

*MARKETING STRATEGIES BY USING SWOT
ANALYSIS OF THE COMPANY XIJI STREET SNACK
FRANCHISE MEDAN BRANCH S. PARMAN*

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Abstract. *Business growth must be accompanied by a good marketing strategy, in a Franchise Company on Xiji S.Parman, Xiji S.Parman Medan Branch, this is done in a qualitative descriptive manner, where some of the quality of the data obtained is then made quantitative using a scale of measurement of weights and ratings are commonly used in conducting a SWOT analysis. Retrieval of objects is done by observing the location, in-depth interviews related to the right strategy to increase competitiveness, documentation and related literature to support the problems presented. Furthermore, this study was analyzed using the SWOT analysis technique. The results of the study concluded that in its operations, the Company has carried out various marketing activities in the form of publicity, marketing, and direct selling to market products from the Medan Branch of Xiji S.Parman Franchise company so that consumers can get to know. The strategy that can be used to determine a competitive strategy for the S.Parman Snack Company Xiji Medan Branch is a stable growth strategy. This means that in the future development of the Xiji Sreet Snack S.Parman Medan Branch Franchise Company can use a role growth strategy but it is carried out in stages according to the priority scale. Companies that pay attention to marketing aspects because of a shortage of marketing personnel in charge of visiting customers. In the short term, the company needs to add employees to the marketing department. In addition, the company needs to create a website to promote its services to outsiders.*

Keywords: *Marketing strategy 1, SWOT Analysis 2, Medan 3,*

Introduction

Economic balancing is accelerating along with overall economic growth, especially in the trade sector, which is starting to offer investment goods such as licenses and franchises. Often known as a franchise, it is a product or service distribution system in which the franchisor acts as the owner of the company's trademarks, trademarks, and infrastructure. Franchising is one of the many investment options available because it has an easy operating method, a clear management structure, and

complies with operational standards adopted by the company.

In 1950, inventor Isaac Singer published the brand's first books. At that time, he branded Singer. Even though Isaac's efforts were never successful, in introducing the brand, he is still credited as the person who first developed the company. Isaac used a strategy to run a business that was eventually imitated by many other businessmen. In 1989, General Motors Industries was one of the first entrepreneurs to copy Isaac's method of running a business in the

automotive sector of the United States. John S. Pemberton, creator of Coca-Cola, came next. Large companies in the United States, including fast food manufacturers such as A&W, McDonald's, and others, are starting to pay attention to the franchise business model.

Small companies may initially grow and prosper, but many fail and are no longer in business. There are undoubtedly several elements that influence this. Human resources, production or operations, finance, marketing, partnerships, infrastructure, and legislation are some of the variables that influence this. Franchise companies are becoming increasingly dependent on constant innovation to maintain and grow their customer base in the face of intense competition in marketing.

Researchers are investigating solutions for Xiji Business to grow their business to survive the decline in revenue turnover that the company is facing. Based on this background, the main problems of this research are: 1) How does the Xiji franchise have a SWOT analysis of strengths, weaknesses, opportunities, and threats; and 2) What marketing strategies does the Xiji franchise company use in its operation? One of the strategies used to benefit rivals from similar businesses is to uphold original taste standards, not change the shape or taste because the Xiji franchise only adheres to the system that has been set by the franchisor. For the Xiji franchise business to develop in Medan S.Parman, it is necessary to request personnel to be friendly to clients, provide chairs so that customers feel comfortable buying Xiji franchise food items themselves, and follow community

market trends. This research also uses a qualitative descriptive research methodology to find a SWOT analysis of the strengths, weaknesses, opportunities, and threats that the Xiji franchise has and the marketing strategies used in its business.

Making purchases and even communicating the Xiji Street Snack S.Parman franchise to other people as a good fast food restaurant. From all these explanations, it can be said that SWOT Analysis is needed in company management, among other things, as a basis for planning and implementing marketing strategies within the company. The motivation for conducting this research regarding SWOT Analysis is due to changes in the dynamic business world environment.

Marketing strategy

The term strategy comes from the Greek word *stratēgia* (*Stratos* = military; and *ag* = lead), which means the art or science of becoming a general. This concept is relevant to situations in ancient times which were often characterized by war, where generals were needed to lead an army so that they could always win the war. Strategy can also be interpreted as a plan for the distribution and use of military force and material in certain areas to achieve certain goals. Military strategy is based on understanding the strength and positioning of the opponent, the characteristics of the battlefield, the strength and character of available resources, the attitudes of the people occupying certain territories, as well as anticipating any changes that may occur (Putri, 2022).

Benefits of Strategic Management

Planning plays an important role as one of the first management responsibilities. A company will have a defined path and next actions with proper planning. Organizational leaders are encouraged to think more creatively or strategically by using strategic management as a framework for addressing all organizational strategic problems. Organizations can benefit from using strategic management in several ways, including:

1. Determine long-term actions.
2. Helping businesses adapt to change
3. Increase organizational efficiency
4. Determine the organization's comparative advantage in more hazardous environments.
5. Strategy-making activities will increase the organization's capacity to avoid problems in the future.
6. The involvement of employees/organization members in making strategies will further inspire them during the implementation stage.
7. Overlapping activities will be reduced.
8. Employees and organizational members will be less resistant to change.

Corporate Environmental Analysis

It depends on how the company examines its business, to be able to achieve excellence. Businesses are aware of how quickly the environment can change. Companies must be able to adapt to these developments as a result. The external environment is divided into two groups, namely remote environments and industrial environments, and the internal environment consists of elements that exist within the organization. These two

environments form the business environment.

Internal Strategy Factor Matrix

The following are the methods used to determine the determination of internal strategic factors IFAS (internal strategic factors analysis summary) according to (Rangkuti, 2006):

1. Arrange the strengths and weaknesses in column 1.
2. Give weight to column 2 by giving a value of 1.0 (very important) to 0.0 (not important)
3. Calculate the rating in column 3, the rating is based on a questionnaire to experts. The scale used is 4 (strongly agree), 3 (agree), 2 (somewhat agree), and 1 (disagree) which is based on the influence of factors on the condition of the company concerned.
4. To obtain the weighting factor in column 4 by multiplying the weight (column 2) by the rating (column 3).
5. Total results of the weighting factors in column 4.

External Strategy Factor Matrix

The following are the methods used to determine the external factors analysis strategy (EFAS) according to (Rangkuti, 2006):

1. Arrange the threats and opportunities in column 1.
2. Give weight to column 2 by giving a value of 1.0 (strongly agree) to 0.0 (disagree).
3. Calculate the rating in column 3, the rating is based on a questionnaire to experts. The scale used is 4 (strongly agree), 3 (agree), 2 (somewhat agree), 1 (disagree) which is based on the influence of factors on the condition of the company concerned.

4. To obtain the factors and weightings in column 4 by multiplying the weight (column 2) by the rating (column 3).
5. The total results of the weighting factors are listed in column 4.

Markets and Marketing

The following elements need to be taken into account so that the product's position in the market is as anticipated: market pair, after-sales service, ownership of market information, distributor control, marketing work unit conditions, promotions, product prices, customer loyalty, and new product policies. Targeting, segmentation, and positioning. The following is the explanation by Mubarok and Maldina (2017: 78-79) that there are three elements of marketing strategy, namely: segmentation, targeting, and positioning.

Marketing Definition

Marketing is one of the main activities that needs to be carried out by companies, whether goods or services companies, in an effort to maintain the viability of their business. According to Handayani and Fathoni (2019:7) marketing is one of the main activities that must be carried out by companies. Historically, the emergence of marketing studies began with the development of capitalist and socialist economic theories regarding the growth of consumption culture.

Marketing Management

According to Kotler and Keller (2017:6), marketing management is a target market to attract, retain, and increase consumers by creating and providing good sales quality. According to Assauri (2018:12), marketing management is the activity of creating, preparing, and implementing plans carried out by a company to generate profits. Based on the two statements that

have been explained by several experts, researchers conclude that marketing management is a science that is applied to a business in order to stay alive. through the process of planning, implementing, and controlling the marketing concept creation program.

Marketing Mix

The marketing mix is a collection of marketing variables that are used to achieve marketing goals in the targeted market. In short, the marketing mix is a strategy that combines marketing activities at one time to increase sales of products or services. Putri (2017: 81) states that many articles in the literature encourage managers to use the marketing mix model to guide decision-making.

SWOT analysis

Strength, Weakness, Opportunity, and Threats is an abbreviation of SWOT, the name of the strategic management process. It is sometimes referred to as the name of a technique, specifically SWOT Analysis. SWOT is an abbreviation of company factors that are evaluated to evaluate the company's internal state and the company's exterior situation. External conditions include a wider environment of opportunities and risks from outside the company, while internal conditions are assessed depending on the strength and speed of the organization or company. In essence, SWOT is not a strategy; rather, it only serves to assist in strategy formulation through analysis of each aspect of SWOT.

In this research, the data analysis used is SWOT analysis. SWOT analysis is based on the assumption that an effective strategy maximizes existing strengths and opportunities and minimizes weaknesses and threats. Assumptions like this, if

implemented well, will have an impact on the success of strategy design and the discovery of information needed to identify opportunities and threats within the company (Ratnawati, 2020).

Definition of Franchise

The word “franchise,” which is widely understood to mean the granting of a privilege, originates from medieval French and is derived from the verb “francher” (to liberate). In effect, the term “franch” means that someone grants the right to use, produce, or sell anything. According to Government Regulation No. 16 of 1997, a franchise is an agreement in which one party is given the right to utilize and/or use the intellectual property, inventions, or business characteristics of another party in exchange for selling goods or services in accordance with the conditions set by the other party.

Franchises, according to Rangkuti (2006), were not initially seen as business opportunities but rather as ideas, procedures or marketing techniques that businesses could utilize to develop their operations without having to invest directly in retail locations by collaborating with third parties as outlet owners. A franchise is defined as a special right that is differentiated based on characteristics to market goods or services that have been successful and can be used by other parties depending on the agreement in Article 1 of Government Regulation Number 42 of 2007.

Research Hypothesis

A research hypothesis is an important question because this hypothesis is a temporary answer to research, as Sugiyono (2019) argues, “Hypothesis is a temporary answer to the formulation of a research problem”. It is said to be temporary because the answer given is only based on

relevant theory, not yet based on empirical facts obtained from data collection. The hypothesis of this research is Marketing Strategy Using SWOT Analysis at the Xiji Street Snack S.Parman Franchise Company, Medan Branch.

Research Methodology

Population and Sample

The population is all the elements contained in the research object. These elements can be people, or objects, companies, or any units contained in the research object. The population in this research is all branches of the Xiji Street Franchise Company in the city of Medan. Using a purposive sampling method with the criteria of men and women of productive age 20-60 years.

According to Sugiyono (2019: 149) explains that “The sample is part of the number and characteristics possessed by the population”. If the population is large and it is impossible for the researcher to study everything in the population, then the researcher can use samples taken from that population, provided that the samples taken from the population must be truly representative. The sample in this study was 7 respondents and 1 company staff, at the Xiji Street Franchise Company, Medan S.Parman Branch.

Data Types and Sources

Data Type

a. Primary data

According to Sugiyono (2019) data sources are research obtained directly from the Company, or obtained directly from the research object (Xiji Franchise), an opinion from several individuals or groups (people) or from observation results, from an object, event or test

results (object). Primary data in this research is through observation or recording from the field in the form of interviews with several sources, namely 1 company staff at the Xiji company, and 7 customers.

b. Secondary Data

Namely the source of research data obtained to complement primary data which includes reading sources, as well as data regarding the history of the development of a company, organizational structure, and company job descriptions obtained in connection with the problem being studied. The author also took several trusted journals from the internet which were used as theoretical references in writing proposals. Data source

To support the discussion of the problems raised above, data is needed including:

- 1) Company Overview
- 2) Company organizational structure
- 3) Other data related to this research

Data collection technique

The technique used in this research is the SWOT analysis technique with a qualitative approach, which consists of Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis aims to maximize strengths and opportunities but can maximize weaknesses and threats. SWOT analysis, according to Sugiyono (2019), is a systematic identification of strategic factors to formulate a strategy. Strategy is a tool for achieving company goals concerning long-term goals, follow-up programs, and resource allocation priorities. Strategy is a comprehensive master plan that explains how to achieve all previously set goals.

Spradly's Theory of Qualitative Data Analysis (Ethnography) Definition of Ethnographic Model Qualitative Research

The ethnographic or ethnomethodological model is a qualitative research model that has the aim of describing the cultural characteristics of individuals or groups of people who are members of a cultural community group (Hanurawan, 2016: 88).

Theoretical Models in Ethnography

Two types of theoretical basis explain ethnographic models, the first is symbolic interaction and phenomenology, while the second includes social construction and ethnomethodology. According to Bungin (2015:181-182), James P. Spradley's (1979:5) thinking is based on symbolic interaction theory.

Spradley Model Qualitative Research Stages

The stages of the Spradley model of qualitative research consist of 12 stages which begin with determining a key informant, namely an informant who is authoritative and who can be trusted and can "open the door" for the researcher to enter the research object. After that the researcher will conduct interviews, and next, the researcher's attention will be on the research object, which will start asking descriptive questions, followed by analysis of the interview (Sugiyono, 2019).

Ethnographic Qualitative Research Data Analysis

There are three forms of data analysis in qualitative research to determine cultural themes, namely domain analysis, taxonomic analysis, and compensation analysis, cultural theme analysis. (Sugiyono, 2019).

Hypothesis testing

Test the Validity of Findings

To test the validity of the data, researchers used triangulation techniques. Triangulation is a data collection technique that combines various existing data collection techniques and data sources.

Results and Discussion

Xiji Franchise Company Internal Factors

The internal environmental analysis consists of the strengths and weaknesses of the Xiji franchise company. Researchers found several points in each factor. The following are the strengths and threat factors that the company has.

a. Strength (strength) Xiji Franchise Company

- 1) Strategic location
Strategic location is one of the strengths of the Xiji franchise company. As we know, the Xiji franchise company is located in the middle of the city, namely on Jln. S. Parman Medan. This is following the statements of Xiji franchise employees and consumers.
- 2) The products offered are quality and superior
Apart from its strategic location, the strength of the Xiji franchise company is the quality products it offers. This is indicated by the large number of consumers who again choose the Xiji franchise. This is per the statements of employees and consumers.
- 3) Polite and friendly service
In satisfying the desires of its consumers, the Xiji franchise company strives to provide polite and

friendly service. While the researcher was conducting research at the Xiji franchise company, the service provided by the employees was very polite and friendly in asking about consumer needs.

b. Weaknesses of Xiji Franchise Company

Apart from having strengths that can be used to survive against competitors, Xiji Franchise Company also has several weaknesses in facing its competitors. The company's weaknesses are:

- 1) Some employees arrive late
Having employees who often arrive late can disrupt a company's activities. This causes the job description that has been created to not run optimally, because it can disturb other employees.
- 2) Lack of maximizing marketing
Promotion that is less than optimal is one of the weaknesses of the Xiji franchise company in marketing its products. Currently, the Xiji franchise company only carries out discount promotions. Companies must be sensitive in facing complex competition and must innovate in marketing the products they offer so that consumers can continue to use them.
- 3) Prices that are less affordable for consumers
The companies not only offer products but there are prices offered that are less affordable for consumers or have prices that are less competitive so this is less acceptable to consumers.

Xiji Franchise Company External Factors

The external environment consists of opportunities and threats to the Xiji

Franchise Company. Researchers found several points in each factor. The following are the opportunity and threat factors that the company has.

a. Xiji Franchise Company Opportunities

The company's external environment must be known so that things that support marketing strategies can be implemented. Opportunity is one aspect that includes the environment that can be utilized by a company to develop or advance the company. The opportunities that the Xiji Franchise Company has are:

- 1) Maximize marketing
Promotions carried out by the Xiji Franchise Company currently still need to be improved so that the company's targets can be achieved. Companies must be more effective so that more consumers know about their products and buy them.
- 2) Product quality is recognized by consumers
Apart from having a wide market share, one of the opportunities that can be exploited is the products offered by the Xiji company itself, which are proven to be of high quality. This can be seen from the response of consumers who give positive responses to the products marketed by the Xiji franchise.
- 3) Wide market share
It cannot be denied that currently fast food is very popular among people. Not only is it popular with young people, but older people also love fast food, thus making the market share wider.

b. Xiji Franchise Company Threat

What is no less important to pay attention to is the company's external environment,

namely the threats faced by the company. These threats can come from anything, including activities carried out by foreign companies. The threats faced by Xiji franchise companies are:

- 1) Competitors who provide low prices
In the business world, price competition is a normal thing. Likewise with other franchise company businesses. There are many ways that business owners can do so that their business is attractive to consumers. One way to do this is by offering low prices so that consumers are interested in visiting the business.
- 2) Consumers who switch to other companies
Consumers are an important asset in a business activity because with consumers the company gets income and will continue to operate. Keeping consumers from continuing to use the product is not easy even though they have provided the best service.
- 3) Competitors who first utilized information technology in marketing their products.
Marketing today is not just about distributing brochures. Someone who works in the marketing field must be smart in taking advantage of existing opportunities. Information technology is currently very useful for companies to capture a wider market. The Xiji franchise company is currently behind other companies in terms of marketing, which could have bad consequences for the future.

IFAS Matrix Analysis (Internal Factors Analysis Summary)

The IFAS matrix is used to find out how big the role of internal factors in the company is. The IFAS matrix describes the company's internal condition consisting of strengths and weaknesses which are calculated based on ratings and weights.

Based on the results of the IFAS matrix analysis with a weighting of internal strategy factors (IFAS) in Table 4.3 shows that in the table above the total score is 3.48 which can be categorized as good. Because a score of 3-4 as a value for the internal conditions of the Xiji Street franchise company is strong. So, it can be said that the internal strategy of strengths and weaknesses possessed by the Xiji Street franchise company is possible as a basis for the company to plan the company's growth and development in the future, and also becomes a major strength factor for the company. This shows that the Xiji franchise company has a strong internal position because it has been able to use its strengths and overcome its weaknesses quite well.

EFAS Matrix Analysis (External Factors Analysis Summary)

The EFAS matrix is used to find out how much influence the company's external factors have. EFAS describes the company's external conditions consisting of opportunities and threats calculated based on weights.

Based on the results of the EFAS matrix analysis, it can be concluded that in Table 4.2. shows that the Xiji Street franchise company has been able to take advantage of opportunities, namely, various social media can be used as promotional media, preserving natural ingredients as a marketing strategy. To cover factors that pose a threat. This can be seen by the greater opportunity score, namely 2.26, compared to the threat factor, which is only 0.39, so the total EFAS value is 2.62.

SWOT Matrix

The SWOT matrix is used in strengths, weaknesses, opportunities, and threats analysis to help break down the four variables into a variety of potential tactics. By combining internal elements, such as a company's strengths and weaknesses, with external factors, such as opportunities and threats Externally, matrix Table 4.3 can serve to clearly explain how strategies can be prepared.

Furthermore, the results of the analysis of internal factors (IFAS) and external factors (EFAS), obtained the score values in Table 4.4..

Table 4.4
Matriks Internal Factors Analysis
Summary (IFAS Matrix)

<i>Strength</i>	<i>Weaknesses</i>	<i>Opportunity</i>	<i>Threats</i>
2,1	1,38	2,26	0,39
Y axis = strengths - weaknesses = 2,1 - 1,38 = 0,72		X axis = opportunities - threats = 2,26 - 0,39 = 1,87	

From the identification of these factors, a SWOT diagram can be drawn in Figure 4.2.

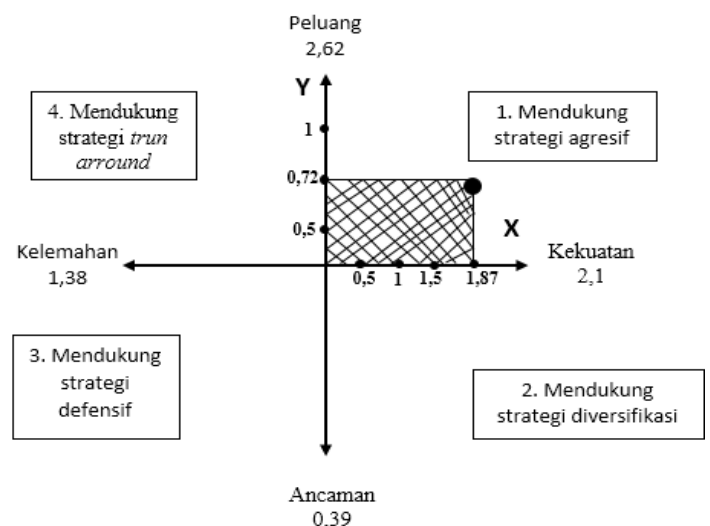


Figure 4.2.
SWOT Diagram Analysis

Table 4.1

Matriks Internal Factors Analysis Summary (IFAS Matrix)

Internal factors	Weight	Rating	Weight Score
Strength			
1. Orders can be placed online or through a delivery order system	0,14	4	0,56
2. Good service to consumers and easy product ordering process	0,14	4	0,56
3. Strategic location, (clean place) and halal certificate available.	0,14	4	0,0,56
4. Pure and local raw materials and product quality are guaranteed, and will continue to innovate to highlight contemporary youth.	0,12	3	0,42
SUB TOTAL	0,54		2,1
Weakness			
1. Less competitive prices	0,12	3	0,36
2. Few consumers know the product	0,11	3	0,33
3. Promotional activities are less than optimal	0,12	3	0,36
4. Management of franchise is lacking Pay attention to client integrity	0,11	3	0,33
SUB TOTAL	0,46		1,38
TOTAL	1		3,48

Source: Data processed by researchers (2023)

Table 4.2.

Matriks Exsternal Faktors Analysis Summary (EFAS Matrix)

Internal factors	Weight	Rating	Weight Score
Opportunity			
1. There are various social media that can be used as promotional media	0,21	4	0,84
2. Market share development, especially for the younger generation and older groups.	0,22	4	0,88
3. Carrying out preservation with natural ingredients as a marketing strategy,	0,18	3	0,54
4. Creating new products	0,08	1	0,08
SUB TOTAL	0,39		0,39
TOTAL	1		2,65
Threat			
1. There are many competitors who have similar and cheaper businesses	0,8	1	0,08
2. Marketing strategy similarities with other fast food companies	0,12	1	0,12
3. There is a threat from new arrivals	0,11	1	0,11
4. The fast food industry is a very competitive sector so competition is also getting tougher	0,08	1	0,08
SUB TOTAL	0,39		0,39
TOTAL	1		2,65

Source: Data processed by researchers (2023)

Table 4.3.
Matrix SWOT Diagram

EFAS	<i>IFAS</i>	<i>STRENGTHS</i>	<i>WEAKNESSES</i>
		<ol style="list-style-type: none"> 1. Product quality is guaranteed. 2. There is a delivery order system. 3. Sufficient warehouse suggestions. 4. Halal certificate available. 5. Good packaging and quality of raw materials. 6. Availability of raw materials on the market/easy to obtain. 7. easy processing system. 	<ol style="list-style-type: none"> 1. Minimal sales profit. 2. Few consumers know the product. 3. Lack of promotion (product introduction). 4. Prices are less competitive. 5. less competitive in terms of food variety. 6. Promotion is less than optimal. 7. Product innovation lacks certain specifications.
	<i>OPPORTUNITIES</i>	<i>STRATEGI S-O</i>	<i>STRATEGI W-O</i>
	<ol style="list-style-type: none"> 1. The magnitude of franchise business opportunities in the global market. 2. A leading franchise business in a competitive market. 3. Market share development, especially for the younger generation and older groups. 4. Creating new products. 5. Preserving with natural ingredients as part of a marketing and advertising strategy. 	<ol style="list-style-type: none"> 1. Continue to innovate and highlight the concepts of contemporary youth. 2. Maintain food quality. 3. Providing maximum service to consumers. 4. Promote products via social media. 	<ol style="list-style-type: none"> 1. Use competitors as motivation. 2. Providing consumers with the choice to choose products that suit their wishes. 3. Using the right promotional media to attract consumer interest. 4. Report consumer complaints regarding Xiji Snack franchise food products to the franchisor.
	<i>THREATS</i>	<i>STRATEGI S-T</i>	<i>STRATEGI W-T</i>
	<ol style="list-style-type: none"> 1. Similar restaurant competitors 2. Cost of future media exposure 3. Increasing competitors with decreasing prices 4. The fast-food industry is a very competitive sector so competition is also getting tougher 	<ol style="list-style-type: none"> 1. Providing product quality and consumer decisions. Adding more flavors or new types of fast food that can differentiate it from competitors 	<ol style="list-style-type: none"> 1. Determine competitive prices but do not harm partners. 2. Always come up with innovations to be different from competitors. Attract market share consistent with franchise objectives.

Source: Data processed by researchers (2023)

Based on the table above and Figure 4.2. Analysis of the SWOT Diagram shows that the SWOT analysis has an X value of 1.87 and Y 0.72, this indicates that the strengths possessed are suitable to support an aggressive strategy. From the SWOT analysis score, strengths are 2.1, weaknesses are 1.38, opportunities are 2.62, threats are 0.39. From the SWOT diagram above, it can be seen from the difference between strengths and weaknesses that the score value is higher, while the score value is higher for opportunities. An aggressive strategy is a very profitable situation. The strategy implemented is to support growth policies (growth-oriented strategy).

Conclusion

There are few conclusions of these research:

1. Marketing strategy analysis using SWOT analysis can increase sales and income at the Xiji Street Snack S.Parman Franchise Company, Medan Branch. This can be seen from the results of the SWOT analysis, with a strength score of 2.1, weaknesses of 1.38, opportunity (opportunity) 2.26 and threat (threat) 0.39. From the SWOT diagram above, it can be judged that the difference in strength score is higher with a difference of 0.72. Meanwhile, the opportunity score value with threat is higher than the opportunity by a difference of 1.87, so it clearly shows that the Xiji Street Snack S.Parman Franchise Company is currently in the quadrant which is a very profitable situation. The Xiji Street Snack S.Parman Franchise Company has opportunities and strengths so it can take advantage

of existing opportunities. The strategy that must be adopted in this condition is to support aggressive growth policies. By implementing an aggressive strategy, the Xiji Street Snack S.Parman Franchise Company will be able to compete and increase sales and income.

2. The strategy that can be implemented by the Xiji Street Snack S.Parman Franchise Company Medan Branch in increasing sales and income is the SO, WO, ST, WT strategy, namely by remaining consistent in maintaining product quality by using good quality raw materials (with raw materials). fresh) utilize raw materials that are available or easy to find/obtain on the market and modern equipment and produce varied products, utilize various social media for promotional activities to attract people's purchasing power, minimize the impact of the production process, continue to innovate and improving product quality to outperform competition between similar companies, highlighting the art of Jepara, consistently providing satisfactory service to consumers, improving existing weaknesses.

Based on the conclusions of the research that has been carried out, the researcher provides several suggestions that are expected to be useful for business actors or related agencies. The suggestions that can be given are as follows:

1. Companies must maintain taste, improve product quality, maintain price stability, and the appearance of building designs to attract and maintain consumer buying interest by

- establishing cooperation and trust with suppliers and improving shape, characteristics, impression, and style/design.
2. Companies must carry out promotional activities that are right on target according to the market share of young people by channeling them through appropriate media, such as the Internet and social media.
 3. Companies must improve the quality of human resources by providing special training or empowerment so that employee knowledge and abilities are honed and improved.
 4. Companies must differentiate their products and service systems so that consumers have more options by providing differentiation in the names, shapes, and preparation of beverage or food products and even unique serving processes.

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