

Marketing Strategy in Increasing the Number of Sales of Goods Using Soar Analysis in Grocery Stores in Pondok Cabe, South Tangerang

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ABSTRACT

This study aims to analyze effective marketing strategies for increasing sales of goods in grocery stores located in Pondok Cabe, South Tangerang, using the SOAR (Strengths, Opportunities, Aspirations, Results) analysis method. Through a qualitative approaches, data were collected from surveys and interviews with store owners and customers. Strengths: The research identifies the strengths of grocery stores, such as strategic location, product variety, and good customer service. Opportunities: The analysis explores existing opportunities, including the trend of online shopping and increasing consumer awareness of local products. Aspirations: The study investigates the aspirations of store owners to enhance sales, such as brand development and improving the shopping experience. Results: Findings indicate that implementing marketing strategies based on SOAR analysis can significantly boost sales, with recommendations to leverage social media and local promotions. This research is expected to provide insights for grocery store owners in formulating more effective and sustainable marketing strategies.

INTRODUCTION

Grocery stores are one of the most common forms of retail business in Indonesia, serving as a provider of daily necessities for the community. In the Pondok Cabe area, South Tangerang, the existence of grocery stores is very important because it offers easy access for consumers to get necessities at affordable prices. However, in recent years, the retail industry, including grocery stores, has faced significant challenges due to increasing competition from supermarkets, minimarkets, and e-commerce platforms that offer easy shopping and a wider variety of products.

Changes in consumer behavior, especially among the younger generation who prefer to shop online, have also affected sales in grocery stores. This requires shop owners to adapt and develop innovative and effective marketing strategies to attract customers and increase sales. Although much research has been done on marketing strategies in the retail sector, there is still a research gap that needs to be filled, especially in the context of grocery stores operating in local environments such as Pondok Cabe.

The existing research gap lies in the lack of studies that specifically analyze the application of SOAR analysis in the context of grocery stores. Most previous studies have focused more on SWOT analysis or a more general marketing approach, without considering the unique characteristics of grocery stores and local market dynamics. Therefore, this study aims to fill this gap by applying SOAR analysis to formulate a marketing strategy that can increase the number of sales of goods in Grocery Stores. In addition, there is also a theoretical gap that needs to be considered. Many existing marketing theories focus more on large companies or modern retailers, while grocery stores as small businesses often do not get the same attention in academic literature. Existing marketing theories do not fully explain how small businesses such as grocery stores can take advantage of the strengths and opportunities in the local market to increase sales. This study seeks to develop a theoretical framework that is more relevant to the context of grocery stores, using SOAR analysis as a tool to formulate effective marketing strategies.

This study aims to analyze and formulate marketing strategies that can increase the number of sales of goods in Grocery Stores using SOAR analysis.

LITERATURE REVIEW

1. Powerful methodology
2. Significant findings
3. Using Soar Analysis
4. Latest developments in the field of study
5. Summary of the findings of the literature review and how this supports the importance of the research conducted in this journal
6. This journal introduces a new approach in the analysis of the topics discussed.
7. This research can offer new perspectives or expand existing theories, providing a deeper understanding of the phenomena studied.

8. The practical implications of this research that can be applied in policy, industrial practice, or other relevant fields, provide added value to stakeholders.

METHODOLOGY

This study uses a qualitative approach with a case study method. Data were collected through in-depth interviews with shop owners and customers, as well as direct observation on site. The data obtained were analyzed using the SOAR framework, which consists of four elements: Strengths, Opportunities, Aspirations, and Results.

RESEARCH RESULT

SOAR matrix serves to compile the company's strategic factors that describe how the external strengths and opportunities faced by the company can be adjusted to the aspirations and measurable results it has. The SOAR analysis matrix is divided into four conditions as follows.

Table 1. SOAR analysis matrix

<p>IFAS</p> <p>EFAS</p>	<p>• <i>Strenght (S)</i></p> <ol style="list-style-type: none"> 1) Strategic location in residential area. 2) Complete and quality product varieties. 3) Friendly and fast customer service. 4) Good relationship with local suppliers. 5) Experience and knowledge in retail industry. 	<p>• <i>Opportunities (O)</i></p> <ol style="list-style-type: none"> 1) Growing demand for local and organic products. 2) Opportunity to sell products online. 3) Partnerships with local businesses for joint promotions. 4) Customer loyalty programs to increase retention. 5) Health trends driving healthy product purchases.
<p>• <i>Aspirations (A)</i></p> <ol style="list-style-type: none"> 1) Become the leading grocery store in the area. 2) Increase customer satisfaction to 90%. 3) Expand 	<p>• <i>Strategi SA</i></p> <p>By focusing on local promotions, introducing new products, training employees, collaborating with suppliers, and leveraging industry knowledge, grocery</p>	<p>• <i>Strategi OA</i></p> <p>By focusing on local and organic product development, implementing e-commerce platforms, promotional collaborations with local businesses, and introducing loyalty</p>

<p>product range by adding new categories.</p> <p>4) Build a loyal customer community.</p> <p>5) Implement an efficient inventory management system.</p>	<p>stores can not only increase their competitiveness but also create stronger relationships with customers and communities.</p> <p>Overall, this approach will help grocery stores grow and thrive in a competitive market, while creating a better shopping experience for customers.</p>	<p>programs, grocery stores can increase customer satisfaction, expand product reach, and build a loyal customer community. In addition, by responding to health trends, stores can attract a larger customer segment. Overall, this approach will help grocery stores grow and thrive in a competitive market, create a better shopping experience for customers, and achieve their long-term goal of becoming the leading grocery store in the area. With a well-planned strategy that is responsive to market needs, grocery stores can increase their competitiveness and business sustainability.</p>
<p>• <i>Results (R)</i></p> <p>1) Increase sales by 20% in one year.</p> <p>2) Achieve 500 customers registered in the loyalty program.</p> <p>3) Increase store rating on online</p>	<p>• <i>Strategi SR</i></p> <p>By leveraging their strengths, grocery stores can formulate effective strategies to achieve their desired outcomes. By focusing on increasing sales, developing loyalty</p>	<p>• <i>Strategi OR</i></p> <p>By leveraging existing opportunities and linking them to desired outcomes, grocery stores can formulate effective strategies to achieve sustainable growth. By</p>

platforms to 4.5 stars. 4) Reduce operational costs through management efficiency. 5) Increase community engagement through events and promotions.	programs, operational efficiency, and community engagement, stores can not only increase their competitiveness but also create a better shopping experience for customers. This will support sustainable growth and long-term success in the retail industry.	focusing on local and organic products, online sales, local partnerships, loyalty programs, and community involvement, stores can not only increase sales and customer satisfaction, but also build a strong reputation in the marketplace. This approach will support the long-term success and competitiveness of the store in an increasingly competitive retail industry.
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Source: data processed by researchers, 2024

Table 2. IFAS (Internal Factor Analysis Summary)

Faktor-Faktor Internal	Bobot	Rating	Skor
Strenght (S)			
1. Strategic location in residential area.	0,30	5	1,50
2. Complete and quality product varieties.	0,25	3	0,80
3. Friendly and fast customer service.	0,15	4	0,60
4. Good relationship with local suppliers.	0,20	4	0,80
5. Experience and knowledge in retail industry.	0,10	3	0,30
Subtotal	1		4,0

Opportunities (O)			
1. Strategic location in residential area.	0,40	5	2
2. Complete and quality product varieties.	0,25	4	1
3. Friendly and fast customer service.	0,15	4	0,60
4. Good relationship with local suppliers.	0,20	4	0,80
Experience and knowledge in retail industry.			
Subtotal	1		2,40

Tabel 3. EFAS (External Factor Analysis Summary)

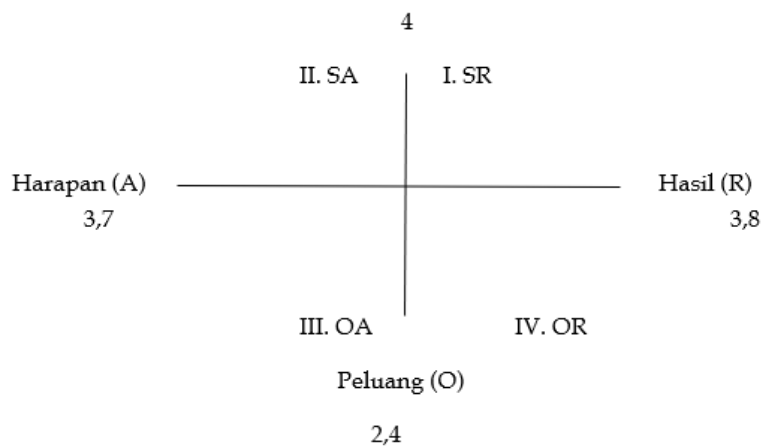
Faktor-Faktor External	Bobot	Rating	Skor
Aspirations (A)			
1. Become the leading grocery store in the area.	0,20	4	0,80
2. Increase customer satisfaction to 90%.	0,15	4	0,60
3. Expand product range by adding new categories.	0,15	3	0,50
4. Build a loyal customer community.	0,30	4	1,20
5. Implement an efficient inventory management system.	0,20	3	0,60
Subtotal	1		3,70

Results (R)			
1. Increase sales by 20% in one year.	0,35	4	1,4
2. Achieve 500 customers registered in the loyalty program.	0,15	3	0,50
3. Increase store rating on online platforms to 4.5 stars.	0,20	4	0,80
4. Reduce operational costs through management efficiency.	0,10	3	0,30
5. Increase community engagement through events and promotions.	0,20	4	0,80
Subtotal	1		3,80

Total score description:

- Total strength score : 4
- Total opportunity score : 2,4
- Total long-term goal score : 3,7
- Total desired outcome score : 3.8

Kekuatan (S)



1. Quadrant I : This quadrant highlights the positive aspects and internal strengths of an organization that can be used as a foundation to achieve aspirations and desired outcomes. These strengths may include product excellence, quality human resources, efficient production processes, or good brand reputation.

2. Quadrant II : This quadrant focuses on external factors that can be opportunities for the company's growth and success. These opportunities may involve market trends, policy changes, potential collaborations, or favorable economic conditions.
3. Quadrant III: This quadrant addresses the company's long-term goals and aspirations. These aspirations include the company's vision for the future, strategic objectives, and desired long-term achievements.
4. Quadrant IV: This quadrant focuses on the desired outcomes or achievements as a result of the strategies implemented. These outcomes include goal achievement, business growth, sustainability, and other positive impacts.

The SOAR analysis diagram shows the score values of the IFAS and EFAS matrices and the combination of SOAR matrix strategies. In the diagram, there are 4 categories, namely strength (S), expectations (A), results (R), and opportunities (O). Based on the values obtained, long-term goals (A) are the strategy with the highest value, namely 4. Next, determine the SOAR combination strategy. The SOAR matrix combination strategy is divided into four parts, as follows:

1. SA (Strengths Aspirations) strategy, namely a strategy that uses strengths to the full in order to achieve the expected aspirations.
2. OA (Opportunities Aspirations) strategy, namely a strategy created to find out and fulfill the aspirations of each stakeholder that is oriented towards existing opportunities.
3. SR (Strengths Responses) strategy, namely a strategy that utilizes strengths to overcome threats and utilize opportunities to achieve aspirations.
4. OR (Opportunities Responses) strategy, namely a strategy that focuses on the results to be achieved in a measurable manner.

After that, perform a combination of SOAR matrix strategies, then analyze the model on the total score of SR, OA, SA, OR strategies. By adding (plusing) the total quadrant scores on the EFAS and IFAS matrices, for example $SA = S + A$, so that the values obtained are as follows:

Total score of SA strategy: $4 + 3,7 = 7,7$

Total score of OA strategy: $2,4 + 3,7 = 6,1$

Total score of SR strategy: $4 + 3,8 = 7,8$

Total score of OR strategy: $2,4 + 3,8 = 6,2$

Tabel 4. Strategy Combination Matrix

	IFAS	Strength (S)	Opportunities (O)
EFAS			
Aspirations (A)		SA strategy uses strengths in opportunities to be exploited = 7,7	OA Strategy Minimize weaknesses with existing opportunities = 6,1

Results (R)	SR strategy uses strengths to prevent threats = 7,8	OR strategy minimizes weaknesses and prevents threats = 6,2
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DISCUSSION

1. Based on the analysis conducted, the SA (Strengths-Aspirations) strategy that combines existing strengths with existing opportunities shows a value of 7.7. This figure reflects significant potential to utilize the strengths of grocery stores in Pondok Cabe, South Tangerang, in exploiting opportunities available in the market. Strengths such as strategic location, product variety, and good customer service can be maximized to seize emerging opportunities, such as online shopping trends and increasing consumer interest in local products. Thus, the implementation of this strategy can not only increase sales, but also strengthen the competitive position of grocery stores in the market. The recommendation for store owners is to focus on developing marketing strategies that utilize existing strengths, while actively exploring and responding to emerging opportunities, in order to achieve optimal results in increasing sales.
2. The analysis results show that the OA (Opportunities-Aspirations) strategy that focuses on minimizing weaknesses by utilizing existing opportunities has a value of 6.1. This figure indicates that there are challenges that need to be overcome by grocery stores in Pondok Cabe, South Tangerang, in order to effectively utilize the opportunities available in the market. Identified weaknesses, such as limitations in digital marketing or lack of innovation in product offerings, can hinder the store's ability to seize emerging opportunities, such as the growth of online shopping and demand for local products. Therefore, it is important for store owners to develop strategies that not only focus on strengthening positive aspects, but also actively address existing weaknesses. The recommendation for store owners is to conduct an in-depth evaluation of the weaknesses faced and formulate concrete steps to overcome them, such as improving digital marketing skills, expanding distribution networks, or collaborating with local suppliers. Thus, grocery stores can be better prepared to take advantage of existing opportunities and increase competitiveness in the market.
3. The results of the analysis show that the SR (Strengths-Result) strategy that focuses on using strengths to prevent threats has a value of 7.8. This figure reflects a fairly good ability for grocery stores in Pondok Cabe, South Tangerang, to utilize existing strengths in dealing with various threats that may arise in the market. Strengths such as strategic location, product variety, and good customer service can be used effectively to overcome threats, such as increasingly fierce competition from online stores and changes in consumer behavior. By utilizing these strengths, grocery stores can create a competitive advantage that can protect them from the negative impacts of existing threats. The recommendation for shop owners is to continue to develop and promote their strengths, as well as conduct regular

market analysis to identify threats that may arise. With the right strategy, grocery stores can not only survive but also thrive even in challenging market conditions. The implementation of this strategy is expected to increase business resilience and sustainability in the long term.

4. The results of the analysis show that the OR (Opportunities-Result) strategy that focuses on minimizing weaknesses and preventing threats has a value of 6.2. This figure shows that there are significant challenges for grocery stores in Pondok Cabe, South Tangerang, in overcoming existing weaknesses while still trying to protect themselves from threats that may arise in the market. A value of 6.2 reflects the need for more attention in identifying and overcoming weaknesses that can hinder the store's ability to compete, such as limitations in marketing, lack of product innovation, or inefficient management. In addition, threats from increasingly fierce competition and changes in consumer preferences must also be faced with the right strategy. The recommendation for store owners is to conduct an in-depth analysis of existing weaknesses and formulate strategic steps to overcome them, such as improving managerial skills, improving marketing systems, and adapting to market trends. Thus, grocery stores can be better prepared to face threats and increase their competitiveness. The implementation of this strategy is expected to help create a stronger foundation for future business growth and sustainability.

CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis conducted on four strategies (SA, OA, SR, and OR) in the context of a grocery store in Pondok Cabe, South Tangerang, it can be concluded that each strategy has its own strengths and challenges that need to be considered by the store owner to increase competitiveness and business sustainability.

1. The SA (Strengths-Aspirations) strategy with a value of 7.7 shows significant potential to utilize existing strengths in facing market opportunities. Grocery stores that have strategic locations, product variations, and good customer service can take advantage of online shopping trends and consumer interest in local products. Therefore, focusing on developing marketing strategies that utilize these strengths is essential to increase sales and strengthen competitive position.
2. The OA (Opportunities-Aspirations) strategy with a value of 6.1 indicates challenges in minimizing weaknesses while taking advantage of opportunities. Identified weaknesses, such as limitations in digital marketing and product innovation, can hinder the store's ability to seize existing opportunities. Therefore, store owners need to conduct an in-depth evaluation of existing weaknesses and formulate concrete steps to overcome them, in order to be better prepared to take advantage of emerging opportunities.
3. The SR (Strengths-Results) strategy with a value of 7.8 indicates that grocery stores have a good ability to use strengths to face threats. By utilizing existing strengths, such as location and service, stores can create a

competitive advantage that protects them from the threat of increasingly tight competition. The recommendation for store owners is to continue to develop and promote their strengths, and to conduct regular market analysis to identify possible threats.

4. The OR (Opportunities-Results) strategy with a value of 6.2 indicates significant challenges in minimizing weaknesses and preventing threats. Existing weaknesses, such as lack of innovation and efficient marketing systems, need to be addressed so that stores can compete effectively. Store owners are advised to conduct an in-depth analysis of existing weaknesses and formulate strategic steps to overcome them, so that they can be better prepared to face threats and increase competitiveness.

ADVANCED RESEARCH

Further research is needed to help grocery stores in Pondok Cabe improve the competitiveness and sustainability of their businesses. The focus of the research can include optimizing digital marketing and e-commerce, product innovation and diversification, and implementing CRM systems to increase customer loyalty. Additionally, studies of market threats, operational efficiency, and local consumer behavior can provide strategic insights into facing competition. With this step, grocery stores can overcome weaknesses, capitalize on opportunities, and strengthen their position in the market.

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