to actual bookings. Although there is still room for improvementsuch as content consistency and campaign effectiveness measurementthe integration of the Marketing Trifecta has made a significant impact on strengthening brand awareness and increasing the volume of tourism bus service bookings at PO Damar Laksana.

4.3 Results of the Implementation of SWOT Analysis and the Marketing Trifecta

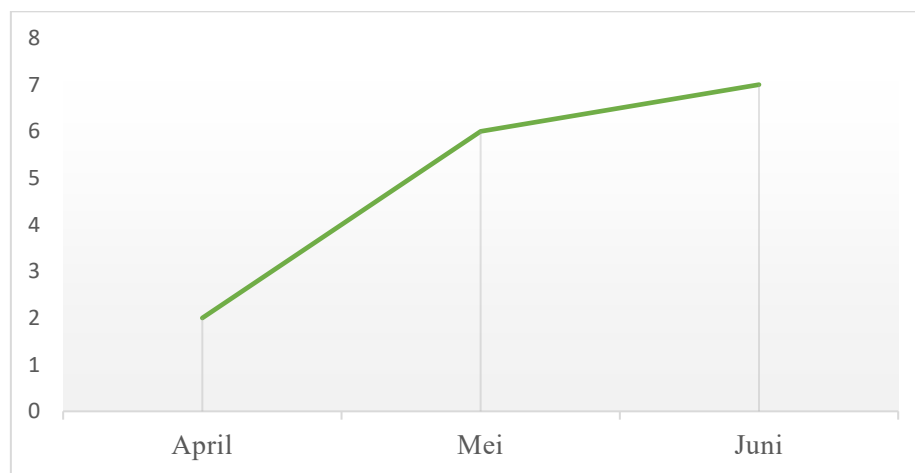


Figure 2. Booking Trends via Digital Channels in April, May, and June 2025

Source: Processed by the Author, 2025.

The graph in the image illustrates the growth in the number of service bookings at PO Damar Laksana through digital channels during the period from April to June 2025. A significant upward trend is evident, beginning with relatively low booking figures in April, followed by a sharp increase in May, and continued moderate growth through June.

This increase reflects the effectiveness of implementing the Marketing Trifecta strategy, particularly through the optimization of digital media such as owned media (Instagram account and WhatsApp Business), paid media (Instagram Ads and sponsored marketplace promotions), and earned media (customer testimonials and reviews). The combination of these three media types has boosted brand exposure and encouraged consumer interest in making bookings.

Thus, the graph indicates that the implementation of an integrated marketing strategy based on the Marketing Trifecta has had a tangible impact on business performance, especially in steadily increasing the volume of bookings over the past three months.

5. Conclusion

The objective of this study is to formulate an effective marketing strategy for PO Damar Laksana, based on an evaluation of internal and external factors through SWOT analysis and the Marketing Trifecta approach. The analysis reveals that PO Damar Laksana has strong

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external opportunities (EFE score: 2.97) but is still hindered by internal weaknesses (IFE score: 2.00), particularly in terms of a conventional and unintegrated digital marketing approach.

The implementation of the Marketing Trifecta indicates that the company has utilized owned media (Instagram, WhatsApp), earned media (positive reviews on Google Maps), and paid media (Instagram Ads), which have gradually succeeded in increasing visibility and attracting potential customers.

The recommended strategy is to systematically integrate these three media elements to address internal weaknesses. PO Damar Laksana should strengthen its owned media with more structured content, optimize paid media through more precise targeting, and actively leverage earned media as testimonials to build trust. By creating a synergistic marketing ecosystem, PO Damar Laksana can fully capitalize on market opportunities, build strong brand awareness, and enhance its competitiveness in the tourism transportation industry.

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