



Marketing Strategy Analysis Using SWOT and STP at Sinar Jaya Snack Store

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ARTICLE INFO	ABSTRACT
Article History: Received: 15-May. 2025 Revised: 12-Jun. 2025 Accepted: 30-Jun.2025 Keywords: <i>marketing strategy, SWOT, STP analysis, MSMEs</i>	This study analyzes the marketing strategy of Toko Sinar Jaya Snack using SWOT (Strengths, Weaknesses, Opportunities, Threats) and STP (Segmentation, Targeting, Positioning) frameworks to assess its strategic position as a micro, small, and medium enterprise (MSME) in a post-pandemic market. Employing a qualitative descriptive method, data were collected through interviews, observations, and document analysis. The results show a strong internal capacity (IFAS score: 2.67) and favorable external environment (EFAS score: 3.11), positioning the business within the growth-oriented quadrant of the SWOT matrix. Strengths such as strategic location, competitive pricing, and high product demand are leveraged against weaknesses like limited market reach and promotional gaps. The STP analysis identifies a diverse customer base, supporting segmented strategies targeting both Gen Z and Gen X consumers. Strategic recommendations include horizontal expansion, digital marketing enhancement, bundled product offers, and loyalty-based pricing models. These findings demonstrate that MSMEs can achieve sustainable competitiveness through adaptive marketing strategies grounded in systematic internal and external evaluations.

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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a pivotal role in driving national economic growth—not only as contributors to Gross Domestic Product (GDP) but also as catalysts for job creation and the empowerment of local resources [1] In Indonesia, MSMEs represent over 99% of all business entities and employ more than 97% of the national workforce [2]. However, the post-pandemic economic landscape presents structural challenges, particularly in the form of shifting consumer behavior, rapid digital transformation, and intensifying market competition.

The transformation from traditional to digital consumption patterns has compelled MSMEs to not only adopt digital technologies but also to reconfigure their marketing strategies in a more adaptive and systematic manner [3]. In this context, promotion is no longer a secondary activity but an integral part of a comprehensive marketing strategy that aims to create, communicate, and deliver customer value [4].



Therefore, formulating a marketing strategy based on robust analytical frameworks is critical to sustaining business relevance and resilience in an evolving market environment.

Within this framework, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and the STP approach (Segmentation, Targeting, Positioning) are widely adopted methodologies used to construct business strategies rooted in both internal capabilities and external market realities. SWOT analysis facilitates the identification of an organization's internal capacities and its positioning in the external environment, thereby aiding in strategic decision-making [5]. Meanwhile, the STP framework serves as the foundation for crafting effective marketing communications by aligning offerings with clearly defined target segments through value propositions that resonate with customer expectations [4].

A study by [6] demonstrated that the integration of SWOT and STP frameworks can yield responsive business strategies aligned with market dynamics and core organizational competencies. Their research further emphasized the use of the TOWS matrix as a strategic tool to synthesize insights from internal and external analyses into actionable plans. This methodological integration is particularly relevant for MSMEs seeking to develop a competitive value proposition in the post-pandemic and increasingly digital economy.

Moreover, the effective implementation of marketing strategies requires a cross-functional understanding that encompasses financial, operational, branding, and customer engagement dimensions. Recent empirical findings underscore the significance of social media-driven promotion, brand image consistency, and strong market positioning in influencing consumer purchase intentions for MSME products [7].

Accordingly, this study aims to analyze the marketing strategies of MSMEs using the integrated SWOT and STP frameworks in response to shifting market structures in the post-pandemic era. The focus is directed toward exploring how these approaches can assist MSMEs—such as Sinar Jaya Snack Store—in navigating the challenges of digitalization, building sustainable competitive advantage, and fostering customer loyalty. Theoretically, this research also seeks to enrich the strategic management and marketing literature within the context of MSMEs in emerging economies.

RESEARCH METHOD

This study employs a qualitative descriptive research design, which is particularly suitable for capturing complex contextual phenomena and interpreting marketing practices from the perspective of MSME actors. Qualitative research, as emphasized by [8], seeks to explore and interpret meanings attributed to social or business processes, rather than test predetermined hypotheses or variables. Accordingly, this approach allows for greater flexibility in exploring the strategic positioning of MSMEs, especially

in highly dynamic and competitive environments such as post-pandemic consumer markets.

The focus of this research lies in the marketing strategy analysis of Sinar Jaya Snack Store, using two integrated frameworks: SWOT (Strengths, Weaknesses, Opportunities, Threats) and STP (Segmentation, Targeting, Positioning). The SWOT analysis serves to evaluate internal capabilities and external market conditions, offering insights into how the business can leverage its strengths while mitigating threats and capitalizing on emerging opportunities [9]. On the other hand, the STP model is employed to systematically define the business's market segments, identify target audiences, and formulate positioning strategies that align with customer expectations and brand values [10].

Data were collected through semi-structured interviews with the business owner and several operational staff, supported by direct field observations and documentation. This triangulation process ensures data credibility and provides a holistic understanding of the firm's strategic direction. The interviews aimed to capture both explicit business practices and tacit knowledge, such as motivations, customer preferences, and operational constraints.

The analytical technique employed is qualitative descriptive analysis. Data were organized, coded, and categorized to identify recurring themes and relationships. These themes were then mapped against the SWOT and STP dimensions to generate strategic insights. According to [11], such integration of qualitative content analysis with strategic frameworks enhances the robustness of managerial recommendations and aligns them with both internal strengths and market realities.

Through this methodology, the study aims to produce a grounded understanding of how a traditional MSME can strategically navigate challenges and opportunities in the snack retail industry. The use of theoretical frameworks in qualitative inquiry enables the translation of field data into structured strategic actions, making the research not only interpretive but also actionable.

RESULT AND DISCUSSION

Internal Factor Evaluation (IFAS)

The Internal Factor Evaluation (IFAS) matrix provides a structured analysis of the internal strategic conditions of Toko Sinar Jaya Snack by assessing both its strengths and weaknesses. It serves as a foundation for evaluating the company's ability to leverage internal capabilities while addressing operational shortcomings. As suggested by [11], the IFAS framework is particularly valuable for micro and small enterprises in assessing strategic readiness before entering competitive growth phases.

Table 1. Internal Factor Evaluation (IFAS)

No	Internal Factor	Weight	Rating	Score
Strengths				
1	Small-size packaging product	0.11	3.5	0.39
2	Competitive pricing	0.11	3.4	0.38
3	Strategic store location	0.11	3.0	0.33
4	Promotion for bulk/reseller buyers	0.11	3.1	0.33
5	Good customer service	0.12	3.3	0.39
Total Strength		0.56	1.81	
Weaknesses				
1	Limited to Munjul area only	0.09	2.4	0.23
2	No discount flexibility	0.10	1.5	0.15
3	Single store location	0.09	1.7	0.15
4	Limited promotional reach	0.07	2.0	0.15
5	Ineffective marketing strategy	0.05	2.1	0.09
Total Weaknesses		0.44	0.86	
Total IFAS Score		1.00	2.67	

Source: Processed from Research Data (2024)

The analysis highlights five dominant internal strengths. The first and most prominent is the use of small-size packaging, which enhances product portability and increases unit affordability – particularly relevant for price-sensitive consumers in urban settings. This is followed by competitive pricing, which not only supports accessibility across socioeconomic levels but also reinforces price-based positioning strategies [9].

The store's strategic location further amplifies customer accessibility, particularly in densely populated areas like Purwakarta. According to [11], location strategy remains one of the most influential internal factors in MSME performance, often correlating with consistent foot traffic and localized brand familiarity. Coupled with promotional activities that appeal to bulk buyers or resellers, the company has positioned itself favorably for B2B-oriented revenue streams. Lastly, the commitment to excellent customer service is reflected in its score of 0.39 – indicating a strong customer-centric operational culture.

Despite these advantages, several internal limitations persist. Notably, the absence of multi-location expansion and low promotional penetration restrict business scalability. Moreover, the lack of discount mechanisms reduces pricing agility, thereby weakening the store's competitiveness during promotional seasons. These issues are not uncommon in MSMEs and often stem from resource constraints, as noted by [9], who emphasized the operational fragility of single-location enterprises in a volatile market environment.

The overall IFAS score of 2.67, with a higher cumulative value for strengths (1.81) than weaknesses (0.86), suggests a moderately strong internal environment. This

internal robustness provides a solid base upon which external strategies—such as geographic or digital expansion—can be formulated. However, the business must address its weaknesses with strategic resource allocation, particularly in areas of marketing execution, discount flexibility, and branch scalability.

This analysis demonstrates the critical role that IFAS plays not merely as a measurement tool but as a strategic map for MSMEs seeking to institutionalize their strengths while structurally overcoming their internal gaps.

External Factor Evaluation (EFAS)

The External Factor Evaluation (EFAS) matrix provides a structured approach to assessing the opportunities and threats from the external environment that can impact a business's strategic direction. For micro, small, and medium enterprises (MSMEs) like Toko Sinar Jaya Snack, understanding the dynamics of external forces is crucial in maintaining competitive advantage and aligning business strategies with evolving market trends.

Table 2. External Factor Evaluation (EFAS)

No	Internal Factor	Weight	Rating	Score
Strengths				
1	Popular product among local community	0.15	3.2	0.49
2	Affordable price accessible to all groups	0.15	3.9	0.60
3	Proximity to MSME population	0.14	3.3	0.47
4	Strong promotional appeal to resellers	0.14	4.0	0.55
Total Strength		0.59	2.12	
Weaknesses				
1	Similar products in competing stores	0.10	2.4	0.25
2	Price competition with nearby vendors	0.11	2.3	0.26
3	Competitor proximity	0.10	2.6	0.27
4	Market saturation by similar stores	0.09	2.4	0.22
Total Weaknesses		0.41	1.00	
Total EFAS Score		1.00	3.11	

Source: Processed from Research Data (2024)

The EFAS results reveal a favorable external condition for Toko Sinar Jaya Snack, as demonstrated by a high total opportunity score of 2.12, significantly outweighing the threat score of 1.00. These results suggest a promising external environment for growth and strategic expansion.

One of the most compelling external opportunities lies in the product's alignment with local consumer preferences, which scored 0.49. According to [10], understanding and responding to local consumer taste is critical for MSMEs, particularly in densely populated urban markets where consumption behavior is shaped by affordability and cultural preferences. The product's affordable pricing, scoring the highest (0.60), further enhances its mass appeal, particularly among middle- to low-income segments.

The store's location near UMKM clusters (score: 0.47) creates opportunities for institutional or reseller partnerships. This is amplified by effective reseller-focused promotion strategies (score: 0.55), which align with findings from [9] suggesting that B2B-oriented marketing initiatives significantly increase distribution efficiency in MSMEs with limited physical presence.

However, external threats must not be underestimated. The threat posed by similar products and pricing competition highlights the need for stronger product differentiation and brand identity. Despite being in a favorable external environment, the presence of nearby competitors and market saturation (total threat score of 1.00) could erode market share if not addressed proactively.

To address these challenges, the enterprise must consider strategies such as developing unique product packaging, investing in story-based branding, and exploring loyalty schemes to retain customers. These approaches are particularly effective when supported by digital marketing platforms that expand reach and visibility without requiring heavy infrastructure investment.

The overall EFAS score of 3.11 not only confirms that external conditions are conducive to growth, but also suggests that Sinar Jaya Snack is well-positioned to leverage these opportunities if supported by the right strategic adjustments. Thus, EFAS serves not just as a measurement tool but as a dynamic lens through which external readiness and adaptability can be evaluated for MSME-scale businesses.

SWOT Quadrant Positioning

The integration of internal and external strategic factors through the SWOT (Strengths, Weaknesses, Opportunities, Threats) quadrant matrix is a powerful diagnostic tool that helps determine an organization's strategic posture. In this study, the cross-analysis of the Internal Factor Evaluation (IFAS) and External Factor Evaluation (EFAS) matrices reveals the relative strategic positioning of Toko Sinar Jaya Snack in a dynamic and competitive market landscape.

Table 3. IFAS-EFAS Matrix Result

IFAS	S-W	1,81	0,86	0,95
EFAS	O-T	2,12	1,00	1,12
Total				2,08

Source: Processed from Research Data (2024)

The composite score of 2.08, derived from the difference between strengths and weaknesses (0.95) and opportunities and threats (1.12), places the business in the middle-right quadrant of the Internal-External (IE) Matrix, which represents a “Growth through Horizontal Integration” strategy. This quadrant suggests that while the business’s internal structure is moderately solid, it stands to benefit significantly from external market conditions – particularly untapped opportunities and favorable demand trends.

This positioning is aligned with research by [11], which states that horizontal integration is a strategic pathway commonly taken by MSMEs to expand market reach without incurring high infrastructure costs. For Toko Sinar Jaya Snack, this could mean replicating its existing store model in other strategic neighborhoods or collaborating with third-party resellers to extend distribution networks. Horizontal growth allows for scalability while maintaining operational familiarity and minimizing risk.

Additionally, [10] emphasize that firms in this quadrant should capitalize on market momentum by enhancing brand recognition, improving promotional strategies, and streamlining logistics. Given the EFAS result indicating strong external opportunities – particularly product demand, price accessibility, and proximity to target consumers – Sinar Jaya Snack is encouraged to enhance marketing outreach through digital and community-based platforms.

The quadrant also cautions against internal complacency. Although the IFAS score leans positively, identified weaknesses such as the lack of multi-branch operations and promotional limitations must be systematically addressed. Strategic investments in digital marketing literacy and operational SOPs could reduce these gaps while supporting expansion.

Overall, the SWOT Quadrant Positioning provides a clear strategic directive: leverage strong external market conditions through replicable operational strategies, while reinforcing internal processes to sustain growth. This strategic fit not only promotes resilience in the face of competitive pressures but also aligns with sustainable MSME development pathways in emerging economies.

Customer Segmentation (STP)

The STP (Segmentation, Targeting, and Positioning) framework is a cornerstone in modern marketing strategy, particularly for small and medium-sized enterprises (SMEs) seeking to tailor their value propositions and connect with the right customer base. For Toko Sinar Jaya Snack, effective market segmentation and targeting are vital in an increasingly competitive landscape where product differentiation and customer relevance are key to sustained growth.

Segmentation was conducted by analyzing demographic, geographic, behavioral, and psychographic characteristics of the customer base. The store’s clientele spans a wide range of ages and social strata, reflecting a broad market appeal yet also presenting the need for targeted strategic communication and product placement.

Table 4. Consumer Segmentation Highlights

Segment Aspect	Description
Location	Purwakarta, Munjul Jaya, West Java
Demographic	Age 4-70, includes Gen X & Gen Z
Occupation	Factory workers, local traders, homemakers
Income Level	IDR 500K - 5,000K/month
Occasion	Family events, religious holidays
Behavior	Loyal, repeat, and trial-based buyers

This segmentation shows that the business is uniquely positioned to serve both daily consumer needs and event-based purchasing patterns. Gen Z customers are drawn to the snack store's convenience and affordability, while Gen X consumers are attracted by its reliability and family-friendly offerings. These findings resonate with the research of [6], which emphasized the importance of multi-generational targeting for SMEs selling staple or high-frequency goods.

In terms of targeting, the primary focus is on middle-income individuals in the urban-industrial zones of Purwakarta. This customer group is typically characterized by moderate price sensitivity, strong word-of-mouth influence, and repeat-purchase behavior. Targeting such a demographic is not only consistent with the STP approach but also supports efficient resource allocation in marketing and inventory planning.

For positioning, Toko Sinar Jaya Snack should emphasize values such as "affordable indulgence", "neighborhood trust", and "event-ready snack solutions". These thematic angles align with customer expectations for both emotional and practical value. [12] noted that SMEs in the food and snack category gain stronger brand affinity when positioning strategies integrate community-based narratives and lifestyle compatibility.

Furthermore, promotional tools should reflect this segmentation insight. For instance, Gen Z may respond well to mobile-based promotions or social media campaigns, while Gen X might prefer in-store deals or referral bonuses. These dual-track communication strategies will help strengthen both brand relevance and customer retention, a synergy critical to business longevity in the SME sector.

Ultimately, the STP framework provides a clear pathway for Toko Sinar Jaya Snack to fine-tune its marketing efforts, reduce wasteful promotion, and create a more personalized customer journey—all of which are essential in building a resilient and responsive retail business in a rapidly shifting consumer environment.

Strategic Implications

The synthesis of SWOT analysis and STP insights culminates in a set of actionable strategic implications for Toko Sinar Jaya Snack. These implications not only respond to current internal and external realities but also pave the way for a structured and scalable growth path. By combining the strengths of the business with market opportunities and

mitigating identified weaknesses and threats, the business can position itself to achieve sustainable competitive advantage in a dynamic market landscape.

Table 5. Strategic Implication Highlights

Strategic Area	Recommendation
Market Expansion	Open additional branches or collaborate with resellers
Promotional Tactics	Invest in digital marketing (WhatsApp, Instagram, Shopee)
Product Bundling	Offer family/event snack packages
Pricing Strategy	Introduce discount tiers for loyal customers
Brand Positioning	Emphasize local identity, affordability, and reliability

The first strategic implication concerns horizontal expansion, which aligns with the business's current position in the SWOT quadrant of growth through opportunity exploitation. [13] emphasized that SMEs operating in markets with high opportunity scores but limited reach should focus on branch replication or third-party reseller networks. This is especially relevant for Sinar Jaya Snack given the store's strength in location, product appeal, and pricing flexibility.

Secondly, promotion and customer communication must evolve beyond traditional formats. Given the significant presence of Gen Z and millennial consumers, digital marketing through platforms such as Instagram, WhatsApp Business, and Shopee Live can enhance visibility and brand stickiness. [14] argue that for food-based MSMEs, a mobile-first promotional strategy significantly improves conversion rates and brand recall.

Additionally, the introduction of product bundles, particularly for family events and festive occasions, can reinforce the store's value proposition as a one-stop snack destination. This approach responds directly to behavioral insights observed in the customer segmentation, where purchase behavior peaks around communal or ceremonial gatherings.

A tiered discount strategy can also address the store's current promotional limitations, allowing for differentiated engagement with frequent vs. occasional buyers. Such initiatives not only stimulate customer loyalty but also create a perception of exclusivity—an often underutilized tool among SMEs [15].

Lastly, the store must work on its brand positioning, particularly in local narratives that blend reliability, community, and affordability. Highlighting its roots as a neighborhood-based enterprise fosters emotional connection, which is critical for customer retention and advocacy in hyperlocal markets.

Collectively, these strategies provide a roadmap that is both aspirational and grounded—ensuring that the business grows not merely in scale, but in resilience and relevance as well.

CONCLUSION

This study concludes that Toko Sinar Jaya Snack possesses a solid internal foundation for growth, as evidenced by its IFAS score of 2.67 and EFAS score of 3.11. With key strengths such as competitive pricing, a strategic location, and products aligned with local consumer preferences, the store demonstrates strong potential to expand its market presence through a horizontal growth strategy. The abundance of external opportunities—particularly the high consumer interest and alignment with local demand—serves as a pivotal basis for targeted expansion initiatives.

Through the application of the STP framework, the business successfully identifies a diverse customer profile spanning multiple demographic and behavioral segments—from children to older adults—whose purchasing patterns are closely tied to family events and daily needs. More personalized and digital marketing strategies are deemed highly relevant, especially to engage Generation Z and millennial consumers, while still catering to more senior customer preferences.

The SWOT analysis positions the store within a quadrant that advocates for growth driven by external market opportunities. Accordingly, strategic implications such as opening new branches or partnering with resellers, enhancing digital promotion, and introducing bundled products or loyalty discounts are concrete steps that can enhance the store's competitiveness and market reach.

The findings of this study not only provide an objective assessment of Toko Sinar Jaya Snack's strategic standing but also offer practical and phased policy directions for future development. Through an adaptive, data-informed, and locally grounded approach, MSMEs like Toko Sinar Jaya Snack have the capacity to grow—not only as competitive business entities—but as vital contributors to the socio-economic ecosystem of their communities.

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