

Business Strategy Analysis with SWOT Analysis Approach on Ayam Penyet HOT Jeletot in Bandung Regency

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ABSTRACT

This study aims to analyze the business strategy of Ayam Penyet Hot Jeletot in Bandung Regency using a SWOT analysis approach. In the economic aspect due to the COVID-19 pandemic, the business has experienced a significant decline in sales, making it important to evaluate the factors affecting business performance. The main focus of this research is to identify internal and external factors that influence the decline in sales, including less strategic location, lack of digital promotion, and limited facilities and resources. This research used quantitative methods with data collection through interviews and questionnaires involving the business owner and customers. The results of the analysis show that the main strengths of the business are its distinctive taste and competitive prices, while weaknesses include the lack of utilization of social media and limited parking capacity. Opportunities can be utilized from the potential of students around the business location, while the main threat is competition with superior competitors.

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1. INTRODUCTION

The Indonesian economy in the third quarter of 2024 experienced an increase of 1.50% compared to the previous quarter (Indonesia, 2024). Even so, Indonesia's overall economic condition has declined in recent years. This has been caused by a decline in purchasing power, inflation, as well as global market uncertainty that has impacted market demand, resulting in many businesses experiencing a decline, even to the point of going out of business. Therefore, it is important for businesses to evaluate all factors that affect the business and design adaptive business strategies. According to Andika et al., (2020) market demand drastically decreased in 2020, precisely when the COVID-19 pandemic hit. This is the biggest challenge for business actors, especially for MSMEs. Many MSMEs have experienced difficulties to the point of collapse due to this condition. Operational limitations, and government policies related to social distancing are also factors in business decline (Gabriella Emanuel & Safitri, 2021). One of the affected MSMEs is Ayam Penyet Hot Jeletot, which is located in Sukabirus, Bojongsoang, Bandung Regency. The business owner admitted that Ayam Penyet Hot Jeletot has not really recovered like before the COVID-19 pandemic hit. In situations like this, businesses need to evaluate and adapt to current market strategies so that their business can survive and thrive again as before, even better (Aditya, 2021).

The main focus that we raise to analyze in this research is the decline in sales in the business. In addition to being affected by the COVID-19 pandemic, competition with superior food courts has also affected the sales of Ayam Penyet Hot Jeletot. In addition, internal factors also affect the competitiveness of this business. Based on the questionnaire, some respondents highlighted the lack of location convenience, cleanliness, and the absence of promotion on social media such as

Instagram and WhatsApp. Therefore, this research aims to strategize and fix internal problems so that Ayam Penyet Hot Jeletot can recover and grow in the future.

Businesses often forget how important internal factors are to the success of their business. Changes in people's purchasing power and market competition, which are external factors, are often the main focus of business people when their business experiences a decline. In fact, lack of attention to internal factors can actually be the root of a business's problems (Murhadi, 2022). This is what causes the research gap. In the case of Ayam Penyet Hot Jeletot, a less strategic location, lack of promotion, and suboptimal financial records are internal challenges that have made this business not recover as before. With that, we hope that this research can fill the gap by reviewing the internal aspects of the business and developing applicable strategies so that Ayam Penyet Hot Jeletot can recover to its former glory.

Problem Formulation

Based on the background, we can formulate several problems:

1. What are the factors that cause a decrease in sales at Ayam Penyet Hot Jeletot?
2. How to design the right business strategy to overcome internal problems so that the sales of Ayam Penyet Hot Jeletot can increase again according to the target desired by the business owner?

2. RESEARCH METHOD

Type of Research

This research uses a qualitative approach. The qualitative method is a method with a research process based on the perception of a phenomenon with the approach that the data produces descriptive analysis in the form of oral sentences from the object of research (Sahir, 2022).

Data Collection Methods

The data collection methods used are interviews and questionnaires. Interviews were conducted with the business owner of Kedai Ayam Penyet Hot Jeletot, while the questionnaire was conducted by giving several structured written questions to customers related to the 7P marketing mix of Kedai Ayam Penyet Hot Jeletot.

Data Source

In this study, we took data from two sources, secondary data sources and primary data sources. Our secondary data sources come from journals and books, while our primary data sources come from the results of interviews with internal business owners of Kedai Ayam Penyet Hot Jeletot and the results of distributing questionnaires to customers of Kedai Ayam Penyet Hot Jeletot.

3. RESULTS AND DISCUSSIONS

In accordance with the results of the interview, the author obtained information regarding the sales of Ayam Penyet Hot Jeletot from January 2023 to December 2024. From this data, it can be concluded that the sales of Ayam Penyet Hot Jeletot this year tend to decrease compared to the previous year.



The total revenue of Ayam Penyet Hot Jeletot was recorded at Rp101,800,000, while in 2024 it decreased to Rp96,400,000. This figure shows a decrease in revenue of Rp5,400,000 or around 4.54%.

This decrease indicates that there are challenges that need to be overcome, both internally and externally, so that the business can rise again and increase..

Analisis Marketing Mix 7P

Promotion

Based on the interview results, Kedai Ayam Penyet Hot Jeletot utilizes digital food marketplaces such as GrabFood and ShopeeFood to expand their market reach. Social media such as Whatsapp and various other applications are not maximally utilized. This can be proven based on the results of the questionnaire analysis, that the utilization of social media as a promotional media is still very minimal. The majority of respondents have never seen any promotion of Kedai Ayam Penyet Hot Jeletot on social media. The majority of respondents said that the promotional media for Kedai Ayam Penyet Hot Jeletot was less effective, some said it was ineffective, although there were some of our respondents who said it was effective.

Place

The location of Kedai Ayam Penyet Hot Jeletot is close to Telkom University. The placement around the campus makes Kedai Ayam Penyet Hot Jeletot have many opportunities from students, campus employees, to local residents. Based on the questionnaire analysis, it can be concluded that the location of Kedai Ayam Penyet Hot Jeletot is easy to reach. The disadvantage of the location of Kedai Ayam Penyet Hot Jeletot is the limited parking area, which can only accommodate 2-3 two-wheeled vehicles. This is an obstacle for customers who come by private vehicle. In contrast to competitors located in PUJASERA with parking lots that can accommodate more two-wheeled vehicles.

People

MSME players of Kedai Ayam Penyet Hot Jeletot run their business without employees. Customer satisfaction is an important indicator to assess the quality of service provided by the business actors of Kedai Ayam Penyet Hot Jeletot. Based on the results of observations and questionnaire analysis, it can be seen that customers feel that the service provided is quite good, which is very friendly and helpful. Business actors are quite proactive in helping customers so that they get a positive response. However, because Kedai Ayam Penyet Hot Jeletot only has one/two people on duty, when there are many customers, the waiting time for orders becomes longer. This is an unfavorable aspect for Kedai Ayam Penyet Hot Jeletot because customer service will be less effective and efficient.

Physical Evidence

Physical evidence is physical evidence that can be felt by the human senses either by sight, touch, and smell. This physical evidence covers office buildings and other supporting elements such as shops, stalls, and the like (Asmin et al., 2021). Based on the results of observations and responses from respondents, Ayam Penyet Hot Jeletot still has several aspects that need to be improved. The shop has a relatively small place size with a narrow parking area, making it less supportive of the convenience of customers who want to eat on the spot. The atmosphere of the shop also feels less attractive, especially because the lighting tends to be dim, giving a less pleasant impression. However, there is positive value in the food packaging, which is considered good because it is able to keep food warm and neat. In addition, the presence of QRIS barcodes in the storefront makes it easier for customers to make digital payments, while giving a modern and efficient impression on the transaction aspect.

Product

Ayam Penyet Hot Jeletot has presented a product with a consistent spicy and savory taste, using quality raw materials to maintain customer satisfaction. Menus such as additional side dishes such as tofu, tempeh, and fried cabbage make this product unique compared to competitors. The open kitchen concept provides transparency to customers regarding food hygiene and quality. In addition, regular product development keeps the product relevant to market trends, especially among university students who make up the majority of customers. This ensures the product remains competitive amidst market competition.

Price

The price offered by Kedai Ayam Penyet Hot Jeletot is around Rp 17,000 for the package menu and Rp 2,000 - Rp 16,000 for side dishes and other menus. Based on the results of the questionnaire analysis, respondents felt that the price of Ayam Penyet Hot Jeletot was more competitive than

similar products. In addition, respondents stated that the menu price was affordable, and respondents felt that the price was in accordance with the quality and taste offered. In accordance with the opinion of Sukotjo (2010), price perception is influenced by individual and environmental conditions, so that the price strategy of Kedai Ayam Penyet Hot Jeletot is able to attract consumers by maintaining affordability while maintaining product quality.

Process

The process refers to a series of company activities in serving consumer needs starting from production activities until consumers finally get the goods or services offered (Asmin et al., 2021). Ayam Penyet Hot Jeletot applies an open kitchen concept, where the process of frying chicken, making chili sauce, frying additional side dishes such as tempeh, tofu, fried cabbage, as well as the packaging process, can be seen directly by customers. This transparency gives customers a sense of trust regarding the cleanliness and quality of the food served. In terms of payment, cash and QRIS methods are available to facilitate transactions. In addition, customers can also order through the ShopeeFood and GrabFood applications, so that this business can reach a wider range of consumers.

Analisis SWOT

<p>Strengths</p> <ol style="list-style-type: none"> 1. Menu with a distinctive taste of Kedai Ayam Penyet Hot Jeletot. 2. Stable taste quality from production results. 3. Easy, smooth, and fast ordering process 4. Friendly service 5. Easily accessible location 6. Competitive and affordable menu prices 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Does not have an independent delivery service. 2. Unorganized financial records. 3. Does not have employees. 4. Does not utilize social media as a promotional medium. 5. Narrow parking area for customers who bring private vehicles. 6. Unattractive shop appearance
<p>Opportunities</p> <ol style="list-style-type: none"> 1. The number of new students at Telkom University in 2024 is 11,418 students. 2. There are 30,660 total students at Telkom University in May 2023. 3. Indonesia's per capita chicken consumption increases in 2023 <p>Click or tap here to enter text.</p>	<p>Threats</p> <ol style="list-style-type: none"> 1. PUJASERA, a competitor with a more strategic location and well-known. 2. Changes in customer preferences.

SWOT Matrix

<p>SO</p> <ol style="list-style-type: none"> 1. Leverage unique flavors to attract new customers 2. Encourage customers to leave positive reviews on digital media to enhance business image 3. Offer seasonal menus 	<p>WO</p> <ol style="list-style-type: none"> 1. Collaborate with students to help with the delivery process 2. Improve financial records with simple applications or digital cash books 3. Utilize social media for promotions 4. Use delivery platforms such as GrabFood, GoFood, ShopeeFood. 5. Make minor renovations to make the shop's appearance more attractive and stand out
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ST	WT
<ol style="list-style-type: none"> 1. Improve service quality to differentiate yourself from competitors 2. Encourage customers to provide reviews on online media to increase brand awareness. 	<ol style="list-style-type: none"> 1. Improve the facilities of the place to make it more comfortable for customers 2. Provide special promotions such as discounts that attract students

Strategi SO (Strength-Opportunity)

SO strategy is used to utilize potential to seize opportunities

- a) Utilizing a distinctive taste to attract new customers can be done by creating product content by utilizing social media. This content can be in the form of a video of the process of making penyet chicken and displaying customer testimonials about the taste of the menu found at Kedai Ayam Penyet Hot Jeletot.
- b) Encourage customers to leave positive reviews on digital media to improve business image. To make customers willing to leave reviews, Kedai Ayam Penyet Hot Jeletot can provide small discounts or hold simple giveaways such as "Write the best review, get a free meal package for 2 people."
- c) Offering a seasonal menu can be done by offering a new menu every quarter, such as ayam penyet jeletot sambal mango during mango season, or ayam penyet sambal kecombrang that utilizes local ingredients. By using seasonal ingredients, the shop can reduce production costs as well.

Strategi WO (Weakness-Opportunity)

The WO strategy is used to overcome weaknesses to seize opportunities

- a) Collaborating with students in assisting the delivery process is one strategy that benefits both parties, namely the student and Kedai Ayam Penyet Hot Jeletot itself. If this strategy is used, the delivery service postage will be much cheaper than delivery platforms such as GrabFood, GoFood, and ShopeeFood.
- b) Improve financial recording with apps or digital cashbooks
- c) Using applications such as Microsoft excel, BukuWarung, and others will make it easier to monitor cash flow, increase time and cost efficiency, and make business decisions easier because the data is well organized.
- d) Utilize social media for promotion
- e) The spread of information on social media is very easy and fast, this can be considered by Ayam Penyet Hot Jeletot to do promotions on social media such as Instagram or TikTok considering that the majority of Ayam Penyet Hot Jeletot's target market are students who tend to be more active in using social media. In addition, promotion on social media is relatively cheaper so it is more efficient.
- f) Using delivery platforms such as GrabFood, GoFood, ShopeeFood.
- g) To overcome the less strategic location, Ayam Penyet Hot Jeletot can use a delivery platform that allows it to reach students who are far from the store location, or busy students. Although the location is not as good as competitors, social media can expand the market network.
- h) Carry out minor renovations to make the store more attractive and stand out.
- i) The front view of Ayam Penyet Hot Jeletot is currently less prominent so that many people do not know the state of this restaurant. The owner can make small renovations to make the front of the shop more attractive and prominent, so that people are aware of the existence of the restaurant.

Strategi ST (Strength-Threat)

ST strategy utilizes potential to face threats

- a) Improve service quality to differentiate themselves from competitors. Kedai Ayam Penyet Hot Jeletot can make service friendliness a unique selling point (USP) by improving communication

skills. In addition, the shop can also apply personal touches such as recognizing regular customers and providing special services.

- b) Encourage customers to leave reviews on online media to increase brand awareness.
- c) The owner of Ayam Penyet Hot Jeletot can encourage customers to review the shop to increase brand awareness. This way, potential customers can easily find out and consider purchasing decisions.

Strategi WT (*Weakness-Threat*)

WT strategy minimizes weaknesses to deal with threats

- a) Improve the facilities of the place to make it more comfortable for customers such as strengthening the concept of the shop or adding simple aesthetic elements such as local culinary-themed wall decorations or interesting murals for the customer experience. Kedai Ayam Penyet Hot Jeletot can also install additional fans to create a more comfortable atmosphere. The addition of free Wifi can also attract customers who need it, especially students.
- b) Provide special promotions that attract students. Promotions can be in the form of special discounts for new students, providing economical packages for students, working with or mawa to provide catering menus at special prices, and various other promotions which are of course tailored to business capabilities.

4. CONCLUSION

This study aims to analyze the causes of the decline in sales of Ayam Penyet Hot Jeletot in Bandung Regency and devise relevant business strategies. Through SWOT analysis and 7P marketing mix, the study also found that the main strengths of the business lie in the product's distinctive taste and competitive price. However, there are several weaknesses such as the lack of utilization of social media, unorganized financial records, and limited venue facilities. Major opportunities come from Telkom University's significant student population, while threats come from competition with food courts that are superior in terms of location and facilities.

For the strategy that we suggest to be implemented by Ayam Penyet Hot Jeletot comes from the SWOT matrix, namely:

- a) **SO 1:** Leveraging signature flavors to attract new customers.
- b) **WO 1:** Work with students in assisting the delivery process.
- c) **WO 2:** Improve financial record keeping using a simple app or digital cash book.
- d) **WO 3:** Utilize social media for promotion.

Reasons for Strategy Selection

- a) **SO 1:** This strategy utilizes distinctive flavors as a key selling point that can increase consumer awareness of the product without requiring large additional costs. Through creative promotion on social media, businesses can reach more customers efficiently.
- b) **WO 1:** Collaborating with students for delivery capitalizes on local potential at a low cost and increases connections with the surrounding community. This strategy is easy to implement and supports operational efficiency.
- c) **WO 2:** The implementation of financial records using simple applications such as Microsoft Excel or BukuWarung can improve financial management that is more structured, and support better decision making.
- d) **WO 3:** Promotion through social media such as Instagram or TikTok is in accordance with the characteristics of the target market, namely students who are active on digital platforms. Promotion costs are relatively low, making it suitable for businesses with limited budgets.

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Some suggestions from us so that the Hot Jeletot Penyet Chicken business can recover and increase:

- a) Maximize digital promotion: We recommend Ayam Penyet Hot Jeletot to utilize social media by creating interesting content, such as videos of the menu creation process or customer reviews. In addition, promos such as discounts can increase positive reviews.
- b) Partner with local students:
- c) Business owners can recruit students as part-time delivery personnel for delivery services, providing a symbiotic mutualism between businesses and students.

- d) Improve business financial management system:
- e) We recommend business owners to start using a simple financial recording application to help business owners better monitor cash flow.
- f) Evaluate strategies regularly: Business owners need to periodically evaluate the implementation of this strategy to ensure its impact on increasing sales and business sustainability.

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