

Integrating SWOT, STP, and 7Ps Frameworks to Strengthen MSME Competitiveness: A Case Study of Bi Omeh Grilled Chicken in Indonesia

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ABSTRACT

This study examines the marketing strategies employed by Bi Omeh Grilled Chicken, a micro, small, and medium enterprise (MSME) in Tangerang Regency, Indonesia. Using a qualitative case study approach, data were collected through interviews, observations, and documentation, and analyzed in NVivo to facilitate coding and visualization. The research applies SWOT, STP, and the 7Ps marketing mix to evaluate the firm's strategic positioning. Findings show that Bi Omeh Grilled Chicken demonstrates strengths in taste quality, affordable pricing, and strategic location, while weaknesses include limited digital promotion and slow service delivery. This study highlights the importance of integrated marketing strategies for MSMEs to remain competitive in a highly dynamic food and beverage industry.

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Keywords:

MSMEs, SWOT, STP, 7Ps Marketing Mix, Culinary Business, Strategy

INTRODUCTION

Tangerang Regency is one of the fastest-growing economic regions in Banten Province, yet it faces persistent unemployment, reaching 6.94% in 2023, the third-highest in the province (Hardjanto et al., 2022). Rapid population growth and the labor market's limited capacity to absorb workers exacerbate this challenge (BPS, 2024). Entrepreneurship through MSMEs has been proven to mitigate unemployment by generating income and creating new jobs (Wulandari et al., 2024).

The region hosts more than 59,000 MSMEs, with food and beverage (F&B) businesses accounting for over 5,000 enterprises (Prihartono, 2024). This sector is not only culturally significant but also central to local economic growth and social sustainability. However, MSMEs face challenges such as tight competition, digitalization gaps, and fluctuating raw material prices (Khatri, 2019).

Bi Omeh Grilled Chicken serves as a relevant case, having expanded despite the COVID-19 crisis, opening three new outlets between 2022 and 2023. While its growth signals resilience and entrepreneurial agility, gaps remain in digital marketing and service efficiency. Previous research often analyzed SWOT in isolation (Widowati & Andrianto, 2022), yet few integrated it with STP and 7Ps to develop a holistic marketing framework. This study addresses this gap by combining the three frameworks to generate practical insights for MSMEs.

Literature Review

1. Marketing Strategy

Marketing strategy has long been recognized as the backbone of organizational competitiveness, as it aligns organizational resources and capabilities to deliver superior value to customers while ensuring sustainable advantage. For micro, small, and medium enterprises (MSMEs), marketing strategy is particularly critical because it enhances their ability to withstand market turbulence, strengthen positioning, and secure long-term survival (Hasan et al., 2024). Recent evidence shows that digital marketing strategies, in particular, expand market reach, improve brand image, and boost competitiveness in highly dynamic industries

(Sudiantini et al., 2024). Similarly, SWOT-based marketing strategies enable MSMEs to adapt to changing consumer preferences while leveraging their unique strengths to differentiate. A literature review further confirms that strategic approaches combining innovation and marketing are indispensable for improving MSME competitiveness across contexts (Hurdawaty & Tukiran, 2024).

Recent evidence shows that strategic marketing enables MSMEs to build brand equity and consumer trust, which are key drivers of growth (Shandy et al., 2023). Social media marketing further strengthens brand image and customer loyalty (Damayanti & Koswara, 2023), while during crises it helps sustain customer engagement and competitiveness (Guillen Jr, 2023). Integrated strategies emphasizing customer-based brand equity support business sustainability (Setiawan, 2021), and digital platforms enable MSMEs to overcome resource constraints and expand market reach at lower cost (Giantari et al., 2022).

Marketing strategies function not only to drive sales but also to strengthen customer relationships. By focusing on customer orientation, MSMEs can enhance loyalty, encourage repeat purchases, and stimulate positive word of mouth, especially in the F&B sector (Ekopriyono et al., 2021). Social media marketing quality and brand awareness further reinforce purchase decisions through stronger brand image and engagement (I Gusti Agung Ayu Mas Suariedewi & I Gusti Ayu Athina Wulandari, 2023); (Herlina et al., 2022), while consumer trust and satisfaction remain critical for sustaining growth in competitive markets (García-Salirrosas & Acevedo-Duque, 2022).

2. SWOT Analysis

SWOT analysis remains a practical tool for MSMEs to map internal strengths and weaknesses against external opportunities and threats, thereby guiding the formulation of competitive strategy (Asmara et al., 2024). Recent studies show its effectiveness in enhancing marketing competitiveness in digital markets (Rahmawati, 2023), and fostering innovation in creative industries (Maharani & Mukhlis, 2024). Moreover, integrating SWOT with methods like QSPM provides more actionable strategies for MSME sustainability (Nawang Sari & Destiarini, 2023); (Ahmad Kholik & Dewi Rahmi, 2023).

a. STP Marketing Strategy (Segmentation, Targeting, Positioning)

The STP framework guides MSMEs in allocating resources effectively by segmenting markets into homogenous groups, selecting viable targets, and building distinct positioning. Studies show that segmentation often uses demographic and psychographic factors, while targeting focuses on niche groups to optimize limited resources (Diki Egie Nugraha et al., 2024); (Nur Afika Fitriani et al., 2024). Effective positioning such as emphasizing uniqueness, affordability, or experience strengthens brand image and customer loyalty, especially when combined with digital marketing approaches (Nur et al., 2022); (Widanta et al., 2023).

b. Marketing Mix 7P (Product, Price, Place, People, Promotion, Process, Physical Evidence)

The marketing mix 7P is a comprehensive framework for planning and implementing strategies to create, deliver, and communicate superior customer value, thereby sustaining competitiveness among MSMEs. The model extends the traditional 4Ps (product, price, place, promotion) by adding people, process, and physical evidence, making it particularly relevant for service-oriented sectors (Jatmiko et al., 2023).

A product is an offering designed to meet consumer needs and preferences. Innovation, packaging, and authenticity significantly enhance consumer appeal (Zailani & Suprihatiningsih, 2024). Price influences customers' value perception and positioning, requiring careful consideration of production costs, demand, and competitor pricing

(Rahmawanti et al., 2021). Place involves product distribution strategies both physical and digital to ensure accessibility and reach broader markets, with online platforms proving highly effective for MSMEs (Santoso et al., 2024).

People represent employees and customers who shape the overall service experience. Skilled and motivated staff play a crucial role in driving satisfaction and loyalty (Zailani & Suprihatiningsih, 2024). Promotion encompasses activities to communicate value, build awareness, and persuade customers; social media promotions are increasingly vital for MSME visibility (Santoso et al., 2024). Process reflects the efficiency and consistency in transforming resources into goods and services, where digitalization helps streamline operations (Jatmiko et al., 2023). Physical evidence refers to tangible elements such as shop ambience, logos, packaging, and digital presence that reinforce credibility and influence purchase decisions (Fitriany et al., 2024).

Overall, applying the 7P marketing mix enables MSMEs to integrate tangible and intangible aspects of the customer experience, fostering loyalty, repeat purchases, and competitive advantage in dynamic markets.

METHOD

This study applied a qualitative case study approach to examine the marketing strategies and challenges of *Ayam Bakar Bi Omeh*. A qualitative design was chosen as it enables exploration of complex business practices through contextual interpretation, making it highly relevant for MSME research (Baldos et al., 2023).

The object of research was *Ayam Bakar Bi Omeh* in Tangerang Regency, while the subject was the business owner, who provided direct insights into managerial decisions and marketing practices. Data were collected through semi-structured interviews, observations, and documentation, which together captured both strategic dynamics and operational realities (Dickens et al., 2020).

Data analysis employed NVivo 12 software to code, organize, and visualize information systematically. Thematic analysis was used to identify patterns related to SWOT, STP, and the 7Ps marketing mix (Petscher & Schatschneider, 2011). Credibility was ensured through data triangulation and member checking, following qualitative standards for rigor and trustworthiness (Nowell et al., 2017); (Samea & Selvadurai, 2020).

RESULTS AND DISCUSSION

SWOT Analysis of Ayam Bakar Bi Omeh

The findings from the respondent interviews were analyzed using a SWOT framework to assess the strengths, weaknesses, opportunities, and threats of *Ayam Bakar Bi Omeh*. SWOT analysis is a widely used strategic tool for evaluating internal and external factors influencing business performance (Alshamrani et al., 2023).



Figure 1. Word Cloud SWOT Analysis

Strengths.

The primary strengths identified are the restaurant’s strategic and easily accessible location, affordable pricing, and delicious grilled chicken menu. A comfortable dining atmosphere, cleanliness, and supporting facilities such as parking, a prayer room, and restrooms further enhance customer satisfaction. Such factors are crucial for strengthening service quality and improving consumer loyalty in the foodservice industry.

Weaknesses.

Key weaknesses include the lack of social media promotion, which reduces visibility in the digital marketplace. Additionally, the limited number of employees affects service speed, particularly during peak hours. Previous studies emphasize that inadequate digital marketing strategies and insufficient human resources can significantly hinder competitiveness in the culinary sector.

Opportunities.

Opportunities exist in targeting a broader consumer market, particularly families and catering services. Moreover, expanding sales through online food delivery platforms such as GrabFood, GoFood, and ShopeeFood can strengthen market reach and profitability. Research shows that online delivery services play a critical role in enhancing restaurant accessibility and consumer convenience.

Threats.

The major threats come from intense competition with other culinary businesses offering similar menus at lower prices. Additionally, fluctuations in raw material prices may affect cost management and reduce profit margins. Studies highlight that price wars and unstable supply chains are significant risks that can undermine the sustainability of small and medium culinary enterprises (et al., 2021)

STP Marketing Strategy of Ayam Bakar Bi Omeh

The findings from the respondent interviews were analyzed using the STP (Segmentation, Targeting, Positioning) framework to understand Ayam Bakar Bi Omeh's marketing strategy. The STP model is a widely used approach in marketing to align consumer needs with brand positioning in competitive markets (Nugraha et al., 2021).



Figure 2. Word Cloud STP

Segmentation.

Segmentation is aimed at families, workers, and students who seek authentic culinary options at affordable prices in a comfortable dining environment. These groups are chosen because they frequently eat out during lunch breaks, weekends, and social gatherings. Previous studies confirm that segmenting food businesses by lifestyle and dining frequency allows for more effective customer engagement and market penetration (Ahmad Kholik & Dewi Rahmi, 2023).

Targeting

Targeting focuses primarily on families as the main consumer base, as well as catering services for large orders. This approach is grounded in local cultural habits where shared meals with family or during special occasions are central to social interaction. Research shows that focusing on family-oriented consumers and catering services enhances revenue streams and brand relevance in local food enterprises (Rahadi et al., 2022)

Positioning

Positioning is built by emphasizing the consistent flavor of grilled chicken dishes combined with a clean, comfortable, and friendly dining atmosphere. This combination creates a memorable dining experience and strengthens customer loyalty. Studies highlight that consistent product quality and positive dining environments are key differentiators in the competitive culinary industry, helping SMEs to build sustainable brand identity (Dunn et al., 2011).

Marketing Mix 7P of Ayam Bakar Bi Omeh

The findings from respondent interviews were analyzed using the Marketing Mix 7P framework, which evaluates product, price, place, promotion, people, process, and physical evidence. The 7P framework is widely used in hospitality and culinary businesses to measure marketing effectiveness and consumer satisfaction (Nugraha et al., 2021).



Figure 3. Word Cloud Marketing Mix 7P

Product

The restaurant emphasizes Sundanese cuisine with signature dishes such as grilled chicken, gourami fish, sautéed water spinach, and chicken soup, highlighting authentic flavors and high-quality ingredients. Research indicates that product authenticity and the use of fresh local ingredients significantly enhance consumer perceptions and loyalty in culinary SMEs (Ahmad Kholik & Dewi Rahmi, 2023).

Price

Pricing is determined by balancing ingredient quality, operational costs, and local competition in Tigaraksa, ensuring affordability while reflecting value. Prior studies confirm that competitive yet value-based pricing strategies help food SMEs remain attractive while sustaining profitability (Harahap et al., 2020).

Place

The restaurant is strategically located in Tigaraksa, an area with high consumer traffic, making it accessible to both local and visiting customers. Evidence shows that accessibility and convenience of location strongly influence consumer dining choices and repeat visits (Rahadi et al., 2022).

Promotion

Promotion remains a challenge due to limited use of social media, with brand awareness still relying heavily on word-of-mouth marketing. Studies emphasize that inadequate digital marketing strategies limit customer reach, while active social media engagement can boost visibility and brand recognition in the food sector (Trena et al., 2023).

People

Customer service is supported by professional staff who ensure friendly and attentive interaction. Previous findings show that employee professionalism and hospitality are critical to enhancing service quality perceptions in culinary businesses (Dunn et al., 2011).

Process

The service process is designed to be simple and efficient, allowing direct orders on-site or via online delivery platforms such as GrabFood, GoFood, and ShopeeFood. Research confirms that integrating online platforms into restaurant services increases consumer convenience and broadens market reach (Dunn et al., 2011).

Physical Evidence

The restaurant reinforces its identity through a traditional saung concept, neat packaging with a distinctive logo, and comprehensive facilities, including parking and a prayer room. These elements create a positive brand image and professional impression, consistent with findings that physical environment and branding significantly affect consumer trust and satisfaction (Ahmad Kholik & Dewi Rahmi, 2023).

Discussion

The findings demonstrate that the integration of SWOT, STP, and the 7P marketing mix provides a comprehensive strategic overview of Ayam Bakar Bi Omeh's competitive position within the dynamic culinary industry of Tangerang Regency. From a SWOT perspective, the business's primary strengths lie in its strategic location, affordable pricing, consistent product quality, and supporting facilities that enhance customer experience. These elements align with the concepts of service quality and customer value proposition, where the combination of product excellence and service convenience contributes significantly to customer loyalty. Nevertheless, weaknesses such as limited digital promotion and insufficient human resources reveal structural gaps in contemporary marketing practices and operational capacity. Externally, opportunities for expansion through online food delivery platforms such as GrabFood, GoFood, and ShopeeFood highlight the importance of digital transformation for MSMEs, while threats stemming from intense price competition and fluctuating raw material costs necessitate sharper differentiation strategies and cost management. Collectively, these findings reinforce the argument that MSME competitiveness in the culinary sector depends not only on product quality but also on strategic adaptability to an evolving business environment.

Furthermore, the STP and 7P analyses clarify how marketing strategies can be optimized to strengthen market positioning and long-term sustainability. Market segmentation targeting families, workers, and students reflects a behavior- and lifestyle-based approach, while the emphasis on families and catering services illustrates a revenue diversification strategy rooted in local socio-cultural dining habits. The positioning strategy—highlighting authentic taste and a comfortable dining atmosphere—creates experiential value that differentiates the brand in a highly competitive F&B market. Within the 7P framework, strengths in product authenticity, competitive pricing, and strategic location support market attractiveness; however, limited digital promotion remains a critical constraint that can be addressed through structured social media marketing and enhanced brand engagement. The elements of people, process, and physical evidence contribute positively to perceived professionalism and customer trust, yet improvements in workforce capacity and service standardization would further consolidate competitive advantage. Overall, the study contributes to the development of an integrated marketing framework for MSMEs by demonstrating that the synergy between strategic analysis (SWOT), market orientation (STP), and tactical implementation (7P) constitutes a fundamental foundation for achieving sustainable growth in a competitive culinary industry.

CONCLUSION

This study concludes that the integration of SWOT, STP, and the 7P marketing mix provides a coherent and practical strategic framework for analyzing and strengthening the competitiveness of MSMEs in the culinary sector. The SWOT analysis reveals that Ayam Bakar Bi Omeh possesses strong internal advantages, including strategic location, affordable pricing, authentic product quality, and supportive facilities that enhance customer satisfaction. However, limitations in digital promotion and human resource capacity represent structural

weaknesses that constrain broader market expansion. Externally, opportunities arising from digital food delivery platforms and expanding consumer segments offer substantial growth potential, while intense competition and fluctuating raw material prices pose significant sustainability challenges.

From the STP perspective, the business demonstrates a clear market orientation by segmenting consumers based on lifestyle and dining behavior, targeting families and catering services, and positioning itself as a provider of authentic grilled chicken in a comfortable dining environment. This positioning strategy strengthens experiential value and customer loyalty, which are critical success factors in the food and beverage industry. Meanwhile, the 7P analysis confirms that product quality, competitive pricing, strategic location, and adequate physical evidence contribute positively to brand perception. Nonetheless, promotion remains the most critical area requiring strategic enhancement, particularly through systematic digital marketing and social media engagement to improve brand visibility and competitiveness.

Overall, the findings affirm that sustainable growth for culinary MSMEs depends on the alignment between internal capabilities, market focus, and tactical marketing execution. The synergy among SWOT, STP, and the 7P framework not only provides a structured approach for identifying strategic priorities but also offers actionable insights for improving operational effectiveness and market positioning. Therefore, strengthening digital transformation, optimizing human resource management, and maintaining consistent service quality are essential strategic directions to ensure long-term resilience and competitive advantage in an increasingly dynamic and competitive business environment.

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