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Competitive Strategy with Swot Analysis to Increase Sales at Mentai Rice Business

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Abstract: One strategy that is very effective in improving the ability to compete is to use SWOT analysis, companies can develop more effective strategies to improve their ability to compete. The object of this research is Mentai rice Buma which is a business unit located in pekayon jaya, south Bekasi. The purpose of writing this article is to find out internal factors and external factors and create an effective business strategy to compete again in the future. The type of research conducted in this study uses descriptive qualitative research using SWOT analysis and data collection through observation and interviews with consumers of Mentai Rice Buma in Bekasi. A competitive strategy is a business plan that shows business knowledge about how to compete against competitors with the same goal of winning the competition. Swot analysis is an analysis method to show various factors regarding the strengths and weaknesses of the organization as well as opportunities and threats from the environment. Sales is the process of finding and engaging customers so that they can match their needs with the products offered. Based on the results of the SWOT analysis, it can be concluded that the competitive strengths possessed compared to its competitors based on the SWOT Matrix, are Having a unique taste image to attract new customers, Providing a menu of mentai rice with raw materials with high quality.

Keyword: Competitive strategy, Swot Analysis, Sales

INTRODUCTION

Development in Indonesia is currently increasing rapidly, economic development also has consequences for the industrial world. Both industries in terms of production and industries in the service sector. This has further tightened competition in the business world, one of which can be found in the food industry. The food industry is a good business in Indonesia because food is one of the first needs that must be met. The population of Indonesia is quite large It is true that all durable goods have a very large market share. The existence of small businesses and their marketing activities can ensure that people have an independent source of income and do not depend on any party to meet their needs.

Sales measurement can be used as a way to analyze and motivate the performance of salespeople, so the impact of sales will have a big impact on the company. Sales are a measure of the amount or volume of goods or services sold. To increase sales, entrepreneurs must be

able to convince consumers that the products sold are really worth buying, so that their business remains competitive, entrepreneurs must constantly improve their abilities, both soft skills and hard skills in managing their business so that customers or regular customers do not switch to other company products, so that the company can survive and continue to grow. One way to achieve the desired profit of a company or business is to manage marketing strategies effectively. (Richter et al., n.d.)

A company's approach to achieving a sustainable competitive advantage forms the basis of its competitive strategy. The choice of competitive strategy is based on the competitive advantages that the organization can develop. How an organization competes in an industry is to choose a competitive strategy. According to Porter in (Anugrah & Suhaeni, 2018) Companies can sometimes use more than one general strategy effectively. The implementation of these competitive strategies requires commitment and support to achieve the organization's goal of gaining a competitive advantage in the market, making it difficult for competitors to copy the products we offer to our customers.

Competition in the business world requires entrepreneurs to always take strategies so that their business can survive and continue to grow in this era. The high level of competition forces every company, especially companies engaged in the same industry, to come up with various new ideas to win the competition. Strong competition includes many investors who strongly demand that these entrepreneurs combine both company developments. Doing business in the face of this competition requires an effective strategy to help entrepreneurs understand the impact of such events and compete against them. (Yanti & Idayanti, 2022)

Competitive strategy is an important element in business success, because every company must have an effective way to deal with increasingly fierce competition in the market. One strategy that is very effective in improving competitive ability is SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. SWOT analysis is a strategic planning technique that compares internal strengths with external opportunities and threats, as well as internal weaknesses with external opportunities and threats. Companies can identify strengths that can be used to increase success, as well as weaknesses that need to be overcome so as not to become a threat. By using SWOT analysis, companies can develop more effective strategies to improve their competitive ability and increase opportunities to achieve business goals. Therefore, SWOT analysis is very important in competitive strategy and should be used effectively to increase business success.

In the business world, if we as owners cannot compete, no company can survive. As an entrepreneur, we must certainly be able to think creatively and innovatively and see the opportunities that exist. Lately, many people have opened businesses in the culinary field, because in addition to promising results, there are many ways of processing food that can also be called simple. Currently Indonesia is growing very rapidly, from snacks to heavy meals, everything comes in ready-made packaging. The consumerist nature of our society makes fast food the right choice if you are too lazy to cook the food you want yourself. (Rinova, 2021)

Mentai rice is a simple dish that can be found in many Japanese restaurants, and recently it has become a popular dish in Indonesia. This Japanese specialty is considered easy and practical to enjoy anywhere. Various types of dishes have sprung up lately due to the general interest in food, especially among the younger generation. Of course, in doing this business, you cannot escape your competitors who are cooks at the same level. There are several mentai rice companies in Bekasi that are popular among many people. This can influence consumer growth by maintaining product quality such as keeping the quality, taste, cleanliness and size of the product unchanged. This way consumers remain loyal and faithful to the products sold.

Mentai rice buma is a business unit located in Pekayon Jaya, South Bekasi, which was established in 2019 by an entrepreneur named Mrs. Imas. Meanwhile, the Mentai rice buma business is only run by the owner himself because he does not have permanent employees. The activities carried out by this business are serving food with various menus, ranging from mentai

rice, mentai shirataki, and mentai dimsum. This business is marketed or promoted through social media platforms such as Instagram, Customers can order food online through Gofood and Grab food, but customers can also pick up directly to the producer's house. Customers of Mentai rice buma are generally young people, adults and the elderly who are in Bekasi and surrounding areas.

Therefore, Mentai Rice buma must identify and balance internal factors (strengths and weaknesses) and external factors (opportunities and threats) to formulate an appropriate action strategy. The process of outlining, planning and procuring strategies is called planning. The main purpose of strategic planning is to ensure that the company can see internal and external factors and thus recognize changes in the environment. Based on the above questions, the purpose of writing this article is to find out the internal factors (strengths and weaknesses) and external factors (opportunities and threats) and create an appropriate and effective business strategy to compete again in the future.

METHOD

The type of research conducted in this study uses descriptive qualitative research using SWOT analysis. By using this qualitative method, it wants to get an in-depth picture of the object to be studied. The object of this research is Mentai Rice Buma. Data collection was carried out through observations and interviews with consumers of Mentai Rice Buma in Bekasi. The data analysis technique in the formulation of this business strategy uses SWOT analysis (strengths, weaknesses, opportunities, threats).

In analyzing the data in this study, researchers used the SWOT matrix tool. To find out what are the strengths and weaknesses that exist in the Mentai rice buma business and to find out the opportunities and threats that will determine the sustainability of this business.

RESULTS AND DISCUSSION

Competitive strategy

Competitive strategy is a company's attempt to conquer its market and market by gaining a competitive advantage, analyzing competitors, and implementing competitive marketing strategies. (Elias, 2018). According to Pearce and Robinson in the journal (Bataha et al., 2017) Competitive strategy is a business game plan that shows business knowledge about when, where and how to compete against competitors with the same goals and objectives to win the competition.

The marketing strategy implemented by the company when providing products or services clearly shows the company's success in competition, development and survival. Companies must be constantly involved in finding, attracting, and retaining old and new customers. Companies must also be able to plan, design and implement effective marketing strategies in accordance with applicable regulations so that producers can effectively communicate, supply and sell their products to consumers. (Higher, 2019).

Competitive strategy aims to create a favorable position and defend it from the forces that shape competition in the industry, ultimately winning and changing the law to the company's advantage. The competitive strategy that can be used is to provide complete and attractive products, facilities and atmosphere designed to compete with strong competitors, taking into account social, cultural, economic and location choices. (Rahma & Pradhanvati, 2018)

Swot Analysis

SWOT analysis is a method often used by groups or companies, where SWOT analysis consists of a practically designed program that can be used to identify strengths, opportunities, weaknesses and threats in the evaluation and measurement of groups or companies. This strategy examines self-generated products and competitors. In the analysis, identify business

objectives or determine factors that can be analyzed. Strengths and weaknesses belong to internal factors, while opportunities and threats belong to external factors. (Ramadhan et al., 2022).

Swot analysis is a method of situation analysis to show various factors regarding the strengths and weaknesses of the organization as well as opportunities and threats from the environment, with the aim of developing organizational strategies. Strength is the capacity and efficiency of the management system or equipment can be monitored, Weakness is ineffective management practices or resources that the organization needs but does not have. Opportunities are the high probability that good things will happen in our external environment. Threats are negative external environments. (Istiqomah and Irsad Andriyanto, 2018)

SWOT analysis is divided into four basic components including:

- 1.S (Strengths) = strengths of the current company
- 2.W (Weaknesses) = weaknesses of the current company
- 3.O (Opportunities) = opportunities that exist outside the company and can be developed by the company in the future
- 4.T (Threats) = threats from outside the company that can threaten the existence of the company in the future.

The comparison of the four basic components can be explained in the SWOT matrix scheme. The following is a description of the SWOT matrix scheme:

Tabel 1. SWOT Matrix Scheme

		STRENGTHS (Strength)					WEAKNESSES				
		1	2	3	4	5	1	2	3	4	5
INTERNAL FACTORS	EXTERNAL FACTORS										
	INTERNAL FACTORS										
OPPORTUNITIES (Opportunities)	1	SO STRATEGY Use Strengths, take advantage of Opportunities					WO STRATEGY Overcome Weaknesses, take advantage of Opportunities				
	2										
	3										
	4										
	5										
THREATS (Threats)	1	STRATEGY ST Use Strength, avoid Threats					WT STRATEGY Minimize Weaknesses, and avoid Threats				
	2										
	3										
	4										
	5										

A SWOT matrix can be used to clearly define the external opportunities and threats facing a company and to reveal its strengths and weaknesses. The Strength-Weakness-Opportunity-Threat Matrix (SWOT matrix) is an important tool that helps managers plan four strategic strategies: (Amalia et al., 2012)

- a. The SO strategy uses the company's internal strengths to take advantage of external opportunities.
- b. The WO strategy aims to improve internal weaknesses by taking advantage of external opportunities.
- c. ST strategies use the company's strengths to avoid or reduce the effects of external threats.
- d. WT strategies are defensive tactics directed at reducing internal weaknesses and avoiding external threats.

Sales

Sales is the process of finding, engaging, and guiding customers so that they can match their needs with the products offered and negotiate a mutually beneficial price. According to Moekijat, 2000, p.488 in the journal (Widharta & Sugiharto, 2019) A business is said to be successful and feasible if it meets the first criterion, namely a good turnover, namely a turnover that increases over time. Sales is an integrated effort to develop a business plan that aims to meet the needs and desires of consumers in order to obtain profitable products is the lifeblood of a business because it is sales that generate profits that are used for business development and business continuity. (Rachmawati, 2011)

In practice, sales performance depends on the following factors According to Swastha and Irawan, 1990 in the journal (Rachmawati, 2011)

1. Status and capacity of the seller

The sale and purchase of goods or the transfer of business ownership of goods and services involves two parties, namely the seller as the first party and the buyer as the second party. Here the seller must be able to persuade the buyer to achieve the expected sales target.

2. Market conditions

The market, such as a group of buyers or target group, can also affect the sales process.

3. Capital.

It will be more difficult to sell a product if the product is not yet known to potential buyers or if the buyer is far from the seller. In this case, the seller must first offer his goods to the buyer. To achieve this goal, transportation facilities, internal and external exhibition areas, marketing activities, etc. are required. All this can only be done if sales cover the required quantities.

4. structure in large companies, sales issues are usually handled by a separate department (sales department) consisting of important sales experts / experts.

5. Other factors such as advertising, display, promotion, delivery often influence the product. However, its implementation requires a lot of funds. For companies with large capital, this process can be carried out periodically. Whereas in small companies with relatively small capital, this process is rarely carried out. Some entrepreneurs adhere to the principle that “the most important thing is to do the right thing”. I hope that if this is applied, consumers will return to buy the same product. However, before making a purchase, consumers often need to improve quality, for example by offering attractive packaging or other advertising methods.

SWOT analysis of internal factors of Mentai Rice buma business

1) Strength is the strength of the current company. Mentai rice buma business has strengths that have been identified, namely:

- Unique flavor image and favored by many people
- Raw materials are easily available
- Simple manufacturing process
- Promising business opportunities
- Various menu variants

2) Weakness is the weakness of the current company. Mentai rice buma business has weaknesses that have been identified, namely:

- Short shelf life of rice
- High level of competition
- Dependence on raw material quality
- Relatively large initial capital- Cooking skills required

SWOT Analysis of External Factors of Mentai Rice buma business

1) Opportunity is an opportunity that exists outside the company and can be developed by the company in the future. The identification of opportunities owned by the Mentai Rice buma business is:

- The increasing trend of spicy culinary
- Technology development
- Business development opportunities
- Increased public awareness of a healthy lifestyle

2) Threat is a threat from outside the company that can threaten the existence of the company in the future. The identification of threats owned by the Mentai Rice buma business is:

- The emergence of new culinary trends
- Increase in raw material prices
- Price competition
- Health issues related to raw consumption
- Stricter regulatory requirements

Internal and External Factor Analysis Using SWOT Matrix

After knowing the strengths (strengths), weaknesses (threats), opportunities (opportunities), threats (threats) that exist in the Mentai rice buma business, the next step is to create a SWOT matrix. The SWOT matrix is an important tool to help managers develop four types of strategies, namely SO (strengths-opportunities), WO (weakness-opportunities), ST (strengths-threats), and WT (weaknessess-threats). As shown in the table below:

Tabel 2. The mother of heaven

	Strength	Weakness
	Unique flavor and popular with many people Raw materials are easily available Simple manufacturing process Promising business opportunities Various menu variants	Short shelf life of rice High level of competition Dependence on raw material quality Relatively large initial capital Cooking skills required
Opportunity	Strategi S.O (Strength-Opportunity)	Strategi W.O (Weakness-Opportunity)
The rising trend of spicy cuisine	Utilize unique flavors to attract new customers.	Improving the quality of mentai rice by using appropriate processing technology to extend the durability of the rice.
Technology development	Offering mentai rice menu with high-quality raw materials to increase customer satisfaction.	Offering the mentai rice menu at affordable prices to reach a wider range of customers.

Business development opportunities	Utilize online platforms to reach a wider audience and increase brand awareness.	Organizing training or workshops to improve employees' cooking skills.
Increased public awareness of healthy lifestyles	Develop creative and interesting mentai rice menus to keep up with the latest culinary trends.	Collaborate with online platforms for ease of ordering and delivery of mentai rice.
Collaboration opportunities with other brands	Collaborate with other brands to increase market reach and enhance brand awareness.	
Threat	Strategi S.T (Strength-Threat)	Strategi W.T (Weakness-Threat)
Emergence of new culinary trends	Maintain the quality of raw materials and the taste of mentai rice to face competition with other mentai rice businesses.	Offer a mentai rice menu with a variety of flavors to attract customers.
Increase in raw material prices	Offering competitive prices without compromising on the quality of flavors and ingredients.	Provide fast and timely delivery services to maintain customer satisfaction.
Price competition	Provide excellent service and education to customers on the benefits of consuming properly cooked mentai to address health issues related to raw consumption.	Collaborate with raw material suppliers to get cheaper prices and guaranteed quality.
Health issues related to raw consumption	Comply with all applicable regulatory requirements to maintain customer trust.	Continue to innovate and develop new menus to keep up with the latest culinary trends and increase business competitiveness.
Stricter regulatory requirements		

From the data above, it can be concluded that the application of the SWOT matrix to the Mentai Rice buma business is:

a) The SO strategy shows how strengths can be used to take advantage of opportunities. WO strategies include:

- Utilize unique flavors to attract new customers.
- Offering a mentai rice menu with high-quality raw materials to increase customer satisfaction.
- Utilize online platforms to reach a wider audience and increase brand awareness.
- Develop creative and interesting mentai rice menus to keep up with the latest culinary trends.
- Collaborate with other brands to increase market reach and enhance brand awareness.

b) The WO strategy shows how to overcome and minimize weaknesses by taking advantage of existing opportunities. These WO strategies include:

- Improving the quality of mentai rice by using appropriate processing technology to extend the durability of the rice.
- Offering the mentai rice menu at affordable prices to reach a wider range of customers.
- Organizing training or workshops to improve employees' cooking skills.
- Collaborate with online platforms for ease of ordering and delivery of mentai rice

c) The ST strategy shows how to avoid or overcome threats with existing strengths. ST strategies include:

- Maintain the quality of raw materials and the taste of mentai rice to face competition with other mentai rice businesses.
- Offering competitive prices without compromising on the quality of flavors and ingredients.
- Provide excellent service and education to customers on the benefits of consuming properly cooked mentai to address health issues related to raw consumption.
- Comply with all applicable regulatory requirements to maintain customer trust.

d) This WT strategy shows how to overcome or avoid weaknesses that can cause threats. These ST strategies include:

- Offer a mentai rice menu with a variety of flavors to attract customers.
- Provide fast and timely delivery services to maintain customer satisfaction.
- Collaborate with raw material suppliers to get cheaper prices and guaranteed quality.
- Continue to innovate and develop new menus to keep up with the latest culinary trends and increase business competitiveness.

CONCLUSIONS

Based on the results of the SWOT analysis (strengths, weaknesses, opportunities, threats) in the formulation of a competitive business strategy for Mentai rice buma, it can be concluded that the competitive strengths possessed compared to its competitors based on the SWOT Matrix, are having a taste image that is popular with many people, easily available raw materials, simple manufacturing process, promising business opportunities and diverse menu variants. Obstacles in increasing sales in the Mentai rice buma business in the form of Short rice durability, high level of competition, dependence on the quality of raw materials, relatively large initial capital, cooking skills required.

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