STRATEGIC BUSINESS DEVELOPMENT THROUGH PRODUCT DIFFERENTIATION: CASE STUDY PT GALANG PRAKARSA SODARA (GPS)

Ahmad Heko Pulunggono[1]
Institut Pertanian Bogor, Bogor, Indonesia
hekoahmad@apps.ipb.ac.id

Harianto[2]
Institut Pertanian Bogor, Bogor, Indonesia
harianto.ipb@gmail.com

Yudha Heryawan Asnawi[3]
Institut Pertanian Bogor, Bogor, Indonesia
yudha.asnawi@apps.ipb.ac.id

Abstract

This study aims to improve PT GPS's business strategy by (1) identifying internal strengths and weaknesses, and external opportunities and threats; (2) formulating alternative strategies using SWOT; and (3) prioritizing strategies with the Advanced SWOT (A'WOT) method. Primary data were collected from nine purposively selected experts via interviews, questionnaires, and field observations. Secondary data came from company records, government publications, and industry reports. Analyses used VRIO and Porter's Five Forces, followed by IFE and EFE matrices. The SWOT matrix generated strategies, and A'WOT determined priorities. The IFE-EFE placed PT GPS in Quadrant II (grow and build) of the IE matrix. Nine strategies emerged, with the top four priorities: (1) optimizing product quality and variety (ST1), (2) expanding market penetration via distribution optimization (SO1), (3) developing innovative product variations for new segments (SO2), and (4) enhancing monitoring and branding in distribution channels (WO1). PT GPS's competitive position can be strengthened by focusing on product differentiation, expanding distribution reach, and continuous innovation. Improving branding and product monitoring will reinforce market presence and customer loyalty. Implementing these strategies in sequence will enable sustainable growth and resilience against competitive pressures in the meatball industry. This research enriches MSME strategy literature by integrating VRIO, Porter's Five Forces, SWOT, and A'WOT for objective strategy prioritization in processed food markets.

Keywords: A'WOT, Meatball, Positioning, Product Differentiation, SWOT

INTRODUCTION

The rapid growth of Indonesia's processed food industry is fueled by urbanization, lifestyle changes, and rising demand for convenience. Frozen meatballs hold a strong position in this market due to cultural familiarity, affordability, and ease of preparation, making them high-potential commercial products in the frozen food sector (Budiono et al., 2024). Urban markets such as Bandung show consistent demand for packaged frozen meatballs, driven by practicality and consumer time constraints.

Small-scale frozen meatball businesses have benefited from improved cold storage facilities and digital marketing, which significantly increase product availability and sales (Gautama et al., 2024). Yet, many MSMEs still face structural challenges. In Karawang, most business owners lack financial literacy and structured record keeping (Octaviani & Rachman, 2023). Limited adoption of digital marketing also constrains market reach, even though proper training can enhance competitiveness (Ainurriyah & Purwanto, 2023). PT GPS, a representative MSME, illustrates these issues, struggling with intense competition, distribution limitations, and the urgent need for digital transformation.

Product differentiation is a vital strategy to secure long term competitiveness. Innovations in flavor, packaging, nutritional value, and branding strengthen market positioning and customer loyalty (Porter, 1998; Prihandono et al., 2021). Indonesian culinary MSMEs have successfully applied this approach, such as introducing cheese filled meatballs to attract new customers (Abdillah et al., 2023). Large companies like Charoen Pokphand and Belfoods apply multi-brand portfolios to capture various market tiers, while smaller enterprises focus on niche variations.

Differentiation impacts marketing, operations, distribution, and innovation. It offers economies of scope, cross-selling potential, and access to traditional, modern, and digital channels (Khalikussabir & Sudarmiatin, 2024; Latifah et al., 2020). However, most studies on MSMEs use isolated tools like SWOT, IFE, EFE, IE, AWOT, or QSPM without integrating them, limiting practical applicability (Ningsih et al., 2024; Firdaus et al., 2025). Research on integrated strategic frameworks for differentiated meatball products remains scarce, creating a gap between academic insights and actionable strategies (Fauzi et al., 2025).

To address this critical research gap, this study proposes the development and implementation of an integrated strategic framework tailored specifically for MSMEs in the meatball industry, with PT GPS as the focal case. The novelty of this research lies in its comprehensive integration of internal and external environmental analyses (IFE and EFE), strategic positioning using the Internal-External (IE) matrix, SWOT based strategy formulation, and the use of the Advanced SWOT (AWOT) method for strategy prioritization. By combining these analytical tools into a single, coherent framework, this study offers practical and structured guidance to improve competitive positioning, adapt to market dynamics, and support long-term business sustainability particularly for MSMEs operating in highly competitive processed food markets.

The purpose of this research is to help PT GPS improve its business strategy through a structured analysis. Specifically, this study aims to: (1) identify the company's internal strengths and weaknesses, as well as external opportunities and threats; (2) formulate

alternative business development strategies based on SWOT analysis; and (3) prioritize the most suitable strategies using the Advanced SWOT (AWOT) method.

REVIEW OF LITERATURE

Frozen Food and Meatball Industry in Indonesia

The consumption of processed and frozen foods in Indonesia has increased significantly over the past five years, driven mainly by changes in urban lifestyles, increased trust in standardized packaging, and market dominance by MSMEs and large producers. Studies indicate that the shift in dietary patterns in Indonesia, particularly in urban areas, is characterized by increased consumption of processed, ultra-processed, and ready-to-eat foods, alongside a decline in the consumption of fresh and traditional foods (Colloza, 2022; Setyowati, 2018). Urbanization and time constraints due to work activities have driven people to choose practical and long-lasting foods, such as frozen foods (Wasik, 2024). Consumer confidence in the safety and quality of packaging is also an important factor, especially among teenagers who prioritize expiration dates, price, convenience, and shelf life (Anwar, 2024). Thus, consumer preferences for safety, quality, and convenience in packaging apply not only to frozen foods in general but are also strongly reflected in specific products such as frozen meatballs.

Frozen meatballs occupy a special position because they have cultural value, high affordability, and ease of preparation, making them one of the products with the greatest market potential in the frozen food category (Budiono et al., 2024). Urban markets like Bandung show consistent demand for packaged meatballs, driven by consumers' time constraints and high preference for fast food. On the other hand, advancements in cold storage facilities and digital marketing penetration also support increased availability and sales of small-scale processed meatball products (Gautama et al., 2024). However, not all micro, small, and medium enterprises (MSMEs) are able to adapt to these changes. Many MSMEs in the food sector still face structural constraints, including limited capital, technology, and access to broader markets.

Challenges of MSMEs in the Processed Food Sector

MSMEs, as one of the driving forces of the national economy, often face various managerial challenges. One of the main obstacles is weak financial literacy and a lack of structured financial records, as seen in most meatball businesses in Karawang (Octaviani & Rachman, 2023). Additionally, the limited adoption of digital marketing strategies poses a serious obstacle to expanding market reach. However, previous research indicates that with digital marketing support, SMEs can significantly enhance their competitiveness and market penetration (Ainurriyah & Purwanto, 2023). Limitations in branding, distribution, and market monitoring also weaken the position of MSMEs in the face of increasingly fierce competition. This requires a more systematic business development strategy so that MSMEs can optimize their internal resource potential while responding to external dynamics in a more adaptive manner.

Product Differentiation as a Competitive Strategy

The concept of product differentiation is one of the relevant strategic approaches in facing competition in the processed food industry. Porter (1998) emphasizes that differentiation is a key strategy for creating sustainable competitive advantage. Forms of

differentiation can include taste innovation, packaging, nutritional value, and a strong brand image (Prihandono et al., 2021). Empirical studies in Indonesia indicate that differentiation can strengthen consumer loyalty while opening opportunities for market penetration into new segments. For example, culinary SMEs have successfully attracted customers through innovative cheese-filled meatball products (Abdillah et al., 2023). Meanwhile, large companies such as Charoen Pokphand and Belfoods have implemented multi-brand portfolios to reach various consumer segments. These findings confirm that product differentiation is not only a survival strategy but also an effective market expansion strategy.

Strategic Tools in MSME Research

Various studies on MSME strategies generally use specific analytical tools partially, such as SWOT, IFE, EFE, or QSPM. The VRIO framework is often used to analyze a company's internal capabilities, while Porter's Five Forces is used to assess the attractiveness of an industry through aspects of competition, substitution, and barriers to entry (Latifah et al., 2020). However, most previous studies have limited themselves to using one or two analytical tools, resulting in their application being confined to a conceptual level (Ningsih et al., 2024). In the context of food processing SMEs, some studies have begun to integrate SWOT with quantitative approaches, such as AHP (Analytic Hierarchy Process), to determine strategic priorities (Fauzi et al., 2025). Nevertheless, research that comprehensively combines VRIO, Porter's Five Forces, IFE-EFE, SWOT, and A'WOT is still rare. However, the integration of these various tools has the potential to provide a more comprehensive and practical strategic overview for SMEs.

RESEARCH METHOD

This research was conducted at PT Galang Prakarsa Sodara (PT GPS), a meatball producer located in Cibarusah, Bekasi Regency, West Java, from September 2024 to February 2025. The study employed both primary and secondary data. Primary data were collected through in-depth interviews and structured questionnaires administered to nine purposively selected experts representing both internal and external stakeholders.

The purposive sampling technique was selected to ensure that all respondents had substantial knowledge, strategic insight, and decision-making experience relevant to PT GPS and the broader meatball industry. Internal respondents consisted of five individuals: business owner, factory general manager, production manager, sales and marketing manager, and the back office staff. External respondents consisted of four individuals, including two retailers with extensive experience selling PT GPS products in local markets, one meatball industry practitioner, and one representative from a regional association engaged in the promotion and standardization of MSME food products. In addition to interviews and questionnaires, direct observations were carried out at the production facility.

To identify the internal and external factors, this research applied two main analytical tools. The VRIO framework (Value, Rarity, Imitability, and Organization) was used to analyze PT GPS's internal resources and capabilities, which enabled the systematic identification of strengths and weaknesses. Porter's Five Forces analysis was applied to assess the external environment, including industry rivalry, the threat of substitute products, the bargaining power of customers and suppliers, and barriers to entry for new competitors. The results from these analyses were used to construct the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices.

The second research objective was addressed by integrating the identified internal factors (strengths and weaknesses) with external factors (opportunities and threats) to formulate strategic alternatives. This process produced four categories of strategies, namely SO (Strengths–Opportunities), WO (Weaknesses–Opportunities), ST (Strengths–Threats), and WT (Weaknesses–Threats).

The third objective was achieved through the application of the Advanced SWOT (AWOT) method, which combines SWOT analysis with the Analytic Hierarchy Process (AHP). This hybrid method quantified expert evaluations by conducting pairwise comparisons of the alternative strategies generated from the SWOT matrix. The analysis was analyze with SuperDecisions software. This approach resulted in a ranked list of strategies, identifying the most feasible and impactful options for PT GPS's long-term development.

The research framework begins by identifying a significant market opportunity in Indonesia's frozen food industry, particularly in the meatball segment. Although PT Galang Prakarsa Sodara (PT GPS) holds a competitive advantage through product differentiation, it has yet to establish a strong position in the market. This highlights the need to formulate a well-structured business development strategy that effectively leverages its differentiated products. The analytical process starts with assessing internal factors that is strengths and weaknesses. As well as external factors such as opportunities and threats. These factors are then mapped into the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. The results of these matrices serve as the basis for constructing the SWOT matrix, which is used to generate a set of strategic alternatives. To determine which strategies should be prioritized, the Analytic Hierarchy Process (AHP) is applied in combination with the SWOT approach using the A'WOT method. The final stage of the research produces actionable managerial implications that aim to guide PT GPS in strengthening its business development and improving its market competitiveness. The research framework shown on Figure 1.

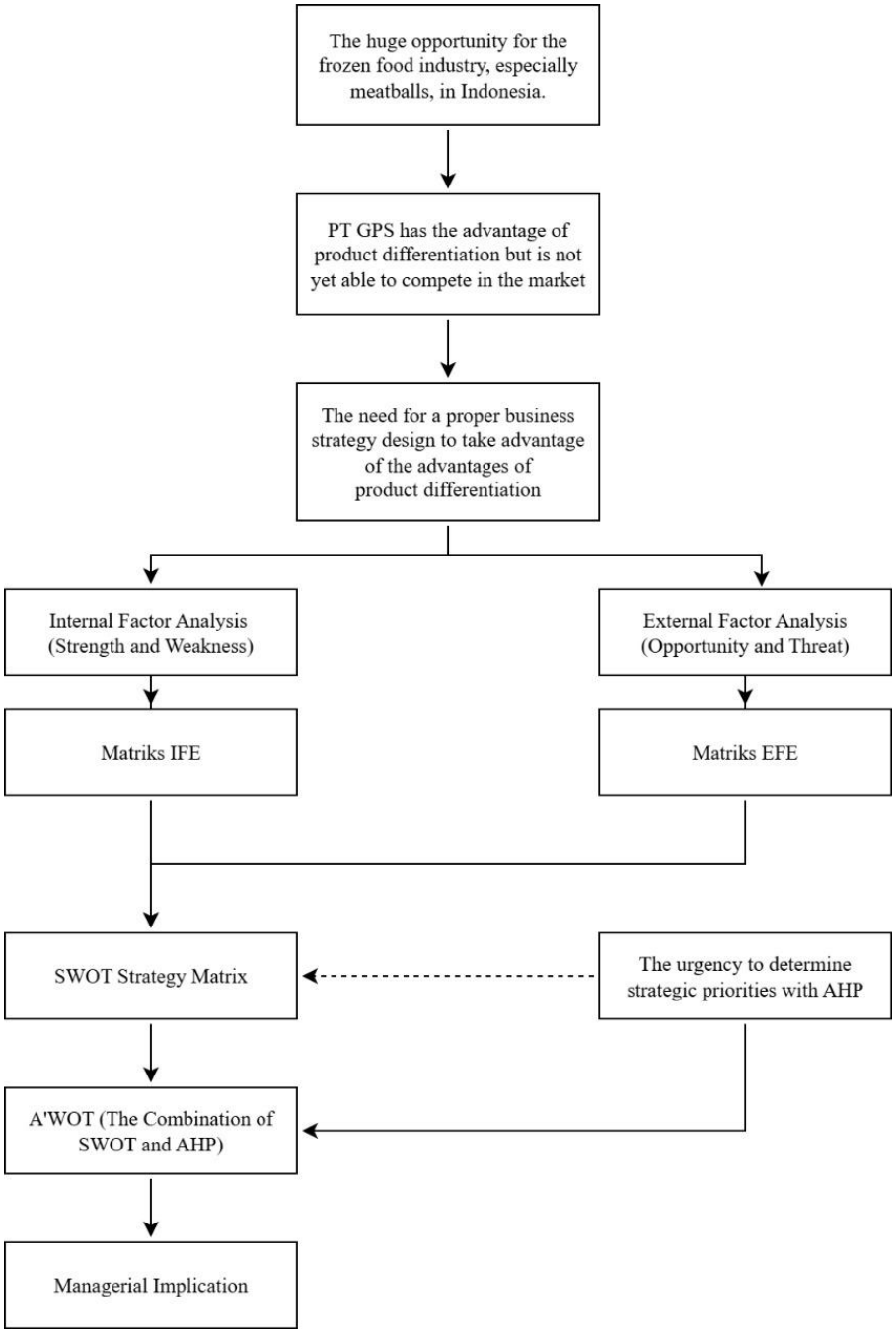

Figure 1.
Research Framework

RESULTS AND DISCUSSION

IFE and EFE Analysis

The Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices were developed from the identification of key strengths, weaknesses, opportunities, and threats obtained through expert input and field observations. Each factor was assigned a weight and rating to reflect its relative importance and impact on PT Galang Prakarsa Sodara's strategic position. The results of the EFE and IFE analysis are presented in Table 1.

Table 1.
Categorization of Financial Behavior Level

External Factor's Key Factor	Weight	Rating	Weighted Score
Opportunity			
1. The amount of capital required to enter the meatball industry	0,096	3	0,288
2. Widely access to distribution channels	0,100	4	0,398
3. Many suppliers available in the meatball industry	0,096	3	0,288
4. Customer switching costs	0,107	4	0,427
Total Opportunity Score			1,401
Threat			
1. The large number of meatball-producing companies in the industry	0,100	3	0,301
2. Customers easily switch to other products	0,098	3	0,295
3. Customer or retailer loyalty toward a specific meatball brand	0,082	3	0,245
4. Easy customer access to substitute products for meatballs	0,076	2	0,152
5. Customer loyalty toward substitute products	0,080	3	0,239
6. Switching costs for changing meatball suppliers	0,073	2	0,145
7. Customer sensitivity toward meatball product prices	0,093	3	0,280
Total Threat Score			1,657
Total External Factor Score			3,058
Internal Factor's Key Factor	**Weight**	**Rating**	**Weighted Score**
Strength			
1. Facilities for receiving raw materials and operational supplies	0,059	3	0,178
2. Capability to provide high-quality meatball products	0,067	4	0,267
3. Accessibility of transportation for the distribution of finished products	0,063	4	0,250
4. Relationships with suppliers of raw materials, equipment, and other vendors	0,064	3	0,193
5. Capability to maintain good relationships with suppliers	0,061	3	0,184
6. Equipment and technology for meatball production	0,066	4	0,264

7.	Employee loyalty with low employee turnover	0,058	3	0,174
8.	Capability to produce diverse product variations	0,066	4	0,263
Total Strength Score				1,510
	Weakness			
1.	The capability to coordinate across various departments is still un-optimal.	0,060	2	0,120
2.	The customer service center is not yet effectively operational.	0,062	3	0,185
3.	Product monitoring activities in the market remain inadequate.	0,062	3	0,192
4.	Utilization of social media to support company growth is not yet optimal.	0,063	2	0,126
5.	Brand-building capability still needs improvement.	0,067	2	0,133
6.	Customer service staff have not provided optimal service.	0,064	2	0,129
7.	Capability in maintaining company facilities and inventory remains poorly managed.	0,060	2	0,120
8.	The company's database management is still not optimally executed.	0,057	2	0,113
Total Weakness Score				1,005
Total Internal Factor's Score				2,514

Based on the IE matrix explained in Table 1, PT Galang Prakarsa Sodara (PT GPS) is positioned in Quadrant II, which represents the grow and build strategy. This position is determined from the total weighted score of 2.514 on the IFE axis and 3.058 on the EFE axis. This indicates that PT GPS has more internal strengths than weaknesses and faces external conditions that are still relatively favorable. Being in Quadrant II means that PT GPS is recommended to implement strategies that support business expansion. According to David et al. (2015), companies in this position can use strategies such as market penetration, market development, product development, backward integration, forward integration, and horizontal integration.

SWOT Analysis

The TOWS matrix is used to connect internal and external factors in a structured and logical manner. The matrix was originally introduced by Weihrich (1982) as an extension of the traditional SWOT analysis. The TOWS matrix produces four types of strategic combinations: SO, WO, ST, WT. The SO strategy is considered an aggressive approach that aims to maximize strengths and opportunities. The WO strategy focuses on internal improvement to capture external potential. The ST strategy emphasizes the use of internal advantages to manage risks. The WT strategy prioritizes survival by reducing weaknesses and avoiding external pressures. In this study, the strategy alternatives for PT GPS are formulated through the TOWS matrix. The complete set of strategy alternatives is presented in the following TOWS matrix table.

Table 2.
TOWS Matrix

	***Strengths* (S)**	***Weaknesses* (W)**
	1. The ability to provide high-quality meatball products (S1) 2. Equipment and technology for meatball production (S2) 3. The ability to produce product variations (S3) 4. Transportation accessibility for distributing ready-to-market products (S4) 5. Relationships with suppliers of raw materials, equipment, and other vendors (S5) 6. The ability to maintain good relationships with suppliers (S6) 7. Facilities for receiving raw materials and operational equipment (S7) 8. Employee loyalty with a low turnover rate (S8)	1. Inadequate monitoring of products in the market (W1) 2. Customer service center has not been operating effectively (W2) 3. Branding capability still needs improvement (W3) 4. Customer service staff have not provided optimal service (W4) 5. Utilization of social media to support company growth is still suboptimal (W5) 6. Ability to coordinate various departments is still not optimal (W6) 7. Ability to maintain company buildings and inventory is not yet well-managed (W7) 8. Company database is not yet optimally managed (W8)
***Opportunities* (O)**	**Strategi SO (*maxi-maxi*)**	**Strategi WO (*mini-maxi*)**
1. Level of customer switching costs (O1) 2. Wide access to distribution channels (O2) 3. Number of suppliers in the meatball industry (O3) 4. Amount of capital required to enter the meatball industry (O4)	1. Utilize transportation accessibility and the ability to provide high-quality meatball product variations to expand distribution through various marketing channels and reach more customers with low switching costs (S1, S4, O1, O2) 2. Optimize relationships with suppliers through strategic partnerships and the use of production technology to ensure smooth supply, operational efficiency, and	1. Utilize wide distribution access to improve monitoring and branding of various meatball product variations (W1, W3, O2) 2. Leverage customers' ease of switching to other products to enhance service and customer engagement (W2, W4, O1) 3. Take advantage of the large number of suppliers to ensure the availability of raw materials, avoid shortages or overstock, and implement a simple ERP system to improve coordination in inventory,

	continuous productivity improvement (S2, S5, S6, O3) 3. Develop product innovations and expand meatball product variations according to market needs to reach or attract new customer segments (S1, S3, S8, O2, O4)	purchasing, and distribution management (W6, W7, W8, O3)
***Threats* (T)**	**Strategi ST (*maxi-mini*)**	**Strategi WT (*mini-mini*)**
1. The large number of meatball production companies in the meatball industry (T1) *2.* Customers easily switch to other products (T2) *3.* Customers are sensitive to the price of meatball products (T3) 4. Customers are sensitive to the price of meatball products (T3) 5. The level of customer or retailer loyalty to a particular meatball brand (T4) 6. The level of buyer loyalty to substitute products (T5) 7. Ease of customer access to meatball substitutes (T6) 8. The level of switching costs for meatballs from one supplier to another (T7)	1. Optimize the quality and variety of meatball products to attract customers, increase loyalty, and strengthen brand positioning amid competition and the threat of substitutes (S1, S3, T1, T5, T6) 2. Optimize costs and technology to maintain price competitiveness (S2, S5, S6, T3, T7)	1. Utilize data and market trends to retain customers amid competition (W1, W8, T5, T6)

Prioritization of PT GPS Business Development Strategies: Factor and Sub-Factor Weighting

The formulation of SO, WO, ST, and WT strategies is based on the prioritization of internal and external factors identified through the SWOT analysis. Each factor and its sub-factors was assigned a weight to reflect its relative importance in influencing strategic decisions. These weights were obtained through pairwise comparisons in the A'WOT analysis and indicate the contribution of each element to the overall strategic framework. The complete weighting of SWOT factors and sub-factors for PT Galang Prakarsa Sodara is presented in Table 3.

Table 3.
Weighting of SWOT Factors and Sub-Factors for PT GPS

Factor	Factor Weight (Inconsistency Ratio)	Sub-factor	Sub-factor Weight
Strength (S)	0.565 (IR: 0.097)	S1 – Ability to provide high-quality meatball products	0.341
		S3 – Ability to produce product variations	0.270
		S4 – Transportation accessibility for product distribution	0.144
		S2 – Production equipment and technology	0.073
		S5 – Relationships with suppliers and vendors	0.057
		S6 – Ability to maintain good supplier relationships	0.054
		S8 – Employee loyalty with low turnover	0.033
		S7 – Facilities for receiving raw materials and operational equipment	0.026
Weakness (W)	0.086 (IR: 0.088)	W1 – Inadequate product monitoring in the market	0.295
		W8 – Underutilization of the company's database	0.216
		W3 – Branding capability still needs improvement	0.153
		W2 – Customer service center not operating effectively	0.121
		W4 – Customer service staff not providing optimal service	0.093
		W6 – Limited interdepartmental coordination	0.059
		W7 – Under-maintained company inventory	0.034
		W5 – Suboptimal use of social media	0.027
Opportunity (O)	0.303 (IR: 0.055)	O2 – Wide access to distribution channels	0.550
		O1 – Low customer switching costs	0.265

Factor	Factor Weight (Inconsistency Ratio)	Sub-factor	Sub-factor Weight
		O3 – Number of suppliers in the meatball industry	0.135
		O4 – High capital requirements to enter the industry	0.049
Threat (T)	0.046 (IR: 0.079)	T5 – High buyer loyalty to substitute products	0.388
		T6 – Ease of customer access to substitutes	0.233
		T1 – Large number of meatball producers in the industry	0.136
		T2 – Customers easily switch to other products	0.094
		T3 – Price sensitivity of customers to meatball products	0.065
		T7 – Switching costs from one supplier to another	0.048
		T4 – Low customer/retailer loyalty to a particular brand	0.025

The priority business development strategies for PT GPS were derived from the previous strategic formulation stage using the TOWS analysis as an extension of the SWOT framework. Subsequently, the Analytic Hierarchy Process (AHP) was employed to structure the strategy selection process. The AHP-SWOT or A'WOT hierarchy was arranged into four levels: (1) the goal of strategy formulation at the first level, (2) the four factor groups defined by the SWOT method at the second level, (3) the sub-factors included within each SWOT group at the third level, and (4) the strategies to be evaluated and compared at the fourth level. Based on pairwise comparisons within each SWOT factor group, the analysis identified the highest-priority sub-factors for each category.

Table 4.
Priority Weighting of SWOT Sub-Factors for PT GPS

Strategy Code	Strategy Description	Weight	Rank
ST1	Optimize the quality and variety of meatball products to attract customers, increase loyalty, and strengthen brand positioning amid competition and the threat of substitutes	0.313	1
SO1	Utilize transportation accessibility and the ability to provide high-quality meatball product variations to expand distribution through various marketing channels and reach more customers with low switching costs	0.215	2
SO2	Develop product innovations and expand meatball product variations according to market needs to reach or attract new customer segments	0.139	3

Strategy Code	Strategy Description	Weight	Rank
WO1	Utilize wide distribution access to improve monitoring and branding of various meatball product variations	0.110	4
SO3	Optimize relationships with suppliers through strategic partnerships and the use of production technology to ensure smooth supply, operational efficiency, and continuous productivity improvement	0.089	5
ST2	Optimize costs and technology to maintain price competitiveness	0.052	6
WO2	Leverage customers' ease of switching to other products to enhance service and customer engagement	0.034	7
WO3	Take advantage of the large number of suppliers to ensure the availability of raw materials, avoid shortages or overstock, and implement a simple ERP system to improve coordination in inventory, purchasing, and distribution management	0.030	8
WT1	Utilize data and market trends to retain customers amid competition	0.019	9

Based on the results in Table 4, the highest priority strategy is optimizing the quality and variety of meatball products to attract customers, increase loyalty, and strengthen brand positioning amid competition and the threat of substitutes (ST1), with a weight of 0.313. The second priority is utilizing transportation accessibility and the ability to provide high-quality meatball product variations to expand distribution through various marketing channels and reach more customers with low switching costs (SO1), with a weight of 0.215. The third priority is developing product innovations and expanding meatball product variations according to market needs to reach or attract new customer segments (SO2), with a weight of 0.139. The fourth priority is utilizing wide distribution access to improve monitoring and branding of various meatball product variations (WO1), with a weight of 0.110.

In order to implement these strategies effectively, PT GPS should first focus on rigorous production quality control, introducing new product variations periodically, and conducting regular testing to maintain high standards and relevance. Second, the company needs to optimize its distribution system by evaluating routes, increasing transportation capacity, and expanding coverage to untapped regions. Third, continuous market research is essential to identify emerging trends and integrate the findings into product innovation plans. Finally, monitoring mechanisms within distribution channels should be enhanced to gather accurate customer insights and use them to improve branding and marketing strategies.

Managerial Implications

The study identifies four strategic priorities for PT GPS to strengthen its market position. The foremost priority is optimizing product quality and variety (ST1) through rigorous production quality control, compliance with food safety standards, and periodic introduction of new variants. Regular sensory testing and feedback mechanisms should be

implemented to align with consumer preferences for novelty and quality, ensuring sustained competitive advantage as indicated by the VRIO and IFE analyses.

The second priority is expanding market penetration (SO1) by optimizing the logistics network, refining distribution routes, and forming partnerships with regional distributors to reach untapped areas. Leveraging transportation accessibility and production capabilities will maximize opportunities identified in the EFE matrix, with route optimization tools and logistics metrics ensuring efficiency without compromising delivery speed or product quality.

The third priority is driving product innovation and diversification (SO2) to target new customer segments by investing in consumer insight programs such as surveys, focus groups, and competitor benchmarking. Innovation should focus on emerging flavor trends, packaging preferences, and health-oriented demands, enabling PT GPS to maintain differentiation and counter substitute products.

Lastly, enhancing monitoring and branding (WO1) addresses weaknesses in market intelligence and brand-building. Establishing structured monitoring systems to track retail sales, customer feedback, and competitor activities will support targeted branding campaigns. Integrating traditional and digital marketing channels will improve product visibility, strengthen brand identity, and mitigate low brand loyalty, ensuring long-term competitiveness in the meatball industry.

CONCLUSION

This research achieved its primary purpose of improving PT Galang Prakarsa Sodara's business strategy through a structured analysis. First, the identification of internal strengths and weaknesses, as well as external opportunities and threats, was completed using the VRIO framework, Porter's Five Forces, and field observations. The results showed that PT GPS's main strengths are product quality, product variation capability, and distribution accessibility, while the main weaknesses include limited branding effectiveness and suboptimal market monitoring. Opportunities were found in the broad distribution channels and low customer switching costs, while threats included intense competition and high customer loyalty to substitute products.

Second, the integration of these factors into the SWOT matrix produced four sets of alternative strategies: SO, WO, ST, and WT. The SO strategies focused on leveraging PT GPS's competitive strengths, such as high-quality products and strong supplier relationships, to capitalize on market opportunities like broad distribution channels and low switching costs. The WO strategies aimed to address operational weaknesses, including insufficient branding and customer service, by utilizing favorable market conditions to improve product monitoring, enhance customer engagement, and strengthen supply chain coordination. The ST strategies emphasized using the company's internal capabilities to counter market threats, such as differentiating product offerings to withstand competition from substitutes and adopting cost optimization measures to maintain competitive pricing. The WT strategy provided a defensive approach by using market data and customer insights to retain existing customers and maintain brand presence despite external pressures.

Third, the Advanced SWOT (A'WOT) method was applied to prioritize these strategies through expert pairwise comparisons. The results placed "optimizing product quality and variety to strengthen brand positioning and customer loyalty" as the highest priority,

followed by “expanding market penetration through distribution networks,” “developing innovative product variations to reach new segments,” and “enhancing monitoring and branding across distribution channels”.

REFERENCES

Abdillah, M., Ayu, R. N., & Yuliana, D. (2023). Pengembangan UMKM melalui diferensiasi produk pada UMKM bakso dan es campur “Family” di Kota Blitar. Jurnal Pengabdian Masyarakat Multidisiplin, 2(3), 235–242. https://doi.org/10.56127/jpmm.v2i3.383

Ainurriyah, A., & Purwanto, S. (2023). Pendampingan Digital Marketing Pada UMKM Bakso Dan Es Campur “Family” Sebagai Penunjang Kegiatan Promosi Dan Pemasaran. NUSANTARA Jurnal Pengabdian Kepada Masyarakat, 3(3), 138-147.

Anwar, K., & Fitriyah, J. (2024). Analysis of Adolescents Consumer Interest In Purchasing Frozen Food Products For Vocational School X Students In East Jakarta. Jurnal Publikasi Kesehatan Masyarakat Indonesia. DOI:10.20527/jpkmi.v10i2.17724

Budiono, B., Hartoyo, H., & Mukti Ali, M. . (2024). Analysis of Consumer Value Perceptions & Preferences Towards Important Attributes of Frozen Food - Packaged Meatballs In The Bandung City Market. Dinasti International Journal of Education Management And Social Science, 5(6), 2043–2051. https://doi.org/10.38035/dijemss.v5i6.2982

Colozza, D. (2022). A qualitative exploration of ultra-processed foods consumption and eating out behaviours in an Indonesian urban food environment. Nutrition and Health. DOI: 10.1177/02601060221133897

David FR, David FR. 2015. Konsep Manajemen Strategik Suatu Pendekatan Keunggulan Bersaing Konsep. Jakarta: Salemba Empat.

Fauzi, F., Siregar, H. ., Barus, B. ., & Syahbana, G. . (2025). Empowering Msmes for the Digital Era: A Comprehensive SWOT and AHP – Based Development Strategy in Bekasi Regency. International Journal of Integrative Sciences, 4(1), 1–16. https://doi.org/10.55927/ijis.v4i1.13101

Gautama, I. M. B., Parwita, I. M. M., Mahottama, D. B. S., & Kusumadewa, I. P. A. (2025). Peningkatan Ketersediaan dan Penjualan Produk Pada Usaha Rumahan Bakso Mamita. Journal of Community Development, 5(3), 415-422.

Khalikussabir, & Sudarmiatin. (2024). Product Innovation as a Catalyst for International Expansion of MSMEs : An Analysis of the Indonesian Creative Sector. Jurnal Bintang Manajemen, 2(4), 112–121. https://doi.org/10.55606/jubima.v2i4.3421

Latifah, L., Setiawan, D.Y., Aryani, A., Rahmawati. (2020) Business strategy – MSMEs' performance relationship: innovation and accounting information system as mediators. Journal of Small Business and Enterprise Development. 28 (1): 1–21. https://doi.org/10.1108/JSBED-04-2019-0116

Ningsih, A. K., Ningsih, N. K., Pertiwi, R. D. Y., Suryani, M. P., & Arisetyawan, K. (2024). Pengembangan Inovasi Produk, Marketing Strategy, dan Rebranding Plan UMKM Warung Moro Wareg, Kabupaten Kediri. Jurnal Bisnis Dan Kewirausahaan, 20(2), 68–76. https://doi.org/10.31940/jbk.v20i2.68-76

Nurhasan, M., et al. (2024). Dietary transitions in Indonesia: the case of urban, rural, and forested areas. Food Security. https://doi.org/10.1007/s12571-024-01488-3

Octaviani, H., & Rachman, C. C. S. (2023). Increasing Financial Management Capabilities at MSMEs - Malang Meatballs. Inovator, 12(2), 309–318. https://doi.org/10.32832/inovator.v12i2.17636

Porter, Michael E.(1998). "Competitive Advantage: Creating and Sustaining. Superior Performance". New York: The Free Press.

Prihandono, D., Wijaya, A., & Ainii, A. (2021). The role of competitive advantage to enhance marketing performance: a study on indonesian msme business community. Jurnal Bisnis dan Manajemen. https://doi.org/10.24198/jbm.v22i2.882.

Qumayroh, P.Q., Girsang, I. V., Anita, Damayanti R.D.L.B, Manik, Y.N. & Benius, B. (2024). Kajian Strategis UMKM Kuliner Di Era Modern Di Kota Palangkaraya. JURNAL RISET MANAJEMEN DAN EKONOMI (JRIME), 2(3), 25–49. https://doi.org/10.54066/jrime-itb.v2i3.1924

Setyowati, D., Andarwulan, N., & Giriwono, P. E. (2018). Processed and ultraprocessed food consumption pattern in the Jakarta Individual Food Consumption Survey 2014. Asia Pacific Journal of Clinical Nutrition. DOI: 10.6133/apjcn.062017.01

Wasik, Z., Gunawan, S., & Handriana, T. (2024). Post - Pandemic Crisis Consumption Practices to Frozen Food Products in Indonesia. Revista de Gestão Social e Ambiental. https://doi.org/10.24857/rgsa.v18n10-121

Weihrich, H. (1982). The TOWS matrix—A tool for situational analysis. Long range planning, 15(2), 54-66. https://doi.org/10.1016/0024-6301(82)90120-0