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Strategies To Increase The Competitiveness Of Menara Chicken's Ayam Geprek MSME In The Digital Era Using The Business Model Canvas And SWOT Methods

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Abstract

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in economic growth, particularly in the culinary sector which continues to develop rapidly in the digital era; However, many MSMEs still face challenges in maintaining competitiveness due to limited digital utilization and unstructured business strategies. This study aims to analyze the business model and formulate strategies to enhance the competitiveness of Ayam Geprek Menara Chicken using the Business Model Canvas and SWOT analysis approaches. The research employs a qualitative descriptive method with data collected through observation, interviews, and documentation. The results indicate that Menara Chicken has strengths in product taste, affordable pricing, and customer loyalty, while its weaknesses lie in digital marketing and limited product innovation; furthermore, opportunities arise from the rapid growth of digital platforms and online food delivery services, although intense competition and shifting consumer preferences pose significant threats. Based on these findings, the recommended strategies include strengthening digital branding, optimizing online distribution channels, and enhancing product innovation, which collectively contribute to improving MSME competitiveness in the digital era.

Keywords: MSMEs; competitiveness; Business Model Canvas; SWOT analysis; digital era

INTRODUCTION

The development of digital technology has brought significant changes to the business world, including the Micro, Small, and Medium Enterprises (MSMEs) sector. These changes encompass how consumers purchase products, marketing strategies,

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and increasingly technology-based business operational management. Today's consumers tend to prioritize convenience, speed, and accessibility through digital platforms, requiring businesses to adapt by leveraging social media, marketplaces, and app-based services. Furthermore, the continued growth of Indonesia's digital economy demonstrates that digitalization presents a significant opportunity for MSMEs to expand their markets and increase their competitiveness.

However, not all MSMEs are ready for digital transformation. Limited technological expertise, digital infrastructure, and adaptability are key obstacles to capitalizing on these opportunities. The success of MSME digital transformation is determined not only by the availability of technology but also by the readiness of business actors to adapt to the dynamic business environment.[1]Therefore, the right strategy is needed to enable MSMEs to survive and thrive amidst increasingly fierce competition.

The culinary sector is a subsector of MSMEs experiencing rapid growth and is heavily influenced by changing consumer preferences. Currently, consumer decisions in choosing food products are based not only on taste, but also on price, speed of service, and visual appeal displayed through digital media. This phenomenon encourages businesses to create products that are not only high-quality, but also visually appealing and easily accessible through digital services. One growing trend is fried chicken (ayam geprek), which has high growth potential in the MSME sector due to its product flexibility and alignment with consumer preferences.[2].

Menara Chicken, a small and medium-sized culinary business, boasts significant growth potential, thanks to its distinctive flavor and competitive pricing. However, the business still faces various challenges, such as suboptimal digital marketing utilization, a lack of product innovation, and the lack of a structured business strategy. This situation demonstrates the need for a strategic approach capable of comprehensively analyzing business conditions.

Developing an effective strategy requires an approach that can comprehensively map the business model. The Business Model Canvas approach is used to describe the business structure through nine key elements, thus identifying internal strengths and weaknesses.[3]. In addition, SWOT analysis is used to systematically analyze internal and external factors that influence business competitiveness.[4].

By integrating these two approaches, this study aims to analyze the business model and formulate strategies to improve the competitiveness of the Ayam Geprek Menara Chicken MSME in the digital era. The research findings are expected to provide practical contributions to MSMEs in developing adaptive and sustainable business strategies, as well as academic contributions to the development of strategic management studies based on the Business Model Canvas and SWOT.

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RESEARCH METHODS

This study uses a descriptive qualitative approach to analyze the business conditions of the Ayam Geprek Menara Chicken MSME. This approach aims to deeply understand the business model and formulate strategies to increase competitiveness in the digital era.

Data collection technique

Data collection was carried out through direct observation of business activities, interviews with owners to gather information related to the business, and documentation as supporting data.

Data Analysis Methods

Data analysis was conducted by mapping the business model using the Business Model Canvas across nine key elements, followed by a SWOT analysis to identify internal and external factors. The results of both analyses were used to formulate strategies to increase competitiveness appropriate to the business's current situation.

RESULTS AND DISCUSSION

Business Model Canvas Analysis

Based on the research results, the Menara Chicken MSME business model was analyzed using the Business Model Canvas approach, which encompasses nine main elements. In the customer segment element, Menara Chicken targets students, the general public, and office workers around Malang City who need fast food at affordable prices. This segmentation indicates that the business focuses on a broad market with primary needs for convenience and time efficiency.[5]

Furthermore, the value proposition offered is the distinctive taste of geprek chicken, filling portions, affordable prices, and a variety of spiciness levels that can be adjusted to suit consumer preferences. This value proposition serves as a key competitive advantage because it meets consumer needs in terms of taste, price, and consumption satisfaction.[6]In terms of channels, Menara Chicken utilizes a combination of offline and online channels: direct sales at outlets, delivery services through digital platforms like GoFood and GrabFood, and promotions through social media. This multi-channel approach provides easy access for consumers and expands market reach.[7]

Customer relationships are built through friendly service, maintaining consistent taste, and offering promotions such as discounts and value packages. Furthermore, social media interactions are utilized to foster customer engagement and build loyalty. In terms of revenue, Menara Chicken's revenue streams come from sales of its main menu, geprek chicken, supporting products such as drinks, and delivery services through online

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platforms. Utilizing delivery services also increases revenue potential by reaching a wider consumer base. Key resources in its operations include quality raw materials such as fresh chicken and signature spices, skilled labor, kitchen equipment, and physical assets such as business outlets. These resources are the foundation for maintaining product quality and smooth operations.[8]

Meanwhile, key activities focus on the food production process, customer service, social media marketing, and menu innovation to keep up with evolving consumer preferences. These activities ensure that the value offered is consistently delivered. In the key partnerships element, Menara Chicken collaborates with raw material suppliers, packaging providers, and digital platforms such as GoFood and GrabFood. These partnerships play a crucial role in maintaining operational efficiency and expanding product distribution. The cost structure includes raw material costs, labor wages, outlet operational costs, digital marketing, and administration costs on delivery platforms. Proper cost management is a crucial factor in maintaining business financial stability.[9]

Overall, the analysis results show that Menara Chicken's business model is well-structured and has the potential to grow, especially with the support of digital channels and the superiority of its products.

SWOT Analysis

A SWOT analysis was used to identify internal and external factors influencing the competitiveness of Menara Chicken's MSMEs. Internally, Menara Chicken's strengths lie in its distinctive fried chicken flavor, affordable prices, strategic location near educational and office areas, and fast and friendly service.[10]These factors are key strengths in attracting and retaining customers. However, several weaknesses exist, including limited capital for business expansion, limited production capacity when demand increases, and suboptimal use of digital marketing. Furthermore, management's ability to utilize digital technology still needs improvement.[11]

From the external side, the opportunities are quite large, especially with the increasing trend of fast food consumption, the development of online delivery services such as GoFood and GrabFood, and government support for the development of MSMEs.[12]This opportunity can be exploited to expand the market and increase business competitiveness. On the other hand, threats faced by the fried chicken business include intense competition, fluctuating prices for raw materials like chicken and chilies, changing consumer preferences, and potential increases in operational costs, such as rent. These threats require businesses to be more adaptive and innovative.[13]

The analysis results show that Menara Chicken has considerable strengths and opportunities, but requires the right strategy to overcome weaknesses and face existing threats.

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Competitiveness Enhancement Strategy

Based on the integration of the results of the Business Model Canvas analysis and SWOT analysis, the strategy to increase Menara Chicken's competitiveness can be formulated as follows:

The SO (Strength–Opportunities) strategy is carried out by utilizing internal strengths to capture opportunities, such as maintaining quality taste and affordable prices while expanding marketing through digital platforms and delivery services.[14]The WO (Weakness-Opportunities) strategy is carried out by overcoming weaknesses by utilizing opportunities, namely by improving digital marketing capabilities, strengthening promotions on social media, and developing product innovations to make them more attractive to consumers.[15]

The ST (Strengths–Threats) strategy focuses on leveraging strengths to address threats, such as maintaining consistent product and service quality to remain superior amidst intense competition. Meanwhile, the WT (Weaknesses–Threats) strategy minimizes weaknesses and avoids threats by increasing operational efficiency, strengthening business management, and adapting to market changes.[16]

Overall, the resulting strategy emphasizes the importance of digitalization, product innovation, and improved service quality as key factors in enhancing competitiveness. With the right strategy, Menara Chicken has the potential for sustainable growth amidst the increasingly competitive culinary business.

Customer Satisfaction After conducting analysis

Customer satisfaction is a crucial indicator for assessing a business's success, particularly in the culinary sector, which is heavily influenced by customer experience. In the context of the Menara Chicken MSME, customer satisfaction levels can be analyzed based on the alignment between consumer expectations and the value proposition of the business model.

Based on the Business Model Canvas analysis, Menara Chicken's customer satisfaction is supported by several key factors: the distinctive taste of its geprek chicken, affordable prices, and hearty portions. These factors demonstrate that the value proposition offered has successfully met the basic needs of consumers, particularly among students, college students, and the general public. Furthermore, friendly and prompt service provides a positive experience for customers, fostering loyalty.

From a customer relationship perspective, interactions conducted both in person at outlets and through social media contribute to strengthening customer relationships. Promotional programs such as discounts and value-added packages also contribute to increasing customer satisfaction, as they provide added value directly felt by consumers. However, based on the results of the SWOT analysis, several aspects still have the

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potential to impact customer satisfaction levels. Limitations in the use of digital marketing have resulted in suboptimal customer interactions, particularly in responding to feedback quickly. Furthermore, limited production capacity during times of high demand has the potential to reduce service quality, such as longer waiting times.

On the other hand, the opportunities posed by the development of digital delivery services offer customers easier access to products, increasing convenience and satisfaction. However, threats such as intense competition and changing consumer preferences require Menara Chicken to continuously innovate to stay relevant and maintain customer satisfaction.

Overall, Menara Chicken's customer satisfaction level is quite good, supported by product quality, competitive pricing, and adequate service. However, to sustainably increase satisfaction, improvements in digitalization, service speed, and product innovation are needed to meet evolving consumer expectations.

CONCLUSION

Based on the research results, it can be concluded that the Ayam Geprek Menara Chicken MSME has a fairly structured business model with the main advantages of product taste, affordable prices, strategic locations, and services that are able to create customer satisfaction and loyalty, but still faces weaknesses in the digital marketing aspect, limited product innovation, and production capacity; through Business Model Canvas analysis and SWOT analysis, it is known that this business has great opportunities from the development of digital technology and delivery services, although it is faced with the threat of intense competition and changes in consumer preferences; the level of customer satisfaction is generally good because it is supported by product and service quality, but needs to be improved through optimization of digitalization and innovation; therefore, the right strategy to increase competitiveness includes strengthening digital branding, optimizing online distribution channels, increasing product innovation, and improving operational management so that the business can develop sustainably in the digital era.

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