

Strategic Business Formulation for Sales Growth: An Integrated SWOT and Marketing Mix Approach

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Abstract

The COVID-19 pandemic has transformed the competitive environment and consumer behavior, requiring businesses to adapt their strategies to maintain sustainability and increase sales. This study aims to formulate a business strategy that supports sales growth through an analysis of internal and external environments and the integration of the marketing mix. A descriptive qualitative approach was employed using SWOT analysis, Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), SWOT matrix, and the 4P marketing mix, comprising product, price, place, and promotion. The findings indicate that strengths and opportunities are more dominant than weaknesses and threats, positioning the business in Quadrant I. This position suggests that an aggressive growth strategy is the most appropriate alternative for leveraging internal strengths to capitalize on external opportunities. The recommended strategies include maintaining product quality and affordability, improving service, strengthening digital promotion, expanding product variety, and continuously improving business facilities and concepts. These findings provide practical implications for strengthening business competitiveness and supporting sustainable sales growth.

Keywords

Business Strategy; Sales Growth; SWOT Analysis; Marketing Mix; Post-pandemic.

1. Introduction

The COVID-19 pandemic exerted significant pressure on the sustainability of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia through decreased demand, limited capital, distribution disruptions, and changes in consumer activities (Tarigan et al., 2024). Micro, Small, and Medium Enterprises (MSMEs) are the backbone of the national economy (Barusman & Oktaria, 2026). The food and beverage sector is among those affected due to the nature of its business, which is closely related to direct interaction with consumers (Rahmawati et al., 2023). These conditions have caused business operators to face pressure to maintain operations while also adjusting strategies to changes in the business environment (Ssenyonga, 2021). Entering the post-pandemic period, these challenges evolved along with changes in consumer behavior, the utilization of digital technology, and the increasing intensity of competition, making the ability of businesses to formulate adaptive strategies even more important (Castillo et al., 2024).

The coffee shop industry is one of the sectors that has developed in line with changes in consumer patterns (Anggara & Wiweko, 2026). Coffee consumption is no longer solely related to the need to enjoy a beverage, but has also evolved into a social activity and part of a lifestyle, such as gathering, working, holding meetings, and spending leisure time (Budaya et al., 2023) . The availability of coffee commodities in Indonesia also provides opportunities for the development of these businesses. However, the growth of coffee shops also increases competition and offers consumers more alternatives based on product variations, prices, services, locations, facilities, and promotions (Muflikh et al., 2024) . In such conditions, business operators need to understand their internal strengths and limitations as well as external opportunities and threats to maintain competitiveness and drive sales growth.

These conditions are reflected in the pre-survey results, which show several strengths, such as product variety, relatively affordable prices, friendly service, a strategic location, and free Wi-Fi facilities. On the other hand, there are limitations such as the unavailability of food products, a relatively less attractive concept compared to competitors, limited parking space, and suboptimal marketing activities. Competition is also becoming more intense with the emergence of various similar businesses in the surrounding area. Meanwhile, the use of marketing still primarily relies on social media and word-of-mouth communication. This condition indicates the need to align internal resources with changes in the external environment and consumer needs.

The problem became more apparent in the development of sales performance. During January–October 2021, the sales volume was recorded at 5,686 cups with a fluctuating and declining pattern, from 662 cups in February to 420 cups in October. A decrease was also observed in revenue, from Rp16,075,000 in January to Rp11,300,000 in October 2021. The pattern indicates that the ability to maintain sales growth remains a strategic issue that needs attention.

Table 1. Sales and Revenue, Jan–Oct 2021

No.	Month	Units Sold (Cups)	Sales Change (%)	Revenue (IDR)	Revenue Change (%)
1	January	579	–	16,075,000	–
2	February	662	14.34	15,840,000	–1.46
3	March	635	–4.08	15,195,000	–4.07
4	April	620	–2.36	14,666,000	–3.48
5	May	555	–10.48	13,590,000	–7.34
6	June	540	–2.70	14,040,000	3.31
7	July	600	11.11	14,200,000	1.14
8	August	540	–10.00	13,850,000	–2.46
9	September	535	–0.93	12,705,000	–8.27
10	October	420	–21.50	11,300,000	–11.06
Total		5,686	–26.60	141,461,000	–33.69

No.	Month	Units Sold (Cups)	Sales Change (%)	Revenue (IDR)	Revenue Change (%)
Average			-4.84		-3.37

Source: Data Processed, 2026

In facing such conditions, business strategies need to be formulated based on a comprehensive understanding of the internal and external environment. SWOT analysis provides a framework for identifying strengths, weaknesses, opportunities, and threats as the basis for determining strategic positioning. However, the identification of strategic factors needs to be translated into marketing decisions to generate actionable alternatives. The integration of SWOT analysis with the 4P marketing mix—product, price, place, and promotion—allows these strategic conditions to be linked with more operational marketing decisions.

Based on the aforementioned issues, this research aims to formulate a business strategy to increase sales through the integration of SWOT analysis and the marketing mix. The analysis was conducted by evaluating internal and external factors, determining the strategic position, and developing alternative strategies based on the combination of SWOT factors and the 4P elements. This approach allows for the optimization of business strengths and opportunities, while weaknesses and threats can be anticipated through more targeted marketing decisions. The research results are expected to provide a foundation for strategic decision-making and enrich the application of the SWOT approach and marketing mix in facing the dynamics of post-pandemic business competition.

2. Literature Review

2.1 Strategic Management

Strategic management is the process of formulating, implementing, and evaluating decisions aimed at achieving organizational goals effectively and efficiently (Fuentes et al., 2020). Strategy is necessary to determine the direction of the organization by considering internal conditions, external environment, and available resources (Kabeyi, 2019). In facing changes in the business environment, strategic management helps organizations adjust their resources and actions to maintain and develop competitive advantages (Mohamed & Basar, 2023).

Competitive advantage can be built through the organization's specific capabilities (distinctive competence) and the selection of strategies that align with the competitive conditions (Eldor, 2020). Farida & Setiawan (2022) explain that competitive strategies can be directed through cost leadership, differentiation, or focus. Thus, strategic management becomes the foundation for identifying the organization's conditions and determining the most suitable strategy to achieve business objectives.

2.2 Business Strategy

Business strategy is a series of decisions used by organizations to respond to internal strengths and weaknesses as well as external opportunities and threats

in achieving business goals (Phuong, 2024). The formulation of business strategy is necessary so that organizational resources can be directed appropriately in facing competition and environmental changes.

Ben-Abdallah et al. (2022) categorize business strategies into integration, intensive, diversification, and defensive strategies. Intensive strategies, particularly market penetration and product development, are relevant to support sales growth. Wilasto & Wening (2025) research shows that a position in Quadrant I of the SWOT analysis provides a favorable strategic condition because the organization has strengths and opportunities to be developed. Similar findings were also shown by Larasati et al. (2025) in formulating strategies to increase sales. Thus, the selection of business strategies needs to be adjusted to the strategic position and actual conditions of the organization.

2.3 Sales Growth

Sales is the process of exchanging goods or services between sellers and buyers and is an important part of marketing activities (Sheth, 2021). Sales are not only oriented toward achieving sales volume but also toward obtaining profit as well as the sustainability and development of the business (Gabler et al., 2023). Therefore, sales growth becomes one of the strategic goals that need to be considered in facing changes in demand and competition.

Soleman et al. (2023) , sales are influenced by the conditions and capabilities of the seller, market conditions, capital, and organizational conditions. Market factors include consumer characteristics, purchasing power, purchase frequency, as well as consumer needs and desires. These conditions indicate that increasing sales requires a strategy that considers the business environment, internal capabilities, and integrated marketing decisions.

2.4 SWOT Analysis and Strategic Formulation

SWOT analysis is an approach to identify internal factors such as strengths and weaknesses, as well as external factors such as opportunities and threats, as a basis for strategy formulation (Namugenyi et al., 2019) . This analysis helps organizations maximize strengths and opportunities while minimizing weaknesses and anticipating threats (Frag, 2025) . These factors can then be summarized through the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) to determine the organization's strategic position.

The SWOT matrix is used to match internal and external factors, resulting in four alternative strategies: SO, ST, WO, and WT (Sahani, 2021). The SO strategy leverages strengths to seize opportunities, the ST strategy uses strengths to confront threats, the WO strategy capitalizes on opportunities by minimizing weaknesses, while the WT strategy minimizes weaknesses and avoids threats. This approach allows the results of business environment identification to be translated into more targeted strategic alternatives.

2.5 Marketing Mix as an Operational Strategy

The marketing mix is a combination of marketing activities that can be controlled by the organization to influence consumer responses (Wichmann et al., 2022). Proper management of the marketing mix plays a role in creating value and customer satisfaction as well as facing competition (Darmawan & Grenier, 2021). In this study, the marketing mix uses the 4P approach, which consists of product, price, place, and promotion.

Product is related to quality, appeal, and the suitability of the product to consumer needs (Cooper, 2019). Price berkaitan dengan nilai yang harus dikeluarkan konsumen dan perlu disesuaikan dengan daya beli serta kualitas produk (Barusman et al., 2020). Place is related to the location and ease of consumer access, while promotion functions to communicate the product and encourage purchases (Septiano & Sari, 2021). Research by Aldani (2025) and Chakrabarty & Pandey (2025) shows the importance of marketing mix elements in shaping consumer responses, while Hoskins et al. (2021) demonstrate that product quality and variety, competitive pricing, promotion, and location can support an increase in sales volume.

The integration of SWOT and the marketing mix allows the mapping results of internal and external conditions to be translated into more operational marketing actions. Although previous research has discussed the use of SWOT and the marketing mix in strategy formulation, the integration of both to connect strategic positions with alternative marketing actions to support sales growth still has room for development. This approach serves as the basis for this research in formulating a business strategy that aligns with the post-pandemic competitive conditions.

2.6 Conceptual Framework

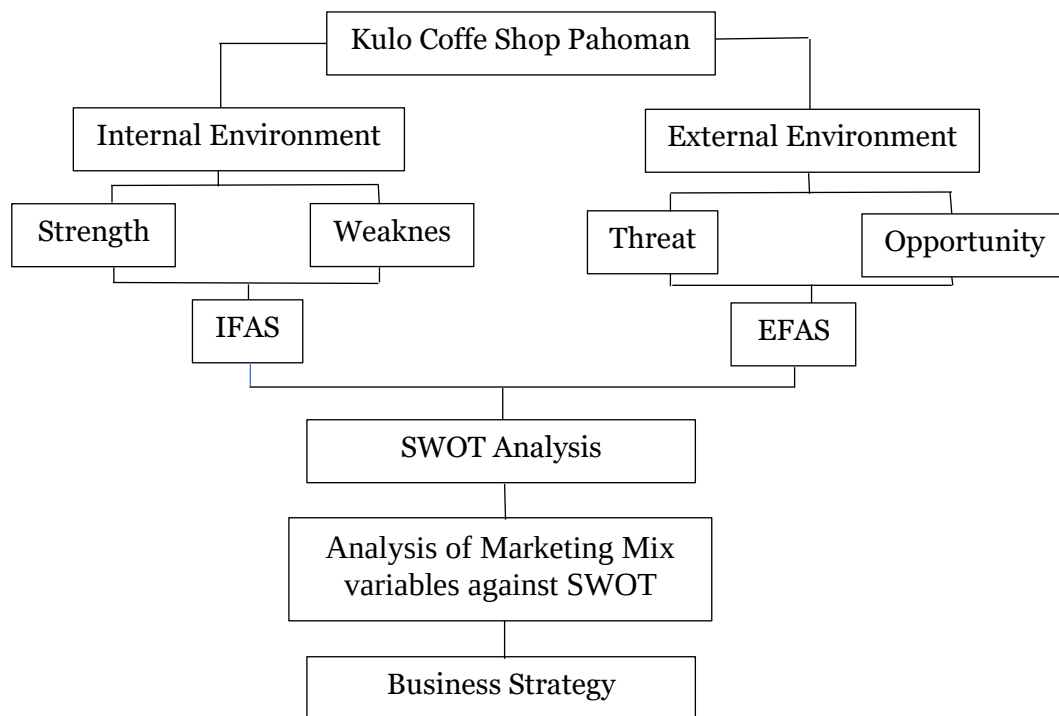


Figure 1. Research Framework

Source: Data Processed, 2026

3. Method

This research was conducted at Kedai Kopi Kulo Pahoman, located at Jalan Way Semangka No. 55, Pahoman, Bandar Lampung, and has been in operation since January 19, 2018. This business is managed by three owners and three employees and offers a variety of coffee and non-coffee beverages. The research focuses on formulating business strategies to increase sales through the identification of internal and external factors and the integration of SWOT analysis with the 4P marketing mix, namely product, price, place, and promotion.

3.1 Research Design

This research uses a qualitative approach with a descriptive design (Savin-Baden & Major, 2023). The qualitative approach is used to gain an in-depth understanding of the business strategies and conditions affecting the development of Kedai Kopi Kulo Pahoman. Meanwhile, the descriptive design is used to systematically describe the business conditions and various factors influencing the business strategies based on the phenomena found in the field.

The research was conducted through field research and library research. Field research was carried out through observation, interviews, documentation, and questionnaires, while library research was used to obtain relevant information from books, journals, documents, and other academic sources.

3.2 Participants / Sample

Participants in this study consist of the owner and employees of Kedai Kopi Kulo Pahoman. Interviews were conducted with the owner and employees to obtain information regarding business strategies and business conditions, while questionnaires were used to gather information on internal and external factors affecting the business.

3.3 Data Collection

The research data consists of primary and secondary data. Primary data is obtained directly from the research object through observation, interviews, and questionnaires. Observation is conducted by directly observing the business conditions and recording relevant information, while interviews are conducted with the owners and employees to obtain information regarding business strategies.

Secondary data were obtained through documentation and literature study in the form of books, journals, reports, and other documents related to the research problem. The questionnaire uses a four-point Likert scale, namely 1 = not important, 2 = somewhat important, 3 = important, and 4 = very important. The data obtained is used to identify internal factors in the form of strengths and weaknesses, as well as external factors in the form of opportunities and threats.

3.4 Data Analysis

Data analysis was conducted using SWOT analysis, IFAS, EFAS, SWOT diagrams, and SWOT matrices, which were then integrated with the 4P marketing mix analysis. The initial stage involved identifying and categorizing internal factors into strengths and weaknesses, and external factors into opportunities and threats. These factors were then organized into IFAS and EFAS matrices, assigned weights and ratings, and their weighted scores were calculated to determine the strategic position of the business.

Next, the scores of internal and external factors are used to determine the business position through the SWOT Cartesian diagram. This position serves as the basis for determining the appropriate strategy. The SWOT matrix is then used to formulate four strategic alternatives, namely SO (Strength–Opportunities), ST (Strength–Threats), WO (Weaknesses–Opportunities), and WT (Weaknesses–Threats). The results of the strategy formulation are then linked to the elements of the marketing mix, namely product, price, place, and promotion, to generate business strategy recommendations that can support sales growth.

4. Results

4.1 Internal and External Environmental Factors

The results of the internal environment identification show that the business has strengths such as product diversity, affordable prices, good service, Wi-Fi facilities, and a strategic location. Its weaknesses include limited food options, parking space, and a relatively less modern concept and decor.

From the external environment, the available opportunities include the growth of coffee shop businesses, a strong coffee-drinking culture, the utilization of online food delivery platforms, and good relationships with consumers that could encourage repeat purchases. Meanwhile, the main threats come from high competition, the completeness of competitors' facilities and menus, more attractive shop concepts, and relatively similar products and promotions from competitors.

4.2 IFAS and EFAS Analysis

Based on the results of the internal factor analysis, a total weighted score of 3.40 was obtained, consisting of a strengths score of 2.04 and a weaknesses score of 1.36. This value indicates that the strength factors have a greater contribution compared to the weakness factors in the internal conditions of the business.

Table 2. Internal Factor Analysis Summary (IFAS)

Internal Factors	Weight Rating		Weighted Score
Strengths (S)			
Variety of beverages	0.12	2	0.24
Affordable product prices	0.15	4	0.60
Good service	0.10	3	0.30
Strategic location	0.15	4	0.60
Reliable Wi-Fi facility	0.10	3	0.30
Subtotal	0.62	16	2.04
Weaknesses (W)			
No food products available	0.10	4	0.40
Limited parking space	0.16	3	0.48
Less attractive premises concept	0.12	4	0.48
Subtotal	0.38	11	1.36
Total	1.00	27	3.40

Source: Data Processed, 2026

Meanwhile, the results of the external factor analysis show a total weighted score of 2.65, consisting of an opportunities score of 1.75 and a threats score of 0.90. The higher opportunities score compared to the threats score indicates that the external environment provides relatively greater opportunities for business development.

Table 3. External Factor Analysis Summary (EFAS)

External Factors	Weight Rating		Weighted Score
Opportunities (O)			
Growth of similar coffee shop businesses	0.20	4	0.80
Young consumers' interest in socializing while drinking coffee	0.12	4	0.48

External Factors	Weight	Rating	Weighted Score
Promotional opportunities	0.10	3	0.30
Good relationships with consumers	0.08	2	0.16
Subtotal	0.50	13	1.75
Threats (T)			
Numerous nearby competitors	0.15	2	0.30
Competitors with more complete facilities and menus	0.10	2	0.20
New competitors with more contemporary concepts	0.20	1	0.20
Similarity of products offered by competitors	0.05	4	0.20
Subtotal	0.50	9	0.90
Total	1.00	22	2.65

Source: Data Processed, 2026

Overall, the analysis results show a strengths score of 2.04, weaknesses score of 1.36, opportunities score of 1.75, and threats score of 0.90. These values are then used to determine the strategic position through the SWOT Cartesian Diagram.

4.3 Strategic Position Based on SWOT Analysis

Based on the results of the IFAS and EFAS analysis, the difference between the strengths and weaknesses factors is 0.68, while the difference between opportunities and threats is 0.85. Thus, the coordinates of the strategic position are (0.68; 0.85) and place the business in Quadrant I of the SWOT Cartesian diagram.

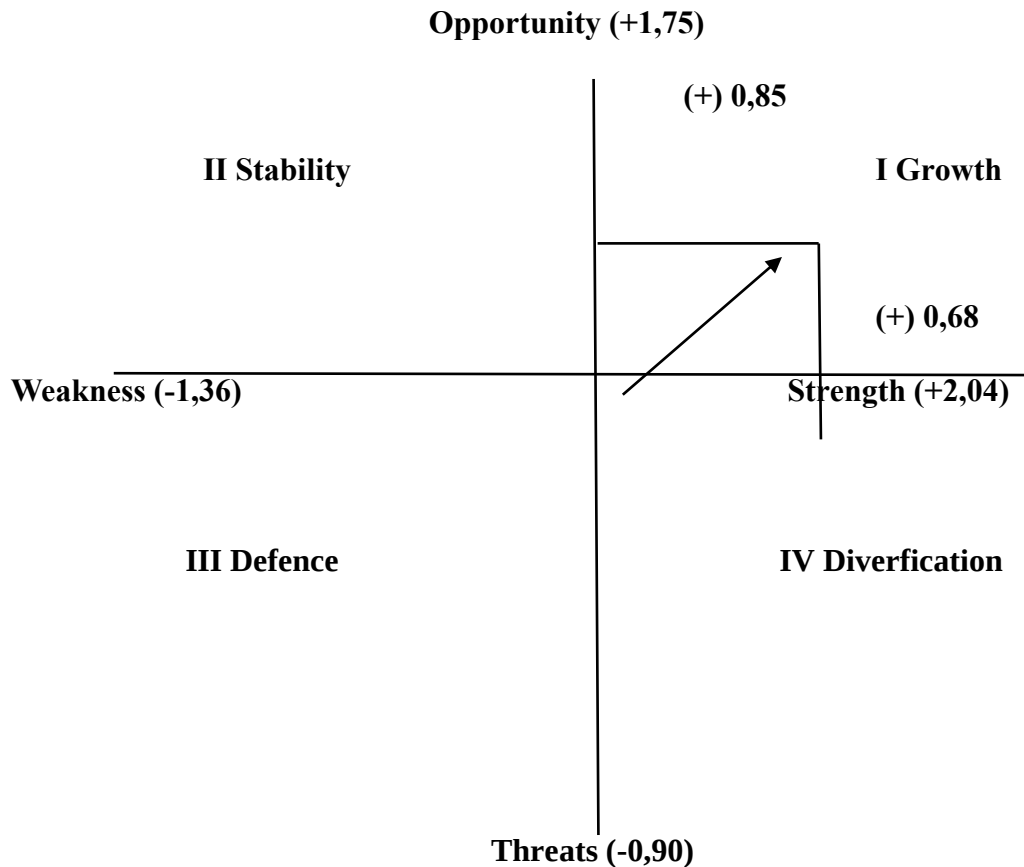


Figure 2. SWOT Cartesian Diagram

Source: Data Processed, 2026

The position in Quadrant I indicates that internal conditions have greater strengths than weaknesses, while external opportunities are greater than threats. Based on this position, the strategy used is a growth-oriented strategy, which means leveraging internal strengths to capture external opportunities. This result subsequently serves as the basis for formulating alternative strategies through the SWOT matrix.

4.4 SWOT Matrix and Strategic Alternatives

Based on the results of the IFAS and EFAS analysis, the combination of internal and external factors resulted in four alternative strategies. The Strengths–Opportunities (SO) combination value is 3.79, the Strengths–Threats (ST) value is 2.94, the Weaknesses–Opportunities (WO) value is 3.11, and the Weaknesses–Threats (WT) value is 2.26. These results indicate that the SO combination value is one of the main outcomes in formulating alternative strategies.

Table 4. SWOT Matrix Strategy Formulation

IFAS / EFAS	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO Strategy	WO Strategy
	$2.04 + 1.75 = 3.79$	$1.36 + 1.75 = 3.11$

IFAS / EFAS	Strengths (S)	Weaknesses (W)
Threats (T)	ST Strategy	WT Strategy
	$2.04 + 0.90 = 2.94$	$1.36 + 0.90 = 2.26$

Source: Data Processed, 2026

The results of the combination are then used as a basis to formulate more specific alternative strategies through the SWOT matrix. The discussion on the strategic significance of the combination will be placed in the Discussion section, not in the Results.

4.5 SWOT Matrix

Based on the SWOT matrix, four alternative strategies were obtained. The SO strategy includes maintaining product quality and variety, affordable prices, and service to encourage satisfaction and repeat purchases. The ST strategy includes market research, improving facilities and product quality, and adding food menu items. The WO strategy is directed toward adding food menu items, updating the venue design, and expanding the parking area. Meanwhile, the WT strategy includes strengthening promotions through social media and developing innovations to create uniqueness compared to competitors.

Table 5. SWOT Matrix

SWOT Factors	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO: Maintain product quality and variety; maintain affordable prices; maintain service quality.	WO: Add food products; upgrade premises design; expand the parking area.
Threats (T)	ST: Conduct market research; improve facilities and product quality; add new menu items.	WT: Intensify social media promotion; develop distinctive innovations.

Source: Data Processed, 2026

The results serve as the basis for linking alternative SWOT strategies with the 4P marketing mix, so that the formulated strategies can be translated into the aspects of product, price, place, and promotion.

4.6 Marketing Mix Analysis

The analysis results show that the product aspect has a strength in the diversity of beverages, but still has a weakness because it does not yet provide food; the opportunity lies in variant innovation, while the threat is similar competing products. In the aspect of price, affordable prices are a strength and an opportunity to compete, but prices that are relatively the same as competitors and the emergence of competitors with lower prices become weaknesses and threats.

In terms of place, the strategic location is a strength, while the concept of the place and limited parking are weaknesses. The growth of coffee shops presents an opportunity, while competition with more modern concept cafes poses a threat. In terms of promotion, the use of Instagram and various online food delivery

platforms is a strength and an opportunity, while the limited promotional reach and underutilization of social media are weaknesses and threats.

5. Discussion

The research results indicate that the strategic position of the business is in Quadrant I with coordinates (0.68; 0.85), which shows a dominance of internal strengths and external opportunities. These conditions support the implementation of a growth-oriented strategy by leveraging strengths to capture market opportunities Larasati et al. (2025). This finding is consistent with Wilasto & Wening (2025) which indicates that the position in Quadrant I can serve as a basis for formulating development and sales enhancement strategies. In this study, product diversity, affordable prices, service, strategic locations, and Wi-Fi facilities become strengths that can be leveraged to respond to market growth, coffee drinking culture, the development of online food delivery, and repeat purchase opportunities.

The integration of SWOT with the marketing mix shows that strategic positions need to be translated into concrete marketing actions. The marketing mix serves as an implementation instrument through product, price, place, and promotion (Darmawan & Grenier, 2021). Product diversity needs to be maintained and developed through the addition of food options, while affordable prices must be maintained by still considering quality and value for consumers. These findings align with Hoskins et al. (2021) regarding the importance of product quality and variety in supporting sales, as well as (Wichmann et al., 2022) regarding the role of the marketing mix in shaping consumer responses. In terms of place and promotion, improving comfort, facilities, and utilizing social media and online food delivery can expand market appeal and reach.

The SO strategy received the highest combined score of 3.79, making the utilization of strengths to seize opportunities the main foundation for strategy development. The strategy can be implemented through maintaining product quality and variety, affordable prices, and service that encourages satisfaction and repeat purchases, along with improvements in weaknesses in the menu, facilities, place design, and digital promotion. Academically, these findings indicate that the integration of SWOT and the marketing mix can connect strategic positioning with operational marketing decisions. Practically, the research results provide direction for business managers to maintain their existing advantages while also improving aspects that still pose obstacles in facing competition and supporting sales growth.

6. Conclusion

Based on the research results, the main strengths of the business lie in its strategic location and affordable prices, while the main weaknesses are the concept of the place and limited parking area. The greatest opportunity comes from the growth of coffee shop businesses, while the main threat is competition with similar businesses in the surrounding area. The results of the IFAS and EFAS place the business in Quadrant I, so the directed strategy is a growth-oriented strategy through the utilization of strengths to capture opportunities.

The strategy formulated through the integration of SWOT and the 4P marketing mix includes maintaining product quality and variety, affordable and competitive pricing, utilizing strategic locations, and strengthening digital promotion. Its implementation can be strengthened through the addition of food menu items, updates to the concept and facilities, improvements to the parking area, and the expansion of promotions through social media. This research contributes practically by linking business environment analysis and marketing decisions in formulating growth strategies. The limitation of the research lies in the use of business conditions and competition during the research period. Subsequent research can involve the perspectives of consumers and competitors, as well as use sales data over a longer period to evaluate the effectiveness of the strategies implemented.

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Data Availability Statement

The data supporting the findings of this study are available from the corresponding author upon reasonable request. Due to confidentiality considerations concerning the research participants and business information, the dataset is not publicly available.

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