

## BUSINESS DEVELOPMENT STRATEGY USING SWOT ANALYSIS AT PENTOL BOSKA IN SIDOARJO REGENCY



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### Abstract

Strategy can encourage companies to consider the future to shape it proactively, so it is very important to see market opportunities in a business to grow. The purpose of this study was to determine the business development strategy using SWOT analysis on Pentol Boska in Sidoarjo Regency. The method used in this research is descriptive research with a qualitative approach. Sources of data were taken in this study through interviews, observation, and documentation. From this study, it resulted in the SWOT analysis quadrant in the IFAS matrix resulted in a higher strength score value (strength) than a lower weakness score value. Meanwhile, the EFAS matrix produces a higher score value of opportunities (opportunities) than a lower score value of threats (threats), so the SWOT diagram is in quadrant 1 with a score of  $1.64 > 0.71$ . This situation is a favorable opportunity for the Pentol Boska business, where the strategy used supports an aggressive strategy for various opportunities and strengths that have been identified.

**Keywords:** Strategy, Business Development, SWOT Analysis

## INTRODUCTION

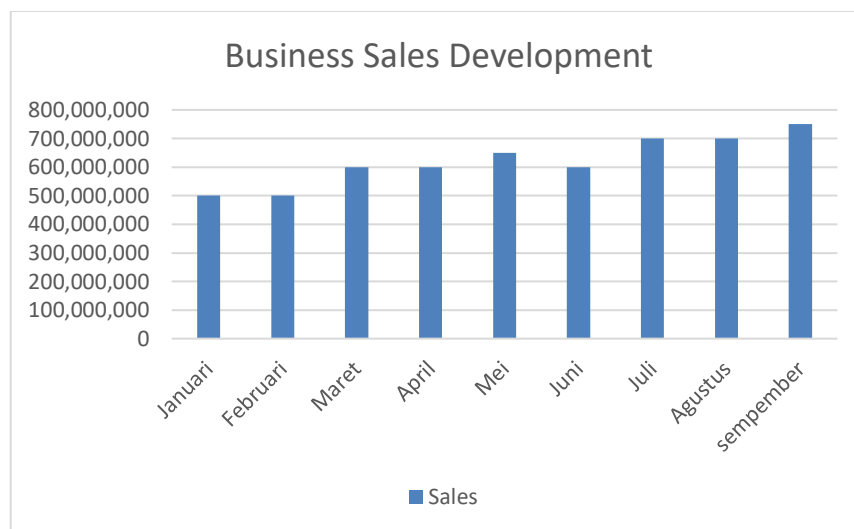
A business is an endeavor that sells goods or services to consumers to generate profits. However, some businesses seek profit to fulfill an individual's livelihood needs. Today, entrepreneurs need to develop their businesses to be more creative and innovative in facing increasingly fierce competition. Therefore, the development of SMEs must have a strategy, as a strategy can drive companies to consider their future and strive to shape it proactively.

It is essential to read market opportunities so that business opportunities can be properly developed. This involves understanding that the products being created have the potential to be absorbed by the market by carefully assessing market opportunities. A business strategy can be applied to any business, whether it is already large or just starting. It can provide direction, sustainability, and a structured business process.

The strategy formulation process is vital because strategic planning requires considerable time. The concept starts as a tool to achieve goals, then evolves into a means to create competitive advantages, and finally develops into a dynamic action that encourages stakeholders to contribute their best to the company. So, the company's business strategy can be seen whether it succeeds or fails. A strategy for the development of a business can provide direction, continuity, and process for a business. Business strategies can be carried out in every business, whether a large business or a business that is still pioneering.

Pentol Boska is a culinary business that has identified a market opportunity and is now beginning to grow. Due to its extraordinary taste and very affordable price, it has become very popular among customers. Pentol Boska was established during the COVID-19 pandemic. It started at home with only 200 thousand rupiahs, and later expanded into a single food cart using social media. By offering to supply Pentol and meatballs to street vendors, Pentol Boska has become increasingly recognized.

The Pentol Boska business has experienced significant growth since its inception and now has hundreds of partners. Business development in Sidoarjo Regency over the last 9 months, from January to September 2023, has shown an increase in sales.



**Figure 1**  
**Pentol Boska Sales Data 2023**  
Source: Data Processed by Researchers (2024)

Based on the data above, the revenue from the business development fluctuates each month. This is influenced by the lack of an effective marketing strategy, unmet market demand, and the high number of competitors selling Pentol. By collecting data in Sidoarjo Regency, where Pentol Boska is produced, it is noted that each city partnership is merely a distributor and does not engage in production. Therefore, it is crucial to use the right business development strategy to achieve the company's goals. Pentol Boska recommends SWOT analysis as a strategic method for business practitioners. Thus, the company can enhance its strengths and address its weaknesses to compete more effectively and efficiently in achieving its business objectives.

## RESEARCH METHOD

The research method used is descriptive research with a qualitative approach. To clarify, this descriptive study aims to describe the realities of complex social situations by applying existing theoretical concepts. The qualitative research method is intended to provide a comprehensive picture of the perspectives being studied. The informants in this research are individuals who provide information about the background and conditions relevant to the study. These informants are individuals who truly understand and are familiar with the issues being investigated. The informants for this research include the owners, employees, and customers of Pentol Boska.

According to Catherine Marshall and Gretchen B. Rossman in Ahyar et al. (2020), the basic data collection techniques used by qualitative researchers to obtain information include participant in the environment, direct observation, in-depth interviews, and document review. The data collected is obtained directly from the source through methods such as interviews, observations, and documentation. The data sources include two types: primary data, which comes from observations and interviews, combining seeing, hearing, and asking; and secondary data, which supports the primary data, including literature and data obtained from business owners regarding field issues. The data analysis technique used is descriptive analysis, which is then analyzed using SWOT analysis.

## RESULTS AND DISCUSSION

The results of the data that have been obtained by researchers at the Pentol Boska business. External factors and internal factors were found in the Pentol Boska business. The following are the results of interviews from business owners who identify internal factors and external factors obtained by researchers, namely as follows:

**Table 1**  
**SWOT Analysis of Pentol Boska Business**

<i>Strengths (S)</i>	<i>Weaknesses (W)</i>
<ol style="list-style-type: none"> <li>1. Has business legality</li> <li>2. Has halal certification</li> <li>3. Lab-tested for every product</li> <li>4. Very affordable price</li> <li>5. Sales of <i>fast moving</i> products</li> <li>6. Can be enjoyed by all</li> <li>7. Easy to offer to the public</li> </ol>	<ol style="list-style-type: none"> <li>1. Processed products easily spoil</li> <li>2. Large operating costs while profits are small</li> <li>3. Products that are easily copied by competitors</li> <li>4. Product maintenance is difficult because there is a validity period</li> <li>5. The price of raw materials is uncertain</li> </ol>
<i>Opportunities (O)</i>	<i>Threats (T)</i>
<ol style="list-style-type: none"> <li>1. Business opportunities are very promising</li> <li>2. With the development of technology can improve business</li> <li>3. The number of consumers who have become customers</li> <li>4. Good <i>brand image</i> among the public</li> <li>5. Can create jobs for local residents</li> </ol>	<ol style="list-style-type: none"> <li>1. Licensing that must be done for each product because the product is consumed by the public.</li> <li>2. Each product has 5 lab tests that are quite expensive</li> <li>3. Changes in consumer tastes</li> <li>4. More and more business competitors</li> <li>5. Improved quality of competitors' products</li> </ol>

Source: Data Processed by Researchers (2024)

**Table 2**  
**IFAS Matrix Results**

No.	Internal Factors	Weight	Rating	Score
<b>Strength.</b>				
1.	Has business legality	0,11	4	0,44
2.	Has halal certification	0,09	3	0,27
3.	Lab-tested for every product	0,08	4	0,32
4.	Very affordable price	0,08	3	0,24
5.	Sales of fast-moving products	0,1	3	0,3
6.	Can be enjoyed by all	0,10	4	0,4
7.	Easy for the community to offer	0,10	4	0,4
<b>Total Score Strength</b>		<b>0,66</b>		<b>2,37</b>
<b>Weaknesses</b>				
1.	Processed products easily spoil	0,07	2	0,14
2.	Large operating costs, while small profits	0,07	3	0,21
3.	Products are easily copied by competitors	0,07	2	0,14
4.	Product maintenance is difficult because there is a validity period	0,06	2	0,12
5.	Volatile raw material prices	0,07	1	0,07
<b>Total Score Weaknesses</b>		<b>0,34</b>		<b>0,68</b>
<b>Total Score Strength + Weakness</b>		<b>1,00</b>		<b>3,05</b>

Source: Data Processed by Researchers (2024)

**Table 3**  
**IFAS Matrix Results**

No.	External Factors	Weight	Rating	Score
<b>Opportunities</b>				
1.	Promising business opportunities	0,13	4	0,52
2.	Technological developments can improve business	0,12	4	0,48
3.	Consumers who are customers	0,09	2	0,18
4.	Good brand image among the public	0,10	3	0,3
5.	Create jobs for residents	0,12	4	0,48
<b>Total Opportunity Score</b>		<b>0,56</b>		<b>1,96</b>
<b>Threat</b>				
1.	Licensing must be done on each product	0,08	2	0,16

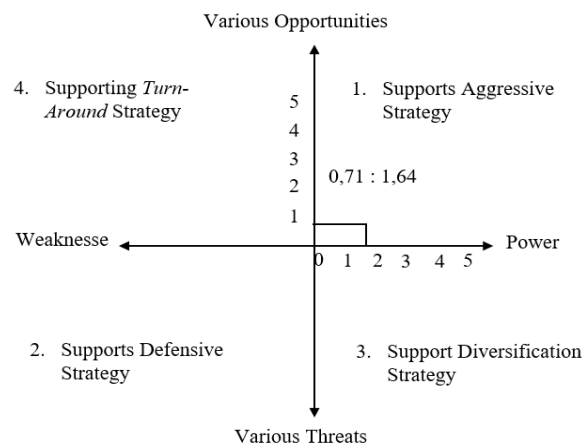
2.	Each product has 5 lab tests that are quite expensive	0,09	3	0,27
3.	Changes in consumer tastes	0,07	2	0,14
4.	More and more business competitors	0,10	3	0,3
5.	Improved quality of competitors' products	0,10	4	0,4
<b>Total Threat Score</b>		<b>0,44</b>		<b>1,27</b>
<b>Total Score Opportunities + Threats</b>		<b>1,00</b>		<b>3,23</b>

Source: Data Processed by Researchers (20204)

**Table 4**  
**Strategy Alternative Matrix**

IFAS	<b>STRENGTH (S)</b>	<b>WEAKNESS (W)</b>
EFAS		
<b>OPPORTUNITIES (O)</b>	<b>SO strategy</b> 2,37 + 1,96 = 4,33	<b>WO Strategy</b> 0,68 + 1,96 = 2,64
<b>TREATS (T)</b>	<b>ST Strategy</b> 2,37 + 1,27 = 3,64	<b>WT Strategy</b> 0,68 + 1,27 = 1,95

The results of the SWOT analysis quadrant in the IFAS matrix resulted in a strength score value (strength) of 2.37. While the weakness score value (weakness) amounts to 0.63, the value for the axis (y) results from the difference between 2.32 - 0.63 = 1.64. The EFAS matrix results in an opportunity score of 1.96. While the score value of threats (threats) amounts to 1.27, the value for the axis (x) results from the difference between 1.96 - 1.27 = 0.71.



**Figure 2**  
**SWOT Analysis Diagram**

Source: Results of Researcher Data Processing (2024)



This SWOT strategy can help business owners determine their strategic elements. The matrix can highlight external opportunities and threats and generate four strategies that business owners can use to address increasing competition.

## CONCLUSION

The conclusion from the research conducted on Pentol Boska is that the IFAS matrix shows a score of 3.05 with a difference of 1.64, indicating that Pentol Boska has a stronger internal position. Meanwhile, the EFAS matrix shows a score of 3.23 with a difference of 0.71, indicating that Pentol Boska is in a strong position to compete. Furthermore, the SWOT analysis diagram places Pentol Boska in a favorable situation, as the first quadrant indicates business opportunities that can develop and allow for broad expansion.

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