JURISMA: Jurnal Riset Bisnis dan Manajemen
Volume 15 Nomor 1 (April 2025)
E-ISSN: 2338-292X (Online) P-ISSN: 2086-0455 (Print)
E-mail: Jurisma@email.unikom.ac.id

The SWOT Analysis as a Framework for Enhancing Marketing Strategies to Drive Sales Growth

Mayang Larasati[1*],Berri Brilliant Albar[2], Junia Mayang Sari[3]

mayanglarasati@uinib.ac.id[1*]

UIN Imam Bonjol Padang[1*,3], Balai Gadang, 25586, Kota Padang, Sumatra Barat, Indonesia
National Taiwan University of Science and Technology[2*], Keelung Rd, Da'an District, Taipei, Taiwan

Received Date **:** ***07.10.2024***
Revised Date **:** ***31.01.2025***
Accepted Date **:** ***30.04.2025***

ABSTRACT

This research aims to identify effective marketing strategies to increase sales. Thus, leads to business existence and sustainability. This research is classified as field research with a descriptive qualitative approach and has selected 14 food vendors at Pantai Padang as a sample group using nonprobability sampling, namely snowball sampling. Previous research explores strategies to increase sales for various businesses, but there is a dearth of research focusing on marketing strategies tailored to traders operating within a specific environment. To address this gap, a SWOT analysis was conducted to assess the strengths, weaknesses, opportunities, and threats facing the merchants. This study uses IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) to assess the internal and external factors that influence the sustainability and performance of their businesses. The results of the IFAS analysis showed strong internal environmental conditions. The EFAS analysis shows that the traders are effectively capitalizing on opportunities while mitigating threats. In the Cartesian diagram, the SWOT analysis is in the first quadrant, known as the aggressive strategy quadrant, which is favorable for the business. The analysis performed will influence the long-term viability of the business, encompassing continuous operations, growth, strategic development to ensure business continuity, and expansion efforts, all of which contribute to the sustainability and ongoing existence of the business.

Keywords : Marketing Strategy; MSMEs; SWOT; IFAS; EFAS

JURISMA: Jurnal Riset Bisnis dan Manajemen
Volume 15 Nomor 1 (April 2025)
E-ISSN: 2338-292X (Online) P-ISSN: 2086-0455 (Print)
E-mail: Jurisma@email.unikom.ac.id

ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi strategi pemasaran yang efektif untuk meningkatkan penjualan. Dengan demikian, berujung pada eksistensi dan keberlanjutan usaha. Penelitian ini tergolong penelitian lapangan dengan pendekatan kualitatif deskriptif dan telah memilih 14 pedagang makanan di Pantai Padang sebagai kelompok sampel dengan menggunakan nonprobability sampling, yaitu snowball sampling. Penelitian sebelumnya mengeksplorasi strategi untuk meningkatkan penjualan untuk berbagai bisnis, tetapi ada kelangkaan penelitian yang berfokus pada strategi pemasaran yang disesuaikan dengan pedagang yang beroperasi dalam lingkungan tertentu. Untuk mengatasi kesenjangan ini, analisis SWOT dilakukan untuk menilai kekuatan, kelemahan, peluang, dan ancaman yang dihadapi pedagang. Studi ini menggunakan IFAS (Internal Factor Analysis Summary) dan EFAS (External Factor Analysis Summary) untuk menilai faktor-faktor internal dan eksternal yang mempengaruhi keberlanjutan dan kinerja bisnis mereka. Hasil analisis IFAS menunjukkan kondisi lingkungan internal yang kuat. Analisis EFAS menunjukkan bahwa para pedagang secara efektif memanfaatkan peluang sambil memitigasi ancaman. Dalam diagram Cartesius, analisis SWOT berada di kuadran pertama, yang dikenal sebagai kuadran strategi agresif, yang menguntungkan bagi bisnis. Analisis yang dilakukan akan mempengaruhi kelangsungan hidup jangka panjang bisnis, yang mencakup operasi berkelanjutan, pertumbuhan, pengembangan strategis untuk memastikan kelangsungan bisnis, dan upaya ekspansi, yang semuanya berkontribusi pada keberlanjutan dan keberadaan bisnis yang berkelanjutan.

Kata Kunci : Strategi Pemasaran; UMKM; SWOT; IFAS; EFAS

INTRODUCTION

Maintaining and enhancing profits is paramount in achieving business goals. Finding new customers and maintaining relationships with them is a key strategy for increasing sales, which, in turn, leads to increased profits and market share. This effort is closely related to marketing strategies in seizing opportunities, thereby maintaining and improving the business's position in the market. Strategy is the framework that guides and controls the choices that determine the nature and direction of an organization, including product scope, growth, and profit (Safitri et al., 2018). The determination of a strategy is based on an analysis of influencing factors, both internal and external to the business. The analysis used in determining development strategies in this study is SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). The results of a SWOT analysis can lead to growth strategies, product and service development, aggressive strategies, or a combination of SO, WO, ST, and WT strategies (Aiken et al., 2024; Puji Suci et al., 2020). Marketing strategy plays a crucial role in the success of a business, making the marketing division the forefront in realizing business plans. The activities that marketers will undertake to maximize opportunities in various target markets will be clearly and purposefully outlined through marketing strategy (Alfons & Batlajery, 2018).

Food vendors at Pantai Padang enliven the atmosphere at the beach by offering traditional food, which is a unique attraction for tourists visiting Padang beach. To win the competition and become the preferred choice for visitors, vendors must create differentiation that appeals to beachgoers. The aim of this research is to identify marketing

strategies that can be implemented to increase sales for food vendors at Pantai Padang tourist destination using qualitative methods. Micro, small, and medium enterprises (MSMEs) play a crucial role in the economy by fostering local development and innovation. These businesses often require tailored strategies to remain competitive due to their limited resources and market reach. Marketing strategies for MSMEs emphasize creativity and efficiency to attract and retain customers while maximizing their potential for growth. Safitri et al. (2018) emphasize that strategy formulation for MSMEs is vital in aligning internal capacities with market demands to achieve business sustainability (Safitri et al., 2018).

Marketing strategy is understood as the marketing logic whereby business units expect to achieve their marketing goals (Kotler, 2018). Marketing strategies play an important role in maximizing sales and achieving business success. The marketing mix, which consists of product, price, place, and promotion strategies, is essential for developing a comprehensive plan (Afrianti & Elmiwati, 2023). Jack Trout in his book "Trout On Strategy" states that the essence of strategy is about creating a good perception in consumers' minds. However, it has a very broad impact on consumers (Farih et al., 2019). Marketing strategy is crucial for business success in today's competitive environment (Nst et al., 2023), effective strategies require assessing internal strengths and weaknesses alongside external opportunities and threats.

SWOT analysis is a powerful strategic technique that provides a mechanism for evaluating key internal factors such as strengths and weaknesses, as well as external factors such as opportunities and threats. This analysis has two key steps: identifying SWOT factors and forming the SWOT matrix, and using the SWOT matrix to formulate the best strategy combinations by pairing internal and external factors (Longsheng et al., 2022). The SWOT matrix is a renowned model for analyzing business strategies, comprising strengths, weaknesses, opportunities, and threats (Taherdoost & Madanchian, 2021). By knowing the strengths, the company can be developed to be stronger to withstand the market and compete for further development. Weaknesses are factors that are not beneficial or detrimental to the company. Opportunities are opportunities for the company to grow and develop in the future. Threats are things that can cause losses to the company (Rangkuti, 2018). With strategies in trading, it is hoped that traders can increase their income.

The Internal Factors Analysis Summary (IFAS) framework is an extension of the SWOT analysis that focuses specifically on evaluating internal factors such as a business's strengths and weaknesses. This evaluation is crucial in understanding how internal capabilities can be utilized to achieve strategic objectives. IFAS helps businesses prioritize their internal resources and competencies to create value. Setiawan et al. (2022) found that using IFAS allowed businesses to develop strategies that maximize their strengths while addressing internal challenges (Setiawan et al., 2022). The External Factors Analysis Summary (EFAS) complements the IFAS framework by focusing on external opportunities and threats in a business environment. EFAS helps organizations identify external factors that could influence their strategic decision-making and prioritize opportunities to drive growth. By analyzing these factors, businesses can better adapt to market changes and stay competitive. Prasetyo and Atmoko (2018) demonstrated the effectiveness of EFAS in formulating strategies that align with external market conditions, enabling businesses to seize market opportunities effectively (Atmoko, 2018).

In a previous study, marketing strategies at Café Van Omme Coffee Shop Manado

were examined using a descriptive qualitative approach. The results of this study, through SWOT analysis, revealed that the IFAS matrix obtained a total score of 3, the EFAS matrix also received a total score of 3, and the SWOT Diagram positioned Van Omme Coffee Shop in quadrant I, which is in the aggressive growth stage. The SWOT matrix identified marketing strategies that could be applied by Van Omme Coffee Shop, including maintaining product quality, preserving customer loyalty to remain competitive, improving taste consistency, and enhancing service quality (Setiawan et al., 2022). Meanwhile, Prasetyo and Atmoko, (2018) researched marketing strategies to increase sales volume at Cavinton Hotel Yogyakarta and obtained findings that indicated the application of S-O, S-T, W-O, and W-T strategies to boost sales volume at the hotel, such as adding hotel facilities like meeting rooms and the Malioboro sky lounge & bar, and promoting food and beverage products based on taste and community needs (Atmoko, 2018). While previous studies focused on businesses as the research object, no research has specifically examined strategies that food vendors at tourist locations can apply. This study, therefore, aims to generate strategies that food vendors at Pantai Padang tourist destination can implement to increase their sales.

RESEARCH METHOD

This research is conducted using a qualitative method, qualitative research aims to understand social phenomena holistically through descriptive data collected from natural settings (Waruwu, 2024). This research is classified as field research with a descriptive qualitative approach and has selected 14 food vendors at Pantai Padang as a sample group using nonprobability sampling, namely snowball sampling. Snowball sampling is a sampling technique that initially starts with a small number of samples, then grows (Sugiyono, 2018). The snowball sampling technique is chosen because in determining the sample, initially the researcher only selects one or two individuals, but because the data obtained is considered incomplete, the researcher seeks other respondents to complete the data as needed. The information handling strategy in this research uses expressive subjective techniques, where the information collected consists of images and words, not numbers. Qualitative methods are employed across studies, utilizing descriptive approaches and content analysis (Arum & Ratuliu, 2022). The data collected is descriptive in nature, consisting of images and words rather than numerical values, analyzed using content analysis to identify relevant patterns and themes. The data handling strategy involves organizing and categorizing information into fundamental classifications aligned with the research objectives.

The examination of information in this study is the most common way of organizing information requests, coordinating them into samples, classes, and basic descriptions. The research setting and operational design of variables are described in detail to ensure transparency and relevance to the research context, exploratory research is generally flexible, with relatively small samples and more qualitative analysis of primary data (Mudjiyanto, 2018) to gain a deep understanding of the phenomenon under study.

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a strategic management tool used to evaluate an organization's Strengths, Weaknesses, Opportunities, and Threats (Akbar et al., 2023). The SWOT investigative procedure is essentially a strategy to differentiate between different conditions in relation to key preparations. SWOT is used when a company wants to know its current position before

deciding to implement new strategies. Therefore, management needs to know what has been going well, what has not, and what might hinder organizational goals. After filling in the four aspects of SWOT, management needs to build on strengths, improve weaknesses, devise plans to address threats, and capitalize on any opportunities available. The company also needs to consider which steps should be prioritized in achieving these goals by using IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) to assess the internal and external factors that influence the sustainability and performance of their business.

RESULTS AND DISCUSSION

Interviews with 14 food vendors around Pantai Padang revealed a number of challenges and opportunities. Vendors generally feel that the unique taste quality of their food is their main strength. However, intense competition, especially from other street vendors, poses a serious threat. In addition, changing culinary trends and rising operational costs are also a challenge. On the other hand, the increasing number of tourists and the potential development of culinary tourism in Pantai Padang open up great opportunities for traders to develop their businesses. The list of questions posed to the vendors is as follows:

A company's strengths lie in the areas in which it can excel, capitalizing on its unique resources and leveraging what others consider to be its competitive advantages. These strengths represent the company's capacity to outperform competitors and establish a strong position in the market. By understanding the assets and capabilities that competitors and stakeholders recognize as differentiating factors, a company can build a strong foundation for sustainable success.

However, weaknesses must also be addressed. These include areas that require improvement, aspects that are constrained by limited resources, and any factors that others perceive as shortcomings. Identifying and recognizing these internal challenges is critical to devising strategies that can mitigate their impact and turn them into growth opportunities.

On the brighter side, there are significant opportunities that companies can capitalize on. Current trends provide opportunities for expansion, innovation or market penetration, especially where the company's strengths are aligned with these trends. By capitalizing on its unique advantages, the company can turn these strengths into tangible opportunities, opening up new avenues for development and profitability.

Nonetheless, threats remain a constant challenge. External factors that can disrupt performance, competitor actions, and vulnerabilities stemming from existing weaknesses must be carefully monitored and managed. By proactively addressing these threats, a company can maintain its position and build resilience to potential disruptions.

The difference with previous research is in the strengths and weaknesses of the company, by discussing the internal elements of the company that play a role in the success or failure of the market in general (Elya Dasuki, 2021). Whereas this research focuses directly on food vendors at Padang Beach. This was done to explore the specific challenges and opportunities they face. From the answers to the questions posed to the vendors, it was concluded that their strengths, weaknesses, opportunities, and threats are as follows:

JURISMA: Jurnal Riset Bisnis dan Manajemen
Volume 15 Nomor 1 (April 2025)
E-ISSN: 2338-292X (Online) P-ISSN: 2086-0455 (Print)
E-mail: Jurisma@email.unikom.ac.id

Table 1. SWOT analysis of food vendors around the Pantai Padang tourist attraction

Strengths	**Weaknesses**
Affordable pricing: Many respondents offer affordable prices, attracting customers with limited budgets. Strategic location: Businesses of the vendors are located in Pantai Padang, visited by tourists and locals alike. Uniqueness: Some respondents offer unique menu items or variations, such as signature dishes, spice levels, or unique flavor variations. Good service: Many respondents emphasize good customer service.	Limited capital: Many respondents face capital constraints, affecting production and business development. Limited human resources: Some respondents work alone or with few staff, affecting service speed and production quantity. Facility limitations: Many respondents lack facilities such as seating, adequate lighting, or dining areas that could enhance customer comfort. Weather-dependent location: Businesses with non-permanent setups are highly vulnerable to adverse weather conditions, disrupting operations and income.
Opportunities	**Threats**
Tourist visits: The influx of tourists to Pantai Padang presents an opportunity for food vendors around the beach. Food trends: Capitalizing on popular food and beverage trends can attract new customers. Social media users: Utilizing social media for promotion and ordering can expand customer reach. Menu variety: Adding new menu items or variations in line with trends can enhance business appeal.	Competition: Many competitors with larger capital, better facilities, and wider menu varieties pose a threat to small businesses. Weather influence: Inclement weather can disrupt operations for businesses without permanent vending locations and reduce customer numbers. Regulations and restrictions: Business regulations and restrictions can disrupt operations and reduce income. Changing consumer tastes: Rapid changes in consumer tastes and food trend fluctuations can affect business popularity and income.

Source: the outcome of data processing, 2023

Table 1 presents a SWOT analysis of food vendors around the Pantai Padang tourist attraction. The strengths include affordable pricing, strategic location within a popular tourist destination, offering unique menu items or flavor variations, and providing good customer service. The weaknesses highlight limited capital, insufficient human resources, inadequate facilities, and a high dependency on weather due to non-permanent setups. Opportunities are presented through the influx of tourists, leveraging food trends, utilizing social media for promotion and customer engagement, and expanding menu variety to attract more customers. The threats consist of intense competition from well-capitalized vendors, weather disruptions, regulatory constraints, and shifting consumer preferences, all of which can impact business performance and sustainability. Based on the identification of the internal strategic factors in Table 1, they are formulated into an IFAS (Internal Factor Analysis Summary) table to assess their strengths and weaknesses.

JURISMA: Jurnal Riset Bisnis dan Manajemen
Volume 15 Nomor 1 (April 2025)
E-ISSN: 2338-292X (Online) P-ISSN: 2086-0455 (Print)
E-mail: Jurisma@email.unikom.ac.id

Table 2. IFAS (Internal Factor Analysis Summary) Matrix

Internal Factor	Point	Rating	Score
Strengths			
Affordable pricing	0,12	4	0,48
Strategic location	0,19	4	0,76
Uniqueness	0,10	3	0,30
Good service	0,20	4	0,80
Subtotal	0,61		2,34
Weaknesses			
Limitation of capital	0,10	1	0,10
Limited human resources	0,12	1	0,12
Facility constraints	0,10	2	0,20
Business location affected by weather	0,07	2	0,14
Subtotal	0,39		0,56
Total	1,00		2,90

Source: the outcome of data processing, 2023

Based on the internal environmental analysis in the Table 2 using the IFAS (Internal Factor Analysis Summary) matrix, we can observe the strengths and weaknesses affecting food vendors around the Pantai Padang tourist destination. In terms of strengths, there are three factors with significant strength ratings of 4, namely affordable prices (0.48), strategic business location (0.78), and excellent customer service (0.80). On the other hand, another factor has a minor strength rating of 3, which is the uniqueness of the offered menu (0.30). As for weaknesses, two factors have significant weaknesses with a rating of 1, namely limited capital (0.10) and limited human resources (0.12), while the other two factors have minor weaknesses with a rating of 2, including limited physical business facilities (0.20) and business location affected by weather changes (0.14). The total score obtained from the IFAS analysis for each factor is 2.90. Since the total score is equal to or above 2.5, it indicates that the internal factors affecting food vendors around the Pantai Padang tourist destination are strong. Moving forward, in the Table 3, we will examine how vendors address the opportunities and threats present in their businesses.

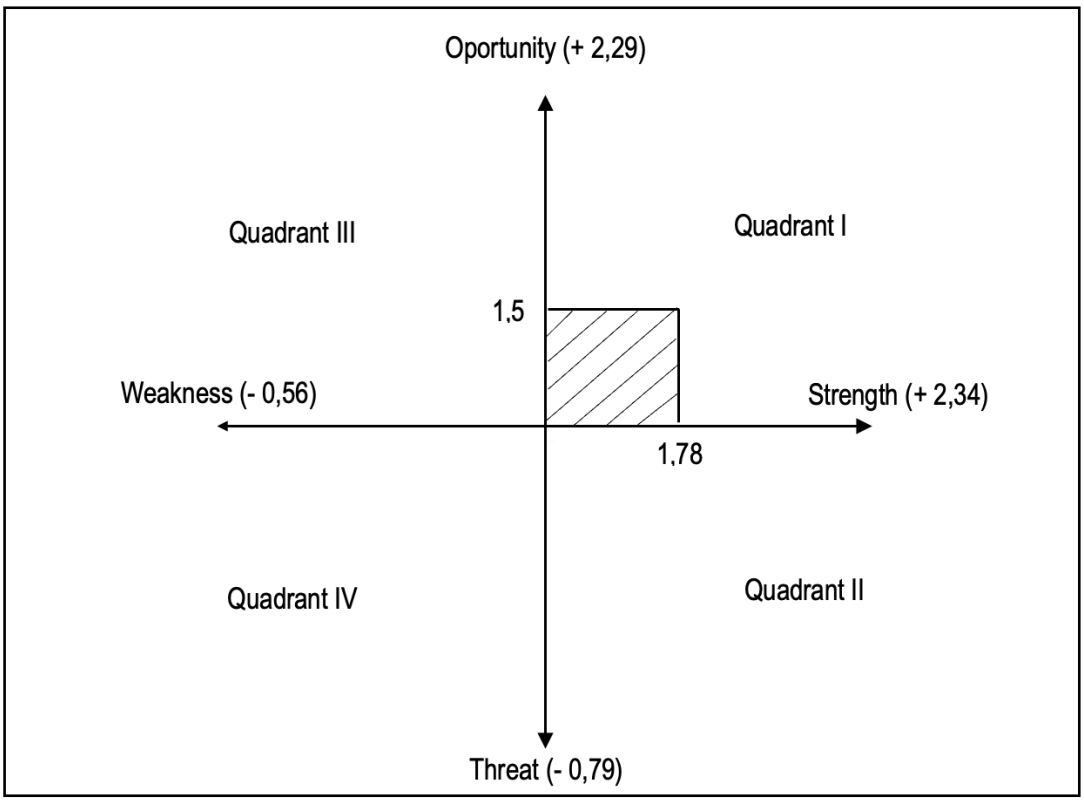
Table 3. EFAS (External Factor Analysis Summary) Matrix

External Factor	Point	Rating	Score
Opportunities			
Tourist visits	0,25	4	1,00
Food trends	0,14	3	0,42
Social media usage	0,11	3	0,33
Menu variety	0,18	3	0,54
Subtotal	0,68		2,29
Threats			
Competition	0,13	3	0,39
Weather influence	0,07	2	0,14
Regulations and restrictions	0,07	3	0,21
Changes in consumer preferences	0,05	1	0,05
Subtotal	0,32		0,79
Total	1,00		3,08

Source: the outcome of data processing, 2023

JURISMA: Jurnal Riset Bisnis dan Manajemen
Volume 15 Nomor 1 (April 2025)
E-ISSN: 2338-292X (Online) P-ISSN: 2086-0455 (Print)
E-mail: Jurisma@email.unikom.ac.id

From the results of the external environmental analysis found in the EFAS (External Factor Analysis Summary) matrix in table 3, there are factors of opportunities and threats that affect food vendors around the Pantai Padang tourist destination. Details of the opportunities include one factor that provides an excellent response with a rating of 4, namely the high number of tourist visits to the Pantai Padang tourist destination (1.00). Additionally, there are three factors that provide above-average responses with a rating of 3, including current food trends (0.42), the large number of social media users (0.33), and the variety of menus offered by vendors (0.54). On the other hand, the threats include two factors with above-average responses, namely intense competition (0.39) and restrictions on selling from local governments (0.21). Furthermore, one factor has an average response with a rating of 2, namely the influence of weather changes (0.14), while one factor received a below-average response with a rating of 1, which is changes in consumer preferences (0.05). The total score obtained from each factor in this external factor is 3.08. Since the total score is close to 4.0, it indicates that food vendors around the Pantai Padang tourist destination can utilize the existing opportunities very well and avoid the threats.
The scores from all factors can be detailed as follows: strength 2.34, weakness 0.56, opportunity 2.29, and threat 0.79. Thus, the difference in total scores between the strength and weakness factors is (+) 1.78, while the difference in total scores between the opportunity and threat factors is (+) 1.5. Below is Figure 1 which is a diagram of Cartesian SWOT Analysis on food traders around the Pantai Padang tourist destinations.



Source: the outcome of data processing, 2023

Figure 1. Cartesian diagram of SWOT analysis for food vendors around the Pantai Padang touris attraction

JURISMA: Jurnal Riset Bisnis dan Manajemen
Volume 15 Nomor 1 (April 2025)
E-ISSN: 2338-292X (Online) P-ISSN: 2086-0455 (Print)
E-mail: Jurisma@email.unikom.ac.id

The Cartesian diagram in figure 1 above clearly indicates that food vendors around the Pantai Padang tourist destination are in the first quadrant, namely the Aggressive Strategy quadrant, which is a highly advantageous situation. Food vendors around the Pantai Padang tourist destination have strengths and opportunities that can support aggressive growth (Growth Oriented Strategy), indicating that the business is in a strong position. By leveraging existing opportunities to the fullest extent possible, the business can not only sustain but also expand.

Next, in table 4 it will be clearly illustrated how the opportunities and threats faced by a business can generate alternative strategies that may be implemented by food vendors operating around the Pantai Padang tourist destination.

Table 4. SWOT Matrix

IFAS / EFAS	Strength (S) Affordable pricing Strategic location Uniqueness Good customer service	Weakness (W) Limited capital Limited human resources Limited facilities Business location affected by weather
Opportunity (O) Tourist visits Food trends Social media usage Menu variety	SO Strategy Utilize the strength of signature dishes to introduce additional menu items that can attract customers. Leverage the strategic location strength to host promotional events featuring signature dishes to draw visitors and boost sales. Enhance the quality of service and the taste of the food offered to ensure these are the main attractions of the business. Create an appealing concept at the trading location.	WO Strategy Provide training to employees (through business incubator programs) to enhance service quality, thereby mitigating the weaknesses resulting from limited human resources. Utilize technology for sales expansion, accepting orders, and food delivery to customers who do not come directly to the location. Utilize social media and digital platforms for promotion and expanding market share.
Threat (T) Competition Weather influence Regulations and restrictions Changes in consumer preferences	ST Strategy Utilize the strength of signature dishes by hosting events aimed at introducing the available menu to mitigate competition from newcomers. Focus on uniqueness and signature dishes to stand out in intense competition.	WT Strategy Develop a risk management plan to address external threats such as weather changes, thereby minimizing the impact on revenue. Stay vigilant of new competitors and prepare strategies to retain and attract customers to choose your establishment for shopping. If competitors pose a serious threat, opening a branch in a new location could be a viable solution worth considering.

Source: the outcome of data processing, 2023

Table 4 describes the SWOT analysis used to evaluate the business of food vendors around the halal tourist destination of Pantai Padang. The results of the analysis show that the business is in Quadrant I, which reflects a highly favorable condition. Vendors have internal strengths such as expertise in processing fresh seafood and good relationships with local fishermen, which are key assets in supporting their business. In addition, there are significant external opportunities, such as the increasing number of Muslim tourists and the growing trend of healthy food.

This condition shows that merchants are able to utilize their strengths to capture the opportunities, in line with their strategic position as part of an iconic halal tourism

destination. The recommended strategy for merchants is an aggressive growth strategy, where they can focus on business expansion and innovation, such as improved service quality, product diversification, as well as more effective promotions to attract more tourists. The success of these food vendors also contributes significantly to the development of the halal tourism sector in Pantai Padang. By maximizing the existing potential, the vendors not only improve their business competitiveness but also support local economic growth and strengthen the image of Pantai Padang as a leading destination in halal tourism.

CONCLUSION

The SWOT analysis of food vendors around the halal tourist destination Pantai Padang reveals a highly favorable position in quadrant I, reflecting strong internal capabilities and the ability to capitalize on external opportunities. These vendors excel in processing fresh seafood, leveraging strong relationships with local fishermen, and catering to the growing number of Muslim tourists and the rising demand for healthy food options. The strategic location of Pantai Padang as an iconic halal tourism destination further enhances their market appeal and competitiveness. This advantageous position allows them to adopt aggressive growth strategies, ensuring sustainability and expansion. Furthermore, their adaptability to changes in the business environment, such as incorporating innovative marketing techniques and enhancing service quality, underscores their readiness to meet evolving customer preferences. By effectively utilizing these strengths and opportunities, the vendors not only ensure their own growth but also play a crucial role in boosting the local economy and strengthening Pantai Padang's reputation as a leading halal tourism destination.

RECOMMENDATIONS

While this study highlighted significant potential for culinary business development among food vendors in Pantai Padang, there were some challenges found, such as limited use of technology, inconsistent quality management and inadequate infrastructure. Future researchers need to explore innovative marketing strategies, such as utilizing artificial intelligence for customer preference analysis, and delve deeper into the impact of local government policies on street vendors' business sustainability. To address these challenges, public awareness campaigns can encourage tourists to support local vendors, while vendors should consistently improve their food quality and adapt to market trends. Policymakers are encouraged to provide regular training, improve public facilities, and facilitate collaboration with the private sector to strengthen the local economy. These collective efforts will ensure the sustainable growth and greater economic contribution of the culinary sector in Pantai Padang.

REFERENCES

Afrianti, R., & Elmiwati, E. (2023). The Effects of Product and Promotion Development on the Control of CV. Hamira Paving Block Market Share in Bangka Belitung. *Proceedings of the 2nd Multidisciplinary International Conference, MIC 2022, 12 November 2022, Semarang, Central Java, Indonesia*. https://doi.org/10.4108/eai.12-11-2022.2327308

Aiken, C., Scorpiono, C. C., Reva, G. S., Juen, J. K., & Richnady, W. (2024). Analisis SWOT

Dalam Menentukan Strategi Pengembangan Startup Aplikasi Belajar Kanvas. *TECHBUS (Technology, Business and Entrepreneurship)*, *2*(1), 46–64. https://doi.org/10.61245/techbus.v2i1.21

Akbar, A. F., Saskinah, J. A., Putri, R. R., Alfina Azz, N., & Ikhtizam, S. F. (2023). Analisis Swot Dalam Perbankan: Menguji Keunggulan dan Tantangan. *Jurnal Ilmu Manajemen, Bisnis Dan Ekonomi (JIMBE)*, *1*(1), 11–14. https://doi.org/10.59971/jimbe.v1i1.2

Alfons, M. E., & Batlajery, S. (2018). Implementation of Sales Forecasting Method In Production Planning In Cv Tirta Alam Jaya Merauke. *International Journal of Social Science and Business*, *2*(1). https://doi.org/10.23887/ijssb.v2i1.13693

Arum, D. M. S. P., & Ratuliu, M. (2022). Menganalisis Unsur Ekstrinsik Dan Pendekatan Ekspresif Terhadap Cerpen "Bersiap Kecewa Bersedih Tanpa Kata-Kata" Karya Putu Wijaya. *PUSTAKA: Jurnal Bahasa Dan Pendidikan*, *3*(1), 19–26. https://doi.org/10.56910/pustaka.v3i1.278

Atmoko, T. P. H. (2018). STRATEGI PEMASARAN UNTUK MENINGKATKAN VOLUME PENJUALAN DI CAVINTON HOTEL YOGYAKARTA. *Journal of Indonesian Tourism, Hospitality and Recreation*, *1*(2), 83–96. https://doi.org/10.17509/jithor.v1i2.13769

Elya Dasuki, R. (2021). Manajemen Strategi : Kajian Teori Resource Based View. *Coopetition : Jurnal Ilmiah Manajemen*. https://doi.org/10.32670/coopetition.v12i3.710

Farih, A., Jauhari, A., & Widodo, E. (2019). Pengaruh Promosi Melalui Media Sosial Terhadap Pengambilan Keputusan Kursus Bahasa Inggris Pare Dengan Viral Marketing Sebagai Variabel Intervening. *JMK (Jurnal Manajemen Dan Kewirausahaan)*. https://doi.org/10.32503/jmk.v4i1.361

Kotler, A. (2018). Principles of Marketing. In *New York: Pearson International.*

Longsheng, C., Ali Shah, S. A., Solangi, Y. A., Ahmad, M., & Ali, S. (2022). An integrated SWOT-multi-criteria analysis of implementing sustainable waste-to-energy in Pakistan. *Renewable Energy*, *195*, 1438–1453. https://doi.org/10.1016/j.renene.2022.06.112

Mudjiyanto, B. (2018). TIPE PENELITIAN EKSPLORATIF KOMUNIKASI. *Jurnal Studi Komunikasi Dan Media*, *22*(1), 65. https://doi.org/10.31445/jskm.2018.220105

Nst, A., Purba, B., & Fitria, A. (2023). ANALYSIS OF MARKETING STRATEGIES TO IMPROVE STRENGTHENING THE COMPETITION FOR UMKM. *Dharmawangsa: International Journal of the Social Sciences, Education and Humanitis*, *4*(2), 84–87. https://doi.org/10.46576/ijsseh.v4i2.3621

Puji Suci, R., Hermawati, A., & Suwarta. (2020). Strategi peningkatan kinerja Sumber Daya Manusia (SDM) pada UMKM di Malang dengan Metode SWOT. *Jurnal Manajemen Sains Dan Organisasi*, *1*(2), 64–74. https://doi.org/10.52300/jmso.v1i2.2374

Rangkuti, F. (2018). *Teknik Membedah Kasus Bisnis Analisis Swot : Cara Perhitungan Bobot, Rating dan OCAI*. Gramedia.

Safitri, I., Salman, D., & Rahmadani, R. (2018). STRATEGI PENGEMBANGAN USAHA KULINER. *Jurnal Sosial Ekonomi Pertanian*, *14*(2), 183. https://doi.org/10.20956/jsep.v14i2.4620

Setiawan, D., Mandey, S. L., & Jorie, R. J. (2022). Strategi Pemasaran Pada Cafe Van Ommen Coffee Shop Manado: Analisis SWOT. *Jurnal EMBA*, *10*(1), 1740–1748. https://doi.org/https://doi.org/10.35794/emba.v10i1.39613

Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.

Taherdoost, H., & Madanchian, M. (2021). Determination of Business Strategies Using SWOT Analysis; Planning and Managing the Organizational Resources to Enhance

Growth and Profitability. *Macro Management & Public Policies*, *3*(1), 19–22. https://doi.org/10.30564/mmpp.v3i1.2748

Waruwu, M. (2024). Pendekatan Penelitian Kualitatif: Konsep, Prosedur, Kelebihan dan Peran di Bidang Pendidikan. *Afeksi: Jurnal Penelitian Dan Evaluasi Pendidikan*, *5*(2), 198–211. https://doi.org/10.59698/afeksi.v5i2.236