

ANALYSIS OF DEVELOPMENT STRATEGY OF TUBAN PUSLATPUR LOCATION TO SUPPORT MARINE TASKS USING SWOT AND ANP METHODS

Sutrisno, Giani Ferianto, I Nengah Putra A, I Made Jiwa A

Indonesian Naval Technology College,
Bumimoro-Morokrembangan, Surabaya 60187, Indonesia

ABSTRACT

The Marine Corps Training Command or (Kolatmar) has the main task of carrying out plans and programs for building the capability of the training commands in the Marine Corps. The current problem is that the distance from the marine corps student education center in AAL, KODIKLATAL and PASMAR 2 soldiers in Surabaya is too faraway from Puslatpur in the Situbondo and Banyuwangi areas. The method used in conducting this research was a combination of SWOT Analysis with Analytical Hierarchy Process (ANP). IFE research calculation results were 3.29 while the EFE was 3.08, thus Putlatpur was placed in quadrant II in IE Matrix, the results of weighting strategy were by improving public facilities and supporting facilities of Puslatpur and Puslatpur organizations with support from the central government in increasing the ability of national defense (0.368707), fiscal increase of Indonesian Navy for the development of Puslatpur with support from the central government in enhancing the capability of national defense (0.179934), optimizing Puslatpur coastal's oceanography and logistical support for combat training with ANP processing (with a score of 0.104935), strengthening the legality of Puslatpur locations to avoid socio-cultural impacts in the surrounding community (0.072567), and reducing the socio-cultural impact of the community around the puslatpur with the Navy's strategic policy (0.029992).

Keywords- SWOT, AHP, ANP, Internal, External

1. INTRODUCTION

The Marine Corps Training Command or (Kolatmar) has the main task of carrying out plans and programs for building the capability of the training commands in the Marine Corps. The Marine Education Command under the control of the Kodiklatal was trained as a landing force in amphibious warfare, ground operations and special operations through training and development of tactics and procedures in the context of fostering the strength of the Marines. Mako Kolatmar Indonesian Navy is in Grati, Pasuruan, East Java.

Along with the problems that recently occur, the distance from the marine corps student education center in AAL, KODIKLATAL and PASMAR 2 soldiers who are in Surabaya are too faraway from Puslatpur in the Situbondo and Banyuwangi areas. Likewise, the sea distance is closer compared to Puslatpur Baluran Situbondo and Puslatpur Lampon Banyuwangi. In addition, they often clash with other combat training operations such as the current training at the Situbondo Puslatpur which used for Jaya Armada Training, so Marine Corps students can use Puslatpur Tuban as an alternative. For this reason, the development of Puslatpur Tuban is one of the solutions. Another problem faced by Puslatpur Animha Tuban is that the facilities and infrastructure are inadequate when compared with other Puslatpur, so that the training conducted there is very limited.

This paper used some literature to support the research, for example paper with title Strengths, Weaknesses, Opportunities And Threats (SWOT) Analysis On Globacom Ltd (Bello 2013). Strengths vs. Strong Position: Rethinking the Nature of SWOT Analysis (Clardy 2013). SWOT Analysis of strategic Position of Cycling Federation in Iran (Arefeh Jamshidi 2012). Comparing AHP and ANP: An Application of Strategic Decisions Making in a Manufacturing Company (GÖRENER 2012). SWOT Analysis (LALITHA CHAVALI 2017). Optimization of the ANP and Set Covering Method for the Allocation of Tanker in the East Sea Region of Indonesia (Arys Susanto 2018). The Strategic Planning (SWOT) Analysis Outcomes And Suggestions According To The Students And The Lecturers Within The Distance Education System (Tugba Yanpar YELKEN 2012). Coping with Imprecision in Strategic Planning: A Case Study Using Fuzzy SWOT Analysis (Hasan Hosseini-Nasab 2011). Strategic Planning & SWOT Analysis (Kotnal 2017). SWOT Balanced Scorecard (Rangkuti. 2012). Strategic development and SWOT analysis at the University of Warwick (Dyson 2004). Business Development Strategy Analysis PT. X Using the SWOT Method (Arica dwi susanto 2019). Combining SWOT and AHP Techniques for strategic planning (Osuna & Aranda 2007). Prioritiation of e-Government strategies using a SWOT-AHP analysis: the case of Turkey (Kahraman, Cetin & Demirel 2007). Studying strategies of sport management using SWOT

technique (Leila Asayesh 2013). Performance Assessment of PT. X Automotive Companies Using Performance Prism and Analytical Hierarchy Process (AHP) (Sentot Patria. W. S 2018). Focused SWOT: diagnosing critical strengths and weaknesses (Ronen 2009). A Synthesis on SWOT Analysis of Public Sector Healthcare Knowledge Management Information Systems in Pakistan (Arfan Arshad 2017). A SWOT Analysis Tool For Indonesian Small and Medium Enterprise (Husni Thamrin1 2017). Development of Strategic Plan for Hotel Industries through Swot Analysis (C.Kiritharan nair 2016). Importance-Performance Analysis based SWOT analysis (Boonyarat Phadermrod 2016). Logistics Platform for Improve Strategic Flexibility (Abrahamsson 2003). Implementation of SWOT-ANP Method to 2.1. Determine the Best Strategy on Development Women Navy Resources in Indonesia War Ship (Devi Cipta Anggraini 2018). Impacts of External Business Environment on Organisational Performance in the Food and Beverage Industri in Nigeria (Adeoye 2012). A Logistics Strategy Taxonomy (Autry 2008). Application of Analytic Network Process (ANP) in Business Environment: A Comprehensive Literature Review (A. Jayant 2015). Applying the ANP Model for Selecting the Optimal Full-service Advertising Agency (Pi-Fang Hsu 2011). Using Analytical Network Process (Anp) Method To Prioritize Strategies Resulted From Swot Matrix Case Study: Neda Samak Ashena Company (Mohammadreza Shojaei 2013). Analytical Network Process (ANP) to Recommend an Ice Cream to a Diabetic Patient (Suhas M. Gaikwad 2015). Technology Selection for Product Innovation Using Analytic Network Process (ANP)—A Case Study (Thangamani 2012). Comparative Study of AHP and ANP on Multi-Automotive Suppliers with Multi-Criteria (Amir Azizi 2014). Consistency Test in ANP Method with Group Judgment Under Intuitionistic Fuzzy Environment (Son 2014). A Unified Model and Analysis For AHP and ANP (Takahashi 2001). Quality Function Deployment (QFD) and Analytic Network Process (ANP): an application to analyze a cohousing intervention (Lami 2012).

Seeing the existing problems, researchers in this study will use easy to understand, participatory and can be used for small organization. SWOT analysis is needed to conduct analysis and diagnosis of strengths, weaknesses, opportunities, and threats in order to know the situation in the future. The ANP (Analytical Network Process) method is a development of the AHP method (Ommani 2011). AANP allows for interaction and feedback from elements in the cluster (inner dependence) and between clusters (outer dependence) (Nejad 2011). This method is one of the MCDM methods that can be used to structure

and solve decision-making problems (Yasar 2010). Based on mutual effect between elements or criteria inside so that it can be used in the analysis of Tuban Puslatpur development strategies..

This Paper is organized as follows. Section 2 is review about the basic ship theory. Section 3 would be about the result of the research and section 4 discussion of research. Finally, while in section 5 we would present the conclusions of this paper.

2. MATERIALS AND METHODS

The method used in conducting research is a combination of SWOT with Analytical Network Process (ANP) with four criteria proposed by Puslatpur.

2.1 Logistics Theory and Strategy Theory

Henry E. Eccles (1989) explains the relationship between Strategy - Logistics - Tactics. Strategy and tactics are the means used by leaders (generally military leaders) to achieve the objectives of a military activity which is to win the war. For this purpose, in addition to strategy and tactics, one thing that is dominant and greatly supports the achievement of victory is adequate logistical support for personnel and combat equipment used (Till 2015; Nowakowska-Grunt 2009). These three elements are inseparable because the three affect each other. Intelligence information is used as a consideration of leaders and determinants of strategic planners and tactics what is appropriate to apply and how much logistics is needed and how the pattern of preparation and support (Nedelea 2009).

2.2 SWOT Analysis

SWOT analysis is a strategic planning method used to evaluate strengths, weaknesses, opportunities, and threats in a project or a business speculation (Hajikhani & Jafari 2013). These four factors form the acronym SWOT (Strengths, Weaknesses, Opportunities, and Threats) (Gasparotti 2009). This process involves determining the specific objectives of business or project speculation and identifying internal and external factors that support these goals (Hutabarat 2017). SWOT analysis can be applied by analyzing and sorting things that affect all four factors, then applying it in the SWOT matrix image, where the application is how strengths are able to take advantage of opportunities, how to overcome weaknesses which prevents advantages from opportunities that exist, then how strengths are able to deal with existing threats, and finally how to overcome weaknesses that can make threats real or create a new threat (Lumaksono 2014). The hierarchical representation of the SWOT structure is shown in Figure 1 (Chermack & Kasshanna 2007).

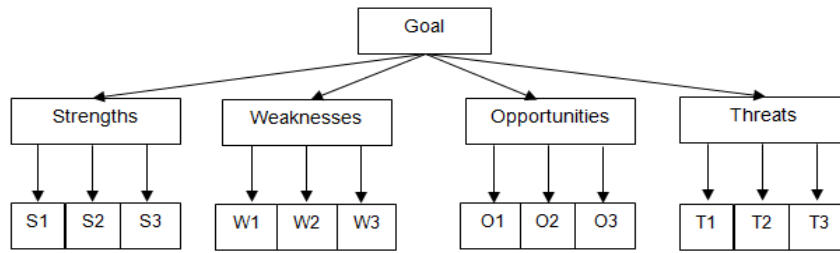


Fig. 1 Hierarchical Structure of The SWOT Matrix

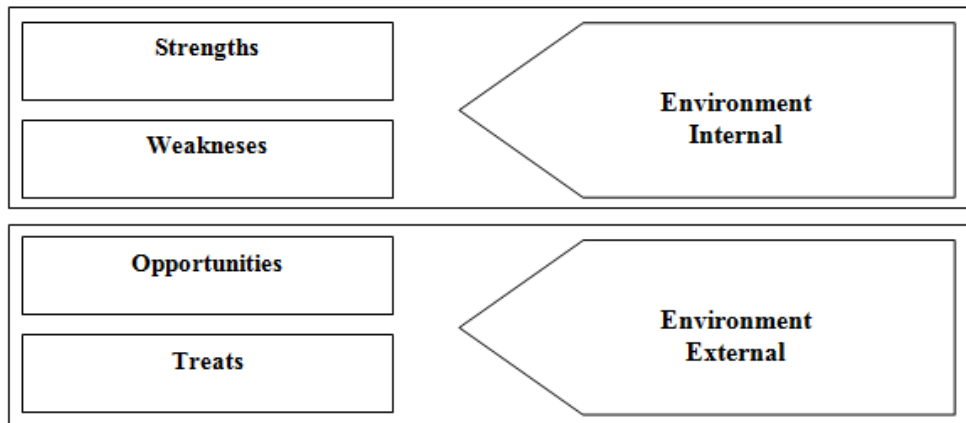


Fig. 2 SWOT Concept Scheme

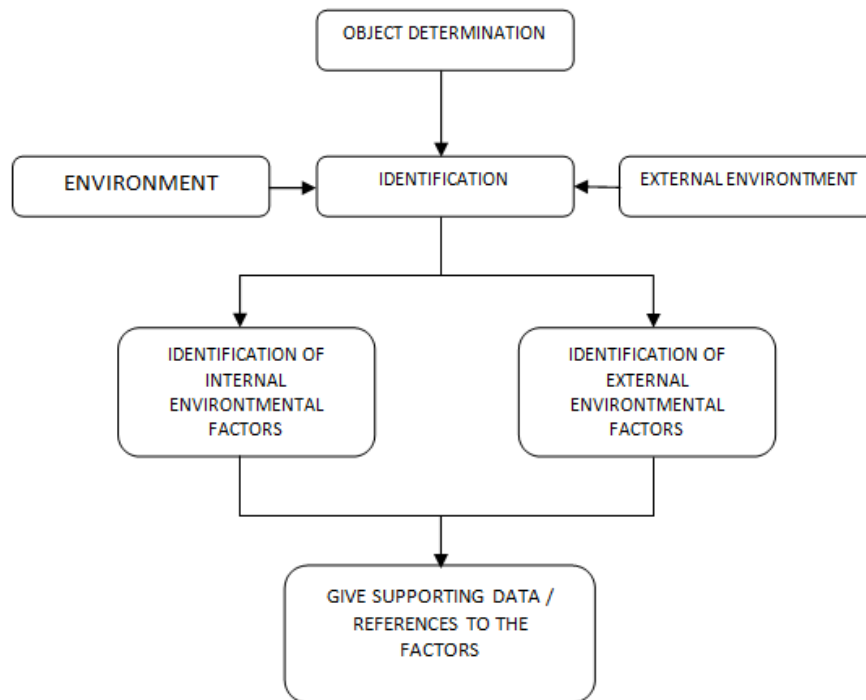


Fig. 3 Scheme of SWOT Steps

Stages of SWOT Analysis:

1. Formulation and determination of external and internal strategic factors
2. Compilation and calculation of the weight, rating and score values for the external and internal factor tables use the following scale:
 - a. Weight Value where,
 - 1,00=very important
 - 0,75=important

- 0,50=standard
- 0,25=unimportant
- 0,10=very unimportant
- b. Rate score
 - 5=very good
 - 4=good
 - 3=neutral (standard)
 - 2=bad
 - 1=very bad

2.3 Analytical Network Process (ANP)

Analytic Network Process (ANP) is a method that produces a framework to overcome decision-making problems without involving assumptions related to independence between higher level elements with weak and independent elements in one level (Babak Daneshvar Rouyendegh 2010).

Like the AHP, ANP involves hierarchical relationships. Hierarchical control, however, does not require a standard structure such as the AHP so that it can handle complex relationships between decision levels with attributes. This ANP models the

system with feedback and system where one level may dominate or be dominated, both directly and indirectly by other levels. In ANP, a pairwise comparison method is used as in the AHP (Răzvan Cătălin Dobreă 2015). This pairwise comparison process uses numbers/scales that reflect the level of importance/preference of a decision element with other decision elements in the same hierarchy level (Saaty 1980). This helps decision makers to compare each element of the decision, because in each paired comparison, they only concentrate on two of them.

Table. 1 Pairwise Comparison Scale

| Importance Level | Definition |
|------------------|---|
| 1 | Both elements are equally important |
| 3 | One element is slightly more important than the other elements. |
| 5 | One element is actually more important than the other elements. |
| 7 | One element is clearly more important than the other elements. |
| 9 | One element is absolutely more important than other elements. |
| 2,4,6,8 | Middle values between 2 adjoining assessments. |

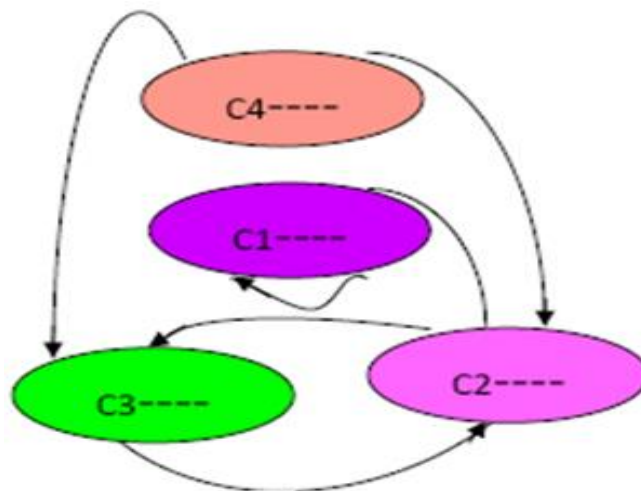


Fig. 4 Feedback Network Structure

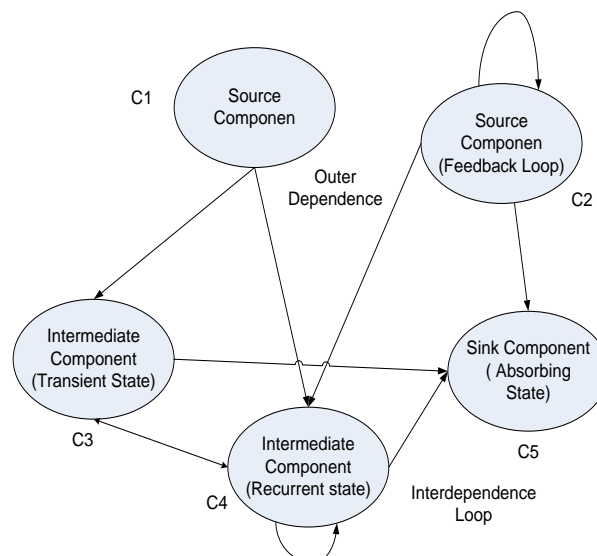


Fig. 5 Feedback Network Structure

3. RESULT AND DISCUSSION

3.1 SWOT Strategy Preparation

In preparing the SWOT method, there are four factors that can affect a decision making or formulation of a strategy. The four factors are divided into two categories, namely the Internal

category and the External category, the four factors are Strength, Weakness, Opportunity, and Threats.

Internal Factors of Puslatpur Tuban

The strengths and weaknesses of Puslatpur are obtained through interviews with stakeholders

Table. 2 Strenght's factor of The Puslatpur Tuban

| | |
|----|---|
| S1 | Indonesian Navy policy that supports the development of Puslatpur |
| S2 | Close proximity to Fleet Command II |
| S3 | Logistics Availability |
| S4 | supportive Puslatpur Tuban topography |
| S5 | supportive Tuban Spatial Planning |

Table. 3 Weakness Factors of The Puslatpur Tuban

| | |
|----|--|
| W1 | Limited Navy Fiscal policy |
| W2 | The availability of Public Facilities of Puslatpur Tuban is very minimal |
| W3 | The availability of Puslatpur Support Facilities is very minimal |
| W4 | Limited Puslatpur organization |
| W5 | Legal status of Puslatpur's Location is not optimal |

Table. 4 IFE Matrix of Puslatpur Tuban

| | Internal Weight | Weight | Rating | Value |
|---------------------------|--|--------|--------|-------|
| Strenght Criterion | | | | |
| S1 | Indonesian Navy policy | 0,1 | 3,50 | 0,35 |
| S2 | Proximity to Fleet Command II | 0,1 | 3,13 | 0,31 |
| S3 | Logistics Availability | 0,1 | 3,50 | 0,35 |
| S4 | Puslatpur Tuban topography | 0,1 | 3,63 | 0,36 |
| S5 | Tuban Spatial Planning | 0,1 | 3,13 | 0,31 |
| Weakness Criterion | | | | |
| W1 | Navy Fiscal policy | 0,1 | 3,13 | 0,31 |
| W2 | The availability of Public Facilities of Puslatpur Tuban | 0,1 | 3,13 | 0,31 |
| W3 | The availability of Puslatpur Support Facilities | 0,1 | 3,00 | 0,30 |
| W4 | Puslatpur organization | 0,1 | 3,13 | 0,31 |
| W5 | Legal status of Puslatpur's Location | 0,1 | 3,63 | 0,36 |
| Total | | | | 3,29 |

External Factors of Puslatpur Tuban

External factors will describe the opportunity and threat of Puslatpur Tuban

Table. 5 Opportunity factors of the Puslatpur Tuban

| | |
|----|---|
| O1 | Tuban District which is very supportive |
| O2 | AMDAL Puslapur Tuban which is very supportive |
| O3 | Coastal Oceanographic of Puslatpur Tuban which is very supportive |
| O4 | Stable Political and Economic Conditions |
| O5 | Support from the central government in enhancing the capability of national defense |

Table. 6 Threat Factors of The Puslatpur Tuban

| | |
|----|--|
| T1 | High level of vulnerability at the Puslatpur site |
| T2 | High fishing cruise volume |
| T3 | Community support for Puslatpur locations is not optimal |
| T4 | Socio Cultural Influence of Communities around Puslatpur locations |

Table. 7 EFE Matrix of The Puslatpur Tuban

| | External Factor | Weight | Rating | Value |
|------------------------------|---|--------|--------|-------|
| Opportunity Criterion | | | | |
| O1 | Tuban District | 0,11 | 3,00 | 0,33 |
| O2 | AMDAL Puslatpur Tuban | 0,11 | 3,38 | 0,38 |
| O3 | Coastal Oceanographic of Puslatpur Tuban | 0,11 | 3,25 | 0,36 |
| O4 | Political and Economic Conditions | 0,11 | 2,75 | 0,31 |
| O5 | Support from the central government in enhancing the capability of national defense | 0,11 | 2,50 | 0,28 |
| Threat Criterion | | | | |
| T1 | High level of vulnerability at the Puslatpur site | 0,11 | 3,00 | 0,33 |
| T2 | High fishing cruise volume | 0,11 | 3,13 | 0,35 |
| T3 | Community support for Puslatpur locations is not optimal | 0,11 | 3,63 | 0,40 |
| T4 | Socio Cultural Influence of Communities around Puslatpur locations | 0,11 | 3,13 | 0,35 |
| | | | | 3,08 |

After weighting and rating the IFE and EFE, the data obtained that the internal matrix is 3.29 and the external matrix is 3.08.
 On the x-axis of the I-E matrix, the position criteria are as follows:
 Total of IFE value 1,0 - 1,99 : weak internal position
 Total of IFE value 3,0 - 4,0 : strong internal position

On the y-axis of the I-E matrix, the position criteria are as follows:
 Total of EFE value 1,0 - 1,99 : weak internal position
 Total of EFE value 2,0 - 2,99 : neutral internal position
 Total of EFE value 3,0 - 4,0 : strong internal position

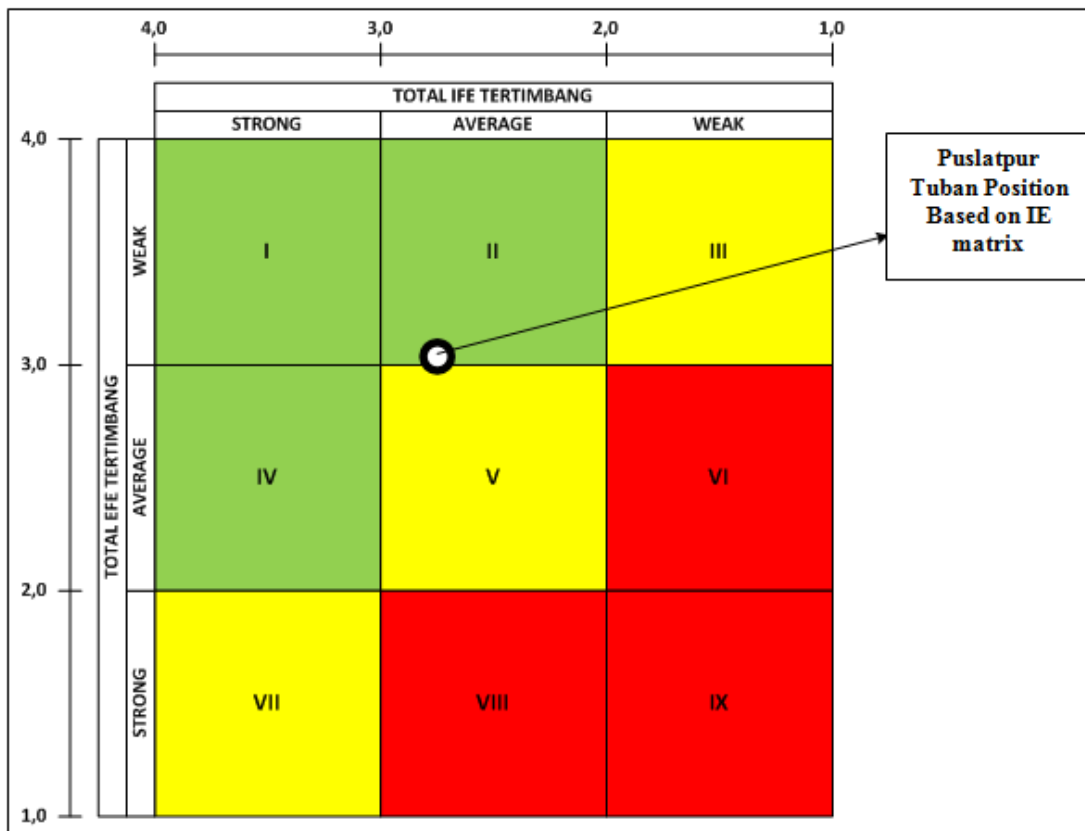


Fig. 6 IE Matrix of Puslatpur Tuban

| | | STRENGTH | | | | | WEAKNESS | | | | |
|-------------|----|--|----|----|----|----|--|----|----|----|----|
| | | S1 | S2 | S3 | S4 | S5 | W1 | W2 | W3 | W4 | W5 |
| OPPORTUNITY | O5 | SO Strategy Optimizing oceanfront Puslatpur beaches and logistical support for combat training | | | | | WO Strategy 1. Enhancing Puslatpur support facilities and Puslatpur organizations with support from the central government in enhancing the ability of national defense 2. Increasing the fiscal (budget) of the Navy for the development of Puslatpur with the support of the central government in enhancing the ability of national defense | | | | |
| | O4 | | | | | | | | | | |
| | O3 | | | | | | | | | | |
| | O2 | | | | | | | | | | |
| | O1 | | | | | | | | | | |
| THREATS | T4 | ST Strategy Reducing the socio-cultural impact of the communities around Puslatpur with TNI-AL strategic policies | | | | | WT Strategy Strengthening the legal legality of Puslatpur locations to avoid the socio-cultural impacts of the communities | | | | |
| | T3 | | | | | | | | | | |
| | T2 | | | | | | | | | | |
| | T1 | | | | | | | | | | |
| | | | | | | | | | | | |

Fig.7 SWOT Matrix of Puslatpur Tuban

3.2. Weighing of SWOT Strategy with ANP Method

Weight calculation using ANP method would use Super Decision software. Weighting was performed by distributing questionnaires to people who are considered experts in their fields (expert).

The ANP questionnaire is a pairwise comparison questionnaire. Before carrying out a weighting, analysis is needed to determine the relationship between criteria and nodes.

Table. 8 Table of Pairwise ANP Results

| Name | Normalized By Cluster | Limiting | Name |
|------------|-----------------------|----------|------------|
| O1 | 0.32111 | 0.017458 | O1 |
| O2 | 0.51911 | 0.038954 | O2 |
| O3 | 0.04302 | 0.002494 | O3 |
| O4 | 0.22687 | 0.017885 | O4 |
| O5 | 0.48984 | 0.025467 | O5 |
| Strategy 1 | 0.14998 | 0.104935 | Strategy 1 |
| Strategy 2 | 0.46835 | 0.368707 | Strategy 2 |
| Strategy 3 | 0.22785 | 0.179934 | Strategy 3 |
| Strategy 4 | 0.04145 | 0.029992 | Strategy 4 |
| Strategy 5 | 0.09338 | 0.072567 | Strategy 5 |
| S1 | 0.22411 | 0.004334 | S1 |
| S2 | 0.15981 | 0.003134 | S2 |
| S3 | 0.46981 | 0.009207 | S3 |
| S4 | 0.03855 | 0.000810 | S4 |
| S5 | 0.10773 | 0.002480 | S5 |

Table. 9 ANP Weighting on Puslatpur Tuban

| Alternative | | Weight |
|-------------|---|----------|
| Strategy 1 | Optimizing coastal oceanography of Puslatpur and logistical support for combat training | 0.104935 |
| Strategy 2 | Improving public facilities and supporting facilities for Puslatpur and its Organizations with support from the central government in enhancing the ability of national defense | 0.368707 |
| Strategy 3 | Increased fiscal budget of the Navy for the development of Puslatpur with the support of the central government in improving the ability of national defense | 0.179934 |
| Strategy 4 | Reducing the socio-cultural impact of the community around Puslatpur with the Navy's strategic policy | 0.029992 |
| Strategy 5 | Strengthening the legality of Puslatpur locations to avoid the socio-cultural impacts of the communities around Puslatpur | 0.072567 |

3.3. DISCUSSION

The initial assessment carried out in determining the SWOT strategy is divided into two parts, namely based on internal and external factors.

a. Analysis of IFE Matrix

The IFE (Internal Factor Evaluation) matrix was obtained by conducting an assessment based on internal factors in the form of strengths and weaknesses. IFE calculation results were obtained by multiplying the weight value by the rating obtained from the average results of the questionnaire distributed to respondents. The IFE matrix calculation result is 3.29. Based on the internal factors that have been weighted, it was found that the weakness factor is the availability of supporting facilities Puslatpur because it got the lowest average weight in respondents' perceptive which is 3.00. This is very possible because the availability of supporting facilities at Puslatpur Tuban are indeed very minimal. The factor that gets the highest weight is the strength factor, namely topography of Puslatpur Tubandan, on the weakness factor, it is legality of the legal location of Puslatpur, with a weighting of 3.61 each. This is very possible considering the location of the coastal coast in the Bancar Tuban sub-district has a good topography and has historically been the landing site for Japanese troops. As for location legality, Puslatpur Tuban has a better legal legality than the location of Puslatpur Grati Pasuruan.

b. Analysis of EFE Matrix

EFE (External Factor Evaluation) matrix was obtained by evaluating based on external factors in the form of opportunities and threats obtained. EFE calculation results obtained by multiplying the weight value by the rating obtained from the average results of the questionnaire distributed to respondents. The result of EFE matrix calculation is 3.08. In the IFE matrix study it was found that the opportunity factor is the support of the central government in enhancing the ability of the national defense which has the lowest average weighted value of 0.28. Respondents' views on this matter are correct considering the lack of a defense budget will affect the development of Puslatpur as part of the national defense system. And the facts can be obtained from the inauguration of the Puslatpur Tuban until now which don't have any significant changes. The factor that received the highest weight in respondents' view was the treatment factor, namely community support at the Puslatpur location with a weight of 3.40. This is very possible considering when reviewing the location, the authors get information that the location of Puslatpur Tuban is strongly supported by the surrounding community.

After obtaining the value of IFE and EFE, then the value will be inputted into the IE matrix to determine the position of Putlatpur.

Based on these values it is known that Putlatpur is in quadrant II which describes Putlatpur

in a state of growth and development. In accordance with the results of the IE matrix it shows that Puslatpur Tuban needs to carry out strategies that are vertical and horizontal development and integration and can be explained as follows:

1) Development

Implementation can be performed by adding Puslatpur supporting facilities such as expansion of Offices, messes, Shooting practice arenas, fences.

2) Vertical and Horizontal Integration

By paying attention to all stakeholders starting from Kolatmar, Kodikmar, Armada II and the Indonesian Navy Headquarters. This requires good synergy between all parts vertically and horizontally to accelerate the process of developing Tuban Puslatpur.

Analysis of SWOT Strategy

The strategies that are suitable for the development of the current Puslatpur Tuban are as follows:

1. Optimizing Puslatpur coastal's oceanography and logistical support for combat training. The location of the Puslatpur Tuban beach is very well known for landing troops and amphibians. This is supported by historical facts in which Japanese troops when they invaded the island of Java which was controlled by the Dutch landed on the coast of Bancar Tuban where the location of this Puslatpur was located. With adequate logistical support, the combat training process carried out by both the Marine Education Comado students and the Marine Corps itself can go well.

2. Enhancing Puslatpur support facilities and Puslatpur Organizations with support from the central government in enhancing the ability of national defense.

The facilities and infrastructure of the Puslatpur Tuban are far from adequate. For example, to accommodate officers' office a minimum of 44 personnel as listed in the organizational structure of Puslatpur Tuban in figure 4 is very lacking. Likewise for Mess, Mushola and others. In comparison with Puslatpur Grati, which has been operating for a long time, Puslatpur facilities are as follows:

- Guard Post
- Vehicle Parking
- Garage Transport
- Amphibious Tank Garage
- Command Headquarters
- Staff Room
- Mess / Barracks
- Warehouse
- Cooperative
- Kitchen
- Mushola
- Gym.

The above data can be used as a reference in improving Puslatpur facilities.

- a. Increased fiscal (budget) of the Navy for the development of Puslatpur with the support of the central government in improving the ability of national defense. The Navy's budget for the development of Puslatpur must be increased, bearing in mind that there are still many Puslatpur that are not yet optimal besides Puslatpur Tuban.
- b. Reducing the socio-cultural impact of the community around Puslatpur with the Navy's strategic policy. The social impact that is very likely to occur with the operation of the Tublat Puslatpur is the disruption of coastal coastal fishermen in the Bancar Tuban sub-district when the Landing Combat Training is held. Promoting those things to community around Puslatpur as well as social approaches with community leaders around the Puslapur location are needed. The other most important thing is to maintain the sterilization of military areas from the surrounding community by fencing. This refers to the condition of Puslatpur Grati where community settlements are still mixed with the location of the Combat Training Center so that it can be avoided at the Puslatpur Tuban location.
- c. Strengthening the legality of Puslatpur locations to avoid the socio-cultural impacts of the communities around Puslatpur. The legality of the Puslatpur Tuban location needs to be improved considering that the Puslatpur Tuban location is directly adjacent to the people's ponds and fishing settlements. The thing to note is that there are clear boundaries of locations with stakes or fences. Also an increase in the status of land rights to the location of the Puslatpur which could have an impact on the risk of land grabbing as happened at the Puslatpur Grati.

These strategies are the five strategies generated by the SWOT matrix of these strategies, which will then be used in weighting ANP to get the weight of each strategy so that it can be used in decision-making as to which strategy needs priority.

Analysis and discussion of priority evaluation criteria weights

The strategy obtained from previous data processing will be used for weighting using the ANP method. The selection of marketing strategies based on priorities using the ANP method obtained based on data processing using the SWOT method is as follows:

1. Enhancing Puslatpur and Its Organization with the support of the central government in enhancing the country's defense capability
2. Increasing the fiscal (budget) of the Navy for the development of Puslatpur with the support of the central government in improving the ability of national defense

3. Optimizing Puslatpur coastal oceanography and logistical support for ship landing combat training
4. Strengthening the legality of the location of Puslatpur to avoid the socio-cultural impact of the communities around Puslatpur
5. Reducing the socio-cultural impact of the community around Puslatpur with the Navy's strategic policy

4. CONCLUSION

Based on the results of the study, there are several strengths, weaknesses, opportunities and Threats at the Combat Marine Corps Training Center in Tuban are as follows:

The force consists of the Indonesian Navy's policy of supporting the development of Puslatpur, close proximity to Armada Command II, availability of logistics, Puslatpur Tuban supporting which is supportive and spatial of the Tuban region.

Weaknesses consist of the Navy's limited fiscal (budget) policy, the very limited availability of public facilities for Puslatpur Tuban, the very limited availability of supporting facilities for Puslatpur, the limited organization of Puslatpur and the legality of Puslatpur locations that are not yet optimal.

Opportunities is the Tuban District RTRW, the Puslatpur Tuban AMDAL and the Puslatpur Tuban coastal oceanography which are very supportive, the stable political and economic conditions and the support of the central government in enhancing the capability of national defense.

Threats consist of a high level of vulnerability at the Puslatpur site, a high volume of fishermen's cruise, support from the community at the Puslatpur location that has not been optimal and the socio-cultural influences of the community around the Puslatpur location.

IFE calculation results is 3.29 while EFE is 3.08 so Putlatpur is in quadrant II in IE. This matrix shows that Puslatpur is in a state of growth and development, while the solution for this is the development and backward integration of vertical and horizontal.

Weighting using the ANP method shows that the strategy in accordance with Putlatpur is to increase public facilities and supporting facilities for Puslatpur and Puslatpur organizations with support from the central government in enhancing the capability of national defense with ANP processing value of (0.368707), increasing the fiscal (budget) of the Indonesian Navy for Puslatpur development with support from the central government in enhancing the ability of national defense with ANP processing value of (0.179934), optimizing Puslatpur beach oceanography and logistical support for combat training with ANP processing value of (0.104935), strengthening the legality of Puslatpur locations to avoid social impacts the culture of the surrounding community with an ANP processing value of (0.072567), and reducing the

socio-cultural impact of the community around puslatpur with the strategic policy of the Navy with an ANP processing value of (0.029992).

REFERENCES

- A. Jayant, VPUK 2015, 'Application of Analytic Network Process (ANP) in Business Environment: A Comprehensive Literature Review', *International Journal of Research in Mechanical Engineering & Technology*, vol 5, no. 1, pp. 29-37.
- Abrahamsson, M,AN,SF 2003, 'Logistics Platform for Improve Strategic Flexibility', *International Journal of Logistics: Research and Application*, pp. 85-106.
- Adeoye, AO,EAF 2012, 'Impacts of External Business Environment on Organisational Performance in the Food and Beverage Industri in Nigeria', *British Journal of Arts and Sosial Sciences*, pp. 194-201.
- Amir Azizi, RM 2014, 'Comparative Study of AHP and ANP on Multi-Automotive Suppliers with Multi-Criteria', *Proceedings of the International MultiConference of Engineers and Computer Scientists*, IMECS, Hong Kong.
- Arefeh Jamshidi, SNSHH 2012, 'SWOT Analysis of strategic Position of Cycling Federation in Iran', *International Journal of Academic Research in Business and Social Sciences*, vol 2, no. 5, pp. 106-113.
- Arfan Arshad, MFNRBO 2017, 'A Synthesis on SWOT Analysis of Public Sector Healthcare Knowledge Management Information Systems in Pakistan', (*IJACSA*) *International Journal of Advanced Computer Science and Applications*, vol 8, no. 8, pp. 131-136.
- Arica dwi susanto, NSHAAOSS 2019, 'Business Development Strategy Analysis PT. X Using the SWOT Method', *International Journal of Academic and Applied Research (IJAAR)*, pp. 4-9.
- Arys Susanto, ADSAAOSS 2018, 'Optimization of the ANP and Set Covering Method for the Allocation of Tanker in the East Sea Region of Indonesia', *International Journal of ASRO-STTAL*, pp. 63-74.
- Autry, C,ZZ&LC 2008, 'A Logistics Strategy Taxonomy', *Journal of Business Logistics*, pp. 27-51.
- Babak Daneshvar Rouyendegh, SE 2010, 'The DEA – FUZZY ANP Department Ranking Model Applied in Iran Amirkabir University', *Acta Polytechnica Hungarica*, vol 7, no. 4, pp. 103-114.
- Bello, NAAGB 2013, 'STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS ON GLOBACOM LTD', *International Journal of Information Technology and Business Management*, vol 16, no. 1, pp. 83-91.
- Boonyarat Phadermrod, RMCGBW 2016, 'Importance-Performance Analysis based SWOT analysis', *International Journal of Information Management*, pp. 1-34.
- C.Kiritharan nair, PA 2016, 'Development of Strategic Plan for Hotel Industries through Swot Analysis', *SSRG International Journal of Mechanical Engineering (SSRG-IJME)*, vol 3, no. 3, pp. 6-10.
- Chermack, TJ & Kasshanna, BK 2007, 'The use and misuse of SWOT analysis and implications for HRD professionals', *Human Resource Development International*, pp. 383-399.
- Clardy, A 2013, 'Strengths vs. Strong Position: Rethinking the Nature of SWOT Analysis', *Modern Management Science & Engineering*, vol 1, no. 1, pp. 100-122.
- Devi Cipta Anggraini, SABINPAADS 2018, 'Implementation of SWOT-ANP Method to Determine the Best Strategy on Development Women Navy Resources in Indonesia War Ship', *International Journal of Academic Multidisciplinary Research (IJAMR)*, pp. 11-20.
- Dyson, RG 2004, 'Strategic development and SWOT analysis at the University of Warwick', *European Journal of Operaional Research*, pp. 631-640.
- Gasparotti, C 2009, 'The Internal and External Environment Analysis of Romanian Naval Industri with SWOT Model', *Management & Marketing Journal*, pp. 97-110.
- GÖRENER, A 2012, 'Comparing AHP and ANP: An Application of Strategic Decisions Making in a Manufacturing Company', *International Journal of Business and Social Science*, vol 3, no. 11, pp. 194-208.
- Gorener, A, Toker, K & Korkmaz 2012, 'Application of Combined SWOT and AHP : A Case Study for a Manufactruring Firm', *Procedia - Social and Behavioral Science*, pp. 1525-1534.
- Hajikhani, A & Jafari, HR 2013, 'Developing a Mix Method of a SWOT, BSC and QFD toward strategic Planning', *Interdisciplinary Journal of Contemporary Research in Business*, pp. 476-489.
- Hasan Hosseini-Nasab, AH-NASM 2011, 'Coping with Imprecision in Strategic Planning: A

- Case Study Using Fuzzy SWOT Analysis', *iBusiness*, vol 3, pp. 23-29.
- Hunger, JD & Wheelen, TL 2010, *Essentials Of Strategic Management 5th edition*, Prentice Hall, United States of Amerika.
- Husni Thamrin¹, RHBBAKAGAAM 2017, 'A SWOT Analysis Tool For Indonesian Small and Medium Enterprise', *ARPN Journal of Engineering and Applied Sciences*, vol 12, no. 2, pp. 620-625.
- Hutabarat, LF 2017, 'Indonesian Female Peacekeepers in the United Nations Peacekeeping Mission', *Jurnal Pertahanan*, pp. 185-206.
- Kahraman, C, Cetin, N & Demirel, T 2007, 'Prioritiation of e-Govrnment strategies using a SWOT-AHP analysis: the case of Turkey', *European Journal of Information System*, pp. 284-298.
- Kangas, J, Pesonen, M & Mikko 2001, 'A'WOT: Integrating the AHP with SWOT analysis', *ISAHP*, pp. 189-197.
- Kotnal, JR 2017, 'Strategic Planning & SWOT Analysis', *International Journal of Advanced Research and Development*, vol 2, no. 6, pp. 60-62.
- LALITHA CHAVALI, DPCNRR 2017, 'SWOT ANALYSIS', *International Journal of Management and Applied Science*, vol 3, no. 4, pp. 50-51.
- Lami, FAAIM 2012, 'Quality Function Deployment (QFD) and Analytic Network Process (ANP): an application to analyze a cohousing intervention', *Journal of Applied Operational Research*, vol 4, no. 1, pp. 14-27.
- Leila Asayesh, HKMKAAS 2013, 'Studying strategies of sport management using SWOT technique', *European Journal of Experimental Biology*, vol 3, no. 6, pp. 54-60.
- Lumaksono, H 2014, 'Implementation of SWOT-FAHP method to determine the best strategy on development of traditional shipyard in sumenep', *Academic research international*, pp. 56-67.
- Mehmet, E 2011, 'A Fuzzy Multi-criteria SWOT Analysis: An application to nuclear power plant site selection', *International Journal of Computational Intelligence Systems*, pp. 583-595.
- Mohammadreza Shojaei, SASSA 2013, 'Using Analytical Network Process (Anp) Method To Prioritize Strategies Resulted From Swot Matrix Case Study: Neda Samak Ashena Company', *Interdisciplinary Journal Of Contemporary Research In Business*, vol 4, no. 9, pp. 603-618.
- Nedelea, S, PLA 2009, 'The Importance of Strategic Management Process in the Knowledge-Based Economy', *Review of Internasional Comparative Management*, pp. 95-105.
- Nejad, MB 2011, 'Applying Topsis and QSPM Methods in Framework SWOT Model : Case Study of the Iran's Stock Market', *Australian Journal of Business and Management Research*, pp. 93-103.
- Nowakowska-Grunt, J 2009, 'Strategy of Distribution on Food Industri Companies', *Annales Universitatis Apulensis Series Oeconomica*, pp. 875-880.
- Ommani, AR 2011, 'Strenght, Weakness, Opportunities, and Threats (SWOT) Analysis for Farming System Business Management: Case of Wheat Farmers of Shadervan District, Shoushtar Township, Iran', *African Journal of Business Management*, pp. 9448-9454.
- Oreski, D 2012, 'Strategy development by using SWOT - AHP', *TEM Journal*, vol 1, no. 4, pp. 283-291.
- Oreski, D 2012, 'Strategy development by using SWOT-AHP', *TEM Journal*, pp. 283-291.
- Osuna, EE & Aranda, A 2007, 'Combining SWOT and AHP Techniques for strategic planning', *ISAHP*, pp. 1-8.
- Pershing, JA 2006, *Handbook of Human Performance Technology*, Pfeiffer, San Fransisco.
- Pi-Fang Hsu, M-HK 2011, 'Applying the ANP Model for Selecting the Optimal Full-service Advertising Agency', *International Journal of Operations Research*, vol 8, no. 4, pp. 48-58.
- Rangkuti., F 2012, *SWOT Balanced Scorecard*, PT Gramedia, Jakarta.
- Răzvan Cătălin Dobrea, GMACB 2015, 'Food Sustainable Model Development: An ANP Approach to Prioritize Sustainable Factors in the Romanian Natural Soft Drinks Industry Context', *Sustainability*, pp. 10007-10020.
- Ronen, ACAB 2009, 'Focused SWOT: diagnosing critical strengths and weaknesses', *International Journal of Production Research*, vol 47, no. 20, pp. 5677-5689.
- Saaty, TL 1980, *The Analytical Hierarchy Process*, McGraw-Hill, New York.
- Sentot Patria. W. S, ADSAAOSS 2018, 'Performance Assessment of PT. X Automotive Companies Using Performance Prism and Analytical Hierarchy Process

- (AHP)', *SSRG International Journal of Economics and Management Studies (SSRG-IJEMS)*, pp. 11-18.
- Setiarso, B 2018, 'Determination of landing beach location for amphibious operations on the west papua sea with Analytic Hierarchy Process (AHP):case study on Sorong regency', *Journal Of Defense Resources Management*, pp. 21-33.
- Son, LN 2014, 'Consistency Test in ANP Method with Group Judgment Under Intuitionistic Fuzzy Environment', *International Journal of Soft Computing and Engineering (IJSCE)*, vol 4, no. 3, pp. 68-71.
- Suhas M. Gaikwad, RRJPM 2015, 'Analytical Network Process (ANP) to Recommend an Ice Cream to a Diabetic Patient', *International Journal of Computer Applications*, vol 121, no. 12, pp. 50-54.
- Takahashi, KASAI 2001, 'A Unified Model and Analysis For AHP and ANP', *Journal of the Operations Research*, vol 44, no. 1, pp. 67-89.
- Thangamani, G 2012, 'Technology Selection for Product Innovation Using Analytic Network Process (ANP)—A Case Study', *International Journal of Innovation, Management and Technology*, vol 3, no. 5, pp. 560-565.
- Till, G 2015, 'Indonesia as a growing maritime power: possible implications for Australia', *Soundings Sea Power Centre*, pp. 1-13.
- Tugba Yanpar Yelken, Fkco 2012, 'The Strategic Planning (Swot) Analysis Outcomes And Suggestions According To The Students And The Lecturers Within The Distance Education System', *Turkish Online Journal of Distance Education*, vol 13, no. 2, pp. 267-276.
- Yasar, F 2010, 'Competitive Strategies and Firm Performance : Case Study on Gaziantep Carpeting Sector', *Mustafa Kemal University Journal of Sosial Sciences Institute*, pp. 310-311.
- Yogi, P, Rizal, O & Ahmadi 2017, 'Feasibility Analysis of Naval Base Relocation using SWOT and AHP method to support main duties operation', *Journal of Defense management*, pp. 14-30.