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Business Development Strategy in the Jiwel Asli Mirasa Traditional Food Business Field Using SWOT Analysis and Business Model Canvas

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Abstract: This research aims to identify and analyze business development strategies that can be applied to the culinary food business “Jiwel Asli Mirasa”. The analysis method used in this research is SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and Business Model Canvas. Data were collected through interviews with business owners, direct observation, and case studies related to the culinary food industry. The results of the SWOT analysis identified internal strengths, such as the authenticity of product flavors and strategic location, as well as weaknesses, such as limitations in marketing and business development. On the other hand, external opportunities such as growing market demand for local culinary food and threats such as competition from established competitors were identified. Next, the Business Model Canvas was used to describe the current business model of “Jiwel Asli Mirasa” and evaluate key elements such as customer segments, value proposition, distribution channels, and key resources. Based on the results of the SWOT analysis and Business Model Canvas, several business development strategies are recommended, including product diversification, increasing marketing efforts through social media and cooperation with partners, and increasing product innovation. The implementation of these strategies is expected to help “Jiwel Asli Mirasa” to strengthen its market position and achieve sustainable growth in the culinary food industry.

Keyword: Jiwel Asli Mirasa, SWOT, Bussines Model Canvas, Traditional Food

INTRODUCTION

For most people, food consumption has become part of the process of creating exciting new experiences in their lives. Not only can food alleviate hunger, but it can also reduce stress. Lifestyle consists of consumption, which includes food. Food can also be seen as a form of cultural mixing. According to Soekarto (1990).

Traditional food is food that has a distinctive flavor image that is accepted by the community. The role of culture in making traditional food is very important, in the form of skills, creativity, artistic touch, tradition and taste. The higher the cultural level of a

community, the more diverse the food, the more complex the preparation, and the more complicated the presentation.

The tourist attraction of Traditional Food is because this Traditional food has uniqueness, originality, authenticity, and diversity. Uniqueness can be seen from the combination of inherent rarity and distinctiveness (Minta Harsana et al., 2018). Proper culinary business management will bring profits in the long run. Of course, the success of this culinary business requires expertise. Small businesses that rely on strategizing expertise and have limited time from their owners generally show more basic planning concerns than larger companies in the same industry (Suryana & Bayu, 2021).

The traditional food industry has become an integral part of a country's cultural and economic heritage. In the midst of changing lifestyles and evolving consumer trends, developing the right business strategy for traditional foods is becoming increasingly important to maintain and improve competitiveness in the market. Jiwel Asli Mirasa, an MSME engaged in the Indonesian traditional food sector, faces challenges with a wide range of new products and changes in marketing systems as well as in presenting superior products amid increasingly fierce competition.

In this study, we aim to propose a business development strategy for Jiwel Asli Mirasa using SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and Business Model Canvas approaches. SWOT analysis is used to understand the internal strengths, weaknesses, opportunities, and threats faced by the company, while Business Model Canvas will help in designing a more agile and efficient business framework.

Under the pressure of globalization and ever-changing market dynamics, an in-depth understanding of the business environment as well as the company's adaptability are key to survival and growth. By designing the right strategy, Jiwel Asli Mirasa can strengthen its position in the traditional food market by keeping up with new marketing developments, maintaining its competitive advantage, and exploring new opportunities for sustainable growth.

METHOD

Methods Used

This research method uses a qualitative approach which is also called naturalistic research and uses an analytical descriptive method. Descriptive method is a method of searching for data with appropriate interpretation because descriptive method is a method to create a description of the situation or activity (Fanji Wijaya, 2021). The descriptive analysis method is used to gain an in-depth understanding of the object of research from the data collected (Dadan Abdul A, 2015). The object of this research is one of the traditional food business owners "Jiwel".

The analysis technique that will be used is SWOT analysis. Boseman in Wisnubrot (2013) SWOT analysis (Strengths, Weakness, Opportunities, Threats) is the process of drawing strengths, weaknesses, opportunities, and threats in a business and company known as the application of SWOT analysis (wisnubroto & Freitas, 2013). to optimize the strengths and opportunities possessed and identify all weaknesses and threats faced.business structuring using the Business Model Canvas (BMC).

Bussines Model Canvas is a strategic management tool used to describe the business model of an organization or company that is operating or just starting to operate (Mellisa Magdalena Y et al., 2023).

Data Collection Technique

The main data source identified by using the interview technique directly with the source of information, namely the business owner of the traditional food "Jiwel Asli Mirasa" located in Astana Anyar District, Bandung City.

Data Source/Method

The author plans a meeting with business actors at the planning stage to analyze the problem. In this case, the implementation of researchers as well as sales assistants has prepared a form to analyze SWOT and Bussines Model Canvas (BMC) by applying nine elements to the traditional food business “Jiwel”, namely Customer segment, Value Propositions, Channel, Customer Relationship, Revenue Streams, Key Activities, Key Partnership, Key Resources, and Cost Structure.

RESULTS AND DISCUSSION

Results

The traditional food business “Jiwel Asli Mirasa” was established in 1995 in Astana Anyar Village, Bandung City. At that time it was the first traditional wet cake in the area, combining the distinctive flavors of Central Javanese food with legendary family recipes. This traditional food is only managed by the owner and his family, with a limited number of employees, of course the owner of this business has difficulty in managing the business well with the many consumer requests for so many products and diverse menu requests. Based on the results of interviews with managers, the traditional food business “Jiwel Asli Mirasa” has many enthusiasts from various circles, especially the elderly, but considering the lack of labor, the traditional Jiwel food business “Asli Mirasa” has decreased in production and also the lack of innovation in menu variants and the number of new competitors has made the traditional food business “jiwel Asli Mirasa” experience a decrease in income. Seeing this, the author as a companion to the Jiwel Asli Mirasa sales business invites business managers to discuss maintaining their business and developing it in a modern way in the present and future.

After conducting interviews based on direct observation of the “Asli Mirasa” jiwel business actors to identify internal factors (strengths and weaknesses) in these internal factors, data were collected to analyze matters concerning the internal problems of the “Asli Mirasa” jiwel business and weighting. Weighting and assessment have the aim of identifying the strategic elements of the company, which can have positive or negative effects. Positive factors can be strengths and opportunities, while negative ones can be weaknesses and threats (Ridlwani Muttaqin, 2023).

This is very important because internal factors directly or indirectly affect the company. and researchers also analyzed the results of interviews to identify external factors. (opportunities and threats), will be outlined in the table below:

Table 1. The results of the calculation of the weight of the IFE matrix “Jiwel Asli Mirasa”

| No | Strength | Rate | Weight | Score |
|----|---|------|--------|-------|
| 1 | food product quality | 3,2 | 0,14 | 0,43 |
| 2 | distinctive flavor image of cultural wealth in products | 3,7 | 0,14 | 0,50 |
| 3 | quality raw materials | 2,8 | 0,14 | 0,38 |
| 4 | relatively competitive price | 2,6 | 0,08 | 0,21 |
| 5 | products do not use preservatives | 2,4 | 0,11 | 0,26 |
| | amount | | | 1,78 |

| No | weakness | Rate | Weight | Sore |
|----|-----------------------------|------|--------|------|
| 1 | lack of product invasion | 2,3 | 0,08 | 0,19 |
| 2 | Raw material limitation | 2,1 | 0,14 | 0,28 |
| 3 | no sales on the marketplace | 2,4 | 0,11 | 0,26 |
| 4 | labor that does not meet | 1,2 | 0,08 | 0,10 |
| | amount | | 1,00 | 0,83 |

Source: Primary Data (2024)

In preparing the IFE matrix, weighting and rating are carried out to get the total IFE. This weighting and rating were obtained from interviews with business owners and direct observation. The IFE matrix in SWOT analysis is used to identify and evaluate internal factors which include Strenght (Strength) and Weakness (weakness) contained in the business (Ajeng & Fanji W, 2023). The IFE matrix consists of a set of strengths and weaknesses owned by “Asli Mirasa” jiwel. From the results of processing the identification of internal SWOT factors, a strength of 1.78 was obtained and a weakness of 0.83, so that the resulting score was 2.61. The total score is the total value owned by jiwel “Asli Mirasa”. In this section explain the results of the research and at the same time the discussion is given comprehensively. The IFE matrix shows the greatest strength of the traditional food business jiwel “Asli Mirasa”, namely the image of a distinctive cultural flavor in the product with a score of 0.50.

Table 1.1 The results of the calculation of the weight of the IFE matrix Jiwel “Asli Mirasa”

| No | opportunities | Rate | Weight | Score |
|----|--|------|--------|-------|
| 1 | products are sought after because they are becoming scarce | 2,6 | 0,09 | 0,24 |
| 2 | increased sales demand | 2,4 | 0,06 | 0,15 |
| 3 | social media opportunities for online sales | 3,1 | 0,09 | 0,29 |
| 4 | products that are loved by many | 3 | 0,11 | 0,32 |
| 5 | a healthy food option without preservatives | 2,7 | 0,12 | 0,32 |
| 6 | marketplace opportunities | 3,2 | 0,13 | 0,41 |
| | amount | | | 1,73 |

| No | Threath | Rate | Weight | Score |
|----|---|------|--------|-------|
| 1 | many new product competitors with modern and similar concepts | 2,2 | 0,14 | 0,32 |
| 2 | Sales in the new era have started to use online culture | 2 | 0,08 | 0,17 |
| 3 | unpredictable consumer tastes | 1,4 | 0,11 | 0,15 |

| | | | | |
|---|---------------------------------|-----|------|------|
| 4 | increase in raw material prices | 0,8 | 0,06 | 0,05 |
| | amount | | 1,00 | 0,69 |

Source: Primary Data (2024)

In preparing the results of the EFE matrix, weighting and rating are carried out to get the total EFE. This preparation was carried out by interview and direct observation to the location. EFE weighting consists of a group of opportunities and threats owned by “Asli Mirasa” jiwel. The results of the EFE matrix weighting processing gave a score of 1.73 for opportunities and 0.69 for threats so that the EFE Matrix resulted in a score of 2.42. The biggest factor in opportunities is found in social media opportunities for online sales with a score of 0.29. Based on the results of the IFE and EFE matrix, the data analysis that will be outlined here is as follows:

IFE Matrix

X = total strengths - total weaknesses

X = 1,78 – 0,83

X = 0,95

Based on the EFE matrix, we can determine the position of the Y axis with the following formula:

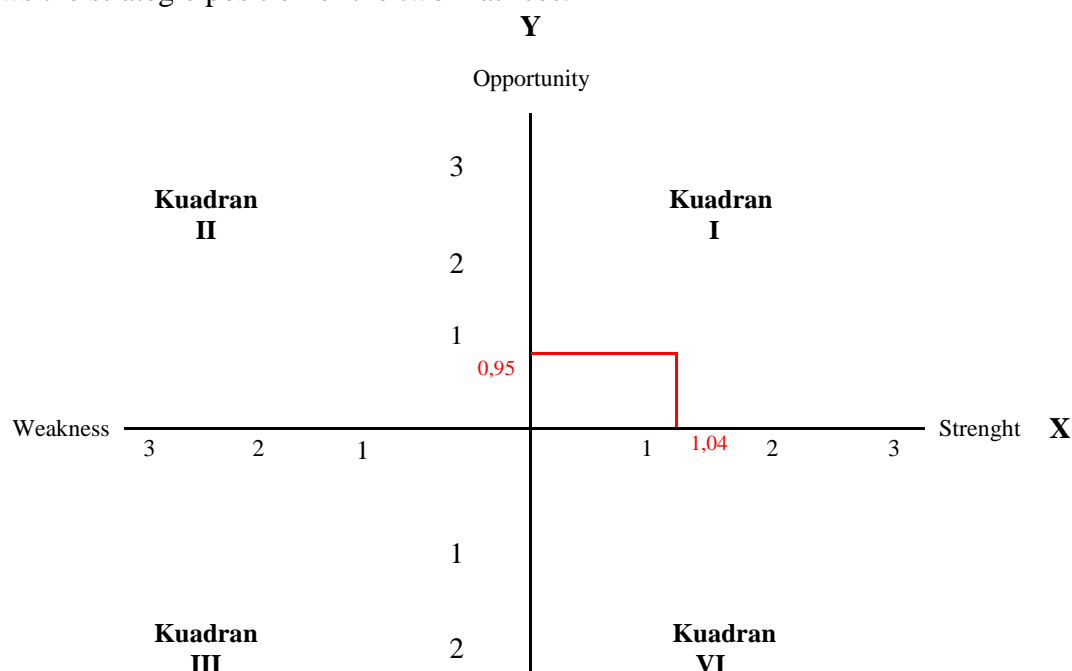
Y = total opportunities - total threats

Y = 1,73 – 0,69

Y = 1,04

Matrix Quadrants

Based on the IFE and EFE matrices, it can be seen that the position of the X axis is at point 0.95 and the position of the Y axis is at point 1.81. The following below is a picture that shows the strategic position of the two matrices.



3

Threath

Figure 1. IFE and EFE Matrix Quadrants

Source: Processed data, 2024

Based on the SWOT quadrant in Figure 1. There are several things that can be captured, the first is the position in quadrant 1. Quadrant 1 is a very favorable situation, the business has internal opportunities and strengths, so that with its strengths it can take advantage of existing opportunities to benefit the business. Therefore, the right strategy to use in the “Jiwel Asli Mirasa” business is an aggressive development strategy, namely market penetration and market development.

SWOT Interaction Matrix

The preparation of strategies based on the appropriate SWOT Quadrant is to take advantage of the strengths possessed in utilizing the strengths possessed for significant opportunities for the “Jiwel Asli Mirasa” business (S-O Strategy). The development strategy for the jiwel “Asli Mirasa” culinary food business which is analyzed using SWOT analysis which will be outlined in the SWOT interaction matrix can be seen in the following table.

Table 2. SWOT Interaction Matrix

| | Strength | Weakness |
|---|--|---|
| | -food product quality. S1 -Cultural richness flavor image of the product. S2 -quality raw materials. S3 -Relatively competitive price. S4 -Products do not use preservatives. S5 | -lack of product invasion. W1 -Limited raw materials. W2 -No sales on the marketplace. W3 -Insufficient manpower. W4 |
| Opportunities | Strategi S-O | Strategi W-O |
| - products are in high demand because they are becoming scarce. O1 -increased sales demand. O2 -Social media opportunities for online sales. O3 -Culinary products are gaining favor among the modern crowd. O4 -a healthy food option without preservatives. O5 -opportunity to market in the marketplace. O6 | -Optimizing production to be consistent with family recipes and maintaining a distinctive cultural taste image (S1,S2) - (O1,O4,O5) -Developing new competitive product innovations in order to retain consumers. (S1,S3,S4) - (O1,O2,O4,O5) -creating online stores and cooperation with other culinary partners in order to expand the market. (S1,S4) - (O3,O6) -Create attractive promos so as to attract more traditional food enthusiasts. (S1,S2) - (O2,O4,O5). -Create social media accounts | -Create new menu variants with different raw materials in order to compete with modern products (W1,W2) - (O1,O2,O3) -Start creating a store on online marketing and expand online resellers in order to expand marketing and increase revenue. (W1,W3,W4,) - (O2,O3,O4,O6) |

| | to introduce the advantages of products and compositions that use natural raw materials. (S1,S2,S3,S4,S5) - (O1,O2,O3,O4,O5,O6). | |
|---|---|---|
| Threats | Strategi S-T | Strategi W-T |
| -many new product competitors with modern and similar concepts. T1 -Sales in the new era have started to use online culture. T2 -Consumer tastes are difficult to predict. T3 -Increase in raw material prices. T4 | -To attract customers, you can start by opening a new menu from vendors, so that there is a modern menu in the store to attract customers and get to know Jiwel. (S2,S3,S4,S5) - (T1,T3,T4) -Using influencers to promote Jiwel on social media and inform the Jiwel Asli Mirasa online store. (S1,S2)-(T2,T1) | -Promote jiwel and other supporting foods from vendors, this can be the attention of potential customers because of the availability of diverse products and on this occasion with many menus from vendors can cut labor. (W1,W2,W3,W4) - (T1,T2,T3,T4) |

Source: Primary Data (2024)

The strategy that must be used is the S-O Strategy (Strangth-Opportunity) or referred to as the strength of opportunity is a strategy that relies on internal strengths to take advantage of opportunities. Seeing the strengths of the Jiwel “Asli Mirasa” traditional food business, namely having a distinctive taste image and carrying the characteristics of cultural wealth, the alternative strategies that support business development are business actors developing new competitive product innovations in order to retain consumers, optimizing production to be consistent with family recipes and maintaining a distinctive cultural taste image, creating media accounts to introduce product advantages and compositions that use natural raw materials. making attractive promos so that they can attract more traditional food enthusiasts (consumers) and creating online stores and cooperation with other culinary partners in order to expand the market.

This can be used as an effort to refine the development strategy that will be designed to develop the traditional jiwel food business “Asli Mirasa”. Therefore, the results of the SWOT analysis can be developed on the Bussines Model Canvas mapping.

After the analysis is identified, the next step is to map the traditional food business “jiwel Asli Mirasa” into the nine elements contained in the Bussines Model Canvas (BMC). Customer segments are parties who use products from companies or businesses and those who contribute to providing income for business actors (Nadia, 2022). According to Osterwalder & Pigneur (2012), customers are at the core of all business models. To satisfy customers, companies can group their customers into different segments based on similar needs, actors, and other attributes (Aida et al., 2014). The customers of the traditional food “jiwel Asli Mirasa” are the general public, ranging from children to adults and the elderly, who are jiwel lovers. However, repeat purchases often also occur with loyal customers who eventually become loyal customers. “Jiwel Asli Mirasa” applies an economical sales concept, so this concept is identified as expanding customers.

Value Proposition, the most important value obtained from interviews with traditional food business owners “Jiwel” is the unique legendary taste of jiwel using family recipes and consistent taste quality at a fairly affordable price. In addition, another Value Proposition is that “jiwel Asli Mirasa” also offers several other traditional wet cake variants that are not found in many other business competitors, such as Butter Cassava, Lupis, Klepon and Coconut Corn. The owner of the traditional food business “jiwel Asli Mirasa” seeks to implement a promotion strategy at a more affordable price but with the same portion. this will

make “jiwel Asli Mirasa” able to get new customers and expand the customer network and can indirectly survive in a position that has many other competitors.

Channel, in this element “jiwel Asli Mirasa” tries to attract and expand new consumers by creating service contacts and sharing them with customers, with this strategy customers can use these contacts to place orders, so that this can facilitate purchases. In essence, to expand market reach, marketing channels must be expanded as well.

Customer Relationship, through the following elements shows how the traditional jiwel food business “Asli Mirasa” fosters relationships with customers. According to the business manager, “jiwel Asli Mirasa” often provides discounts for certain orders, customers who order “jiwel Asli Mirasa” with a large enough portion or quantity such as orders for weddings, family gatherings and meeting consumption will get a significant discount. However, this is often done because it has a high potential to find new customers but to retain customers is not something easy.

Revenue, this element concerns revenue and has a significant impact on the business. All businesses certainly strive to increase their business profits to meet achievement standards. In this “jiwel Asli Mirasa” business revenue comes from direct sales. Therefore, the manager of the “jiwel Asli Mirasa” business must identify the main activities of his business and maintain the consistency of these activities. The main activity carried out by the “jiwel Asli Mirasa” business actor is the purchase of raw materials, as well as equipment carried out in traditional markets and several other stores. After that activity, then production activities. In the production activities here, processing several raw materials into jiwel. In maintaining quality, “jiwel Asli Mirasa” has a special technique, a special recipe that is carried out consistently. The next most important activity is marketing. “Jiwel Asli Mirasa” sells jiwel by selling in a traditional food market.

Key Resources, in the jiwel food business “Asli Mirasa” has the most important resources in the form of quality equipment, raw materials, and other supporting equipment to maintain product quality and maintain customer loyalty. Jiwel “Asli Mirasa” uses a family recipe which is the main key to the unique taste of jiwel “Asli Mirasa” which makes it different from other traditional jiwel foods.

Key Partnerships, partners who establish relationships with “jiwel Asli Mirasa” are some of the main raw material stores located in traditional markets. With the relationship with partners, “jiwel Asli Mirasa” becomes easier to get the main raw materials which may currently be scarce in the market. With the key partnership here, it can provide benefits for business actors by providing lower prices and raw materials that are always available so that entities can reduce selling prices.

Cost Structure, in this element the traditional food business “jiwel Asli Mirasa” has fixed costs in the form of depreciation costs for processing equipment and grobak. Meanwhile, variable costs include various costs associated with the purchase of equipment and raw materials.

CONCLUSION

In the process of designing business strategies, the IFE matrix, EFE matrix, and Business Model Canvas mapping are used to determine opportunities, threats, strengths, weaknesses and 9 BMC elements that are important for business development. To prevent sales decline and losses, with this SWOT and BMC analysis, Jiwel asli Mirasa can identify internal strengths and weaknesses as well as external opportunities and threats, then use this information to develop effective business strategies. This includes strengthening the value proposition, expanding market reach, and improving operational efficiency to achieve sustainable growth.

Jiwel Asli Mirasa must expand the market and develop products and attract new consumers with the latest innovations. The results of the Internal and External Matrix (IE) assessment show that this product is in quadrant 1 position.

Based on the SWOT quadrant in Figure 1. There are several things that can be captured, the first is the position in quadrant 1. Quadrant 1 is a very favorable situation, the business has internal opportunities and strengths, so that with its strengths it can take advantage of existing opportunities to benefit the business. Therefore, the right strategy to use in the “Jiwel Asli Mirasa” business is an aggressive development strategy, namely market penetration and market development.

Jiwel Asli Mirasa has the ability to develop markets, create online advertising platforms, create new product variants, and use technology to promote Jiwel Asli Mirasa products. Understanding the right strategy formulation is the first step in developing a business. Therefore, it is recommended that the strategic management that has been poured in this study which results in a strenght-opportunity (S-O) strategy be proposed. Strategic management will help determine the right direction to improve Jiwel Asli Mirasa's business.

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