



Analysis of Marketing Strategies at Fried Chicken Restaurant Nelongso UPN Branch Using the SWOT Analysis Method

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A B S T R A C T

In the current era of globalisation, competition in the business world is very tight in various industries including the culinary industry. It is necessary to have the right marketing strategy to increase sales so that the products sold are more attractive to consumers. This study aims to determine the right marketing strategy at the Nelongso Fried Chicken Restaurant, UPN branch. The method used is SWOT analysis. Based on the results of data processing using the IFAS and EFAS matrices, the total IFAS matrix weighting score is 3.6117. While in the EFAS matrix the total weighting score in the EFAS matrix is 3.8996. The results of the SWOT diagram show that the Nelongso Fried Chicken Restaurant, UPN Branch is in quadrant I, namely the S-O strategy. S-O strategies that can be used include adding the latest menu that is more contemporary, creating interesting content on all social media and adding photo space for customers with a more attractive restaurant design.

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1. INTRODUCTION

In the current era of globalization, economic development is very rapid because people's needs and desires continue to increase and are not limited in time (Wiara Sanchia Grafita Ryana Devi et al., 2022). The increasing economy in Indonesia makes competition between every businessman more competitive (Hidayah et al., 2021). A highly competitive business environment requires competitive advantage and the ability to survive under competitive pressure in order to achieve the goals that have been set (Tirtayasa & Shilul Imaroh, 2021). The culinary business is an activity that produces food and drinks that will

be sold to consumers which aims to generate the maximum possible profit that is currently in demand by business people (Nasution, 2021). Especially with the number of similar eating places that are starting to flourish in various regions, making business people have to try harder to increase their sales (Poniwatie et al., 2022). Marketing or sales is one of the activities that must be carried out by the company to maintain its business continuity so that it continues to stand. This is because marketing is one of the company's activities that is directly related to consumers so that marketing has an important role in a business (Rambe & Aslami, 2022).

The achievement of company goals is strongly influenced by several factors, namely internal and external. This factor is very influential on the sustainability of a business, so a strategy is needed (Julia & Masyuroh, 2022). Strategy is an idea or idea or planning within a certain time to ensure that the main objectives of the company can be achieved through proper implementation by the company (Mahfud, 2020). Strategies are carried out by companies to obtain a position that can later be used to compete with their competitors (Dan et al., 2019). Determination of the right strategy affects the role in realizing goals in accordance with the development and market environment faced (Arianty & Masyhura, 2019). Marketing strategy serves to increase business development innovation, make team coordination more effective, formulate company goals, oversee marketing activities and increase sales. Marketing strategy provides direction in relation to market segmentation, target market identification and positioning (Rusdi, 2019). Determination of marketing strategy must look at several factors and to be considered in determining the next stage, which includes several factors, namely external and internal (Strategy & Ris, 2022).

Ayam goreng nelongso UPN branch is a restaurant that offers dishes, one of which is made from chicken. Based on interviews that have been conducted at the UPN branch of Nelongso fried chicken restaurant, it is found that sales results from January to December are not stable or tend to stagnate. Sales results at the UPN branch of Nelongso Fried Chicken restaurant are decreasing from February to March. Then experienced an increase in sales from April to May. Then again experienced a decline in sales from June to September. Then experienced an increase in sales again from October to December. With this situation, researchers are interested in knowing whether the strategies implemented so far are still effectively used or not and what marketing strategies should be carried out by the UPN branch of Nelongso Fried Chicken Restaurant to increase sales.

Therefore, to analyse the appropriate marketing strategy in overcoming these problems, an analysis is carried out using the SWOT analysis method (strengths, weaknesses, opportunities,

and threats). The SWOT analysis method is a strategic planning analysis method used to formulate or evaluate the company's environment both internal (strengths and weaknesses) and external (opportunities and threats) environments for a specific business purpose.

2. LITERATURE REVIEW

A. Strategy

Strategy can be interpreted as a decision that must be taken to survive in winning the competition. The strategy taken is to determine in advance the long-term goals to be achieved, by analyzing the resources owned and allocating them effectively and efficiently (Aditama, 2023). Strategies in business ventures can include geographical expansion, diversification, product development, market penetration, narrowing, divestment, liquidation, and joint ventures. Strategy affects a long-term development for a company because it is oriented towards the future that lies ahead. Other experts also say that the strategy in marketing is divided into 2 types, namely the first is market penetration and the second is market development (Priyambodo & Samanhuri, 2021)

B. Marketing

Marketing is one of the main activities that must be carried out by goods and services companies to maintain their business continuity. This is because marketing is one of the company's activities that is directly related to consumers (Rambe & Aslami, 2022). Marketing is directed to efforts to satisfy the needs and desires of consumers to obtain expected profits through the exchange or transaction process. Meanwhile, another definition states that the concept of marketing is to be more effective than competitors in combining marketing activities to determine and satisfy the needs and desires of target markets. Marketing works with target markets to realize potential exchanges to satisfy human needs and wants. Therefore, marketing success can be said to be the key to the success of a company. (Rusdi, 2019).

C. Marketing Strategy

Marketing strategy is a form of a directed plan in the field of marketing to obtain an optimal

result. Marketing strategy is a series of plans to reach market goals and consumers are changed to consume products owned and produced by the company continuously so that their products can be recognized and used by consumers forever. Strategy can be interpreted as a process of determining plans that focus on long-term goals accompanied by stages to be able to achieve these goals, namely getting consumer desires (Abdullah et al., 2021). Marketing strategy is a form of a directed plan in the field of marketing to obtain an optimal result. Marketing strategy is a company's plan to determine the demand for products or product lines in target markets, marketing actions can affect product demand such as changing product prices, modifying advertising campaigns, planning special promotions, selecting distribution channels and others (Nawari & Ulfa, 2020).

D. SWOT Analysis

SWOT analysis is a method used to evaluate strengths, weaknesses, opportunities, and threats in a business speculation. Some experts say that SWOT analysis is a classic strategic planning instrument that provides a simple way to estimate the best way to determine a strategy. SWOT analysis is an instrument for identifying various factors that are systematically formed which are used to formulate company strategy. This analytical approach is based on logic that can maximize strengths and opportunities while minimizing weaknesses and threats. In short, SWOT analysis can be applied by analyzing and sorting out the things that affect the four factors. Thus, the results of the analysis can form strategic planning based on the results of the analysis of the company's strategic factors (strengths, weaknesses, opportunities, and threats) (Fatimah, 2016).

3. RESEARCH METHOD

This research was conducted at the Nelongso Fried Chicken Restaurant UPN Branch which is located on Jl. Gunung Anyar Sawah Raya No.22, Gunung Anyar, Surabaya, East Java. The initial stage in this research is starting, to determine the topic of the problem. The second

stage of field studies and literature studies to determine field conditions and to deepen literature reviews related to research problems. The third stage of problem formulation, problem formulation is very important because it is a guide for further research steps so as not to deviate from the existing problems. The fourth stage of problem limitation aims to direct the discussion of research so that it does not experience narrowing or widening of the subject matter. The fifth stage of research objectives, research objectives need to be carried out in research so that the determination of objectives can answer all the problems that have been formulated. The sixth stage of variable identification is carried out to find out what is included in the independent variable and the dependent variable. The seventh stage of questionnaire preparation by drafting a questionnaire according to the method used in this study. The eighth stage determines the number of samples to determine the number of samples used for research. The ninth stage distributes questionnaires to all respondents. The tenth stage of data collection to solve research problems. The eleventh stage tests the adequacy of the data to determine and ensure the amount of data that has been obtained. The twelfth stage validity test to measure whether the questionnaire attributes are valid or not. Stage thirteen reliability test to measure whether the data is reliable or not. Stage fourteen data recapitulation to find out all the data that has been taken. Stage fifteen data processing, data processing from raw data material which is then converted into IFAS EFAS matrix, SWOT diagram and SWOT matrix. Stage sixteen determination of marketing strategies to determine the results of the formulation of appropriate strategy proposals. Stage seventeen analysis and discussion to explain, describe and elaborate on the proposed marketing strategies that have been determined and considered appropriate. Stage eighteen conclusions and suggestions for analysis, discussion of the SWOT method and answering the objectives of this research. The steps of problem solving (Flowchart) can be seen in Figure 1.

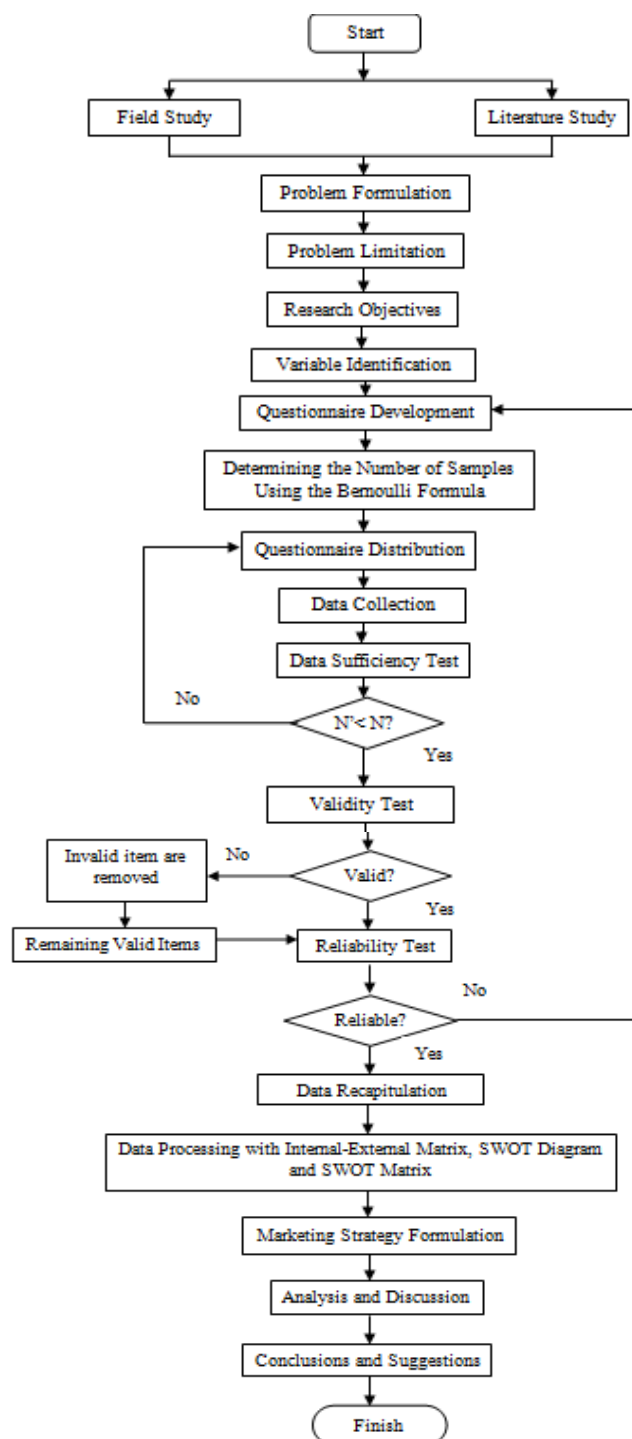


Fig 1. Problem solving steps (flowchart)

4. RESULT AND DISCUSSION

A. Data Recapitulation and Determination of Attributes in Variables

Based on the results of literature studies and field studies that have been carried out, several variables from internal factors and external factors are obtained, where these two factors

will be used as statements that will be given to respondents as one of the assessments to get alternative strategies in the future for the Nelongso Fried Chicken Restaurant, UPN Branch.

Table 1. Attributes in internal factors

Internal	
Strengths	Weaknesses
1. Products available at all times	1. Packing is not neat
2. Promotion is carried out using social media (Tiktok and Instagram)	2. There are still many promotional media that have not been reached
3. Prices are in accordance with product quality	3. Higher prices compared to similar local competitors
4. The restaurant area is spacious and comfortable	4. Tables and chairs are less maintained
5. Product quality is guaranteed (halal certified)	5.

(Source: Processed data)

Table 2. Attributes in external factors

External	
Opportunities	Threats
1. Discounts available in the form of 1-5 saving packs	1. The number of companies that sell similar products
2. Affordable product prices	2. Many competitors sell products at lower prices
3. Increasingly sophisticated technology makes it easier to introduce products	3. Promotion from competing companies is maximized
4. Strategic location (has easy road access)	4. The release of superior and quality competing products
5. Provide non-cash payment	5.

(Source: Processed data)

B. Data Sufficiency Test, Validity Test and Reliability Test

The data sufficiency test is used to determine whether the data taken is sufficient or not. The data will be considered sufficient if it meets the requirements $N' < N$, in other words, the theoretical amount of data is smaller than the actual amount of observation data. The validity test is used to measure whether the data that has been obtained after research is valid data or not, using the measuring instrument used. The validity test is a test that serves to see whether a

measuring instrument is valid or invalid. A questionnaire is said to be valid if the questions on the questionnaire can reveal something that is measured by the questionnaire. Reliability test is a tool for measuring a questionnaire which is an indicator of variables or constructs. The reliability test is the extent to which the measurement results using the same object will produce the same data. If the correlation is 0.7, the item provides a fairly high level of reliability, but if the correlation value is below 0.7, the item is less reliable.

Table 3. Data sufficiency test

Internal Factors			
No.	Strengths	N'	N
1.	Products available at all times	21,042	100
2.	Promotion is carried out using social media (Tiktok and Instagram)	30,647	100
3.	Prices are in accordance with product quality	24,984	100
4.	The restaurant area is spacious and comfortable	30,313	100
5.	Product quality is guaranteed (halal certified)	18,230	100
No.	Weaknesses	N'	N
1.	Packing is not neat	41,351	100
2.	There are still many promotional media that have not been reached	29,925	100

3.	Higher prices compared to similar local competitors	32,825	100
4.	Tables and chairs are less maintained	39,610	100
External Factors			
No.	Opportunities	N'	N
1.	Discounts available in the form of 1-5 saving packs	11,791	100
2.	Affordable product prices	18,519	100
3.	Increasingly sophisticated technology makes it easier to introduce products	19,164	100
4.	Strategic location (has easy road access)	20,500	100
5.	Provide non-cash payment	19,702	100
No.	Threats	N'	N
1.	The number of companies that sell similar products	21,354	100
2.	Many competitors sell products at lower prices	28,651	100
3.	Promotion from competing companies is maximized	22,399	100
4.	The release of superior and quality competing products	22,377	100

(Source: processed data)

Analysis : From the results of the calculation of the table above, it is found that all data items in the study are sufficient and have described the population as a whole.

Table 4. Internal Factor validity test

Internal Factors				
No.	Strengths	r count	r table	Decision
1.	Products available at all times	0,776	0,1966	Valid
2.	Promotion is carried out using social media (Tiktok and Instagram)	0,671	0,1966	Valid
3.	Prices are in accordance with product quality	0,719	0,1966	Valid
4.	The restaurant area is spacious and comfortable	0,766	0,1966	Valid
5.	Product quality is guaranteed (halal certified)	0,798	0,1966	Valid
No.	Weaknesses	r count	r table	Decision
1.	Packing is not neat	0,700	0,1966	Valid
2.	There are still many promotional media that have not been reached	0,753	0,1966	Valid
3.	Higher prices compared to similar local competitors	0,748	0,1966	Valid
4.	Tables and chairs are less maintained	0,739	0,1966	Valid

(Source: processed data)

Table 5. External factor validity test

External Factors				
No.	Opportunities	r count	r table	Decision
1.	Discounts available in the form of 1-5 saving packs	0,788	0,1966	Valid
2.	Affordable product prices	0,768	0,1966	Valid
3.	Increasingly sophisticated technology makes it easier to introduce products	0,740	0,1966	Valid
4.	Strategic location (has easy road access)	0,770	0,1966	Valid
5.	Provide non-cash payment	0,671	0,1966	Valid
No.	Threats	r count	r table	Decision
1.	Packing is not neat	0,697	0,1966	Valid
2.	There are still many promotional media that have not been reached	0,857	0,1966	Valid
3.	Higher prices compared to similar local competitors	0,755	0,1966	Valid
4.	Tables and chairs are less maintained	0,817	0,1966	Valid

(Source: processed data)

Validity test parameters:
 $r \text{ count} > r \text{ table}$ = the item is valid
 $r \text{ count} < r \text{ table}$ = the item is invalid
 Description:
 $r \text{ count}$ = corrected item total correlation value
 $r \text{ table}$ = the value obtained from the number of respondents ($df - 2$) = (100 - 2) is 98 then a line

is drawn in the table, according to the 95% research confidence level so that it gets an $r \text{ table}$ value of 0.1966.

Analysis: From the results of the table above, it can be concluded that the variable data from internal factors and external factors are all valid. So that the data can be used in research.

Table. 6 Reliability Test

No.	Variable	Cronbach's Alpha	Decision
1.	S-Strengths	0,797	Reliable
2.	W-Weaknesses	0,711	Reliable
3.	O-Opportunities	0,799	Reliable
4.	T-Threats	0,787	Reliable

(Source: processed data)

Reliability test parameters:
 Cronbach's alpha value > 0.7 = the item is reliable.
 Analysis: From the results of the table above, it can be concluded that the data from the validity test results are reprocessed only on data that is considered valid, then the reliability value results are found to be 0.797, 0.711, 0.799, and 0.787 for each variable and if the Cronbach's alpha value is > 0.7 , all statement items can be declared reliable or considered consistent when distributing questionnaires to respondents repeatedly. After all questionnaire items are reliable, the next step is to calculate the IFAS and EFAS matrix.

Analysis Summary). External factors are entered into a matrix called the EFAS matrix (External Strategic Factor Analysis Summary). The IFAS matrix is used to evaluate the internal factors of the UPN branch of the nelongso fried chicken restaurant. The EFAS matrix is used to evaluate the external factors of the UPN branch of the nelongso fried chicken restaurant. Through the IFAS and EFAS matrices, it is carried out to assess the strengths, weaknesses, opportunities and threats that the company currently has and determine its priorities. In addition to assessing these four factors, the results of the IFAS and EFAS matrix can be used to see the company's quadrant position based on consumer perspectives so that the analysis is more accurate. The results of data collection through the IFAS and EFAS matrix obtained the company's quadrant position.

C. IFAS and EFAS Matrix

Internal factors are entered into a matrix called the IFAS matrix (Internal Strategic Factor

Table 7. IFAS matrix for Nelongso Fried Chicken Restaurant, UPN Branch

No.	Internal Factor	Weight	Rating	Score
Strengths				
1.	Products available at all times	0,1243	4	0,4972
2.	Promotion is carried out using social media (Tiktok and Instagram)	0,1152	4	0,4608
3.	Prices are in accordance with product quality	0,1221	4	0,4884
4.	The restaurant area is spacious and comfortable	0,1180	4	0,4720
5.	Product quality is guaranteed (halal certified)	0,1321	4	0,5284
Total Score Strengths				2,4475
Weaknesses				
6.	Packing is not neat	0,0949	3	0,2847
7.	There are still many promotional media that have not been reached	0,0961	3	0,2883
8.	Higher prices compared to similar local competitors	0,0952	3	0,2856
9.	Tables and chairs are less maintained	0,1021	3	0,3063
Total Score Weaknesses				1,1649
Total weighting score		1,000		3,6117

(Source: processed data)

Table 8. EFAS matrix for Nelongso Fried Chicken Restaurant, UPN Branch

No.	External Factor	Weight	Rating	Score
Opportunities				
1.	Discounts available in the form of 1-5 saving packs	0,1244	4	0,4976
2.	Affordable product prices	0,1066	4	0,4264
3.	Increasingly sophisticated technology makes it easier to introduce products	0,1170	4	0,4680
4.	Strategic location (has easy road access)	0,1185	4	0,4740
5.	Provide non-cash payment	0,1102	4	0,4408
Total Score Opportunities				2,3068
Threats				
6.	The number of companies that sell similar products	0,1004	3	0,3012
7.	Many competitors sell products at lower prices	0,1099	4	0,4396
8.	Promotion from competing companies is maximized	0,1040	4	0,4160
9.	The release of superior and quality competing products	0,1090	4	0,4360
Total Score Threats				1,5928
Total weighting score		1,000	3,8996	

(Source: processed data)

D. SWOT Diagram

The SWOT diagram is used to determine the position of the company. The determination of the point coordinates used in this diagram is based on the difference in internal factor scores and the difference in external factor scores. The determination of the point is as follows:

Point X = Difference between Total Strength Score - Total Weakness Score

$$= 2,4475 - 1,1649 = 1,2826$$

Point Y = Difference in Total Opportunity Score - Total Threat Score

$$= 2,3068 - 1,5928 = 0,7140$$

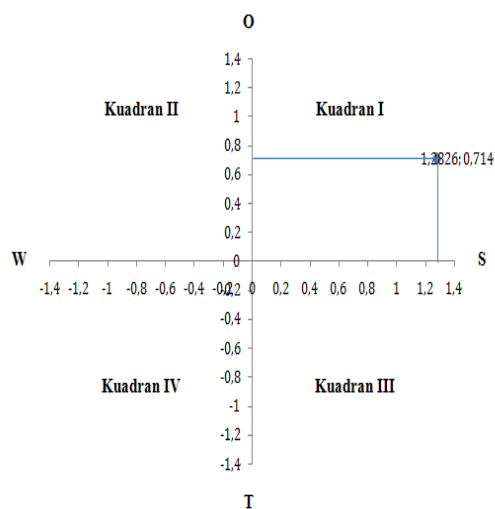


Fig. 2. SWOT diagram

From the picture above, it can be concluded that the Nelongso Fried Chicken Restaurant, UPN Branch is in quadrant I, which means that the Nelongso Fried Chicken Restaurant, UPN Branch can implement an aggressive strategy

because it is in a favorable condition. Rumah Makan Ayam Goreng Nelongso UPN Branch can take advantage of internal strengths and opportunities that exist to provide benefits for business development. Internal advantages that can be utilized are that products are available at all times, promotions are carried out using (Tiktok and Instagram), prices are in accordance with product quality, the restaurant area is spacious and comfortable and product quality is guaranteed (halal certified). As for the opportunities that can be utilized are the availability of discounts in the form of saving packages 1-5, affordable product prices, increasingly sophisticated technology makes it easier to introduce products, strategic location (has easy road access) and provides non-cash payments.

E. SWOT Matrix

This SWOT matrix is a further step from the previously existing attributes, then developed into alternative strategies. This matrix helps determine 4 types of strategies, namely SO strategies (strengths-opportunities), WO strategies (weaknesses-opportunities), ST strategies (strengths-threats), and WT strategies (weaknesses-threats). There are four strategic steps in the UPN branch of Nelongso fried chicken restaurant as follows:

1. SO Strategy
SO strategy, which is a strategy made by utilising all strengths to seize and make the most of opportunities as follows: adding the latest menu that is more contemporary,

- creating interesting content on all social media and adding photo space for customers with a more attractive restaurant design.
2. ST Strategy
ST strategy is a strategy that uses the strengths of the company to overcome the following threats: provide special discounts or promos at certain events, promos for customers who have met the predetermined conditions, participate in events or cooperate with other companies to expand the target market, make comparisons with other restaurants or surveys to consumers and utilize empty space areas by adding playgrounds for children.
 3. WO Strategy
WO strategy, namely this strategy is implemented based on utilizing existing opportunities by minimizing existing weaknesses as follows: rearrange the use of

- packaging for packing products and add discount writing stickers to the packaging and make repairs to chairs and tables, conduct evaluations and reviews related to product sales prices and make several efforts to approach the surrounding community by promoting products on various social media.
4. WT Strategy
The WT strategy is a strategy based on defensive activities and tries to minimize weaknesses and avoid threats as follows: improve product packing that is less neat with the addition of containers in the box and make improvements to tables and chairs that are less well maintained, improve the promotion system by providing delivery order services promoted through social media and conducting evaluations and reviews related to the price of products offered with competing product prices.

Table 9. SWOT matrix for Nelongso Fried Chicken Restaurant UPN Branch

<div style="border: 1px solid black; padding: 5px; display: inline-block; margin-bottom: 10px;">INTERNAL</div> <div style="border: 1px solid black; padding: 5px; display: inline-block; margin-top: 10px;">EXTERNAL</div>		Strengths (S)	Weaknesses (W)
		<ol style="list-style-type: none"> 1. Products are available at all times. 2. Promotion is carried out using social media (Tiktok and Instagram). 3. Prices are in accordance with product quality. 4. The restaurant area is spacious and comfortable. 5. Product quality is guaranteed (halal certified). 	<ol style="list-style-type: none"> 1. Packing is not neat. 2. There are still many promotional media that have not been reached. 3. Higher prices compared to similar local competitors. 4. Tables and chairs are poorly maintained.
Opportunities (O)	S-O Strategy	W-O Strategy	
<ol style="list-style-type: none"> 1. Availability of discounts in the form of 1-5 saving packs. 2. Affordable product prices. 3. Increasingly sophisticated technology makes it easier to introduce products. 4. Strategic location (has easy road access). 5. Provide non-cash payments. 	<ol style="list-style-type: none"> 1. Adding new, more contemporary menus such as barbeque krispi chicken which is served using a hotplate, chicken with chili sauce which is burned directly on the fire and super spicy krispi whole fried chicken. With the latest menu that is more favored by young people, it can attract consumers to buy the products offered. (S1;S3;S5;O1;O2) 2. Create interesting content on all social media to promote products and as a means of marketing that has a wider reach so as to expand the target market. (S2;O3) 3. Increase photo space for customers with a more 	<ol style="list-style-type: none"> 1. Reorganize the use of packaging for packing products and add discount writing stickers to the packaging and make improvements to chairs and tables so that they are comfortable when used by customers. (W1;W4;O1) 2. Conduct evaluation and review related to product sales prices. (W3;O1;O2) 3. Make several efforts to approach the surrounding community and promote products on various social media so that the reach is wider. (W2;O3;O4) 	

attractive restaurant design. With an attractive restaurant design, it can lure consumers to come back to visit and increase the attractiveness of the restaurant and provide a different experience and impression for visitors. (S4;O4;O5)

Threats (T)	S-T Strategy	W-T Strategy
<ol style="list-style-type: none"> 1. The number of companies that sell similar products. 2. Many competitors sell products at lower prices. 3. Promotion from competing companies is maximized. 4. The release of superior and quality competing products. 	<ol style="list-style-type: none"> 1. Provide special discounts or promos at certain events, promos for customers who have met the predetermined conditions and the company still has to maintain quality so as not to lose to other companies. (S1;S2;S5;T1;T2;T3;T4) 2. Participate in events or cooperate with other companies to expand the target market. (S2;S5;T1;T2;T4) 3. Conduct comparisons with other restaurants or surveys to consumers in order to improve the quality of the products offered. (S3;S5;T1;T2;T4) 4. Utilize the empty space area by adding a playground for children. (S4;T1;T2) 	<ol style="list-style-type: none"> 1. Improve the packing of products that are not neat by adding containers in the box and improving tables and chairs (W1; W4; T1; T4). 2. Improve the promotion system by providing delivery order services offered through social media. (W2;T1;T2;T3;T4) 3. Evaluate and review the price of products offered with the prices of competitors' products. (W3;T1;T2) 4. Marketing products directly to consumers by distributing brochures containing the discount package menu offered. (W3;T1;T3;T4)

(Source: processes data)

5. CONCLUSION

From the research that has been done, it is known that the results of data processing using the IFAS and EFAS matrices obtained a total weighting score in the IFAS matrix of 3.6117 and the EFAS matrix matrix of 3.8996. Then from these two matrices, the UPN branch of Nelongso Fried Chicken Restaurant is in quadrant I, which means that the UPN branch of Nelongso Fried Chicken Restaurant can implement an aggressive strategy because it is in a favourable condition, so the SWOT matrix that will be selected and used as an alternative strategy is in the strengths and opportunities section, which has 3 alternatives. First, adding the latest menu that is more contemporary. Second, create interesting content on all social media. Third, adding photo space for customers with a more attractive restaurant design. With the determination of this alternative strategy, it

is hoped that it can make business actors to be able to take advantage of existing strengths and opportunities to increase sales and provide benefits for business development as well as possible.

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