

DETERMINATION OF MARKETING STRATEGY AT WARUNG LESEHAN AA REMBANGAN USING SWOT ANALYSIS

Muh Alfian Kuncoro¹, Maheni Ika Sari², Yohanes Gunawan Wibowo³

Management Study Program, Faculty of Economics and Business, University of Muhammadiyah Jember, Indonesia¹²³

*Email: kuncoroalfan@gmail.com, maheni@unmuhjember.ac.id,
gunawanwibowo@unmuhjember.ac.id.

ABSTRACT- In the era of increasingly fierce business competition, especially in the culinary sector, the management of an effective marketing strategy is the main key to maintaining and developing the business. Warung Lesehan AA Rembangan as one of the traditional culinary business actors faces the challenge of staying relevant and competitive amid many competitors and changing consumer preferences. This study aims to analyze the internal and external factors that affect the marketing strategy of Warung Lesehan AA Rembangan and formulate an effective business development strategy based on SWOT, IFE (*Internal Factor Evaluation*), and EFE (*External Factor Evaluation*) analysis. The research method used is a descriptive study with a qualitative and quantitative approach through the collection of primary and secondary data. The results of the analysis show that the main strength of Warung Lesehan AA lies in active promotion through discounts and banners as well as an easy-to-reach strategic location. However, there are weaknesses in the form of simple and less modern stall facilities that have the potential to reduce the comfort of visitors. The main threat faced is the stiff competition with the number of lesehan stalls in the Rembangan area. Based on the results of the SWOT analysis, it is recommended to implement growth strategies that maximize strengths and opportunities, as well as weakness improvement strategies to deal with existing threats. This research provides practical recommendations for the managers of Warung Lesehan AA to improve the quality of services, facilities, and promotional innovations to strengthen the competitiveness and sustainability of the business.

Keywords: Marketing Strategy, SWOT Analysis, IFE, EFE

INTRODUCTION

Business development in Indonesia has recently increased, in addition to that it has also experienced complexity, competition, changes and business uncertainty (Anisa & Shinta, 2020). Success in running a business is determined by how much the company's leader is able to determine the right strategy in running his business (Affrillita, 2013). This results in the

business being run does not last long and loses to competitors. Currently, the business in the café industry is making very rapid progress, which makes the competition increasingly fierce (Zianah Safitri et al., 2024). The more competitors, the more important it is for business people to understand marketing strategies so that they can not only survive and develop their business but also can compete in controlling market share. Therefore, strategy is an important thing in achieving competitive advantage and the success of a business (Juwairiazizah Rasta et al., 2023).

Strategy is an approach activity that provides direction to operations carried out in the company with sustainable direction and goals in the long term (Bahauddin, 2020). In determining strategy, it cannot be separated from company marketing, marketing is an activity that regulates the planning, pricing, promotion and distribution of goods and services with the aim of being able to satisfy the needs of existing consumers and potential consumers (Darmanto & Wardaya, 2016). In order to achieve the company's goals, the company can formulate the right strategy for the sustainability of its company. Marketing strategy is a strategy used to take over the market or market segmentation that can be targeted by an entrepreneur (Gitosudarmo, 2016). So that the existence of this marketing strategy is able to win market competition, besides that it is also an important factor for companies today (Elwisam & Lestari, 2019).

Warung Lesehan AA Rembangan is one of the culinary businesses operating in the Rembangan tourist area, which takes advantage of the potential of a strategic location with attractive natural scenery and cool air. This stall offers a traditional lesehan concept with an affordable menu, so that it is able to attract various consumer segments, both tourists and local people. However, fierce competition, changing consumer preferences, and operational challenges require Warung Lesehan AA to develop an effective marketing strategy in order to maintain and increase its competitiveness (Rohma et al., 2023).

Some of the problems faced by Warung Lesehan AA include increasingly fierce competition with the number of lesehan stalls and other places to eat in the Rembangan tourist area, limited facilities and less innovative menu variations, and dependence on the tourist season that causes fluctuations in income. In addition, changes in consumer behavior that increasingly prioritize comfort and modern facilities are also a challenge for stalls that carry traditional concepts.

SWOT Analysis (*Strengths, Weaknesses, Opportunities, Threats*) is the right tool to

identify internal and external factors that affect the marketing success of Warung Lesehan AA. Through this analysis, warungs can optimize existing strengths and opportunities, while addressing the weaknesses and threats faced (Ratnawili et al., 2022). The marketing strategy designed based on the results of the SWOT analysis is expected to increase market penetration, strengthen the position of stalls in the culinary market, and support sustainable business growth (Aprianto Karim et al., 2023). Therefore, research on marketing strategies at Warung Lesehan AA Rembangan using SWOT analysis is very relevant to provide the right recommendations in dealing with market dynamics and changes in consumer behavior in this modern era (Firmansyah et al., 2023). It is hoped that the results of this research can make a practical contribution to the management of Warung Lesehan AA in formulating effective marketing strategies, as well as becoming a reference for other traditional culinary business actors in improving the competitiveness and sustainability of their businesses (Fahmi, 2018).

The growth of the culinary industry in Indonesia shows a positive trend, with promising projections for 2025. Based on the latest data, the domestic food and beverage industry is expected to grow by around 6% by 2025, increasing from 5% to 5.5% growth in 2024. The United States Ministry of Commerce also predicts that Indonesia's culinary industry sales could reach \$103.76 billion by 2029, with growth driven by an increase in the middle class and changes in consumer behavior, according to the Central Statistics Agency, (2025).

The presence of MSMEs (small and medium enterprises) is very important for the economic growth of a country and can benefit the community and distribute income (Permana & Samsudin, 2023). The culinary business is one of the very promising sectors. The Ministry of Tourism and Creative Economy of the Republic of Indonesia, noted that culinary is the largest contributing subsector to the Gross Domestic Product (GDP) of the creative economy. The culinary subsector contributed Rp 455.44 trillion or around 41 percent of the total creative economy GDP of Rp 1,134 trillion in 2020. It is estimated that this will increase until 2023. The culinary business does have very good opportunities for MSMEs in the culinary field, including *Restaurants*, a food stall, *Catering* and efforts *Cafe* (Rohma et al., 2023). From time to time, businesses such as coffee shops, cafes and similar businesses have increased. Because this industry is supported by the availability of raw materials such as quality coffee which is one of the factors in the increase of this industry. Based on research *Independent Toffin*, the number of coffee shops, and culinary businesses in Indonesia as of August 2023

reached more than 3,950 outlets, an increase of almost three times compared to 2022 (Swastha & Handoko, 2024). In 2024, it is estimated that businesses in this industry will continue to grow. Nowadays, almost every corner of the city must have a modern or traditional coffee place. From the phenomenon of the mushrooming of businesses *Cafe* and coffee shops not only have an impact on new outlets or coffee places but also provide business opportunities for equipment sellers *Cafe*. In addition to opening up opportunities to sell equipment *Cafe*, other opportunities in this industry are indeed very large, for example is the opportunity to sell the resulting coffee beans *Roaster* (Aprianto Karim et al., 2023).

Business competition also occurs at Warung Lesehan AA. Warung Lesehan AA is a semi café lesehan stall that sells a variety of food and beverage menus at relatively cheap and affordable prices for all groups., this business is located on Jl Rembangan, Kemuning lor village, Arjasa District, Jember Regency. Warles AA has been established since 2003. From the beginning of its establishment until now it has been 21 years of warles aa establishment, of course 21 years is not a short time to run a business. From the beginning of its establishment until now, there have been many competitors who have competed in the same business field. The number of competitors certainly makes the condition of warles aa threatened and makes the number of visitors decrease, of course the number of visitors is decreasing makes the income of warles aa also decrease.

Although Warung Lesehan AA Rembangan has growth opportunities amid the positive development of the culinary industry, it faces various significant challenges. The stiff competition from modern lesehan stalls and restaurants that offer innovative concepts and more complete facilities attracts the interest of consumers who want a more comfortable and aesthetic dining experience. In addition, changes in consumer behavior that increasingly rely on food ordering applications such as *GoFood* and *GrabFood* have made consumers accustomed to the convenience of ordering food online, thus potentially reducing direct visits to Warung Lesehan AA Rembangan.

On the other hand, people's purchasing power also shows a slowdown even though the culinary sector continues to grow. Data from Indonesia's Central Statistics Agency (BPS) shows that household consumption only grew by 4.91% in the third quarter of 2024 (Central Statistics Agency, 2025). This condition has the potential to limit consumer spending on food outside the home and can affect the frequency of visits to Warung Lesehan AA Rembangan. In order to understand Warung Lesehan AA Rembangan's competitive position in the local

culinary market, it is important to identify and analyze the competitors operating around the location. The following table contains an overview of warung lesehan and competing restaurants that offer similar concepts, so that it can provide insight into the strengths, weaknesses, and opportunities faced by Warung Lesehan AA Rembangan in culinary business competition.

Table 1.
Identification of Similar Competitors

Yes	Name	Year of Establishment	Superiority
1	Green Cafe	2018	1. Farhar food and beverage menu 2. Have internet facilities 3. Musola facilities 4. Toilet facilities 5. Places that are instagramebel 6. Provide facilities to watch football with 7. Music facilities
2	Cafe Asmara	2022	1. Spacious place 2. Farhar food and beverage menu
3	Boss Ndut Reborn	2023	1. Have A Few Steps That Can Be Used 2. Farhar food and beverage menu 3. Internet facilities 4. Toilet facilities
4	KL Nature	2024	1. Have a place that is stable 2. Food and beverage menu 3. Internet Facilities 4. Toilet Facilities 5. Live Streaming Watching Football

Source : Data processed by researchers, 2024

In 2018, more and more competitors competed in the same industry and places adjacent to Warles AA. The new competitor has quite complete facilities compared to Warles AA, not only does the competitor have enough facilities, the competitor also has an

instagramable place so that it attracts visitors to come, not only to enjoy eating but also to take advantage of the facilities to take pictures, post photos on their respective social media. The rapid growth of competitors requires Warles AA to have a business strategy to be able to win the competition. This is also one of the factors in the decline in the turnover of Warles AA from year to year.

Table 2.
Similar Competitors of Warles AA Rembangan

Yes	Name	Year of Establishment	Advantages
1	Warles MMDRS	2000	1. Spacious place 2. Diverse food and drink menu
2	Warles AA	2002	1. Unique food menu 2. Have a courier to deliver the order 3. Internet facilities 4. Diverse food and drinks
3	Warles Cak Rudi	2002	1. Carousel facilities 2. Diverse food and beverage menus 3. Spacious place 4. Have a place to watch together 5. Toilet facilities 6. Internet of Things 7. Music entertainment
4	Warles Si Yoyo	2002	1. Diverse food and beverage menu 2. Internet gratis 3. Toilet facilities 4. Spacious place
5	Warles Erik	2001	1. Diverse food and beverage menu

Source: Data of the Stalls That Opened the First Lesehan Warung (Coffee Place) Business in Rembangan

In Table 2. It can be seen that Warung Lesehan AA Rembangan (Warles AA) has four competitors who run similar types of businesses around the location. Based on this data, Warles AA tends to lag behind in terms of supporting facilities, such as the unavailability of toilets and the lack of entertainment facilities compared to its competitors. This condition makes Warles AA face quite tough competition in the local culinary market. The large

number of competitors has the potential to reduce the number of visits to Warles AA every day, thus having an impact on the decline in the stall's income. Therefore, the implementation of the right strategy is needed so that Warles AA is able to survive and compete effectively with similar lesehan stalls in the vicinity.

Table 3.
Warles AA income for 10 years

NO	Year	Turnover
1	2014	IDR 138,000,000
2	2015	IDR 130,000,000
3	2016	IDR 132,000,000
4	2017	IDR 130,000,000
5	2018	IDR 129,000,000
6	2019	IDR 111,000,000
7	2020	IDR 80,000,000
8	2021	IDR 90,000,000
9	2022	IDR 79,000,000
10	2023	IDR 75,000,000
11	2024	IDR 78,000,000

Source: Data Processed by Researchers (2024)

From the table above, it can be seen that Warles AA experienced income fluctuations. The data was taken from 2014 to 2024. This income tends to be small for businesses that have been established for 24 years. Business competition has become a common problem, but competition can also have a positive impact on business actors to compete with other business actors. Of course, not all actors can read their company's position and are confused to determine what marketing strategy will be used in their company. Then actors can use SWOT analysis, SWOT analysis is a framework used to evaluate strengths, weaknesses, opportunities and threats in a situation or strategic plan (Saputra et al., 2021). In the context of marketing strategy, SWOT analysis can help businesses like Warles aa to understand their position in the market and identify factors that can affect the success of their marketing campaigns (Zianah Safitri et al., 2024).

In running a business, we will definitely get threats both from inside and outside the company. Threats such as lack of capital and fierce competition certainly make companies

have to prepare themselves so that the company does not experience bankruptcy (Permana & Samsudin, 2023). In business competition, companies are required to pay attention to market conditions and compete competitively and determine marketing strategies. One way to find out the position and evaluate a company is to use swot analysis (Firmansyah et al., 2023).

SWOT analysis techniques are one of the important analysis tools in overcoming business competition (Rangkuti, 2017). As we know that this analysis technique, can provide a lot of information about the current market conditions. SWOT analysis can not only provide internal information, but can also be used to evaluate various business challenges and opportunities in the company's external environment. SWOT analysis techniques can be a material for self-reflection for a manager in managing his company (Susilowati, 2023).

Of all the analytical tools used in research, the SWOT analysis technique is one that can be a solution. The SWOT analysis tool focuses on four aspects of the company. The four aspects are strength (*Strength*), weaknesses (*Weakness*), opportunities (*Opportunity*) and threats (*Threat*). The SWOT analysis divides these components into two main parts, namely internal factors (strengths and weaknesses) and external factors (opportunities and threats). In contrast to typical analysis tools, SWOT focuses on thorough problem solving (*holistic*) in a company. That way in the process of mapping the problem, the researcher can clearly set the focus area of problem solving (Rangkuti, 2017).

This study aims to analyze internal and *external* business that will later be used as a benchmark to establish the right marketing strategy. A marketing strategy is the objectives, policies, and rules that guide a company's marketing over time, at all levels, as well as standards and allocations, especially the company's response in an ever-changing and competitive environment (Aulia & Widodasih, 2023). The goal of a marketing strategy is to find unmet customer needs and wants, measure the market and profit potential, identify and determine the market segments to be served, and design, improve, and market products that suit customer needs. Marketing strategies also involve the company's response to changing environments and ever-changing competitive conditions (Santi & Giovanni, 2023).

THEORETICAL STUDIES

Internal Factor Analysis Summary (IFAS) Indicator

Strength or strength is a resource, skill or other advantage relative to competitors and market needs that are served or that a company or organization wants to serve. Strength contains human resources, finance or leadership and other factors.

1. The location of Warung Lesehan AA overlooking the natural scenery provides a pleasant dining experience.
2. The concept of traditional lesehan at Warung Lesehan AA is in keeping with the local culture and appeals to tourists.
3. The traditional menu at affordable prices makes Warung Lesehan AA accessible to various groups of consumers.
4. Parking facilities, prayer rooms and easy access make it easy for visitors to come to Warung Lesehan AA.
5. Active promotion through discounts and banners is effective in attracting and retaining Warung Lesehan AA customers.

Weaknesses or weaknesses are a limitation or lack of resources, skills and capabilities that continuously hinder effective performance in a company or organization. Things that are the source of weaknesses of a company are weaknesses in facilities, financial resources, management capabilities, and skills in marketing.

1. Simple and less modern stall facilities reduce comfort for some visitors.
2. The lack of facilities for a viewing place that can accommodate visitors together.
3. Less professional stall management affects service quality and product consistency.
4. The limited variety of menus makes Warung Lesehan AA less attractive for consumers who are looking for more diverse options.
5. Warung Lesehan AA's income is highly dependent on the tourist season, so it decreases during the low season.
6. Inadequate lighting and lack of security in the stall area reduce the comfort of visitors, especially at night.

External Factors *Factor Analysis Summary* (EFAS)

Opportunities or opportunities are important situations that are favorable in the environment of a company or organization.

1. Increasing consumer interest in Warung Lesehan AA which offers beautiful mountain views and natural atmosphere
2. Consumers are looking for innovative and quality menu variations at affordable prices
3. The need for a unique and different concept of Warung Lesehan AA
4. High demand for Warung Lesehan AA with outdoor area, comfortable seating, and photo spot facilities or balcony with instagramable natural scenery

5. Consumer needs for gathering places and spaces for social interaction

Threats or threats are important situations that are unfavorable for a company or organization. Threats are a major disruptive problem that will occur in a company or organization in the present or future. To understand the opportunities and threats that will be faced, companies or organizations must identify realistic and effective strategy options for a company or organization.

1. The number of lesehan stalls in Rembangan causes difficulties in choosing a place to eat.
2. The application of rules at Warung Lesehan AA to maintain the norms and comfort of visitors is very necessary.
3. Preference is higher for modern restaurants or cafes than traditional stalls.
4. The decrease in the number of tourists to Rembangan has an impact on the frequency of visits to Warung Lesehan AA.

RESEARCH METHODS

This research was conducted at Warung Lesehan AA which is located on Rembangan street, Arjasa district, Jember Regency. This research was conducted to formulate and establish a Marketing strategy in Warles AA. This research design is intended to analyze internal and external factors to formulate alternative strategies and determine strategy priorities. The research method used is qualitative descriptive research. Qualitative research methods are research methods based on philosophy *Post positivism*, usually used to investigate on the condition of a natural object (as opposed to an experiment) where, the researcher is *Instrument* key (Scott, 2019) In this study, the data used was taken from Warung Lesehan AA Rembangan. The analysis tool used is SWOT Analysis (*Strength, Weaknes, Opportunity, Threat*). This SWOT analysis aims to establish a company's strategy by analyzing the company's internal and external factors. The sample of this study was taken from the company's internal parties, namely owners and employees, and the company's external parts, namely consumers.

1. Key Informants

Warles AA has 4 employees

2. Kitchen Staff, 1 Waitress, 1 Cashier Employee,).

Principal Informant

3. Selected 30 Warles A consumers

Principal Informant

4. Warles Cak Rudi, Warles Si Yoyo, Warles Erik

Total : 37 Informants

RESULTS AND DISCUSSION

Internal Factor Evaluation (IFE) Matrix

The IFE matrix is a strategy formulation tool that summarizes and evaluates the main strengths and weaknesses in a business. This matrix is the result of the identification of internal factors that include strengths and weaknesses that affect Warles AA Rembangan in running its business. The following are the results of the IFE matrix analysis in Warles AA Rembangan.

Table 4.
Results of IFE matrix analysis in Warles AA Rembangan

Yes	Internal Factors (IFAS)	Weight	Rating	Value
Strengths (Strength)				
S1	The location of Warung Lesehan AA overlooking the natural scenery provides a pleasant dining experience.	0.07	4.00	0.28
S2	The concept of traditional lesehan at Warung Lesehan AA is in keeping with the local culture and appeals to tourists.	0.09	3.67	0.34
S3	The traditional menu at affordable prices makes Warung Lesehan AA accessible to various groups of consumers.	0.10	4.32	0.42
S4	Parking facilities, prayer rooms and easy access make it easy for visitors to come to Warung Lesehan AA.	0.10	4.05	0.39
S5	Active promotion through discounts and banners is effective in attracting and retaining Warung Lesehan AA customers.	0.08	4.18	0.32
Weakness				
W1	Simple and less modern stall facilities reduce comfort for some visitors.	0.09	-4.08	-0.35
W2	The lack of facilities for a viewing place that can accommodate visitors together.	0.09	-3.67	-0.35
W3	Less professional stall management affects service quality and product consistency.	0.10	-4.08	-0.39
W4	The limited variety of menus makes Warung Lesehan AA less attractive for consumers who are looking for more diverse options.	0.10	-3.78	-0.36

W5	Warung Lesehan AA's income is highly dependent on the tourist season, so it decreases during the low season.	0.10	-3.81	-0.37
W6	Inadequate lighting and lack of security in the stall area reduce the comfort of visitors, especially at night.	0.10	-4.08	-0.40
TOTAL		1,00		-0.48

Source : Data processed by researchers (2025)

Based on the results of the analysis in Table 4. IFE, the total score of the strength and weakness factor of Warles AA Rembangan is -0.48.

It can be seen that its main strength, namely the traditional menu at affordable prices, makes Warung Lesehan AA accessible to various consumers. with the highest score of 0.42. This allows the stall to reach various groups of consumers, both tourists and local people, thus expanding the market share. This aspect is the most dominant internal factor in supporting the success of Warung Lesehan AA Rembangan's business. This advantage provides a strong foundation for maintaining and growing businesses in the midst of competition, especially in mountainous locations that prioritize authentic culinary experiences and friendly pricing.

Meanwhile, the main weakness of Warles AA Rembangan is inadequate lighting and lack of security in the stall area which reduces the comfort of visitors, especially at night, with the highest score of -0.40. This identifies that inadequate lighting aspects and lack of security in the Warung Lesehan AA Rembangan area are significant internal factors hindering the comfort of visitors, especially at night, this condition indicates the need for immediate improvements in terms of lighting and security facilities to improve the visitor experience and maintain the reputation of the stall. Overcoming this weakness is a priority so that Warung Lesehan AA can provide a safer and more comfortable atmosphere, so that it can retain and attract more customers, especially at night.

External Factor Evaluation (EFE)

The EFE matrix is a strategy formulation tool that summarizes and evaluates the opportunities and threats that exist in a business. This matrix is the result of the identification of external factors that include opportunities and threats that affect Warles AA Rembangan in running its business. The following are the results of EFE matrix analysis in Warles AA Rembangan

Table 5.

EFE matrix analysis results on Warles AA Rembangan

Ye s	External Factors (EFAS)	Weigh t	Ratin g	Valu e
<i>Opportunity</i>				
O1	Increasing consumer interest in Warung Lesehan AA which offers beautiful mountain views and natural atmosphere	0.11	4.40	0.48
O2	Consumers are looking for innovative and quality menu variations at affordable prices	0.11	3.83	0.42
O3	The need for a unique and different concept of Warung Lesehan AA	0.11	3.56	0.40
O4	High demand for Warung Lesehan AA with outdoor area, comfortable seating, and photo spot facilities or balcony with instagramable natural scenery	0.11	4.24	0.49
O5	Consumer needs for gathering places and spaces for social interaction	0.12	4.08	0.48
<i>Treath (Threat)</i>				
T1	The number of lesehan stalls in Rembangan causes difficulties in choosing a place to eat.	0.11	-4.00	-0.43
T2	The application of rules at Warung Lesehan AA to maintain the norms and comfort of visitors is very necessary.	0.11	-3.97	-0.44
T3	Preference is higher for modern restaurants or cafes than traditional stalls.	0.11	-3.89	-0.43
Q4	The decrease in the number of tourists to Rembangan has an impact on the frequency of visits to Warung Lesehan AA.	0.11	-3.78	-0.40
TOTAL		1,00		0.57

Source : Data processed by researchers (2025)

Based on the results of the analysis in Table . EFE, the total score of opportunity and threat factors obtained by Warles AA Rembangan is 0.58.

The biggest opportunity for Warles AA Rembangan is the high demand for Warung Lesehan AA with an outdoor area, comfortable seating, and photo spot facilities or a balcony against the background of instagramable natural scenery, with the highest score of 0.49. This shows that Warles AA Rembangan has great potential to attract more customers by taking advantage of the advantages of the atmosphere and facilities. The high market demand for the concept of an outdoor lesehan stall with attractive photo spots indicates that today's

consumers highly value a dining experience that is not only comfortable, but also aesthetically pleasing and suitable for social media activities.

Meanwhile, the biggest threat is the implementation of rules at Warung Lesehan AA to maintain the norms and comfort of visitors, with the highest score of 0.44. This shows that the implementation of strict rules at Warung Lesehan AA Rembangan to maintain the norms and comfort of visitors is the biggest threat that must be faced, this indicates that if the rules are not managed properly, it can cause dissatisfaction or conflict among visitors, which has the potential to lower the image and comfort of the place. Therefore, effective rule management and good communication are necessary so that norms are maintained without reducing the comfort and positive experience of visitors.

Cartesius SWOT analysis

The matching stage is a stage to match external opportunities and threats with internal strengths and weaknesses based on the information obtained at the input stage. This matching stage aims to determine the position of the analytical tools used in this study. The following are the details of the calculation to determine the Cartesius diagram of SWOT analysis:

$$\text{IFAS} = -0.48$$

$$\text{EFAS} = 0.57$$

So it is known that the total difference in the score of the strenght and weakness factors is -0.48 while the difference in the total difference between the opportunity and threat factors is 0.57. Below is a diagram of the Cartesius SWOT analysis of Warung Lesehan AA Rembangan:

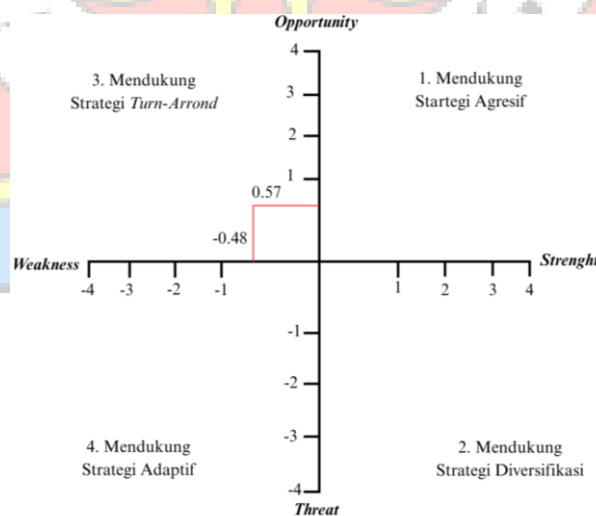


Figure 4.3

Cartesian Diagram SWOT Analysis Warles AA Rembangan

Source : data processed as a result of the 2025 questionnaire

Based on Figure 4.3 SWOT Matrix of Warung Lesehan AA Rembangan, the position of Warles AA Rembangan is in box number III (3). This position is a position where internal weaknesses (*Weaknesses*) are more dominant than strengths, but external opportunities (*Opportunities*) are very large. In other words, Warles AA has many opportunities in the market, but still faces various internal obstacles that must be addressed immediately in order to take advantage of these opportunities optimally.

The Turn-Around strategy is a reversal strategy, which emphasizes efforts to improve internal weaknesses so that the company is able to take advantage of existing external opportunities. This strategy is usually applied to businesses that have good market potential, but their internal performance is still less than optimal.

CONCLUSION

Based on the results of the research, discussion and interpretation that have been described in the previous chapter, the following conclusions are obtained:

1. Based on the results of the IFE (*Internal Factor Evaluation*) and EFE (*External Factor Evaluation*) analysis that affect the marketing strategy at Warung Lesehan AA Rembangan, namely:
 - a. The main strength of Warung Lesehan AA Rembangan lies in the traditional menu at affordable prices, so that it can attract various types of consumers, both tourists and local people. This expands market share and becomes a dominant factor in the success of the business. The main drawbacks are inadequate lighting and lack of security, especially at night, which degrades the comfort of visitors. The top priority of the repair is the improvement of lighting and security facilities to enhance the visitor experience, maintain reputation, and retain and attract more customers at night.
 - b. A big opportunity for Warung Lesehan AA Rembangan is the high interest of consumers in the dining experience with mountain scenery and natural atmosphere, which is the main competitive advantage. This opportunity can be used to increase the number of visitors and strengthen its position in the market. The main threat is the need to implement strict rules to maintain the norms and comfort of visitors. If not managed properly, this can cause dissatisfaction and conflicts that are detrimental to the image of the stall. An important solution is

effective rule management and good communication so that norms are maintained without compromising the comfort and positive experience of visitors.

2. Based on the results of the SWOT method analysis that are suitable for Warung Lesehan AA Rembangan, namely:
 - a. Warung Lesehan AA Rembangan implements various strategies to strengthen its business. The S-O strategy leverages internal strengths and market opportunities by developing outdoor areas, menu innovations, facility improvements, and a combination of conventional and digital promotions to strengthen competitiveness and expand market share in a sustainable manner. W-O's strategy focuses on improving facilities and management, such as adding outdoor areas, photo spots, viewing spots, expanding menu variations, and improving professionalism, lighting, and security. In addition, this strategy reduces dependence on the tourist season through promotions and loyalty programs to maintain attraction and customers throughout the year. To deal with the threat of fierce competition, changing consumer preferences, and declining tourists, the S-T strategy is used by adaptively and innovatively leveraging internal strengths to maintain and strengthen market position. Meanwhile, W-T's strategy focuses on fixing internal weaknesses while anticipating external threats, in order to maintain business continuity and increase competitiveness in an increasingly competitive market.
3. Based on the SWOT analysis and the Position of Warles AA Rembangan in box III of the SWOT Matrix indicates that although this business is facing significant internal weakness, large market opportunities are still wide open. By implementing a *Turn-Around strategy* consistently and quickly, Warles AA can improve its internal weaknesses so that it is able to compete and grow in the midst of fierce competition and changing consumer preferences. The main focus of management should be on comprehensive internal improvement while continuing to take advantage of existing external opportunities. Thus, Warles AA can get out of a critical position and transform into a more competitive and market-demanded lesehan stall.

REFERENCE

- Ahmad Faisol, Seno Sumowo, Y. G. W. (2024). ANALYSIS OF MARKETING STRATEGIES WITH SWOT APPROACH AND *QUATITATIVE STRATEGIC PLANNING MATRIX (QSPM)* IN INCREASING SALES IN PRINTING MAXX DESIGN JEMBER. 22(1), 165–178.

- Alam, W. Y., Purnamartha, E., Putri, W., Audina, F., & Kharisma, R. (2024). SWOT Analysis of Marketing Strategy (Case Study on Mentari Jaya Printing Dukuh Menanggal Surabaya). *YUME: Journal of Management*, 7(2), 1014–1019.
- Aprianto Karim, M., Ratnaningtyas, E. M., Jumadi, J., & Susilawati, D. (2023). SWOT ANALYSIS AS THE BASIS FOR DETERMINING PRODUCT MARKETING STRATEGIES AT FRENDY SPORT STORES. *Journal of Management, Accounting, Economics*, 2(1), 39–45. <https://doi.org/10.59066/jmae.v2i1.268>
- Aulia, Azizah, N., Isyanto, P., Sumarni, N., Buana, U., Karawang, P., & Id, P. I. A. (2024). Marketing Strategy Analysis And Resto Income Karawang Based On SWOT Analysis. *Management Studies and Entrepreneurship Journal*, 5(1), 75–87. <http://journal.yrpioku.com/index.php/msej>
- Aulia, L. N., & Widodasih, R. R. W. K. (2023). Business Development Strategy through SWOT Analysis at the "Demak" Bookstore in Pilar Cikarang Utara. *Scientific Journal of Management and Business P-ISSN 2620-9551 E-ISSN 2622-1616*, 6(2), 697–703.
- Devi Santi, & Axel Giovanni. (2023). SWOT's Analysis of the Marketing Strategy of the Tempeh Chips Home Industry Business. *Transformation: Journal of Economics and Business Management*, 2(2), 217–224. <https://doi.org/10.56444/transformati.v2i2.747>
- Farras, D. H., & Indarwati, T. A. (2023). SWOT analysis to determine Business Feasibility is reviewed from the Marketing Aspect of Guava Picking Tourism (Case Study of BUMDes Kebaron in Sidoarjo). *National Seminar on Management and Call for Papers, Senima 9*, 48–55.
- Firmansyah, I. D., Kurdi, M., & Zakki, N. (2023). DEVELOPMENT OF BUSINESS STRATEGIES WITH SWOT ANALYSIS AT SUMENEP CASSAVA CHIP FACTORY. *VALUE*, 4(1), 89–99. <https://doi.org/10.36490/value.v4i1.695>
- Jacklin, M. P. R., Mandey, S., & Tampenawas, J. (2019). The Influence of Marketing Mix and Service Quality on the Decision to Buy Matahari Products Department Store Mega Mall Manado. *EMBA Journal: Journal of Research in Economics, Management, Business and Accounting*, 7(1), 431–440.
- Juwairiazizah Rasta, Tia Deja Pohan, & Nurbaiti Nurbaiti. (2023). SWOT Analysis in Marketing Strategy at McDonald's. *Journal of Forest : Research in Business Management and Accounting*, 2(1), 32–36. <https://doi.org/10.61132/rimba.v2i1.524>
- Kotler, P. (2012). *Marketing management*. Upper Saddle River, NJ Pearson Education Limited, 2012.
- Kotler Philip and Keller Kevin. (2021). *Marketing Management* (16th ed.). Pearson Education, 2021.
- Lase, A., & Santoso, B. (2024). Analysis of SWOT and Marketing Strategy for Martabak Jaya

- Rasa Culinary Business in the City of Bandung, West Java. *Journal of Business Economics, Management, and Accounting*, 3(2), 423–446.
- Manullang, M., & Hutabarat, E. (2016). *Service marketing management*. Indomedia Pustaka, 2016.
- Maulana, I., & Arkanuddin, M. F. (2021). Analysis of the Influence of Holistic Marketing Mix on Savings Customer Loyalty at Bank X. *Eqien: Journal of Economics and Business*, 8(2), 61–70. <https://doi.org/10.34308/eqien.v8i2.224>
- Nugroho, L., Utami, W., & Kasmoo, A. B. P. (2024). Strategy Management in the Era of Digitalization of Current Issues. In *the Primary Media Conference*.
- Nurullita Vika Dila, Budi Santoso, Y. G. W. (2021). *ANALYSIS OF MARKETING STRATEGIES USING SWOT ON INDIHOME PRODUCTS AT PT. TELKOM INDONESIA BONDOWOSO REGENCY*.
- Permana, K. A., & Samsudin, A. (2023). Marketing Strategy in Increasing Sales Turnover at Rivan Coffee Shop Surabaya with the SWOT Analysis Method. *SEIKO : Journal of Management & Business*, 6(1), 965–972. <https://doi.org/10.37531/sejaman.v6i1.4165>
- Philip Kotler, Kevin Lane Keller, A. C. (2021). *Marketing Management* (16th ed.). Pearson Education, 2021. https://books.google.co.id/books/about/Marketing_Management.html?id=zXpfzgEACA-AJ&redir_esc=y
- Rangkuti, F. (2017). *SWOT analysis of business case dissects*. PT Gramedia Pustaka Utama. <https://books.google.co.id/books?id=UHV8Z2SE57EC&printsec=frontcover&hl=id#v=onepage&q&f=true>
- Ratna Susilowati. (2023). Marketing Strategy Using SWOT Analysis on Nasi Uduk Remaja H. Toha Cikini Central Jakarta. *Journal of Accounting and Business Management*, 3(2), 59–66. <https://doi.org/10.56127/jaman.v3i2.829>
- Ratnawili, R., Fitri, M. A., & Arini, E. (2022). THE INFLUENCE OF SERVICE EXCELLENCE, CUSTOMER EXPERIENCE AND BRAND TRUST ON CUSTOMER LOYALTY (Case Study of Grab Service Users in Bengkulu City). *Scientific Journal of Accounting, Management and Islamic Economics (JAM-EKIS)*, 4(2), 394–407. <https://doi.org/10.36085/jam-ekis.v4i2.3118>
- Rohaedi, T. B., Yunita, T., & Pebriansyah, D. (2024). SWOT Analysis on Micro, Small, and Medium Enterprises (MSMEs) Kentucky Savannah Chicken Franchises in the Modern Market. *Jupiter Journal: Management Balance Sheet, Economics*, 6(4), 1–7. <https://ejournal.warunayama.org/index.php/musytarineraca/article/view/4349/4030>
- Rohma, M., Klau, H. H., Devy, C., Ratna, Y., Pawyatan, U., & Kediri, D. (2023). DEVELOPMENT OF MICRO, SMALL AND MEDIUM ENTERPRISES (MSMES) THROUGH SWOT ANALYSIS (Case Study of Cassava Chips Making in Joho Village, Wates District). *Journal of Management, Business and Accounting*, 02(02), 184–194.

<https://jurnal.updkediri.ac.id/index.php/jumba/article/view/66>

Samsudin, A. & (2024). Analysis of Business Strategies to Increase Sales at Nonik Cafe Tulungagung. *Management Studies and Entrepreneurship Journal*, 5(2), 4563–4570. <http://journal.yrpiiku.com/index.php/msej>

Saputra, F. A., Kusniawati, A., & Abdul Kader, M. (2021). The Role of SWOT in the Mambo Nite Culinary Tourism Development Strategy in Empang Sari Tasikmalaya. *Business Management and Entrepreneurship Journal*, 3(2), 101–113.

Sugiyono. (2019). *No Title Quantitative, Qualitative, and R&D Methods*. Alfabet.

Sugiyono. (2016). *Educational Research Methods: Quantitative, qualitative, and R&D approaches*. Alfabet, 2016.

Sugiyono. (2018). *Quantitative Research Methods* (1st ed.). Alfabet, 2018.

Sigh, and sigh. (2021). *Qualitative quantitative research methods and R and D* (Sutopo (ed.); Ed. 2 Cet.). Alfabet.

Swastha & Handoko. (2024). SWOT ANALYSIS ON NATIONAL RESTAURANT BUSINESS. *Journal of Student Science of South Nias*, 4(2), 135–142. [file:///C:/Users/Personal/Downloads/231-Article Text-816-1-10-20210728 \(1\).pdf](file:///C:/Users/Personal/Downloads/231-Article Text-816-1-10-20210728 (1).pdf)

Tambaani, L., & Mandey, S. L. (2024). Analysis in Determining Marketing Strategy At Istana Laut Manado Restaurant Analyzing Marketing Strategy Determination At Istana Laut Restaurant Manado. *Mandagie 998 EMBA Journal*, 12(1), 998–1007.

Zianah Safitri, Wendi El, Viona Paskreyanti Sitorus, & Indah Noviyanti. (2024). SWOT Analysis of Business Strategy Development at Fun Food Stalls in Balunijuk Village. *Journal of M*