AGRIPRIMATECH
Universitas Prima Indonesia

DEVELOPMENT STRATEGY ANALYSIS OF EGG MARTABAK ENTERPRISES IN THE WESTERN MEDAN DISTRICT OF MEDAN CITY, INDONESIA

Abdul Rahman[1], Emma Fadhilah[2], Nelfita Rizka .S. Depari [3], Zul Fadly[4]
[1,2,3,4] Universitas Nahdlatul Ulama Sumatera Utara, Medan
Email: emmaagribisnis@gmail.com

ABSTRACT

This study aims to analyze the business development strategy for savory egg pancake businesses in the Medan Barat District of Medan City. The research employed a qualitative method using a case study approach. Data were collected through interviews, observations, documentation, and questionnaires distributed to business owners, employees, and customers. Data analysis utilized the SWOT method—covering internal factors (strengths and weaknesses) and external factors (opportunities and threats)—which were then summarized into Internal Factor Analysis Summary (IFAS) and (External Factor Analysis Summary) EFAS matrices. The results indicate total IFAS and EFAS matrix scores of 3.61 and 3.56, respectively, signifying that the businesses possess strong internal conditions and are capable of effectively capitalizing on external opportunities. The SWOT position analysis points toward an aggressive growth strategy. Recommended strategies include enhancing product quality, setting competitive prices, expanding distribution networks, optimizing digital promotions, and strengthening customer relationships. This study is expected to serve as a reference for savory egg pancake business operators and local government authorities in formulating policies for MSME (Micro, Small, and Medium Enterprises) development within the food sector.

Keywords: Marketing Strategy, Savory Egg Pancake, SWOT, IFAS, EFAS,

INTRODUCTION

The downstream agribusiness sector plays a strategic role as a key driver of local economic growth while serving as an essential mechanism for creating value added from primary agricultural commodities. Within the agribusiness system perspective, the transformation of raw agricultural products into ready-to-consume food represents the primary function of the agro-processing subsystem. Egg Martabak (*Martabak Telur*), an Indonesian savory stuffed pancake produced from eggs, meat, vegetables, and wheat flour, illustrates how an integrated value chain can generate higher economic value and strengthen the competitiveness of local communities.

West Medan District, particularly the urban villages (*kelurahan*) of Sei Agul and Pulo Brayan Kota, has emerged as one of the major centers of culinary micro, small, and medium-sized enterprises (MSMEs) in Medan City, Indonesia. Despite its rapid development, the sector continues to face several structural challenges. Business owners are frequently confronted with fluctuations in the prices of essential raw materials, including eggs, meat, and wheat flour, which directly reduce profit margins. In addition, traditional business management practices and inadequate financial record-keeping limit business expansion and hinder long-term sustainability. These challenges highlight the need for evidence-based strategic interventions capable of enhancing the competitiveness and resilience of local enterprises.

Accordingly, this study was conducted to achieve the following objectives:

1. To identify and analyze the internal factors (strengths and weaknesses) and external factors (opportunities and threats) influencing the business development potential of Egg Martabak enterprises in West Medan District.
2. To formulate practical business development strategies based on SWOT analysis in order to improve the long-term competitiveness and sustainability of these enterprises.

A comprehensive theoretical foundation is essential for understanding the dynamics of small-scale food businesses. Such a foundation enables the analysis to move beyond a purely descriptive assessment toward the formulation of strategic recommendations that are both practical and evidence-based.

METHODS

This study employed a qualitative descriptive approach using a case study design to obtain an in-depth understanding of the operational conditions and strategic challenges faced by Egg Martabak enterprises in West Medan District. The case study approach was considered appropriate because it enables a comprehensive exploration of business characteristics, management practices, and external environmental conditions within their real-life context.

The research was conducted in West Medan District, Medan City, North Sumatra, Indonesia, with a particular focus on the urban villages (*kelurahan*) of Sei Agul and Pulo Brayan Kota. These locations were purposively selected because they represent one of the largest concentrations of culinary micro, small, and medium-sized enterprises (MSMEs) in the district. Field data were collected between 27 April and 1 June 2026.

The study population consisted of 25 Egg Martabak business owners operating within the study area. Since the population size was relatively small, this research employed a census sampling (total sampling) technique, whereby all business owners were included as research respondents. This approach ensured complete representation of the target population and minimized sampling bias.

Primary data were collected through direct observation and structured in-depth interviews using a questionnaire designed to identify the internal and external factors influencing business development. Secondary data were obtained from relevant literature, government publications, and previous studies to complement the primary information.

Data analysis was performed using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices. Each strategic factor was assigned a weight and rating based on its relative importance and influence on business performance. The weighted scores were subsequently analyzed using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) matrix to determine the strategic position of the enterprises and formulate appropriate business development strategies.

RESULTS AND REPORTING RESEARCH RESULTS

1 Internal Factor Evaluation (IFAS)

The Internal Factor Analysis Summary (IFAS) was conducted to evaluate the strengths and weaknesses influencing the competitiveness of Egg Martabak enterprises in West Medan District. The analysis generated a total weighted score of 3.61, indicating that the enterprises possess relatively strong internal capabilities in supporting business development.

Among the identified strengths, product superiority received the highest weighted score (1.10), suggesting that product characteristics constitute the primary competitive advantage of these businesses. This was followed by strategic business location (0.84) and product quality (0.80), indicating that accessibility and consistent product quality contribute significantly to customer attraction and retention.

Conversely, several internal weaknesses were also identified. Limited financial management capability produced a weighted score of 0.39, while capital constraints and operational challenges each contributed 0.24. These findings suggest that managerial capacity and financial planning remain the principal internal issues restricting business expansion and long-term sustainability.

Overall, the IFAS results indicate that the existing strengths substantially outweigh the identified weaknesses, providing a strong foundation for future business growth.

2. External Factor Evaluation (EFAS)

The External Factor Analysis Summary (EFAS) assessed the opportunities and threats arising from the external business environment. The analysis yielded a total weighted score of 3.56, demonstrating that external conditions remain generally favorable for business development.

The most significant opportunities identified were market demand (0.76) and technological development (0.76), followed by opportunities for business expansion (0.72). These results indicate that increasing consumer demand and the rapid adoption of digital technology provide substantial opportunities for improving market competitiveness.

However, the enterprises also face several external threats. Market competition and rising raw material prices each recorded weighted scores of 0.45, while changes in consumer preferences produced a score of 0.42. These external pressures require business owners to continuously adapt through innovation, operational efficiency, and market-oriented strategies.

3. SWOT Strategic Position Analysis

The strategic position of Egg Martabak enterprises was determined by comparing the cumulative strength and weakness scores as well as the opportunity and threat scores. The analysis generated an internal coordinate of 1.87 (Strengths − Weaknesses) and an external coordinate of 0.92 (Opportunities − Threats). Consequently, the enterprises were positioned at coordinate (1.87, 0.92), placing them in Quadrant I of the SWOT matrix.

Positioning within Quadrant I indicates that the enterprises possess strong internal capabilities while simultaneously operating in an environment characterized by attractive market opportunities. According to the SWOT framework, this position supports the implementation of an aggressive growth strategy, whereby businesses capitalize on their strengths to maximize external opportunities.

The dominant internal strengths, particularly superior product quality and strategic location, provide a competitive advantage that can be leveraged to respond to increasing market demand. Nevertheless, maintaining this strategic position requires proactive managerial actions, especially in mitigating the effects of increasing raw material prices and intensifying market competition.

4. SWOT Strategy Formulation

Based on the SWOT analysis, four strategic alternatives were formulated to support sustainable business development.

SO (Strength–Opportunity) Strategy

The SO strategy focuses on utilizing internal strengths to maximize external opportunities. Recommended initiatives include expanding product varieties through

menu innovation, strengthening digital marketing activities to increase market coverage, and providing quantity discounts for loyal customers to enhance customer retention.

WO (Weakness–Opportunity) Strategy

The WO strategy aims to overcome internal weaknesses by taking advantage of external opportunities. Recommended actions include improving operational cost efficiency, implementing systematic financial record-keeping to separate business and personal finances, and encouraging product innovation to improve competitiveness.

ST (Strength–Threat) Strategy

The ST strategy emphasizes the utilization of organizational strengths to minimize external threats. Business owners are encouraged to improve customer service quality as a differentiation strategy while strengthening local brand identity to compete more effectively in an increasingly competitive market.

WT (Weakness–Threat) Strategy

The WT strategy seeks to reduce both internal weaknesses and external threats simultaneously. Strategic recommendations include establishing long-term partnerships with customers, diversifying suppliers, and securing more stable raw material procurement systems to reduce the impact of price fluctuations.

Overall, the SWOT analysis demonstrates that digital transformation should become a strategic priority. The effective utilization of social media platforms, online food delivery applications, and digital marketing technologies has the potential to significantly enhance market reach, customer engagement, and long-term business competitiveness for Egg Martabak enterprises in West Medan District.

CONCLUSION

This study concludes that Egg Martabak enterprises in West Medan District possess strong internal capabilities and operate within a favorable external business environment. The IFAS and EFAS analyses produced weighted scores of 3.61 and

3.56, respectively, indicating that the enterprises are well positioned to capitalize on existing market opportunities while effectively managing internal resources. The SWOT analysis located the enterprises in Quadrant I, with a strategic coordinate of (1.87, 0.92), suggesting that an aggressive growth strategy is the most appropriate approach for business development.

The recommended strategy emphasizes leveraging the enterprises' key strengths, particularly superior product quality and strategic business locations, to exploit growing market demand and advances in digital technology. Priority actions include expanding product varieties through innovation, strengthening digital marketing initiatives, maintaining competitive pricing, improving financial management practices, and enhancing customer service to achieve sustainable competitive advantage.

Overall, the findings demonstrate that integrating internal strengths with external opportunities can significantly improve the competitiveness and long-term sustainability of Egg Martabak enterprises. The study also highlights the importance of digital transformation and strategic business management in supporting the development of culinary MSMEs within Indonesia's downstream agribusiness sector.

REFERENCES

ACE Environmental. (2022). Five of the biggest environmental disasters of all time. ace environmental. Retrieved May 26, 2023, from https://aceenvironmental.net/biggestenvironmental-disasters-of-all-time

Badan Pusat Statistik (2023). Kota Medan, *Potensi pengembangan usaha martabak telur di Kecamatan Medan Barat*

Fatimah, T. A. (2023). *Analisis SWOT Pada Usaha Mikro Kecil Dan Menengah Di Kabupaten Sleman (Studi Kasus UMKM Jadah Tempe Kaliurang)* (Skripsi). Universitas Negeri Yogyakarta.

Leksono, B. B., & Putra, R. (2022). Strategi Pengembangan Usaha Produk Dangkrik di Dusun Kulubanyu, Kabupaten Mojokerto. *Jurnal Abdi Masyarakat Indonesia*, 2(1), 235–242. https://doi.org/10.54082/jamsi.224

Maftahah, R., Wijayantini, B., & Setianingsih, W. E. (2022). Strategi Pengembangan Usaha Budidaya Jamur Dengan Pendekatan Business Model Canvas (BMC). Inovator, 11(2), 300–310. http://ejournal.uikabogor.ac.id/index.php/INOVATOR/index%0A

Mutawakkil, M. A. F. A. (2021). *Penerapan App-Based Marketing Pada Penjualan Martabak Dan Terang Bulan Di Kecamatan Kaliwates Jember* (Skripsi). Universitas Jember.

Oktaviani, R., dkk. (2024). *Analisis Pengembangan Usaha Kuliner Berbasis UMKM Melalui Pendekatan Strategis* (Skripsi).

Fatimah, T. A. (2023). *Analisis SWOT Pada Usaha Mikro Kecil Dan Menengah Di Kabupaten Sleman (Studi Kasus UMKM Jadah Tempe Kaliurang)* (Skripsi). Universitas Negeri Yogyakarta.

Leksono, B. B., & Putra, R. (2022). Strategi Pengembangan Usaha Produk Dangkrik di Dusun Kulubanyu, Kabupaten Mojokerto. *Jurnal Abdi Masyarakat Indonesia*, 2(1), 235–242. https://doi.org/10.54082/jamsi.224

Maftahah, R., Wijayantini, B., & Setianingsih, W. E. (2022). Strategi Pengembangan Usaha Budidaya Jamur Dengan Pendekatan Business Model Canvas (BMC). Inovator, 11(2), 300–310. http://ejournal.uikabogor.ac.id/index.php/INOVATOR/index%0A

Rizieq, M., dkk. (2024). *Strategi Pemasaran Dan Penguatan Branding UMKM Kuliner Berbasis Digital* (Skripsi).