

SWOT Analysis as a Formulation of Marketing Strategies on Nouggy Culinary Business in Malang City

Analisis SWOT sebagai Perumusan Strategi Pemasaran
pada Bisnis Kuliner Nouggy di Kota Malang

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Abstract— This research aims to formulate effective marketing strategies for the "NOUGGY" culinary business in Malang through a SWOT analysis. A qualitative method with a descriptive approach was employed, utilizing in-depth interviews with the business owner, employees, suppliers, competitors, and consumers to collect data. The study analyzed internal factors (strengths and weaknesses) and external factors (opportunities and threats) affecting the business. Key findings indicate that "NOUGGY" benefits from unique raw materials and strong supplier relationships but faces challenges such as inconsistent product quality and limited market reach. The analysis identified opportunities in untapped market segments and threats from rising competitors. This research provides theoretical insights for improving marketing strategies and practical recommendations for collaboration with stakeholders. The novelty of this study lies in its detailed application of SWOT analysis to a local SME in the culinary sector.

Keywords: *culinary business; marketing; SWOT*

I. INTRODUCTION

Competition in the culinary industry has become a common phenomenon both in Indonesia and globally. The culinary sector in Indonesia has been growing rapidly, demonstrating significant development year by year. According to Drs. Yedi Sabaryadi, Director of IKM Food, Furniture, and Building Materials at the Ministry of Industry of the Republic of Indonesia, the food and beverage sector is the largest contributor to the non-oil and gas processing industry and serves as a key driver of the national economy [1]. In the first quarter of 2023, this sector contributed 38.61% to the non-oil and gas industry's GDP, or 6.47% of the total national GDP [2]. Dr. Ir. Wawan Rusiawan, M.M., Director of Research and Development at Bekraf, noted that the culinary industry has remained relatively stable in recent years, contributing significantly to the GDP of the creative economy. GDP. In 2017, the culinary industry accounted for 41% of total tourism and creative economy revenues, or approximately Rp 410 trillion. The sector also employs around 8.8 million people and comprises 5.5 million culinary businesses [3]. In 2018, the Ministry of Industry recorded an investment value of Rp 56.20 trillion in the culinary sector [4]. Despite the economic impact of the pandemic, the sector continued to grow, recording a positive growth rate of 1.58% in 2020 (Data Industri Research, 2023). Data from the Central Statistics Agency (BPS), released in June 2022, also highlights the growth, with 11,223 culinary businesses spread across Indonesia.

One of the cities with a significant culinary industry is Malang, East Java. Malang is known for its diverse MSMEs (Micro, Small, and Medium Enterprises) in the culinary sector, offering a variety of food and beverages to both locals and tourists [5]. Mayor Sutiaji [6] emphasized the importance of supporting the MSME sector,

particularly in the culinary field, as it plays a vital role in tourism and economic growth. The Department of Cooperatives, Industry, and Trade reported over 14,000 active MSMEs in Malang in 2022 [7].

One of these businesses is "NOUGGY," a culinary enterprise that offers modern, healthy nougat with local flavors, made from Indonesian soybean skins. The product is both affordable and environmentally friendly, addressing waste from tempeh production. Over time, "NOUGGY" has made significant progress by improving product quality and expanding marketing efforts, including the addition of online sales and new flavor variations. As competition increases, effective marketing strategies are crucial for "NOUGGY" to maintain and expand its market share.

Marketing strategies help companies capitalize opportunities and achieve sustainable goals [8]. SWOT analysis is one of the tools used to develop such strategies by identifying strengths, weaknesses, opportunities, and threats (Manap 2016). By applying SWOT analysis, businesses like "NOUGGY" can better understand their internal and external factors and formulate strategies to face competitive challenges. Therefore, this study aims to use SWOT analysis to formulate effective marketing strategies for the "NOUGGY" culinary business in Malang City. This research provides insights into the internal and external factors influencing "NOUGGY," assisting business owners and stakeholders.

Based on the background, the research addresses the following questions: 1). How to analyze the strengths of the "NOUGGY" culinary business in formulating an effective marketing strategy? 2). How to analyze the weaknesses of the "NOUGGY" culinary business in formulating an effective marketing strategy? 3). How to analyze the opportunities available to the "NOUGGY" culinary business in formulating an effective marketing strategy? 4). How to analyze the threats facing the "NOUGGY" culinary business in formulating an effective marketing strategy? 5). What are the results of the SWOT analysis for "NOUGGY" in formulating an effective marketing strategy to face competition in Malang's culinary industry? .

II. LITERATURE REVIEW

A. General Overview of Entrepreneurship

The term "entrepreneurship" derives from the combination of two words: *Wira*, meaning warrior and courage, and *Usaha*, meaning effort to change a situation. In the book *Guide to Starting a Startup*, entrepreneurship is defined as the courage to try or create work. The same source elaborates that the entrepreneurial spirit embodies enthusiasm for creating work for oneself or others [9]. On a broader scale, entrepreneurship plays a crucial role in business and economic development (Kristanto, 2009). It encompasses the process of identifying business opportunities, creating and developing businesses, and managing resources to achieve business goals.

[10] describe entrepreneurship as a process undertaken by individuals to identify new opportunities and transform them into products or services that can be marketed. Similarly, [11] view entrepreneurship as the process of recognizing, developing, and actualizing a vision—whether an innovative idea, an opportunity, or an improved method. This process often culminates in the creation of a new business amid risk or uncertainty. According to the [12], entrepreneurs are defined as individuals with entrepreneurial spirit, attitudes, behavior, and abilities. Entrepreneurship, in this context, refers to the spirit, attitude, behavior, and ability to manage business activities that involve creating and implementing new methods, technologies, and products to enhance efficiency and profitability.

The concept of entrepreneurship is fundamentally rooted in addressing the disparity between unlimited human needs and limited economic resources (Zahara, 2022). This challenge arises because different parts of human civilization have varying demands for economic resources. Entrepreneurship seeks to address this imbalance by efficiently combining existing resources to improve global living standards (Zahara, 2022).

Entrepreneurial orientation is a core aspect of entrepreneurship, characterized by a proactive attitude, willingness to take risks, and innovation. [13] emphasizes that entrepreneurial orientation involves methods and decision-making processes, including innovation, proactiveness, and risk-taking. It encompasses practices and decisions that drive new directions, consisting of three main aspects: continuous innovation, proactive actions, and risk-taking [14]. In the culinary sector, entrepreneurship involves identifying market trends, devising innovative marketing strategies, managing daily operations, and adapting to changes in consumer preferences. This underscores the importance of entrepreneurship in planning and executing marketing strategies for culinary businesses [15].

B. Overview of Efforts Carried Out

"NOUGGY" is a contemporary healthy nougat snack introduced in 2023. It offers a unique local taste with a savory flavor from soybean bran—an element of Indonesian cultural wisdom—and a sweet note from vanilla powdered milk. Produced by a home industry, "NOUGGY" is packaged in a premium standing pouch with a design that blends modern and traditional elements. Each pouch contains 15 pieces of "NOUGGY" (12 grams each), priced at IDR 15,000 per package. The first production of "NOUGGY" took place in September 2021 in Malang City. The product addresses tempe production waste, harnesses ecopreneur potential, and aims to be a culinary staple in Malang City, supporting Micro, Small, and Medium Enterprises (MSMEs), creating jobs, and fostering new innovations to advance development and prosperity.

The production process of "NOUGGY" involves using various tools such as a Teflon pan, spoon, baking pan, stove, and gas. Ingredients include soybean skin flour, marshmallows, powdered milk, peanuts, raisins, margarine, and dried fruit. The process begins with melting margarine, followed by adding marshmallows and stirring until completely melted. The remaining ingredients are then added, poured into the baking pan, dried, and cut into portions. The final product is packaged and marketed [16].

In terms of packaging, "NOUGGY" has undergone design changes. The previous packaging featured a more subdued color palette, while the new design uses vibrant colors. The "NOUGGY" logo, initially placed at the top of the packaging, has been moved to the center, emphasizing a modern aesthetic. The packaging includes details such as net weight, product variants (original/raisin), and relevant regulatory information including HAKI, PIRT, NIB numbers, and halal certification [16].

The marketing strategy of "NOUGGY" [16] follows the 4Ps framework, which includes Product: "NOUGGY" is a healthy snack made from local ingredients, packaged in premium plastic pouches, with each package containing 15 pieces, each weighing 12 grams. The product is branded as a modern, healthy, and delicious nougat snack. Price: Priced at IDR 15,000 per package, "NOUGGY" is competitively positioned in the market, offering an affordable alternative to similar products. Promotion: "NOUGGY" employs various promotional strategies, including advertisements, sales promotions, and participation in bazaars [17]. Public relations efforts also help introduce the product to new customers, while regular feedback is collected to maintain product quality. Place: "NOUGGY" is primarily marketed in souvenir shops around Malang City and at local culinary bazaars. It is also distributed through shopping centers and minimarkets to reach a wider audience.

C. Theoretical Study

Marketing can be defined as a social and managerial process through which individuals and groups obtain what they need and want by creating, offering, and exchanging products and value (Sunarto, 2006). [18] describes marketing as the process of creating, introducing, and delivering goods and services to consumers and businesses. [19] offer a more formal definition, referring to marketing as a system of business activities designed to plan, price, promote, and distribute goods and services that meet the needs of both current and potential customers. Marketing is not solely about sales, advertising, or promotion; it involves delivering the right products at the right time, place, and price (Suharyadi, 2007).

Effective marketing strategy planning is essential for achieving organizational goals. According to [20], companies must understand their strengths and weaknesses by gathering internal and external data. This allows them to capitalize on opportunities while mitigating threats. A well-developed marketing strategy should consider factors such as competition, regulations, economic cycles, and consumer preferences.

A strategy, according to Lestari (2011), refers to a series of decisions and actions aimed at achieving organizational goals. It requires careful consideration of both external and internal factors, along with long-term planning. [21] emphasizes that a well-formulated strategy can provide companies with a competitive edge by enabling them to execute activities more effectively than their competitors.

An organization's ability to thrive depends heavily on its ability to adapt to changes in its environment. Factors such as technological advancements, economic shifts, and social or political regulations can significantly affect a company's marketing strategy. Radical changes, including rethinking past assumptions and beliefs, may be necessary to align with new environmental conditions. Companies that fail to adapt risk falling behind in competition.

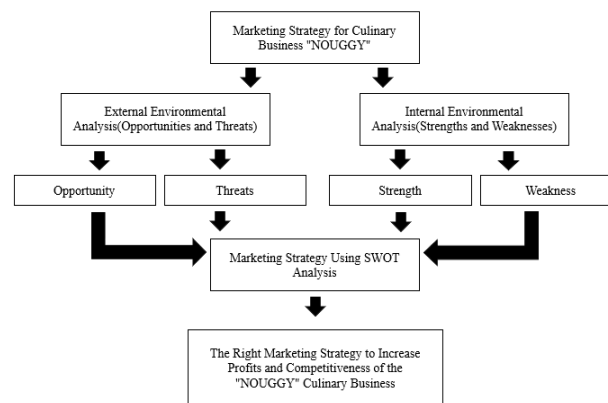
According to Eko (2003), there is no definitive term for competitive advantage in either practice or marketing strategy literature. Occasionally, "special interest" is used to refer to relative advantages in capabilities and resources. Competitive advantage is central to a company's performance in a competitive market. A company achieves competitive advantage by remaining alert to environmental changes and continually adapting its

strengths and opportunities. By doing so, it can mitigate weaknesses and threats, securing an edge over its competitors.

According to Pearce and Robinson [22], SWOT analysis is based on the principle that an effective strategy arises from aligning internal resources (strengths and weaknesses) with external conditions (opportunities and threats). This alignment maximizes strengths and opportunities while minimizing weaknesses and threats. SWOT, which stands for Strengths, Weaknesses, Opportunities, and Threats, provides a quick overview of a company's strategic situation. When applied correctly, this straightforward method has significant implications for designing successful strategies [22].

D. Conceptual Research

Conceptual research serves as an abstraction of reality, allowing researchers to communicate theories that explain relationships between variables [23]. This study aims to assist the "NOUGGY" culinary business in developing effective marketing strategies to enhance profitability and competitiveness. Figure 1 outlines the conceptual research framework, illustrating how SWOT analysis informs strategic decisions to maximize "NOUGGY's" strengths and opportunities while addressing weaknesses and threats.



Source: Researcher

Fig. 1. Conceptual Research Framework

III. RESEARCH METHODS

A. Scope of Research

The scope of the research defines the extent of the study in relation to the chosen variables, including the research subjects, location, and material studied [24]. This research focuses on marketing management, specifically the marketing strategies of "NOUGGY" culinary business in Malang City. The selection of "NOUGGY" was based on its accessibility and its status as a product developed under the PMW program of Politeknik Negeri Malang, making it an ideal subject for research without compromising quality. The absence of a prior SWOT analysis in the company adds value to the study, as it will provide insights into improving "NOUGGY's" future marketing strategy. The objective of this research is to use a SWOT analysis to formulate a marketing strategy for "NOUGGY".

B. Type of Research

To ensure clarity and structure, this study adopts a qualitative research method. Qualitative research is appropriate for this investigation, as it aims to answer questions concerning the use of SWOT analysis in formulating a marketing strategy for "NOUGGY." While academic in nature, the research is relevant to a business context, with findings that can contribute to strategy formulation. Based on its temporal dimension, this research is cross-sectional [25], covering a period from December 2023 to April 2024. The research methodology is designed to effectively analyze and apply the results of the SWOT analysis.

C. Research Object

In qualitative research, the term "population" is replaced with "research object" [26]. The research object in this study is the culinary business "NOUGGY," located in Building AX of the business incubator at Politeknik

Negeri Malang, Jl. Soekarno Hatta No. 9, Malang City, East Java. This business operates from 08:00 to 16:00 WIB, allowing sufficient opportunities for data collection.

D. Unit of Analysis

According to [27], the unit of analysis comprises the subjects or entities being researched to provide a thorough understanding. In this study, the unit of analysis includes all actors involved in "NOUGGY's" culinary business. The participants are selected using a census technique, collecting data from 1 founder, 2 employees, 1 raw material supplier, 1 competitor, and 5 customers.

E. Type of Data

- **Primary Data:** Primary data refers to data collected directly from respondents [28]. In this study, primary data is obtained through in-depth interviews and questionnaires covering various aspects of "NOUGGY" such as sales, product details, and work environment.
- **Secondary Data:** Secondary data refers to pre-existing data collected from various sources [28]. For this research, secondary data includes books, research journals, and official websites providing company profiles and administrative data relevant to "NOUGGY."

F. Data Collection Methods

This research utilizes a descriptive method with a qualitative approach, suitable for exploring behaviors and social phenomena (Soerjono, 2014). The specific methods of data collection include:

- **Observation:** The researcher conducted direct observations of "NOUGGY" as part of the study. Observation is particularly useful for assessing behaviors and processes in small-scale settings [29].
- **Interview:** Interviews with relevant stakeholders were conducted to gather detailed and targeted data [30].
- **Documentation:** Additional data was obtained from written sources such as company records, publications, and other forms of documentation relevant to "NOUGGY" [31].

G. Data Analysis Methods

The data analysis in this research follows a qualitative/naturalistic approach, allowing for inductive analysis [32]. The steps involved in the analysis include:

- **Data Reduction:** This step involves summarizing and selecting key information to simplify the subsequent analysis [33].
- **Data Presentation:** The data is presented in tables, charts, and diagrams, which makes it easier to understand and interpret [33].
- **Conclusion and Verification:** The conclusions drawn are supported by valid data and are verified through.

The SWOT matrix, introduced by [34], serves as a tool to map internal and external factors affecting "NOUGGY." The matrix generates four strategic scenarios (SO, ST, WO, and WT), which include further field research [33].

- **SO Strategy:** Utilizing strengths to exploit opportunities.
- **ST Strategy:** Using strengths to counter threats.
- **WO Strategy:** Leveraging opportunities to overcome weaknesses.
- **WT Strategy:** Minimizing weaknesses to avoid threats.

IV. DISCUSSION AND RESULTS

A. Company Overview

"NOUGGY" began its operations in September 2021 in Malang. It is a culinary business focusing on addressing tempeh production waste, maximizing eco-preneurial potential, and supporting Micro, Small, and Medium Enterprises (MSMEs). "NOUGGY" also contributes to job creation and prompts innovations to promote equitable development and prosperity. Over time, it has gained several recognitions, including 2nd place in the

National Business Administration Olympic Competition [35] and 1st place in the Youth Pioneer event at the regional level in Malang [16].

The organizational structure at "NOUGGY" adopts a line organizational model, where authority flows from top management to department heads. This structure facilitates clear and efficient communication and delegation of tasks.

- Chief Executive Officer (CEO): Leads and manages the company by formulating its vision and mission, overseeing financial planning, establishing partnerships, and ensuring production quality.
- Chief Financial Officer (CFO): Reports to the CEO and is responsible for financial management, budgeting, and administrative functions.
- General Manager (GM): Manages daily operations, makes both short-term and long-term decisions, establishing operational standards, and formulating policies.

"NOUGGY" commenced nougat production in September 2021, utilizing basic kitchen equipment such as Teflon pans and stoves. The ingredients include soy skin flour, marshmallow, powdered milk, peanuts, raisins, margarine, and dried fruits. The process is relatively simple: melt margarine, stir in marshmallow, add the remaining ingredients, and bake until ready.

Marketing for "NOUGGY" focuses on quality control, pricing strategies, and customer satisfaction. The company employs both online (e.g., Instagram) and offline marketing methods (e.g., MSME exhibitions). "NOUGGY" ensures that its pricing aligns with production costs and market demand, emphasizing the achievement of an optimal Break-Even Point (BEP).

B. Presentation of Data

Data presentation involves providing a clear depiction of the collected information without making generalizations. Informants for this research included seven individuals, comprising the business owner, employees, suppliers, competitors, and customers. The informants are classified by age, showing that the majority (60%) are between 21-25 years old, consisting of the owner, employees, and competitors. The remaining respondents include children (30%) and suppliers (10%).

Strengths of "NOUGGY" include the use of unique raw materials and excellent supplier relationships. Weaknesses involve inconsistencies in product quality and limited marketing strategies. Opportunities arise from increasing brand awareness and growing market demand, while threats include unstable pricing and increasing competition.

C. Strategic Environmental Analysis

Internal Environmental Analysis:

- Management: "NOUGGY" faces challenges with planning and organizing business activities. The planning process is not adequately documented, and business execution does not always align with the plan.
- Finance: The company secures capital from personal savings, external sources like PMW programs, and competition winnings. However, financial management continues to face challenges.
- Marketing: "NOUGGY" markets its products through online platforms but lacks comprehensive marketing research. While customer loyalty is maintained through product quality, there is a need for improvements in broader marketing strategies.

External Environmental Analysis:

- Economic: Population growth in Malang presents opportunities for increasing demand.
- Social, Cultural, Environmental: "NOUGGY" benefits from its strategic location in Sanan, a culinary hub in Malang.
- Government: Limited governmental support hinders "NOUGGY's" development.
- Technology: "NOUGGY" has not adopted modern technology, which affects production efficiency.

D. Strategy Analysis

Strategic planning provides a comprehensive overview of future business activities and programs. It is essential for achieving shared goals, requiring a strategy that adapts to changing situations and conditions. Without a well-formulated strategy, a company or culinary business may struggle to implement its plans effectively. The culinary business "NOUGGY" must develop strategies aligned with its business environment to achieve its goals and promote growth.

In the context of "NOUGGY," which produces nougat—a product with a short shelf life if not manufactured correctly—culinary entrepreneurs must seek new strategies to ensure optimal production. Imperfect production can adversely affect both producers and consumers. Implementing a creative economy approach can help mitigate potential losses for both parties. The SWOT analysis for "NOUGGY" is detailed below.

Table 1. SWOT Analysis of NOUGGY

	Strengths (S) 1. Good relationships within the culinary industry. 2. High-quality products 3. Promotion through online media 4. Abundance of main supporting materials, especially raw materials	Weaknesses (W) 1. Unwritten management programs 2. Basic production equipment 3. Unstable prices and product
Opportunities (O) 1. Population growth 2. Economic growth of the community 3. High demand for production 4. Technological advancements 5. Difficulty in entering the culinary business with nougat products 6. Absence of similar competitors in terms of the same nougat product format	Strategy SO 1. Collaborate with other culinary businesses. 2. Improve product quality to attract new customers. 3. Enhance promotions through online advertising. 4. Optimize production activities with modern equipment.	Strategy WO 1. Improve management to address human resource challenges. 2. Begin offering products to consumers. 3. Increase business capital and maintain clear financial records. 4. Upgrade both production and management equipment. 5. Enhance infrastructure to support the success of "NOUGGY" culinary business.
Threats (T) 1. Similar products emerge over time. 2. Competitive behavior from other culinary businesses using similar raw materials.	Strategy ST 1. Leverage strong industry relationships to secure exclusive agreements or partnerships. 2. Emphasize and market the superior quality of products. 3. Implement robust online marketing. 4. Capitalize on the abundant supply of raw materials.	Strategy WT 1. Develop and document formal management programs and processes. 2. Invest in upgrading production equipment. 3. Implement a risk management plan to stabilize prices and product quality.

E. Discussion

Every business employs marketing to achieve its goals by increasing its value and sales. For "NOUGGY," enhancing business development is crucial. The SWOT analysis of "NOUGGY" revealed the following points for formulating effective marketing strategies.

F. Implications and Limitations

- **Theoretical Implications**

This research exemplifies SWOT analysis application in the culinary sector, enriching theoretical understanding of how SWOT elements guide marketing strategies. The study highlights SWOT's role in strategic decision-making and contributes to literature by offering a practical case study in the culinary industry. This broadens understanding of SWOT's application in a dynamic and competitive market.

- **Practical Implications**

For "NOUGGY," leveraging strengths and addressing weaknesses through targeted strategies can enhance market position. The study's findings may assist other culinary entrepreneurs in applying SWOT analysis to overcome challenges. Educational institutions and consultants can also use these insights to design relevant training for SMEs, focusing on strategic decision-making and effective marketing.

- Limitations

This research primarily employs in-depth interviews, which may be constrained by incomplete or dishonest responses and time limitation, potentially affecting the accuracy of the SWOT analysis. As the study focuses solely on "NOUGGY" in Malang City, its findings may not be generalizable to other culinary businesses operating in different locations or under varying conditions. The limited timeframe of the research might also overlook recent market changes, causing the SWOT analysis to become outdated quickly. Additionally, while SWOT analysis provides qualitative insights, it lacks specific quantitative recommendations, suggesting that supplementary methods may be necessary for a more comprehensive strategy. Unforeseen external factors, such as policy changes or economic crises, were not considered and could impact the effectiveness of the recommendations.

V. CONCLUSION AND RECOMMENDATIONS

A. Conclusion

SWOT analysis helps refine an organization's vision and mission by assessing its strengths, weaknesses, opportunities, and threats. For "NOUGGY," the analysis identifies:

- Strengths: Unique raw materials, high product quality, strong customer service, and good industry relationships.
- Weaknesses: Unwritten management programs, reliance on basic equipment, and unstable pricing.
- Opportunities: Lack of similar products and growing market demand.
- Threats: Competitors and ease of product replication.

Strategic Planning for "NOUGGY":

- SO Strategy: Leverage strengths to capitalize on opportunities through partnerships, quality improvement, enhanced online promotion, and the adoption of modern equipment.
- ST Strategy: Utilize strengths to counter threats by emphasizing product quality, strengthening marketing, and ensuring the availability of abundant raw materials.
- WO Strategy: Address weaknesses by improving management, increasing capital, and upgrading tools and infrastructure.
- WT Strategy: Minimize weaknesses and avoid threats by implementing formal management programs, upgrading equipment, and developing a risk management plan.

B. Recommendations

- Invest in employee training and development.
- Build strong industry relationships.
- Implement a risk management plan.
- Upgrade production equipment.
- Maintain a strong online presence.

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