

SWOT ANALYSIS AS A CULINARY DEVELOPMENT STRATEGY FOR BAKSO KONDANG IN SOUTHEAST ACEH

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Abstract: *The culinary industry is growing in several regions. The famous meatballs are a highlight of regional gastronomy. Kutacane meatball company in Southeast Aceh will be assessed using SWOT analysis in this study. SWOT (Strengths, Weaknesses, Opportunities, Threats) finds internal and external aspects that can affect the success of the company. In-depth interviews with business owners, staff, and customers were used in this qualitative case study research. This research found an EFI Matrix score of 3.14 and an EFE Matrix score of 2.92. SWOT analysis of well-known meatball entrepreneurs in Southeast Aceh Regency based on internal and external factors resulted in four strategies namely SO, WO, ST, and WT. Keywords: SWOT, Business Development Strategy, Culinary*
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INTRODUCTION

Today's digital age illustrates that commerce is not limited to a certain class. The shift in corporate growth mindset inspires everyone to seize opportunities. Everyone has self-potential which is an accumulation of talent (Afri, 2023). (Afri, 2023). Entrepreneurs need many abilities to grow their business. Start-up MSMEs need business plans and models (Bahtiar, 2022). A business model that simplifies the difficult analysis of corporate strategy into nine internal and external factors. (Batubara & Harahap, 2022). The purpose of this business model is to help businesses find strategic elements to compete with others. The culinary business is popular because people need food. Many entrepreneurs set up food businesses with the belief that the business is profitable and will grow because people need to eat and drink. Long-term profitability is possible with competent culinary management (Harahap & Tambunan, 2022). Competence is needed for this culinary business. Small firms that rely on strategic skills and have limited owner time have greater planning problems than larger industry competitors (Malonda, Moniharapon, & Moniharapon, 2022). (Malonda, Moniharapon, & Loindong, 2019).

One area that is predicted to drive a sustainable national economy is the Creative Economy (Ekraf), which adds value to things through human thought and creativity. (Nasution & Syahbudi, 2022).. Indonesia's creative economy is driving economic growth despite declining global growth. The Ministry of Tourism and Creative Economy in Indonesia is focusing more on this sector to maximize its potential and opportunities. (Rahmayati, 2015). In 2011, the Ministry of Tourism and Creative Economy included culinary as one of the creative economy subsectors. (Salman, Lubis, Muda, Sumitra, & Sugianto, 2022).. Culinary is closely related to cooking, a basic human activity to fulfill needs. In 2005, the television program "Wisata Kuliner" became a favorite among Indonesians, covering unique and famous restaurants.

Acehnese food is full of flavor and culture. It uses Acehnese spices and seasonings to produce unique flavors. Bakso, a popular street food in Indonesia, is served instantly by street vendors and restaurants. Bakso is popular throughout Indonesia for its delicious taste and affordable price. Bakso is a food that is popular with everyone. Bakso kondang is a bakso business that was started using a mobile cart with drums to attract customers. With commitment in running the business, Bakso Kondang has grown and now has its own place of business in Kutacane, precisely in Perapat Hulu Village. Increased competition requires companies to analyze their performance to ensure continuity and success. Performance evaluation helps business leaders to recognize operational strengths and weaknesses, opportunities, and risks. Researchers at the Bakso Kondang culinary company face too much inventory of raw materials that can waste and rot. As shown in the table of business income for Bakso Kondang, this reduces profitability and sales of meatballs. (Soemitra, 2021).

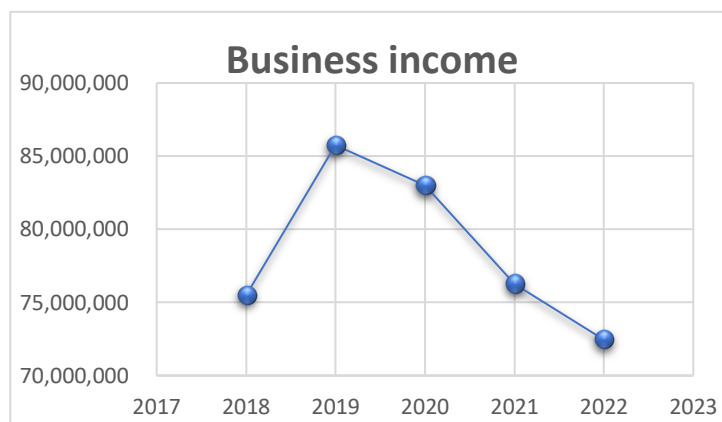


Figure 1. Financial Statement Chart

SWOT analysis in the view of Islam is explained in Al-Qur'an surah Al-Hasyr verse 18 which means: "O you who believe, fear Allah and let each one of you consider what he has made for tomorrow (hereafter): and fear Allah, Verily, Allah knows best what you do." (QS. AL-Hasyr:18). In this case of listening, Allah tells us to reflect on our future actions and plans. We can use management strategies by using the branch of management science. Intense business competition motivates businesses to improve their productivity and systems. Businesses can compete and grow by developing innovative tactics. (Tamara, 2016). Planning is used in business and other controlled domains such as library management. Library management contributes to the quality of education by helping schools maximize learning resources. (Siregar, Ritonga, & Sumitra, 2022).. From the explanation above, business models can be used to make planning in business and find challenges and answers in other domains, especially those related to service or product quality.

In this case, studying SWOT one by one, religion will be our main strength as Muslims. This is a lot of money and not everyone gets help. Other qualities include health, thinking capacity, potential, and some wealth. (Utami, Nawawi, Muhaisin, & Syarbaini, 2023). Islam requires knowledge before charity, so our weakness may be knowledge. A materialistic mindset that glorifies worldly pleasures is one of life's problems (Rahayu, Astuti, Mustangin, & Sandy, 2022). SWOT analysis is an efficient performance evaluation approach. SWOT is strength, weakness, opportunity, and threat. (Ariani, Ekayani, Suriani, & Kusyanda, 2022).. Each of these aspects must be considered when

planning an organization's expansion. The SWOT approach helps business owners identify internal and external elements that offer opportunities or threaten their business. Thus, business owners can optimize potential and address problems with the right solutions (Putri, Astuti, & Putri, 2014).

In this article, researchers will focus on analyzing the SWOT method as a strategy tool for the "Bakso Kondang" business in Kutacane, Southeast Aceh. "Bakso Kondang" is a meatball business that offers local specialties with unique flavors. The business has been operating for several years and has gained a number of loyal customers. However, with the rapid growth of the culinary industry in the area, there is a need for a development strategy to ensure "Bakso Kondang" remains competitive and sustainable. The purpose of this study is to identify factors that affect the performance of "Bakso Kondang" based on the SWOT method analysis. In addition, this study also aims to provide strategic recommendations to improve the competitiveness and growth of the business.

LITERATURE REVIEW

Definition of Marketing

Marketing is a vital economic activity that plans, prices, promotes, and distributes goods and services. Even a company's success in selling goods and services depends on marketing. Marketing is the process of producing and promoting goods and services to clients or the public. Marketing starts as a need and becomes a want. Marketing fulfills needs and wants (Untari & Satria, 2017). According to (Saputra, Kusniawati, & Kader, 2023). quoting Kotler and Keller that "Identifying and fulfilling human and social needs". Meanwhile, according to Daryanto in (Untari & Satria, 2017) defines marketing as "A social and managerial process in which individuals and groups get their needs and wants by creating, offering, and exchanging something of value with each other". According to AMA (*American Marketing Association*) Kotler (Saputra et al., 2023) "marketing is an organizational function and a series of processes to create, communicate, and deliver value to customers and to manage customer relationships in ways that benefit the organization and its stakeholders". As indicated above, marketing involves offering goods or services to people that match their needs and satisfaction. Marketing includes the sale of goods and other actions associated with moving goods from producer to consumer or owner to another person. Companies must also foster solid interactions with clients to retain them. (Mulyana & Yulianto, 2018). So marketing management expertise is covered in it.

Definition of Marketing Management

The functions of the organization are managed through management. Marketing management will help organizations create marketing objectives, plan, assess resources and market prospects, implement, and measure progress to achieve the desired direction. Marketing management "as the process of planning and implementing the thinking, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that meet individual and organizational goals" (Lestari, Purbowo, & Fadhli, 2022). Marketing management is "the total system of business activities designed to plan, price, and distribute products, services, and ideas that satisfy target markets to achieve organizational goals". (Widowati, Riany, Andrianto, & Suhartini, 2022) Based on the foregoing, marketing management is the planning, implementation, and control of programs to generate profitable exchanges with purchases to achieve individual and corporate goals.

Mix Marketing

Companies use the marketing mix to cater to their target market. Its elements include all communication variables that an organization can influence to satisfy target customers. Several experts recommend this marketing mix: According to Philip Kotler (Purnama, 2019) "The marketing mix is a set of marketing tools that a company uses to continuously achieve its marketing objectives in target markets". According to Dharmesta and Irwan (Sutisna, Dalimunthe, & Ana, 2022) "Marketing Mix is a combination of four variables or activities that are the core of the company's marketing system, namely: products, pricing, promotional activities, and distribution systems". Based on the two definitions above, the marketing mix is a set of interrelated marketing instruments used to fulfill company objectives. According to Kotler and Keller in (Hardilawati, 2020) mentions 4P in the marketing mix. The most basic marketing mix tool is the product, which includes product diversity, quality, design, shape, brand, packaging, service, guarantee, and returns. Second, price-the cost of a good or service. Price depends on direct and indirect causes. Direct considerations include the price of raw materials, marketing expenses, etc. Third, place (*Place*) The distribution channel is a network of interdependent entities that make products or services available to consumers or industrial customers. This channel has marketing channels, market coverage, grouping, location, inventory, and transportation. Fifth, promotion. Companies promote their products and communicate with their target market. Sales promotion, advertising, sales force, public relations, and direct marketing are promotions. Companies use the marketing mix to achieve goals.

SWOT Analysis

SWOT analysis addresses company strategy by systematically identifying strengths, weaknesses, opportunities, and threats. The logic of maximizing strengths, opportunities, and weaknesses while minimizing dangers in this study. According to this ideology, SWOT analysis refines the thinking of combat and corporate frameworks and strategic plans. (Putra Pratama & Maulida, 2022). Sun Tzu said that knowing your opponent's strengths and weaknesses will increase your chances of winning. (Yadewani & Arief, 2021). Company decision making must examine internal strengths and weaknesses as well as external opportunities and challenges. SWOT analysis is used when company strategists can maximize strength factors, take advantage of opportunities, minimize organizational weaknesses, and suppress threats that must be overcome. The components of SWOT analysis must be examined to understand SWOT. In particular, the external and internal influences of the company. Each factor is explained below. Internal and external factors. These external influences shape the possibilities and risks. This aspect concerns the external factors that influence the company's decision-making. It consists of the macro, economic, political, legal, technological, population, and socio-cultural industrial and business environments. Meanwhile, this internal component forms strengths and weaknesses. This factor impacts the company's condition and decision-making. Functions including marketing, finance, operations, human resources, R&D, management information systems, and corporate culture are internal influences. External and internal SWOT factors are used to evaluate the status of the company depending on various aspects (Ardiansyah & Silmi, 2022).

RESEARCH METHODS

In this case, the research approach uses a qualitative approach with a case study research type. Arikunto in (Rimet, 2019) argues that "research methods are the various methods used by researchers in collecting their research data". The subject in this study is the business owner, namely Bakso Kondang. The analysis technique used is SWOT analysis to see all the weaknesses and threats faced by optimizing the advantages and opportunities possessed. The data sources used are primary data obtained through observations and interviews. As well as secondary data obtained from documents or literature. Primary data sources obtained by direct interview techniques to sources of information to owners, employees, and customers of "Bakso Kondang" in Kutacane Southeast Aceh.

RESULTS AND DISCUSSION

In this study, where we know the condang meatball business in the last 5 years that there has been a decrease in revenue in the meatball business. So that it has an impact on profitability, in this case we need a strategy for the kutacane condang meatball culinary business. By using the SWOT analysis method and using IFE and EFE analysis to find out what business strategies will be applied for business continuity in competition. Bakso Kondang is a culinary business that has been established for quite a long time and now has many customers due to affordable prices and flavors where consumers get delicacy in eating these foods and friendly service, which is located in Perapat hulu village, Kutacane, Southeast Aceh. In evaluating business performance in the condang meatball business, we need to use IFE and EFE and analyze the SWOT method as a tool in planning development strategies for the kutacane condang meatball business. *Internal Factor Evaluation* (IFE) to help factor in development strategies for businesses in condang meatballs, we can see in the table below:

Table 1. Internal Factor Evaluation

Internal Factors			
Strength (Strenght)	Weight	Rating	Score
Varied meatball menu	0.11	3	0.32
Free wifi	0.11	3	0.32
Self-owned premises	0.14	4	0.57
Services	0.14	4	0.57
Self-assembled meatballs	0.14	4	0.57
Total Strength (Strenght)			2.36
Weakness			
Small parking lot	0.07	2	0.14
products are easy to imitate	0.11	3	0.32
Limited capital	0.07	2	0.14
No branches	0.07	2	0.14
Lack of promotion in business	0.04	1	0.04
Total Weakness			0.79
Total	1.00		3.14

Source: Data, 2023

It can be seen that the *Internal Factor Evaluation* is a factor of a varied menu, free wifi, own ownership, service and self-assembled meatballs reaching a score of 2.36. This factor is a strength in the famous meatball business that exists at this time. While the score is on the internal factors of weakness in small parking lots, easy to imitate products, limited capital, not having branches and lack of promotion in the business with a total score of 0.79. lack of promotion in business can cause customers or consumers to switch to other meatball businesses. Internal Factor Evaluation in the kondang meatball business has a total score of 3.14 in terms of utilizing strengths in internal conditions in its business. External Factor Evaluation (EFE) to help factor in development strategies for businesses in condang meatballs, we can see in the table below:

Table 2. External Factor Evaluation

External Factors			
Opportunity	Weight	Rating	Score
Have repeat customers	0.12	3	0.35
Use of quality materials	0.15	4	0.62
Catering service	0.08	2	0.15
The number of meatball enthusiasts	0.15	4	0.62
Consumptive society needs	0.12	3	0.35
Total Opportunity			2.08
Threats			
No shuttle system	0.08	2	0.15
Increase in raw material prices	0.08	2	0.15
Changes in customer tastes	0.04	1	0.04
The number of competitors in the business	0.12	3	0.35
Consumers are price sensitive	0.08	2	0.15
Total Threats			0.85
Total	1.00		2.92

Source: Data, 2023

The highest score of external factors in the aspect of opportunities, regular customers, quality raw materials, catering services, the number of meatball enthusiasts, and a consumptive society, is 2.08 which indicates a good opportunity for the meatball business. While in the aspect of threats in business, there is no shuttle system, rising raw material prices, changing customer tastes, many competitors in business and price sensitive consumers with a total score of 0.85. External Factor Evaluation in the condang meatball business has a total score of 2.92 with this we can make the most of the opportunities that exist in the condang meatball business. In this case, it can build an appropriate Bakso Kondang business development strategy in Southeast Aceh by analyzing strengths and weaknesses, taking advantage of opportunities, and avoiding risks using SWOT analysis. The figure below shows how to combine two criteria to create the best alternative plan.

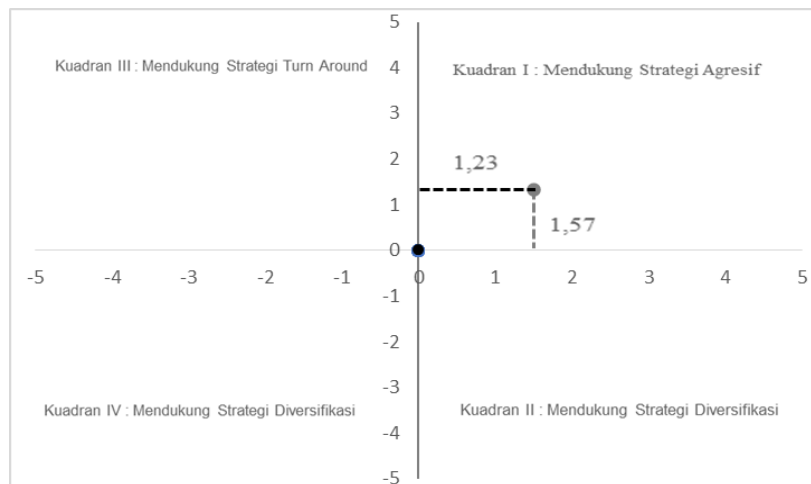


Figure 2. SWOT Analysis Diagram

Average SWOT analysis quadrants: Quadrant I (Favor Aggressive Strategy) is good because strengths are used to capture favorable opportunities. Quadrant II (Favoring Diversification Strategy) describes a company with dangers but has strengths. Quadrant III (Supports Turn Around Strategy) indicates a condition with deficiencies that make favorable opportunities more difficult to obtain. Quadrant IV (Support Diversification Strategy) shows poor conditions with internal weaknesses and external threats. (Nhi, 2018). The SWOT Analysis diagram in table 3 shows that the development plan for the famous Southeast Aceh meatball business is in quadrant I of the plan Support Aggressive (1.5/1.23) which is profitable. Because in quadrant 1, the Bakso Kondang business can use its strengths to take advantage of opportunities. Bakso kondang can take advantage of its assets and prospects. This well-known meatball business in Southeast Aceh can implement several aggressive development strategies, including the SWOT Matrix Analysis in the following table, because the development strategy is in Quadrant 1.

Table 3. SWOT Matrix Analysis (SO)

IFE	STRENGTH (S)	WEAKNESSES (W)	
	<ol style="list-style-type: none"> 1. Varied meatball menu 2. Free WIFI 3. Self-owned premises 4. Services 5. Self-assembled meatballs 	<ol style="list-style-type: none"> 1. Small parking lot 2. Products are easy to imitate 3. Limited capital 4. No branches 5. Lack of promotion in business 	
EFE	OPPORTUNITY (O)	STRATEGY (SO)	STRATEGY (WO)
	<ol style="list-style-type: none"> 1. Have repeat customers 2. Use of quality materials 3. Catering service 4. The number of meatball enthusiasts 5. Consumptive society needs 	<ol style="list-style-type: none"> 1. Maximizing product marketing by relying on strengths (S1, S5, O1, O4, O5) 2. Increase customer trust in the varied and quality flavors of meatballs (S1, S5, O1, O2) 3. Customers get the convenience of the facilities that have been provided (S2, S3, S4, O1, O5) 	<p>Create strategies that minimize weaknesses to take advantage of opportunities</p>
	THREAT (T)	STRATEGY (ST)	STRATEGY (WT)
	<ol style="list-style-type: none"> 1. No shuttle system 2. Increase in raw material prices 3. Changes in customer tastes 4. Many competitors in the business 5. Consumers are price sensitive 	<p>Create a strategy that uses strengths to overcome threats</p>	<p>Create strategies that minimize weaknesses and avoid threats</p>

After assessing the strengths, weaknesses, opportunities and threats of Bakso Kondang, IFE and EFE identification is carried out. So the SO Strategy () or strength-opportunity strategy can help you grow your Bakso Kondang Kutacane business in Southeast Aceh by using all the strengths you have to pursue the best possibilities. SO tactics that maximize product marketing using strengths. Increase client confidence in the taste and quality of the meatballs. Facilities provide comfort to customers (Bimantara, Hidayat, Sri, & Soelistyo, 2020).

CONCLUSION

Based on the description of the results and discussion above, it can be concluded that in the development strategy for culinary businesses with the SWOT method in Southeast Aceh at Bakso Kondang Kutacane, there are several components that must be considered in carrying out strategies in the business, namely paying attention to products, ensuring reliable suppliers for raw materials and continuing to increase innovation to overcome changes in customers and other competitors. And take advantage of the opportunities that exist in the condang meatball business by maximizing product marketing, increasing customer trust and customers getting convenience with the waiter.

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