

Strategy for Competitive Advantage of Traditional Madura Food: Perspective from Small and Medium Enterprises in Sampang



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ABSTRACT: With the end of the COVID-19 pandemic, various culinary business activities have begun to revive, marked by the emergence of new cafes and street culinary businesses. With the increasing number of culinary businesses in Sampang Regency, competition between these culinary businesses will be increasingly high. Therefore, this research aims to investigate the competitiveness of the culinary business in Sampang Regency. This article uses SWOT analysis to understand the competitiveness of culinary entrepreneurs in Sampang Regency. Interview sessions were conducted with 10 owners, employees or culinary business people. The results of the SWOT analysis show that the culinary business in Sampang Regency is in cell 5 on the IE Matrix. The 5th cell in the SWOT matrix is very important as it helps the organization in planning concrete actions based on the analysis findings. It enables organizations to optimize their strengths, overcome weaknesses, exploit opportunities, and confront threats in an organized and targeted manner.

KEYWORDS: Culinary business, EFE Matrix, IFE Matrix, IE Matrix, SWOT Analysis

INTRODUCTION

The culinary industry has long been an integral element in the culture and daily lives of people around the world. Before the COVID-19 pandemic, restaurants, cafes and food stalls were places where people gathered to enjoy delicious food, gather with friends and celebrate important moments in life. However, this unexpected global pandemic has shaken the foundations of the culinary industry. This condition was also experienced by culinary business in Sampang Regency.

The COVID-19 pandemic has presented serious challenges for culinary businesses around the world. Movement restrictions, lockdowns and increased awareness of hygiene have forced restaurants, cafes and culinary service providers to adapt quickly. Many of them have had to deal with a significant decline in the number of customers, closing temporarily or even permanently, and laying off their employees.

However, amidst these challenges, the culinary industry has also demonstrated resilience and the ability to innovate. Many culinary businesses have utilized technology, food delivery services, and new strategies to continue operating and serving their customers safely. In this article, we will explore developments in the culinary industry post the COVID-19 pandemic. We will see how restaurants and culinary businesses adapt to the "new normal" and innovate to face existing challenges. We'll also discuss the long-term impact of the pandemic on the way we eat out, interact with society, and value culinary experiences. All of this is creating a significant shift in how we see and experience the culinary world we love.

The culinary business is a business opportunity that is quite promising and profitable, even though you have to start with small capital. Apart from increasing people's income, traditional culinary businesses such as Bebek Songkem, satay, beef broth, rujak also aim to ensure that traditional food is not eroded by the modern culinary business which is aggressively attacking Indonesian society and the people of Sampang Regency.

Several studies have been carried out regarding business strategy, including Sulasmi et al. (2021) regarding the analysis of travel agent business strategy management in the new normal post-Covid period. Still using the same method, namely the SWOT method and determining long-term to short-term strategies, then Septiningrum (2021) in the study of food and beverage business strategy management. These two studies discuss business conditions in the period leading up to normal news and it can be seen that business conditions are starting to move in a positive direction so this research needs to be carried out.

SWOT analysis is used to measure the extent of the competitiveness of the Madurese traditional culinary industry towards the modern culinary industry. There are several factors that cause Madurese traditional food to maintain its existence, including social or other values, the meaning implicit behind the taste, color and shape of a product. food (Ramadhany et al., 2020). Based on

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several previous studies, there are several phenomena that are truly ironic, students think traditional food is no longer popular and students and the younger generation prefer modern food outlets (Purnomo et al., 2019). The aim of this research is to determine the internal factors that are strengths and weaknesses in developing traditional culinary businesses that are still surviving in the face of modern culinary businesses. Furthermore, SWOT analysis is used to determine external factors that are opportunities and threats that will influence the traditional culinary business in Sampang Regency, as well as to thoroughly understand the right marketing strategy to develop a culinary business in Sampang Regency based on SWOT analysis, and finally find the right strategy for overcome existing problems.

LITERATURE REVIEW

Traditional Food

Traditional food, also known as heritage food, refers to culinary practices and dishes that are deeply rooted in the cultural, historical, and social fabric of a particular community, region, or culture. These foods have been passed down through generations and often reflect the heritage, values, and identity of the people who prepare and consume them. Traditional foods vary widely around the world and may include recipes, ingredients, and cooking techniques that have remained relatively unchanged for a significant period (Johns & Eyzaguirre, 2007).

According to (Fardiaz, 1998), traditional food is food and drink, including snacks and mixed ingredients or ingredients used traditionally, and has long been developed specifically in the region and is prepared from recipes that have long been known by the local community with the source of the ingredients. local and has flavors that are relatively in line with the tastes of the local community. Another opinion is that traditional food means people's everyday food, whether in the form of staple foods, snacks, or special dishes that have been passed down from ancestral times. Traditional food recipes' processing methods and tastes have generally been passed down from generation to generation, so traditional food is different in each place or region. From the two definitions of traditional food above, it can be said that traditional food is food that has been passed down from generation to generation and each region has different characteristics.

Traditional culinary businesses that still survive in the city of Sampang include Pak Salim's Bebek Songkem Restaurant, Al-Ghozali Broth Depot, Warung Asela, Amanish Resto, Sate Mufakat Depot, Pak Mulya's Grilled Chicken Seasoning Sate Depot, Songkem Rajawali Duck and Chicken Depot, Warung Rujak Cingur Mbak Sik and others.

METHODS

Interview sessions were conducted with 10 SME owners or employees engaged in the culinary business in Sampang Regency. Interview and observation methods were used to collect data. An interview is a meeting between the person asking the question and the person answering the question who exchange information to build a certain subject.

Before formal interviews were conducted, the interview questions were first tested on academics and the interview questions were adapted from (Mohezar et al., 2017). These questions were then refined and revised appropriately to ensure clarity on the issues to be raised during the interview. Additionally, to ensure the validity and reliability of the information gathered from the interviews and reduce the risk of response bias, the recorded answers for each session were reconfirmed at the end of the interview. Prior to formal interview sessions, respondents were informed that their participation was anonymous and voluntary, and their responses were used only for this research.

The stages carried out in this research are as follows:

Observation and Literature Study

At this stage, observations are made to find out the problems that exist in the culinary business in the city of Sampang and some are looking for sources to solve these problems, such as journals and books.

Identification of problems

At this stage, problems occurring in the company are identified. Factors influencing marketing strategy.

Formulation of the problem

The problem formulation is the main problem that occurs in the culinary business in the city of Sampang, from the identification results a problem is taken, namely determining the right strategy to get a stable income.

Data collection

Data collection is based on the results of interviews with management and observations of internal and external factors. These factors will later be used as indicators in the SWOT matrix.

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IFE and EFE Matrix

At this stage, determine the company's position from 9 cells by looking at the total score, namely the weight multiplied by the assessment between internal and external factors. SWOT Analysis At this stage the researcher determines the SO, WO, ST and WT strategies that are in accordance with the IE Matrix.

UNDERSTANDING SWOT ANALYSIS

SWOT analysis is an analysis that helps in making decisions about developing strategies in an organization based on the information and data that has been collected. This analysis helps an organization to achieve strategic success by improving its strengths and opportunities and reducing its weaknesses and threats. SWOT analysis is an abbreviation of strengths, weaknesses, opportunities and threats (Rangkuti, 2014).

According to Utami & Tidar (n.d.) SWOT analysis identifies various factors systematically to formulate company strategy. This analysis is based on logic that can maximize strengths and opportunities, but at the same time minimize weaknesses and threats. The strategic decision making process is always related to the development of the company's mission, goals, strategies and policies. Thus strategic planners must analyze the company's strategic factors (strengths, weaknesses, opportunities and threats) in current conditions. This is called situation analysis. The most popular situation analysis model is SWOT analysis. The function of SWOT analysis is to help find the right business strategy.

SWOT MATRIX

According to (Maulani, 2016) the SWOT matrix is a matrix that analyzes strengths, weaknesses, opportunities and threats (Strengths, Weaknesses, Opportunities, Threats). The SWOT matrix is a matching tool that helps managers develop 4 types of strategies, namely S – O (Strengths – Opportunities), W – O (Weaknesses – Opportunities), S – T (Strengths – Threats) and W – T (Weaknesses – Threats) strategies. In the SWOT matrix, a matching stage will be carried out for each element, namely Strengths, Weaknesses, **Opportunities and Threats. Matching is carried out to produce realistic strategic alternatives for the Company.**

IFAS EFAS	Strength (S) Determine 5-10 internal strength factors	Weakness Determine 5-10 internal weakness factors
Opportunities Determine 5-10 external opportunities factors	Create strategies that use strengths to exploit opportunities	Create strategies that minimize weaknesses to take advantage of opportunities
Threats Determine 5-10 external thrats factors	Create strategies that use strengths to overcome threats	Create strategies that minimize weaknesses to avoid threats

The SWOT matrix can be seen in Figure 1.

Figure 1. SWOT Matrix (Rangkuti, 2014)

The tool for compiling the company's strategic factors shown in Figure.1 is the SWOT Matrix. This matrix clearly describes how the opportunities and threats faced by the company can be adjusted to the strengths and weaknesses faced by the company in order to achieve the expected goals (Firmansyah & Abdilah, 2014).

Internal strengths or weaknesses combined with external opportunities or threats and a clear mission statement, form the basis for setting goals and strategies. Goals and strategies are set with the aim of exploiting internal strengths and overcoming weaknesses. The following is an explanation of the SWOT analysis:

- Strengths are positive attributes, resources, or capabilities that give an entity (individual, organization, or product) a competitive advantage or relative advantage. Strengths can be used to achieve goals, overcome challenges, and advance oneself. Strengths can be physical resources, human resources, intellectual assets, good reputation, or other positive elements that provide added value.

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- Weaknesses are negative attributes, limitations, or deficiencies in an entity that can hinder the achievement of objectives, increase risk, or limit relative performance. Weaknesses may include a lack of resources, inefficient operational processes, lack of skills or knowledge, or problems in management that affect performance.
- Opportunities are favorable situations or conditions that arise in the external environment of an entity (such as a business, organization, or individual) and can be exploited to achieve certain goals or objectives. Opportunities may be new market trends, favorable government policy changes, recent technological developments, or other conditions that may help improve the performance or success of the entity.
- Threats are adverse or potentially detrimental situations or conditions that arise in an entity's external environment and can interfere with the achievement of those goals or objectives. Threats may include intense competition, adverse regulatory changes, economic risks, or other negative conditions that could hinder the entity's performance or sustainability.

RESULTS

Based on the results of interviews with 10 sources from culinary business management in the city of Sampang, an analysis of the internal environment can be carried out on the IFE matrix in table 4. And an analysis of the external environment can be carried out on the EFE matrix in table 5.

IFE MATRIX

The IFE (Internal Factor Evaluation) matrix is used to find out how big a role internal factors play in the company. The IFE matrix describes the company's internal conditions consisting of strengths and weaknesses which are calculated based on assessments and weights taken through questionnaires to eight respondents consisting of owners, managers, marketing, finance and restaurant employees in Sampang Regency. The calculations for this questionnaire were taken from the average of eight respondents.

Table 6 shows the IFE matrix which analyzes 14 critical success factors consisting of eight strengths and six weaknesses filled in by 8 respondents.

Table 4. Analysis of Internal Factors Evaluation (IFE)

No	Internal Factor	Weight	Rating	Score
Strenght				
1	A variety of traditional culinary menus to choose from and enjoy.	0,094	3	0,282
2	Spacious parking facilities	0,084	3	0,252
3	Local wisdom is maintained	0,078	3	0,234
4	Strategic location	0,076	4	0,304
5	Food and drink prices are cheap and affordable.	0,064	4	0,256
6	Religious people behave in a friendly, honest and open manner	0,062	3	0,186
7	High public awareness to maintain traditional culinary menus	0,058	4	0,232
8	The atmosphere is calm and comfortable	0,066	3	0,198
Total Strenght				1,944
Weaknesses				
1	Inadequate infrastructure	0,085	3	0,255
2	Lack of restaurant managerial staff expertise in organization, management and marketing	0,078	3	0,234
3	Lack of knowledge about service techniques among consumers	0,066	2	0,132
4	Lack of awareness of consumer needs	0,062	2	0,124
5	Promotion is not optimal	0,067	2	0,134
6	The cleanliness of the restaurant environment is still lacking	0,060	2	0,120
Total Weakness				0,999
Total strenght and weakness		1.00		2,943

Source: own study, 2023

Analysis of the table above (IFAS) shows that the culinary business in the city of Sampang has 8 strengths that must be utilized for marketing traditional culinary delights. Apart from strengths, the table above also contains the weaknesses of the culinary business in the city of Sampang. There are 6 weaknesses.

EFE MATRIX

This EFE matrix can provide an overview of the influence of external factors on the formulation of marketing strategies. External factors are divided into opportunity factors and threat factors. At this stage each factor included in both will be given a rating.

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Ratings indicate the level of importance of these factors in tourism marketing. This rating starts from 1, 2, 3 and 4. A rating of 1 indicates that the opportunity is very small. Meanwhile, 4 shows that there is a big opportunity. A rating of 1 indicates that it has a big threat, while a rating of 4 in threat indicates that it has a small threat.

Table 5. External Factors Evaluation (EFE)

No	External Factor	Weight	Rating	Score
Opportunities				
1	Economic growth of Sampang Regency	0,076	2	0,152
2	Increase in population of Sampang Regency	0,092	3	0,276
3	High consumer interest (loyalty).	0,073	3	0,219
4	Increasing socio-economic society and the number of holidays	0,073	3	0,219
5	The development of online marketing media such as Go-Food, Grab-Food, YouTube and others	0,098	3	0,294
6	Regulatory support and operational mechanisms (ease of licensing) in the culinary business	0,072	2	0,144
7	Suppliers are easy to reach	0,074	3	0,222
Total opportunities				1,526
Threats				
1	Increase in raw material prices	0,077	2	0,154
2	Having similar or dissimilar competitors	0,075	4	0,300
3	Threats from new competitors	0,077	2	0,154
4	Bargaining power of consumers	0,066	3	0,198
5	The emergence of similar products at lower prices	0,068	4	0,272
6	Threat of substitute products	0,079	2	0,119
Total threats				1,197
Total opportunities & threats		1.00		2,723

Source: own study, 2023

Analysis of the table above (EFE) shows that the culinary business in the city of Sampang has 7 opportunities that must be utilized for culinary business marketing. The highest opportunity factor is the development of social media as a medium for marketing culinary businesses (Go-Food, Grab-Food, YouTube and so on) making the culinary business in the city of Sampang increasingly well known with a score of 0.098.

Apart from opportunities, the table above also contains threats faced by culinary businesses in the city of Sampang. There are 6 threat factors, and the biggest threat is the increase in raw materials and the threat from new competitors with a score of 0.077. By compiling the IFE and EFE matrices, you can produce score values for each internal and external factor as follows:

- Strength factor (S) = 1.776
- Weakness factor (W) = 0.999
- Opportunity Factor (O) = 1.526
- Threats Factor (T) = 1.197

Based on the results of the internal and external evaluation analysis, a total internal value of 2.943 was obtained and a total external value of 2.723. So the IE matrix is obtained as shown in Table 6.

Table 6. IE Matrix Strategy Model

		Internal Factor Evaluation		
		Strenght 3.0 - 4.0	Moderate 2.0 - 2.99	Weak 1.0 - 1.99
External Factor Evaluation	Strenght 4.0	I Growth	II Growth	III Retenchment
	Moderate 3.0	IV Stability	V Culinary Industry in Sampang	VI Retenchment
	Weak 2.0	VII Growth	VII Growth	IX Liquidation
	1.0			

Source: (Rangkuti, 2014)

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The total weighted sum of the IFE matrix is 2.943 and the EFE matrix is 2.723. Then the results are mapped into the IE matrix, where the x-axis comes from the total IFE matrix value and the y-axis comes from the total EFE matrix value. So that the IE matrix above is obtained, it can be concluded that, the position of the culinary business in Sampang Regency in what industry is in cell V, the divisions included in cell V can be handled well through a hold and maintain strategy. The strategies that can be used are market penetration, market development and product development. Market penetration and product development are the two most used strategies in this type of division.

The SWOT Matrix (Strengths, Weaknesses, Opportunities, Threats) is an analytical tool used to evaluate internal (strengths and weaknesses) and external (opportunities and threats) factors that influence an organization or entity. The 5th cell in the SWOT matrix is the result of the analysis of these factors and may contain strategic steps or recommendations required based on the findings of the SWOT analysis.

The 5th cell of the SWOT matrix may contain:

Strategy or Action Plan: These are the strategic steps identified based on the results of the SWOT analysis. This strategy includes the actions that need to be taken to maximize strengths, overcome weaknesses, exploit opportunities, and deal with threats. This strategy must be measurable, realistic, and in line with organizational goals.

Recommendations: The 5th cell may also contain recommendations specific to the organization or entity that are based on the findings of the SWOT analysis. These recommendations may include actions that need to be taken in various areas, including marketing, operations, human resources, or finance.

Priorities: Organizations can use the 5th cell to determine strategic priorities, i.e. actions that must be taken first based on urgency and impact on achieving goals.

Implementation Plan: A plan of concrete steps that will be taken to implement the strategies or recommendations identified in the SWOT matrix.

Monitoring and Evaluation: Steps to monitor and evaluate strategy implementation and measure progress in achieving set goals.

The 5th cell in the SWOT matrix is very important as it helps the organization in planning concrete actions based on the analysis findings. It enables organizations to optimize their strengths, overcome weaknesses, exploit opportunities, and confront threats in an organized and targeted manner.

DISCUSSION

Based on the results of the IFE and EFE matrices, it shows that the culinary business in Sampang Regency is in cell V position, which shows the company is in a growth position or growth strategy, so the appropriate treatment is Hold and Maintenance. The strategy in this quadrant is a concentric diversification strategy. Namely market penetration strategies, product development and market development.

This strategy is carried out on companies that have a very strong competitive position so that it can be said to have a big threat, but the attractiveness of the industry is low so it can be said that the opportunities obtained are low. In general, the company will make products efficiently based on the core and make optimal use of its manufacturing capabilities, good distribution network, and all potential resources. Based on the strategy recommendations generated from IFAS and EFAS, several strategies were generated based on SWOT analysis.

SWOT analysis is important to help managers develop four types of strategies. The four strategies in question are, first, the SO (Strength-Opportunity) strategy. This strategy uses the company's internal strengths to capture opportunities that exist outside the company (external). This strategy aims to minimize the company's internal weaknesses by exploiting external opportunities. The third strategy is ST (Strength-Threat). Through this strategy the company tries to avoid or reduce the impact of external threats and the last is the WT (Weakness-Threat) Strategy. According to Maulani (2016), this strategy is a tactic for survival by reducing internal weaknesses and avoiding external threats.

The third strategy is ST (Strength-Threat). Through this strategy the company tries to avoid or reduce the impact of external threats and the last is the WT (Weakness-Threat) Strategy. According to (Maulani, 2016), this strategy is a tactic for survival by reducing internal weaknesses and avoiding external threats.

Based on strengths, weaknesses, opportunities and threats, alternative strategies can be formulated consisting of SO (strengths and opportunities), ST (Strengths and Threats), WO (Weaknesses and Opportunities), and WT (Weaknesses and Threats). Table 8 shows the strategy results based on SWOT analysis.

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Table 8. Formulation Business Strategy Based on SWOT Analysis

<p>IFAS</p> <p>EFAS</p>	<p>STRENGHT</p> <p>A variety of traditional culinary menus to choose from and enjoy. Spacious parking facilities. Local wisdom is maintained. Strategic location. Food and drink prices are cheap and affordable. Religious people behave in a friendly, honest and open manner. High public awareness to maintain traditional culinary menus. The atmosphere is calm and comfortable.</p>	<p>WEAKNESS</p> <p>Inadequate infrastructure. Lack of restaurant managerial staff expertise in organization, management and marketing. Lack of knowledge about service techniques among consumers. Lack of awareness of consumer needs. Promotion is not optimal. The cleanliness of the restaurant environment is still lacking</p>
<p>OPPORTUNITIES</p> <p>Economic growth of Sampang Regency. Increase in population of Sampang Regency. High consumer interest. Increasing socio-economic society and holidays. The development of online marketing media. Regulatory support and operational mechanisms. Suppliers are easy to reach.</p>	<p>S-O STRATEGY</p> <p>Improving quality and service so that consumers can feel satisfied and comfortable and attract new customers.</p>	<p>WO Strategies</p> <p>Increase promotion via the internet, especially social media which is currently in demand by the public.</p>
<p>THREATS</p> <p>Increase in raw material prices. Having similar or dissimilar competitors. Threats from new competitors. Bargaining power of consumers. The emergence of similar products at lower prices. Threat of substitute products</p>	<p>ST Strategies</p> <ul style="list-style-type: none"> • Famous culinary delights in Sampang Regency certainly have positive value for their traders, thereby making their consumers remain loyal. • Improve the quality of food and beverages as well as delivery services and expand reach outside the city with promotions and internet services. • Carry out alternative strategies for procuring raw materials from other cheaper routes, especially raw materials that are widely available on the market. • Guarantee quality food and drinks at low prices to prevent consumers from switching to competitors. 	<p>WT Strategies</p> <ul style="list-style-type: none"> • Increase the number of marketing personnel tasked with coming directly to consumers. • Reducing poor quality raw materials to produce quality and cheap food. • Create a website for the Sampang Regency culinary center to introduce products to consumers.

Source: own study, 2023

Based on table 8, it can be seen that the strategy formulated is the result of a combination of strength factors with opportunity factors and threat factors. Likewise, weakness factors are combined with opportunity factors and weakness factors, so that several business strategies can be seen that are produced by considering internal and external factors. Strategies that use strength factors to seize opportunities and use strength factors to face threats each produce 3 business strategies, while overcoming weakness factors to seize opportunities produce 2 business strategy formulations, while overcoming weakness factors to face threats produce 3 business strategy formulations.

CONCLUSION

The results of this research show that as a result of internal and external strategic factors, the culinary business in Sampang Regency is in cell V position which shows that the SME business in the traditional culinary sector is in a Growth position or Growth strategy, which indicates that the SME business is in a growth position or growth strategy, so that The appropriate treatment is Hold and Maintenance. The strategy in this quadrant is a concentric diversification strategy. Namely a market penetration strategy through product diversification and market development. The strategy in cell V is that the company has a very strong competitive position or has a big threat, but the industry attractiveness or opportunities are very low. Based on business

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position, the business strategy that the company can plan based on SWOT analysis can produce four alternative business strategies, namely by expanding the distribution network, increasing promotions, increasing consumer and employee loyalty, and developing products to maintain sales while maintaining the uniqueness of traditional culinary menu products.

RECOMMENDATIONS AND IMPLICATIONS

Several strategic recommendations that can be given to management include carrying out promotions through the official website and introducing the superiority of the culinary business in Sampang Regency, participating in exhibition activities to increase market share, maintaining product quality and continuity to increase consumer satisfaction and consumer loyalty, innovating with ingredients. coffee base to create different flavors, utilize social media to promote products, keep every area of the store clean, maintain trust between suppliers, consumers and premises owners, establish Standard Operating Procedures on services, reduce costs by identifying and eliminating unnecessary activities and causes waste.

The next recommendation that can be given is the need for further study regarding determining which strategic priority decisions will be implemented.

The implication of all this is that management must evaluate its internal and external conditions periodically in order to improve the development of the business that has been carried out.

ACKNOWLEDGMENT

We would like to express our gratitude to University of Trunojoyo Madura for providing research grant funding for the 2023 budget. Thanks are also expressed to the Sampang Regency Government, all parties who have helped during the research process, and all staff who participated in this research.

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