



Research Paper

Swot Analysis In Determining A Strategy For Developing A Restaurant Based On Kampung Chicken

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ABSTRACT: The growth of the culinary industry, especially the restaurant business, is increasingly widespread because many consider this business to be the most promising. Tolkin Daeng Kio restaurant is one of the restaurants that serve a special menu chicken Kampung located in Gowa Regency. With so many restaurant businesses, competitors are starting to emerge from small-scale businesses to large-scale businesses. Therefore, every business is required to know the right strategy for introducing the products it produces. This research aims to determine the development strategy carried out by the Tolkin Daeng Kio village chicken restaurant business to increase sales. The growth of the culinary industry, especially the restaurant business, is increasingly widespread because many consider this business to be the most promising. Tolkin Daeng Kio restaurant is one of the restaurants that serve a special menu chicken Kampung located in Gowa Regency. With so many restaurant businesses, competitors are starting to emerge from small-scale businesses to large-scale businesses. Therefore, every business is required to know the right strategy for introducing the products it produces. This research aims to determine the development strategy carried out by the Tolkin Daeng Kio Chicken restaurant business to increase sales. This research is descriptive research using a qualitative approach. The informant was determined deliberately, namely the owner of the chicken Kampung restaurant Tolkin Daeng Kio. Data collection procedures used in research include observation, interviews, and documentation. The data obtained was analyzed using SWOT analysis. Based on the research results, show that the strategy implemented by the Tolkin Daeng Kio chicken Kampung restaurant business in Gowa is in quadrant one, namely Aggressive (growth-oriented strategy) or in a dynamic growth position or in a strength-opportunity strategy position (using strengths to take advantage of opportunities in decision making). This shows that there is an opportunity to develop the Tolpin Daeng Kio chicken Kampung restaurant business, apart from having strengths that are greater than its weaknesses, it also has opportunities that are greater than threats.

KEYWORDS: Development Strategy, Restaurant Business, Chicken Kampung, SWOT Analysis

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I. INTRODUCTION

The business that many entrepreneurs are involved in is the restaurant business because many consider this business to be the most promising. Food is the main human need that every individual must fulfill. The restaurant business has recently mushroomed, with various types of food menus, various restaurant concepts, and innovative breakthroughs made by business owners to attract visitors. One sector that is currently proliferating is the fast food business. Fast food is food and drinks that can be consumed directly, such as pizza, sandwiches, and chicken-based foods [1]. Fast food is an alternative to fast food that is affordable and available to cook at home [2]. After the entrepreneurial era boomed, many people who did not have a restaurant business background tried their luck [3]. Quoting data from the Central Statistics Agency (BPS) released in June 2022, there were 11,223 culinary businesses spread throughout Indonesia as of 2020. A total of 8,042 businesses (71.65 percent) were in the form of restaurants or eateries, 269 businesses (2.40 percent) were in the form of catering, and the remaining 2,912 businesses (25.95 percent) were in other categories.

The high level of competition in restaurants requires every entrepreneur to develop the right strategy for running his business. Product marketing in every company is one of the keys to maximizing the company's goals in generating profits [4]. Competition in the restaurant business requires entrepreneurs to satisfy consumers by presenting products that meet consumer tastes and providing the best service. This will have a direct impact on consumer purchasing interest. Business actors must think about how to introduce their products to consumers and form their understanding of the product so that they will then try and buy [5].

The taste of food and the quality of service are important things that are usually considered by many people when choosing a place to eat, and the supporting factors in their choice are the cleanliness and health of the food. Business development in Indonesia's Food and Beverage (F&B) sector still has good opportunities today. In Indonesia, there are still many innovations that can be explored in the Food and Beverage sector. So, consumers are required to choose smartly. Apart from that, consumers are also given the advantage of many diverse choices due to the increasing number of players in this market [6]. What needs to be considered in the Food and Beverage business is the development of the needs and desires of the community itself, apart from including affordable prices, safe consumption, practicality, etc.

Tolping Daeng Kio Kampung Chicken Restaurant introduces the concept of combining traditional flavors with modern health values. Using fresh ingredients from free-range chicken and natural spices in the processing is an important step in creating an authentic and delicious taste. Thus, the context of "Tolping Daeng Kio Kampung Chicken Restaurant" is to meet consumer demand for healthy, natural, and quality food. By combining culinary traditions with modern health values, this restaurant always strives to create satisfying dining experiences that improve health and positively impact the environment [7].

Previous research on culinary business development strategies has been conducted by [8]; [9]; [10]; [11]; [12]; [13]; [14]; [15]; [16]. In its development, previous research processed various chicken-based menus, such as; creamy chicken, betutu chicken. However, the Tolpin Daeng Kio restaurant specializes in organic Kampung chicken as a special dish. In developing the business, many problems were encountered both in the internal and external environment. Each business actor has his way of developing his business [17] as is done in the Tolping Daeng Kio village chicken restaurant business. To achieve business improvement, the basic thing that needs to be done is to identify internal and external factors using the SWOT analysis tool, so that the Tolping Daeng Kio village chicken restaurant business can determine a strategy to develop its business and be able to survive in a competitive environment.

II. RESEARCH METHODS

This research was conducted at the Tolping Daeng Kio Kampung Chicken Restaurant located on Jalan Tanetea, Bontosunggu Village, Bajeng District, Gowa Regency, South Sulawesi. This research was carried out in September 2023.

This research uses primary and secondary data. Primary data was obtained from direct observation, and interviews using questionnaires with internal company parties consisting of the restaurant business owner, 2 workers who serve consumers and customers. Determining respondents using the accidental sampling method. [18] states that accidental sampling is a method that takes respondents as samples based on chance. Qualitative data analysis is used to determine the company's internal environment in the form of strengths and weaknesses and the external environment in the form of opportunities and threats. The data analysis used in this research uses the SWOT analysis technique with a qualitative approach based on Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is used to answer the problems in this research. [19].

Data analysis is the process of systematically identifying various factors to formulate a company strategy. This analysis is based on logic to formulate strengths and opportunities but simultaneously can minimize weaknesses and threats, which are company strategy factors that must be analyzed in the current conditions.

After identifying both internal and external factors, they are then entered into a matrix called the internal strategic factor matrix or IFAS (Internal Strategic Factor Analysis Summary). External factors are included in a matrix called the external strategic factor matrix EFAS (External Strategic Factor Analysis Summary). The next stage of matching is to match strengths and weaknesses with opportunities and threats. The matching stage is carried out using an analysis tool, namely the SWOT matrix.

After giving weights and ratings, the strategic factors in increasing sales of the Talking Daeng village chicken restaurant were prepared in a SWOT matrix which can clearly describe the opportunities and threats faced [20]. Four cells of possible alternative strategies can be generated.

- a. SO (Strength-Opportunities) strategy, namely utilizing all strengths to seize and exploit maximum opportunities.
- b. ST (Strengths-Threats) strategy, namely using existing strengths to overcome threats.
- c. WO (Weaknesses-Opportunities) strategy, namely utilizing existing opportunities by minimizing existing weaknesses.

- d. WT (Weaknesses-Threats) strategy, namely activities that are defensive and try to minimize existing weaknesses and avoid threats. The final stage or decision stage, at this stage several strategies obtained from the decision stage will be analyzed using the QSP matrix.

III. RESULT AND DISCUSSION

A. Internal Factor Analysis

Identification of the internal factors of the Tolping Daeng Kio village chicken restaurant in Gowa Regency business are as follows:

Strength

- 1) Has a special free-range chicken menu
Tolping Daeng Kio's free-range chicken restaurant serves a special menu in the form of free-range chicken, which is why many consumers are looking for it because of its quality organic free-range chicken meat, which is good for health because it has a high protein content and does not contain much cholesterol.
- 2) Menu variations are very diverse
This restaurant business provides specially processed chicken products. Still, the menu is very diverse, ranging from free-range tolping cobe soy sauce chicken, grilled free-range chicken, to fried tolping local chicken, and of course, this restaurant uses high-quality chicken. After processing it too the quality is guaranteed in terms of cleanliness, texture, and taste.
- 3) Affordable menu prices.
As stated by several customers, the prices offered by this restaurant are very competitive. Of course, the quality and taste provided by the Tolping Daeng Kio Kampung Chicken. Restaurant is a particular strength for the restaurant in competing with competitors.
- 4) Have a special courier.
Tolping Daeng Kio Kampung Chicken Restaurant employs young people who don't have jobs around the business location to support the restaurant delivery of orders to customers.
- 5) Strategic location
The location of the Tolping Daeng Kio Kampong Chicken Restaurant business is very strategic because it is very easy to reach, is registered on Google Maps, and is in a densely populated area.

Weakness

- 1) Poor Servant Performance
Complaints from several customers felt that the waiters seemed slow in responding to customer requests, so customers felt bored waiting for the dishes they ordered.
- 2) Less Utilization of Promotion via Social Media Platforms
Lack of marketing using digital platforms widely so in terms of product marketing it is considered still lacking
- 3) Lack of application of technology in payment facilities.
Tolpin Daeng Kio free-range chicken restaurant still uses manual payments, where customers usually pay using debit or Qiris.
- 4) The management system is still in the form of a family business
In managing the village chicken restaurant, Tolpin Daeng Kio still uses family labor, involving his wife, children, and son-in-law.
The location of this business is in a village so market segmentation is limited.

B. External Factors Analysis

Identification of external factors in the Tolkin Daeng Kio kampung chicken restaurant business in Gowa Regency is as follows:

Opportunity

- 1) Proactive Business Owners in Entrepreneurship Training
According to research results through direct interviews with the business owner of the Tolping Daeng Kio Kampung Chicken Restaurant, researchers obtained information that the business owner is very active in taking part in business development training, and often gets invitations to present material on improving MSMEs in several places.
- 2) Has business legality

According to the information we received from research results, the business owner said that this restaurant business has official business legality from the ministry.

3) Have your own farm

One of the interesting aspects of the research results is the information from the business owner that this business has its own farm, of course this is an opportunity for the Tolping Daeng Kio free-range chicken restaurant because it can help the restaurant meet customer demand which continues to increase despite price increases.

Threats

1) Fluctuations in raw material prices

Increasing the price of raw materials such as chicken, vegetables, or other ingredients can reduce the restaurant's profit margin. These price fluctuations can be a threat, especially if restaurants cannot adjust their selling prices. This has been confirmed to often disrupt the operations of the Tolping Daeng Kio Kampung Chicken Restaurant when there is a shortage of chicken supply due to prices soaring at unpredictable times.

2) High level of competition with similar restaurants

The emergence of new restaurants that provide a similar menu in the form of free-range chicken means that they must innovate products and provide excellent service to customers so that consumers are not left behind.

3) Product innovation that is easy to imitate

Considering the high level of consumer knowledge and awareness about health, especially in consuming organic products such as free-range chicken, restaurant entrepreneurs have added menus made from free-range chicken.

C. IFAS Matrix

Based on data processing, internal factors and external factors can be identified which are then entered into the internal strategy factor matrix (IFAS) and external strategy factor matrix (EFAS) for evaluation, so that appropriate alternative strategies are obtained for restaurant business development. The matrix (IFAS) for the Tolkin Daeng Kio village chicken restaurant business in Gowa district:

Table 1. Internal Strategic Factor Analysis Summary (IFAS) matrix for the Tolpin Daeng Kio chicken Kampung restaurant business in Gowa Regency.

Number	Internal Strategy Factors	Weight	Rating	Weight x Rating
A	Strength			
1	Has a special Kampung chicken menu	0,14	4	0,56
2	Menu variations are very diverse	0,11	4	0,44
3	Affordable menu prices	0,11	4	0,44
4	Have a special courier	0,10	4	0,40
5	Strategic location	0,10	4	0,40
	Amount A	0,56	20	2,24
B	Weakness			
1	Poor servant performance	0,13	2	0,26
2	Less utilization of promotion via social media platforms	0,11	2	0,22
3	Lack of application of technology in payment facilities	0,10	3	0,30
4	The management system is still in the form of a family business	0,10	3	0,30
	Amount B	0,44	10	1,08
	Amount A + B	1	32	3,32

Source: Data processing results, 2024

The results of the internal factor analysis in Table 1 show that the internal factor indicators are that the Tolping Daeng Kio restaurant has a special menu, namely Kampung chicken. Organic Kampung chicken is popular with consumers because its meat is high in protein compared to cholesterol. Therefore, it becomes a strength in future business development with the highest score of 0.56. However, this restaurant does not utilize digital platforms to promote its business with a score of 0.22, so promotional efforts need to be made using social media. The results of the IFAS strengths and weaknesses matrix obtained a total weighted score of 3.32,

this shows that the ability of the Tolpin Daeng Kio chicken Kampung restaurant business is relatively strong in using its strengths and overcoming its weaknesses.

D. EFAS Matrix

The EFAS matrix for the Tolping Daeng Kio Chicken Restaurant business can be seen in the following Table:

Table 2. EFAS Matrix (Summary of External Factor Analysis) on the Tolpin Daeng Kio chicken Kampung restaurant business development strategy in Gowa Regency

Number	Internal Strategy Factors	Weight	Rating	Weight x Rating
A	Opportunities			
1	Proactive Business Owners in Entrepreneurship Training	0,16	3	0,48
2	Has business legality	0,16	3	0,48
3	Have your own farm	0,18	4	0,72
	Amount A	0,50	10	1,68
B	Threats			
1	Fluctuations in raw material prices	0,17	2	0,34
2	High level of competition with similar restaurants	0,18	2	0,36
3	Product innovation that is easy to imitate	0,15	2	0,30
	Amount B	0,50	6	1,10
	Amount A + B	1	16	2,78

Source: Data processing results, 2024

The results of the external factor analysis in Table 2 show that the external factor indicator is having your own farm with a score of 0.72 so you can develop a free-range chicken restaurant business. Apart from that, the factor that threatens business continuity is that the village chicken restaurant's product innovation is easy to imitate with a score of 0.30. The results of the EFAS opportunity and threat matrix obtained a total weighted score of 2.78, this shows that the Tolpin Daeng Kio village chicken restaurant business can take advantage of opportunities and overcome relatively strong threats.

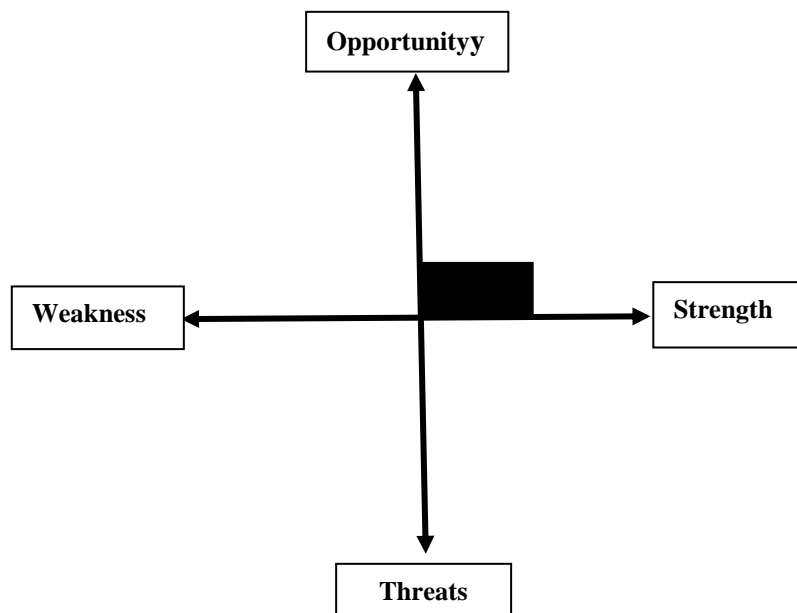


Figure 1. Business Positioning Strategy for Tolpin Daeng Kio Chicken Kampung restaurant, Gowa Regency in 2024

The calculation results of the IFAS (Internal Strategic Factor Analysis Summary) matrix and the EFAS (External Strategic Factor Analysis Summary) matrix produce a horizontal axis (X) value for the strength factor of **3.32** and a vertical axis (Y) probability value of **2.78**. Based on the results of these calculations, the development of the Tolpin Daeng Kio village chicken restaurant business in Gowa Regency can be depicted in a SWOT diagram as in Figure 1.

Based on the SWOT diagram in Figure 1, it can be seen that the strategic position of developing the Tolpin Daeng Kio village chicken restaurant business in Gowa Regency in the strategic environmental analysis mapping (internal and external environment) is in quadrant I, namely Aggressive (Growth Oriented Strategy) or in a dynamic growth position or in a strategic position of strength-opportunity (using strengths to exploit opportunities in decision making). This shows that there is an opportunity to develop the Tolpin Daeng Kio Chicken Kampung restaurant business, apart from having strengths that are greater than its weaknesses, it also has opportunities that are greater than threats.

E. SWOT Matrix

The SWOT Matrix is a matching tool used to compile the strategic factors of a business. The IFE and EFE matrix analysis that has been carried out is then arranged in a SWOT matrix to formulate strategies based on the internal and external factors that have been identified. Strategy formulation using the SWOT matrix consists of four (4) combinations of factors, consisting of Strength–Opportunity (S–O) strategy, Strength–Threat (S–T) strategy, Weakness–Opportunity (W–O) strategy, and Weakness– Threats (W–T) in table 3 are as follows:

Table 3. SWOT Analysis Matrix Business Development Strategy for Tolpin Daeng Kio Chicken Kampung restaurant in Gowa Regency, South Sulawesi Province, 2024

Internal Factors	Strengths (S)	Weaknesses (W)
External Factors	<ol style="list-style-type: none"> Has a special Kampung chicken menu Menu variations are very diverse Affordable menu prices Have a special courier Strategic location 	<ol style="list-style-type: none"> Poor servant performance Less utilization of promotion via social media platforms Lack of application of technology in payment facilities The management system is still in the form of a family business.
Opportunities (O) <ol style="list-style-type: none"> Proactive Business Owners in Entrepreneurship Training Has business legality Have your own farm 	S-O Strategies <ol style="list-style-type: none"> Having a strategic business location that is easy for visitors to find, and has a special Kampung chicken menu so that you can guarantee the availability of raw materials because you have your chicken farm (S1, S5, O3) Has a wide variety of menus and actively participates in training to increase knowledge in entrepreneurship so that it can serve quality menus to consumers at affordable prices. (S2, O1, S3) For the sake of competitive prices and sustainable business legality, restaurant businesses are proactive in monitoring the market and participating in sustainable entrepreneurship training. (S3, O2, O1) Strategic business location and affordable menu prices will support the development of restaurants with chicken farms. (S5, S3, O3). 	W-O Strategies <ol style="list-style-type: none"> By increasing the professionalism of servers supported by active participation in entrepreneurship training, quality, and innovative services will be created. (W1, O1). With the legality of business, it is increasingly supported in increasing sales with promotions via social media. (W2, O2). Improve and provide the best service, attend entrepreneurship training, and optimize social media platforms for promotion, so that restaurant visitors increase (W1, O1, W2). Improve operational management by attending training to increase insight and knowledge in managing a family business. (W4, O1).
Threats (T) <ol style="list-style-type: none"> Fluctuations in raw material prices High level of competition with similar restaurants Product innovation that is easy to imitate 	S-T Strategies <ol style="list-style-type: none"> Even though the price of raw materials fluctuates, Tolpin Daeng Kio Chicken Kampung restaurant still provides menu prices that are affordable for consumers (S3, T1). Create a variety of menu variations, while still presenting a special menu in the form of free-range chicken so that the Tolpin Daeng Kio chicken restaurant can compete with restaurants that serve the same menu (S2, S1, T2). 	W-T Strategies <ol style="list-style-type: none"> Improve services by increasing digital use through social media so as not to compete with other similar businesses. (W1, W3, T2). Utilizing technology in payment facilities using debit and Qris, making it easier for consumers to make transactions and improving services so they can compete with other similar businesses (W3, W1, T2). Improving the performance of businesses

	<p>3. Strategic business location and having special couriers to serve consumers so that they can compete with similar restaurants. (S5, S4, T2).</p> <p>4. Restaurant business owners are always creative in producing various types of menus, plus a special menu in the form of free-range chicken so that it is not easily imitated by other restaurant entrepreneurs (S2, S1, T3).</p>	<p>managed by the family and improving business management so that they can win competition with similar businesses (W4, T2).</p> <p>4. Increase presence on social media and provide special offers to customers. In the case of raw material price fluctuations, openly communicate to customers via social media about price changes and offer transparent explanations (W2, T1).</p>
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Source: Data processing results, 2024

Based on Table 3, the SWOT matrix can identify several strategies that are suitable for developing the Tolpin Daeng Kio chicken Kampung restaurant business in Gowa Regency. Several alternatives can be formulated as follows:

a. SO Strategy

SO strategy is to create a strategy that uses strengths to take advantage of opportunities. The strategy is;

- Having a strategic business location that is easy for visitors to find, and has a special Kampung chicken menu so that you can guarantee the availability of raw materials because you have your chicken farm
- Has a wide variety of menus and actively participates in training to increase knowledge in entrepreneurship so that it can serve quality menus to consumers at affordable prices.
- For the sake of competitive prices and sustainable business legality, restaurant businesses are proactive in monitoring the market and participating in sustainable entrepreneurship training.
- Strategic business location and affordable menu prices will support the development of restaurants with chicken farms.

b. WO Strategy

The WO strategy is to create a strategy that minimizes weaknesses to take advantage of opportunities. The strategies are;

- By increasing the professionalism of servers supported by active participation in entrepreneurship training, quality, and innovative services will be created.
- With the legality of business, it is increasingly supported in increasing sales with promotions via social media.
- Improve and provide the best service, attend entrepreneurship training, and optimize social media platforms for promotion, so that restaurant visitors increase.
- Improve operational management by attending training to increase insight and knowledge in managing a family business.

c. ST Strategy

The ST strategy is to create a strategy that uses power to overcome threats. The strategies are;

- Even though the price of raw materials fluctuates, Tolpin Daeng Kio Chicken Kampung restaurant still provides menu prices that are affordable for consumers,
- Create a variety of menu variations, while still presenting a special menu in the form of free-range chicken so that the Tolpin Daeng Kio chicken restaurant can compete with restaurants that serve the same menu
- Strategic business location and having special couriers to serve consumers so that they can compete with similar restaurants.
- Restaurant business owners are always creative in producing various types of menus, plus a special menu in the form of free-range chicken so that it is not easily imitated by other restaurant entrepreneurs

d. WT Strategy

The WT strategy is to create a strategy that minimizes weaknesses and avoids threats. These strategies are:

- Improve services by increasing digital use through social media so as not to compete with other similar businesses.
- Utilizing technology in payment facilities using debit and Qris, making it easier for consumers to make transactions and improving services so they can compete with other similar businesses.
- Improving the performance of businesses managed by the family and improving business management so that they can win competition with similar businesses.

- Increase presence on social media and provide special offers to customers. In the case of raw material price fluctuations, openly communicate to customers via social media about price changes and offer transparent explanations.

IV. CONCLUSION

Based on the results of research conducted on the Tolpin Daeng Kio Kampung chicken restaurant business, the following conclusions can be drawn: The condition of the Tolpin Daeng Kio village chicken restaurant is in quadrant I, this shows that the company is in a very profitable condition because it has quite promising strengths. and opportunities to support the implemented strategy.

(1) The S-O (Strength-Opportunity) strategy that can be used at a strategic business location that is easy for visitors to find, having a special Kampung chicken menu so that you can guarantee the availability of raw materials because you have your chicken farm; Having a wide variety of menus and actively participating in training to increase knowledge in entrepreneurship to be able to serve quality menus to consumers at affordable prices; To ensure competitive prices and sustainable business legality, restaurant businesses are proactive in monitoring the market and participating in ongoing entrepreneurship training; The strategic business location and affordable menu prices will support the development of restaurants with owned chicken farms. (2) The S-T (Strength-Threat) strategies that can be used include: Even though raw material prices fluctuate, Tolpin Daeng Kio chicken Kampung restaurant still provides menu prices that are affordable for consumers; Creating a variety of menu variations, while still presenting a special menu in the form of free-range chicken so that the Tolpin Daeng Kio local chicken restaurant can compete with restaurants that serve the same menu; Strategic business location and having a special courier to serve consumers so that it can compete with similar restaurants; Restaurant business owners are always creative in producing various types of menus, plus a special menu in the form of free-range chicken so that it is not easy for other restaurant entrepreneurs to copy. (3) The W-O (Weakness-Opportunity) strategy is to increase the professionalism of waiters supported by active participation in entrepreneurship training, which will create quality and innovative services; With the existence of business legality, it increasingly supports increasing sales with promotions via social media; Improve and provide the best service, attend entrepreneurship training and optimize social media platforms for promotion, so that restaurant visitors will increase in number; Improve operational management by attending training to increase insight and knowledge in managing a family business. (4) The W-T (Weakness-Threat) strategy is to improve services by increasing digital use through social media so as not to compete with other similar businesses; Utilizing technology in payment facilities using debit and Qris, making it easier for consumers to make transactions and improving services so that they can compete with other similar businesses; Improving the performance of companies managed by the family and improving business management so that they can win competition with similar businesses; Increase presence on social media and provide special offers to customers.

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