**Marketing strategy analysis in improving sales at Warung Bakso Azza Banjarbaru**

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**Abstract**

This study aims to determine the appropriate marketing strategy to increase sales at Warung Bakso Azza Banjarbaru through a SWOT analysis approach. The research adopts a qualitative descriptive method with a total of seven informants consisting of employees and the owner of Warung Bakso Azza Banjarbaru. The data sources include both primary and secondary data, while the data analysis technique used is descriptive analysis with a SWOT approach. The SWOT analysis involves identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats) to determine the most suitable strategy for the business. The research findings indicate that the strength factor scored 2.10 and the weakness factor scored 1.35, resulting in a difference of 0.75. Meanwhile, the opportunity factor scored 2.68 and the threat factor scored 0.86, resulting in a difference of 1.82. These differences formed a coordinate point of (0.75:1.82), which places Warung Bakso Azza in quadrant I of the SWOT diagram. This position suggests that an aggressive strategy is the most appropriate for the business, as it possesses significant strengths and opportunities that can be leveraged to maximize its market potential. The conclusion of this study emphasizes that utilizing internal strengths to capitalize on external opportunities is key to improving sales performance at Warung Bakso Azza Banjarbaru..

**Keywords:** marketing strategy, sales, SWOT analysis

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1. **Introduction**

Economic growth is an essential indicator of a nation's welfare, as reflected in the increase of per capita output and the purchasing power of its people. One way to stimulate economic growth is through creativity and innovation in utilizing business opportunities to improve living standards. To ensure business sustainability and development, competitive resources are required. Warung Bakso Azza, a ready-to-eat food business, offers a variety of menu items to meet consumer needs and continuously strives to develop effective marketing strategies.

According to Glos, Steade, and Lawry in Haris Fadilah, business development encompasses all activities organized by business and industry players in providing goods and services to maintain and improve quality of life. In this context, marketing strategy plays a crucial role in business success, particularly through the implementation of the marketing mix consisting of product, price, place, and promotion (Kotler & Armstrong, 2019). Marketing strategy is a key tool to reach target markets and create customer satisfaction.

Currently, Warung Bakso Azza applies the 4P strategy: in terms of product, it offers a distinctive taste that differentiates it from competitors; in terms of price, it offers standard pricing with competitive rates for some menu items; the place is strategically located on Jalan Rahayu, Banjarbaru City; and promotion is carried out online, although not yet optimized. The current era demands food business actors to be more creative and innovative in devising marketing strategies to survive and grow in the midst of fierce competition.

Etymologically, the word "strategy" comes from the Greek word strategos, meaning planning by a general. According to Kotler (in Aminah, 2020), strategy is a game plan to achieve specific business goals, involving systematic and integrated steps. Strategy must also be ethical, without manipulation or deception (Maulana, 2020). Tjiptono (2019) adds that marketing strategy is a manifestation of planning in the field of marketing with broad scope, including product strategy, pricing, placement, promotion, and approaches to market competition.

In practice, marketing strategies must consider basic marketing concepts such as customer needs and wants, customer value and satisfaction, exchange and relationships, and market understanding. Therefore, the marketing mix—consisting of four main elements (product, price, place, and promotion)—serves as the basis for designing appropriate strategies. Each element has its own indicators that are crucial in determining the effectiveness of the applied strategy.

Previous studies have shown that SWOT analysis can be used as a strategic tool to formulate marketing policies. Research by Destana Legi et al. (2023), Bangsawan & Wulan (2022), and Ikhsan et al. (2020) found that an aggressive strategy (quadrant I), based on internal strengths and external opportunities, is effective in increasing sales. This is also supported by the studies of Lafiska et al. (2024) and Mulyan (2019), who emphasized the importance of product innovation, active promotion, and the use of digital technology to support the growth of ready-to-eat food businesses.

Considering the above background, this study aims to analyze the marketing strategies that should be applied by Warung Bakso Azza Banjarbaru using the SWOT approach, in order to increase sales and maintain competitiveness amid the dynamics of the local culinary market.

1. **Research Design and Method**

This study requires two types of data: qualitative and quantitative data. Qualitative data refers to information that cannot be directly measured and is obtained through interviews, expressed in verbal form, such as responsiveness, skills, honesty, and so on. Quantitative data, on the other hand, refers to information that can be directly measured, such as calculations expressed in numerical form derived from statistics.

The sources of data in this study consist of primary and secondary data. Primary data is collected directly from the subjects by gathering important information, especially related to marketing activities conducted by the researcher. Secondary data is obtained from the research object, such as data on competitors, company history, organizational structure, number of employees, and other information that cannot be directly processed by the researcher.

The data analysis techniques used in this research include literature review, field research (interviews, observations, and documentation). SWOT analysis in this study is applied to determine the appropriate marketing strategies to increase the sales of Bakso Azza in Banjarbaru by analyzing external factors (opportunities and threats) and internal factors (strengths and weaknesses), as illustrated in Figure 1.

Support Strategy

Support Strategy

Support Strategy

Support Strategy

**Figure 1. SWOT Analysis Model**

|  |  |  |
| --- | --- | --- |
| Internal FExternal F | Strengths (S)Determine internal strength factors | Weakness (W)Determining internal weakness factors |
| Opportunities (O) Determining external opportunity factors | SO StrategyCreate a strategy that uses strengths to take advantage of existing opportunities. | WO StrategyCreate a strategy that minimizes weaknesses to take advantage of opportunities. |
| Threats (T) Determine external threat factors | ST StrategyCreate a strategy that uses strengths to overcome threats. | WT StrategyCreate strategies that minimize weaknesses and avoid threats. |

**Figure 2. SWOT Matrix**

Description of Figure 2 is as follows: 1) SO strategy, this strategy is made by using all strengths to take advantage of all existing opportunities; 2) ST strategy, a strategy used to overcome threats by utilizing existing strengths; 3) WO strategy, this strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses; and, 4) WT strategy, this strategy is a strategy on how to avoid threats and minimize existing weaknesses

A questionnaire is a way to collect information indirectly by providing several statements that have been arranged in such a way that it is easy for respondents to complete them, information collection using an estimation scale will be used to determine the range of answers, with the aim that the estimation instrument can be used in producing information by entering the respondent's response value which will then determine the final result. The scale used in this study is the Likert scale, where this scale is used to measure a person's attitudes, opinions and perceptions.

The form of the answer in each statement is in the form of multiple-choice answers, the answers are qualitative to reflect the level of service quality. The level of service quality starts from very good / satisfied to not good/satisfied. The distribution of answers is divided into four categories, namely: 1) disagree is given a score of 1; 2) disagree with a score of 2; 3) agree with a score of 3; and 4) strongly agree is given a score of 4. The calculation of the percentage and the calculation formula for the score for each question item is with the formula:

$$TCR=\frac{Skor Tiap Item}{Skor Ideal}×100$$

1. **Results and Discussion**

*Determining IFAS and EFAS Matrix*

The company's strategic factors obtained are entered into the IFAS and EFAS tables first, internal and external weighting is carried out based on the calculation of the company's value for each of the company's strategic factors. The function of weighting and rating is to determine the company's strategic factors that can have positive and negative impacts, where positive impacts will be used as strengths and opportunities while negative impacts will be used as weaknesses and threats.

*Calculation of Weight, Rating and Score*

From the determination of the weight value based on respondents' answers to internal and external factors at Warung Bakso Azza Banjarbaru, it can be seen in the following tables:

**Table 1. Determination of Rating Value at Warung Bakso Azza Banjarbaru**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strength Factors** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **Quantity** |
| * Menus have met customer needs
 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 29 |
| * Affordable and competitive prices
 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 28 |
| * Strategic Location
 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 29 |
| * Conducting Online Promotions
 | 4 | 3 | 3 | 2 | 3 | 3 | 3 | 24 |
| Subtotal | 110 |
| **Weakness Factors** |  |
| * Menus have met customer needs
 | 1 | 2 | 2 | 1 | 1 | 1 | 2 | 10 |
| * Less attention to customer disappointment
 | 2 | 3 | 3 | 2 | 3 | 3 | 2 | 18 |
| * Food ingredients spoil quickly
 | 2 | 3 | 3 | 2 | 3 | 2 | 3 | 18 |
| * Location affects sales turnover
 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 26 |
| * Promotions pay less attention to trends and are still inconsistent.
 | 2 | 3 | 3 | 3 | 3 | 4 | 3 | 21 |
| Subtotal | 93 |
| **Opportunity Factors** |  |
| * Good food taste and many choices at affordable prices
 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| * Affordable and competitive prices
 | 4 | 3 | 4 | 4 | 3 | 4 | 3 | 25 |
| * Strategic Location and spacious buildings and places
 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| * Online promotions increase sales turnover
 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 26 |
| Subtotal | 107 |
| **Threat Factors** |  |
| * Increase in raw material prices
 | 1 | 2 | 2 | 1 | 2 | 3 | 2 | 13 |
| * Price competition with competitors
 | 1 | 2 | 2 | 2 | 2 | 2 | 3 | 14 |
| * Land/stall is still rented
 | 3 | 4 | 2 | 4 | 2 | 3 | 4 | 22 |
| * Strategic location so it is easy to get new competitors
 | 2 | 3 | 2 | 2 | 3 | 2 | 2 | 16 |
| * The promotions used are the same as competitors.
 | 1 | 2 | 3 | 2 | 2 | 3 | 3 | 16 |
| Subtotal | 81 |
| Total  | 108 |

Based on Table 2, the determination of the IFAS value can be seen from the strength factors with a value of 1.97 and for the weakness factors with a value of 1.41, meaning that Warung Bakso Azza has strength factors with a greater value than the weakness factors in determining marketing strategies to increase sales. Table 3 is the determination of the EFAS value where the opportunity factors have a higher value of 2.32 compared to the threat factors, namely 0.96, meaning that efforts to develop marketing strategies can overcome threats that occur in the field. The results obtained from the SWOT analysis are: strengths = 1.97, weaknesses = 1.41, opportunities = 2.32 and for threats = 0.96.

**Table 2. Determination of IFAS Value at Warung Bakso Azza Banjarbaru**

|  |  |  |  |
| --- | --- | --- | --- |
| **Strength Factors** | **Weight** | **Rating** | **Score** |
| * Menus meet customer needs
 | 0,14 | 4 | 0,56 |
| * Affordable and competitive prices
 | 0,13 | 4 | 0,52 |
| * Strategic location
 | 0,14 | 4 | 0,56 |
| * Conducting online promotions
 | 0,11 | 3 | 0,33 |
| Subtotal |  |  | 1,97 |
| **Weakness Factors** |  |  |  |
| * Some menu prices cannot compete with competitors
 | 0,05 | 1 | 0,05 |
| * Lack of attention to customer disappointment
 | 0,09 | 3 | 0,27 |
| * Food ingredients spoil quickly
 | 0,09 | 3 | 0,27 |
| * Location affects sales turnover
 | 0,13 | 4 | 0,52 |
| * Promotions do not pay enough attention to trends and are still inconsistent.
 | 0,10 | 3 | 0,30 |
| Subtotal |  |  | 1,41 |
| Total | 1,00 |  | 3,38 |

**Table 3. Determination of EFAS Value at Warung Bakso Azza Banjarbaru**

|  |  |  |  |
| --- | --- | --- | --- |
| **Opportunity Factors** | **Weight** | **Rating** | **Score** |
| * Good taste of food and many choices at affordable prices
 | 0,15 | 4 | 0,60 |
| * Affordable and competitive prices
 | 0,14 | 4 | 0,56 |
| * Strategic location and spacious building and place
 | 0,15 | 4 | 0,60 |
| * Online promotion increases sales turnover
 | 0,14 | 4 | 0,56 |
| Subtotal |  |  | 2,32 |
| **Threat Factors** |  |  |  |
| * Increase in raw material prices
 | 0,07 | 2 | 0,14 |
| * Price competition with competitors
 | 0,07 | 2 | 0,14 |
| * Land / stalls are still rented
 | 0,12 | 3 | 0,36 |
| * Strategic location so it is easy to get new competitors.
 | 0,08 | 2 | 0,16 |
| * The promotion used is the same as competitors.
 | 0,08 | 2 | 0,16 |
| Subtotal |  |  | 0,96 |
| Total | 1,00 |  | 3,28 |

**Table 4: Recapitulation of IFAS and EFAS Score Values**

|  |  |  |
| --- | --- | --- |
| **Internal Scores** | **External Scores** | **Strategy Choice** |
| S > W (+)1,97 > 1,41 (+) | O > T (+)2,32 > 0,96 (+) | Growth |
| S < W (-) | O < T (-) | Survival |
| S > W (+) | O < T (-) | Diversification |
| S > W (-) | O > T (+) | Stability |

**Table 5: Strategy Options for Azza Banjarbaru Meatball Stall**

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategic Technical** | **Score** | **Quadrant** | **Strategic Choice** |
| Growth | S > O | I A | Rapid Growth |
| S < O | I B | Stable Growth |
| Survival | W > T | II A | Turn-Around |
| W < T | II B | Guerilla |
| Diversification | S > T | III A | Conglomerate |
| S < T | III B | Concentric |
| Stability | O > W | IV A | Aggressive Maintenance |
| O < W | IV B | Selective Maintenance |

Opportunities (O)



Quadrant IV

2. Support Defensive Strategy

Quadrant II

1. Support Derivation Strategy

Threats (T)

Quadrant III

3. Support Turn-Around Strategy

Quadrant I

4. Support Aggresive Strategy

Weaknesess (W)

Internal

Strengths (S)

Internal

**Figure 3. SWOT Strategy Quadrant at Warung Bakso Azza Banjarbaru**

|  |  |  |
| --- | --- | --- |
| Internal FExternal F | Strengths (S)*Product** The menus provided have met customer needs.

*Price** The prices at Warung Bakso Azza are affordable and competitive.

*Place** Strategic location.

*Promotion** Conducting Online Promotion.
 | Weakness (W)*Product** Food ingredients spoil quickly.
* Less attention to customer disappointment.

*Price** Some menus are not competitive with competitors.

*Place** Location affects sales turnover.

*Promotion** Promotion pays less attention to trends and is still inconsistent
 |
| Opportunities (O) *Product** Good taste of food and many choices of affordable prices.

*Price** Affordable and competitive prices

*Place** Strategic location and spacious building and place.

*Promotion** Online promotion to increase sales turnover.
 | SO Strategy* Take advantage of the power of a variety of food menus with delicious food flavors that have met customer needs and affordable prices with consistent marketing strategies.
* Take advantage of the potential to increase turnover and sales with affordable food prices in strategic locations.
* Expand online promotions such as and be good at reading current promotional trends to increase turnover and sales of Warung Bakso Azza Banjarbaru.
* Adopt a low-price strategy to overcome competitors and attract more consumers
 | WO Strategy* Limit the stock of perishable food.
* Maintain the quality and taste of food according to the price served
* Focus on the location for future business development.
* Be consistent in conducting promotions and see opportunities to increase sales through online promotions.
* Train employees or staff, one of which is to pay attention to and inform the menu that is out of stock in order to minimize customer disappointment.
 |
| Threats (T) *Product** Increase in raw material prices.

*Price** Price competition with competitors.

*Place** Strategic location so it is easy to get new competitors.
* Land/stall is still rented.

*Promotion** The promotion used is the same as competitors.
 | ST Strategy* Maintaining the quality and taste of food by not replacing ingredients when the price of ingredients is increasing.
* Utilizing a wide selection of menus and prices to cover price competition.
* Making a land lease contract with the owner
* Innovating in promotions.
 | WT Strategy* Maintaining the mainstay menu of Warung Bakso Azza to avoid price competition.
* Adjusting the quality of food ingredients with the prices provided.
* Utilizing strategic location strategies to promote and increase sales turnover.
* Training HR to be more focused and disciplined at work.
* Creating a unique and identical promotion for Warung Bakso Azza Banjarbaru
 |

**Figure 4: SWOT Matrix of Warung Bakso Azza Banjarbaru**

The results of the SWOT analysis describe the sales development plan for the Azza Banjarbaru meatball stall, based on the calculation results obtained the result S < O which means that the opportunity is greater than the strength, so the decision taken by the Azza Banjarbaru Meatball Stall is the Stable Growth Strategy.

*Marketing strategies that have been implemented so far*

Marketing strategies in increasing sales of the Azza Banjarbaru Meatball Stall that have been implemented so far as follows: 1) Product Strategy, various menus are served according to customer desires, 2) Price Strategy, the pricing carried out by the owner of the Azza Banjarbaru meatball stall according to the quality of the food, namely affordable and competitive; 3) Promotion Strategy, the promotion carried out by the Azza Banjarbaru meatball stall is to provide a comfortable place and delicious food as an organic 126 strategy and advertising through endorsement services on social media as online or paid promotions. So that with this, a wide marketing channel is opened and accelerates in increasing sales of the Azza Banjarbaru meatball stall; and 4) Business Location Strategy, the location of the Azza Banjarbaru meatball stall is close to housing, shops, schools, futsal fields, and close to the city limits of Banjarbaru and Martapura. The building is spacious and comfortable with many facilities provided by the Azza meatball stall such as a prayer room and large parking area. so that the Azza meatball stall is easy to find and maintains customer comfort.

*The marketing strategy that should be carried out based on the results of the SWOT analysis*

Based on the research and discussion above, it can be concluded that the right strategy to be used by the Azza Banjarbaru meatball stall is the SO and ST strategy. Strategies that can be applied by the Azza Banjarbaru meatball stall include: 1) utilizing the strength of a variety of food menu choices with delicious food flavors that have met customer needs and affordable prices with a consistent marketing strategy; 2) utilizing the potential for increasing turnover and sales with affordable food prices in a strategic location; 3) expand online promotions and be good at reading current promotional trends to increase turnover and sales of Azza Banjarbaru meatball stalls; 4) adopt a low-price strategy to overcome competitors and attract more consumers; 5) maintain the quality and taste of food by not replacing ingredients when ingredient prices are rising; 6) utilize a menu and price with many choices to cover price competition; 7) make a land lease contract with the owner; 8) innovate in promotions; and 9) train HR to be more focused and disciplined in work

1. **Conclusions**

Based on the results of the research that has been conducted at Warung Bakso Azza Banjarbaru, the following conclusions can be obtained: 1) the marketing strategy in increasing sales of Warung Bakso Azza Banjarbaru has so far encountered problems, including some of the menus served are easily stale, prices are not competitive and less attention to promotion as a marketing medium; and, 2) the marketing strategy that should be carried out is to always maintain food quality, competitive prices with competitors and optimize promotional media as a means of marketing.

Suggestions put forward to anticipate weaknesses Based on the research that has been conducted, the author puts forward several suggestions as follows: 1) increase online promotions and be more consistent in conducting online promotions such as advertising endorsements, etc., because online promotions have an effect on increasing sales; 2) as much as possible, maintain the current location of Warung Bakso Azza Banjarbaru by extending the lease because the location is already strategic and the building is quite large and good for customer comfort; 3) train employees or staff to pay attention to customer disappointment, one of which is by informing the menu that is out of stock when the customer comes or before the customer orders food; 4) innovate in online promotion to have a distinctive characteristic from competitors of Warung Bakso Azza; and 5) maintain the quality and taste of food for years to come because Warung Bakso Azza is known to many people with delicious and distinctive food.

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