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Business Development Strategy For The Culinary MSME Sector Through Enhanced Internal Management And Digital Marketing (A Case Study Of Raja Ayam Lalapan Ja'i, Merauke)

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Abstract

Micro, Small, and Medium Enterprises (MSMEs) in the culinary sector face increasing challenges in improving competitiveness and achieving sustainable business growth. This study aims to identify the key factors influencing business development strategies and determine the strategic priorities for Raja Ayam Lalapan Ja'i Merauke. A quantitative approach was employed using Principal Component Analysis (PCA), SWOT analysis, and the Quantitative Strategic Planning Matrix (QSPM). Primary data were collected through questionnaires, while strategic evaluations were conducted using expert judgment. The PCA reduced 26 research indicators into eight principal factors affecting business development. Among these, Promotional Media Activities emerged as the most dominant factor, explaining 25.05% of the total variance. SWOT analysis identified four strategic alternatives: Digital Marketing Optimization, Responsive Service System, Supply Chain Management, and Internal Operational Control. Furthermore, the QSPM results indicated that Digital Marketing Optimization was the highest-priority strategy, with a Total Attractiveness Score (TAS) of 6.06, followed by Responsive Service System (5.53), Supply Chain Management (4.33), and Internal Operational Control (4.08). The findings suggest that strengthening digital marketing, improving service responsiveness, enhancing supply chain management, and reinforcing internal operational control can improve the competitiveness and sustainability of culinary MSMEs.

Keywords: Business Development Strategy, Culinary MSMEs, Principal Component Analysis, SWOT Analysis, Quantitative Strategic Planning Matrix

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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are a major pillar of Indonesia's economy due to their contribution to employment creation and regional economic growth. Among MSME sectors, the culinary industry has substantial potential because it is closely related to basic consumer needs and changing consumption patterns. According to Kemenparekraf (2024), the culinary subsector contributes approximately 43.8% of Indonesia's creative economy Gross Domestic Product (GDP), making it the largest contributor to the national creative economy. Despite this potential, many culinary MSMEs continue to face difficulties in managing their businesses effectively. Badan Pusat Statistik (BPS, 2023) reported that more than 60% of culinary MSMEs experience challenges in business management and financial record-keeping, indicating a gap between the sector's economic potential and the managerial capabilities of business owners.

Weak internal management remains one of the most significant barriers to business development. Many culinary MSMEs have not implemented proper financial recording systems, clear task allocation, or regular employee performance evaluations. Maulana (2025) identified weak internal management as a primary cause of low operational efficiency and productivity among Indonesian culinary MSMEs, leading business owners to rely more on intuition than measurable financial information when making decisions. At the same time, many enterprises have not adapted their marketing strategies to rapid technological development. While digital marketing through social media, online branding, and food delivery applications has become increasingly important, many culinary MSMEs, particularly in rural areas, still depend on conventional promotional methods. Tresnawati and Prasetyo (2022) emphasized that consistent digital marketing strengthens customer loyalty and expands market reach, whereas Hakim (2025) explained that failure to adopt modern promotional strategies has reduced the competitiveness of culinary MSMEs in the digital era. Likewise, Jubaidi and Kartini (2025) highlighted that digitalization through social media and delivery platforms can significantly expand market coverage and increase sales.

A preliminary interview with the owner of Raja Ayam Lalapan Ja'i Merauke revealed several operational problems, including the absence of structured financial records, unclear employee task distribution, and promotional activities that rely primarily on recommendations from existing customers. These conditions reduce operational efficiency because employees often perform multiple responsibilities simultaneously, while the lack of financial documentation prevents accurate monitoring of profits and daily cash flow. Nevertheless, the business possesses important competitive advantages,

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including a strategic location and distinctive product quality, indicating considerable growth potential if supported by stronger internal management and more effective digital marketing strategies.

From a theoretical perspective, Stoner (2019) argued that organizational effectiveness depends on the proper implementation of planning, organizing, directing, and controlling functions. However, these management functions are often not fully implemented in culinary MSMEs because of limited administrative knowledge and human resources. Furthermore, Kotler and Keller (2016) emphasized that modern marketing extends beyond selling products by creating customer value, satisfaction, and long-term relationships. In the digital era, social media and visual content have become essential tools for strengthening brand image. Hakim (2025) further reported that culinary MSMEs actively using social media experienced customer growth of up to 40% compared to those that did not.

Previous empirical studies consistently demonstrate the importance of integrating internal management and digital marketing in culinary business development. Upe (2022) found that managerial capability and innovation significantly influence the sustainability of small culinary businesses, while Sinambela (2025) reported that digitalization assistance accelerates MSME adaptation to changing consumer behavior and improves service efficiency. Studies by Kholifah and Andini (2024), Aprieni et al. (2024), and Harahap et al. (2023) further confirmed the strategic contribution of MSMEs to Indonesia's economy through employment generation, economic productivity, and regional development. In addition, research by Wibowo et al. (2024), Irawan and Ghonisyah (2023), Lukiya (2024), and Kumawula (2023) showed that effective internal management combined with digital marketing improves service quality, operational efficiency, customer engagement, and business competitiveness.

Despite these findings, previous studies have largely focused on MSMEs located in major Indonesian cities, with limited attention to businesses in Eastern Indonesia, particularly Merauke. Nurhidayah, Safitri, and Badollahi (2025) noted that management accounting systems among regional MSMEs remain underdeveloped, causing many business decisions to rely primarily on intuition. This gap highlights the need for context-specific research capable of providing practical development strategies for culinary entrepreneurs in the region.

This study therefore adopts a quantitative approach to identify the principal factors influencing culinary MSME development by using Raja Ayam Lalapan Ja'i Merauke as the research context. Principal Component Analysis (PCA) was selected to determine the

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most influential variables related to internal management and digital marketing, including financial record-keeping, task distribution, digital promotion, and branding strategies. Consistent with previous applications of PCA in MSME research (Fauzi et al., 2025; Bagaskoro et al., 2025; Ningsih et al., 2023), this method enables the identification of dominant components from multiple business indicators, providing an empirical foundation for practical business development strategies. The evaluation also incorporates expert judgment from university lecturers experienced in MSME assistance and community service activities to strengthen the academic assessment of strategic development factors. Ultimately, this study aims to formulate practical business development strategies that can be implemented by Raja Ayam Lalapan Ja'i Merauke and other local culinary MSMEs while contributing to the theoretical integration of internal management and digital marketing as complementary foundations for sustainable culinary business development.

METHODS

This study employed a quantitative exploratory-descriptive approach. A quantitative design was selected because the primary data consisted of numerical responses collected through a 7-point Likert-scale questionnaire and subsequently analyzed using Principal Component Analysis (PCA). This approach provides an objective, systematic, and measurable procedure for identifying the key factors underlying the business development of Raja Ayam Lalapan Ja'i Merauke. Rather than examining causal relationships among variables, this exploratory study aimed to identify and describe the underlying factor structure of internal management and digital marketing indicators. Similar exploratory quantitative approaches have been adopted by Permatasari et al. (2023) in identifying digital marketing indicators for improving culinary MSME performance and by Irawan and Ghonisyah (2023) in analyzing MSME digitalization strategies through statistical analysis of digital indicators. Likewise, Fauzi et al. (2025) demonstrated that PCA is an appropriate exploratory technique for summarizing multidimensional indicators into a smaller number of interpretable components that represent the dominant factors affecting MSME development.

The research variables consisted of internal management and digital marketing, operationalized into 26 measurable indicators (X1–X26). Internal management indicators included planning, task allocation, operational management, quality control, financial record-keeping, and performance evaluation, whereas digital marketing indicators covered social media utilization, promotional content, customer interaction, online

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ordering systems, and digital customer service. All indicators were measured using a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). The operationalization of the variables followed the concept proposed by Suhardi (2023), who emphasized that operational variables translate theoretical concepts into measurable empirical indicators to ensure consistency and research replicability.

Table 1. Likert Scale Used in the Questionnaire

Response	Scale
Strongly Disagree	1
Disagree	2
Slightly Disagree	3
Neutral	4
Slightly Agree	5
Agree	6
Strongly Agree	7

The study population consisted of lecturers at Universitas Pancasila who had participated in Community Service (Pengabdian kepada Masyarakat/PkM) programs. This population was selected because lecturers involved in community service possess practical experience in planning, implementing, and evaluating MSME development programs, particularly in the areas of internal management, digital marketing, and organizational capacity building. Based on the exploratory nature of PCA, sample adequacy depends not only on sample size but also on the correlation structure among variables, which is commonly evaluated through the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity. Previous exploratory factor analysis studies, such as Permana and Guci (2024), have demonstrated that approximately 100 respondents are adequate for exploratory factor analysis when statistical assumptions are satisfied. Accordingly, this study involved 100 lecturers who had previously participated in community service activities. These respondents were selected because of their expertise and experience in MSME assistance, enabling them to provide informed and consistent evaluations of the research indicators.

The object of this research was not a specific MSME or individual respondent but rather the construct of MSME business development represented by indicators of internal management and digital marketing. Raja Ayam Lalapan Ja'i Merauke served as the

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contextual case for applying the proposed development strategy. Data were collected through a structured questionnaire designed specifically for PCA. Each questionnaire item represented one indicator of internal management or digital marketing, allowing respondents to provide standardized assessments that could be transformed into quantitative data suitable for multivariate analysis.

Data analysis was conducted in four stages. First, descriptive statistics were calculated to summarize respondent characteristics and describe the distribution of each research indicator through measures including the mean, minimum value, maximum value, and standard deviation. This preliminary analysis was performed to evaluate data variation, identify potential outliers, and ensure the suitability of the dataset before factor extraction.

Second, Principal Component Analysis (PCA) was employed as the primary analytical technique to reduce the 26 observed indicators into a smaller number of principal components representing the dominant dimensions of culinary MSME development. PCA simplifies multidimensional datasets by grouping highly correlated variables into independent components, thereby facilitating interpretation and strategic decision-making. Prior to factor extraction, data suitability was evaluated using the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity. Components with eigenvalues greater than 1.0 were retained, followed by factor rotation to improve interpretability and identify the variables with the highest factor loadings.

Third, the extracted principal components were interpreted using the Strengths, Weaknesses, Opportunities, and Threats (SWOT) framework. Components representing internal organizational conditions were classified as strengths and weaknesses, whereas components reflecting external environmental conditions were categorized as opportunities and threats. This integration enabled the formulation of strategic alternatives for strengthening the business capacity of Raja Ayam Lalapan Ja'i Merauke.

Table 2. SWOT Matrix

Analysis SWOT	**Strength (S)**	**Weakness (W)**
Opportunities (O)	**S-O (Strength- Opportunities)** Strategies that utilize the internal strengths of MSMEs to exploit	**W-O (Weakness- Threats)** Strategies that take advantage of external opportunities to

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	external opportunities to strengthen business capacity.	reduce internal weaknesses in order to strengthen the capacity of MSMEs.
Threats (T)	**S-T** **(Strength- Threats)** Strategies for utilizing the internal strength of MSMEs to minimize or overcome external threats in order to strengthen business capacity.	**W-T** **(Weakness-Threats)** A defensive strategy that minimizes internal weaknesses and reduces the impact of external threats to strengthen MSME capacity.

Finally, the proposed strategic alternatives were prioritized using the Quantitative Strategic Planning Matrix (QSPM). The internal and external factors identified through PCA and organized within the SWOT framework were assigned relative weights according to their importance. Each strategic alternative was then evaluated using an Attractiveness Score (AS) ranging from 1 (not attractive) to 4 (highly attractive). The multiplication of factor weights and attractiveness scores produced the Total Attractiveness Score (TAS), and the strategy with the highest TAS was identified as the primary recommendation for the business development of Raja Ayam Lalapan Ja'i Merauke.

RESULTS AND DISCUSSION

Research Object Description

Internal management is a fundamental factor in ensuring the sustainability of culinary MSMEs. It encompasses business management activities such as inventory control, financial record-keeping, and daily operational management. Effective inventory management helps maintain raw material availability while minimizing waste, whereas systematic financial records enable business owners to monitor cash flow, profitability, and operational costs. Well-organized daily operations also contribute to maintaining product quality and customer satisfaction. However, many culinary MSMEs still face challenges in implementing effective internal management due to inadequate financial recording systems and the absence of standardized operational procedures. In this study, the internal management variable was represented by several indicators that were subsequently grouped into principal components using Principal Component Analysis (PCA) based on respondents' evaluations.

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Digital marketing has become a key strategy for the development of culinary MSMEs in the digital era. It includes promotional activities through social media platforms and other digital channels, such as Instagram, Facebook, and online marketplaces, enabling businesses to expand market reach, enhance product visibility, and establish interactive communication with customers. Compared with conventional promotional methods, digital marketing offers greater cost efficiency through customer reviews, visual content, and online promotional features. Nevertheless, many culinary MSMEs have not fully optimized digital marketing because of limited knowledge, technical skills, and inconsistency in content management. Similar to internal management, digital marketing was measured using multiple indicators that were reduced into principal components through PCA.

Culinary MSMEs constitute one of the main drivers of Indonesia's economy by contributing significantly to employment and meeting consumer demand. Despite their important economic role, many businesses in this sector continue to experience limitations in internal management and digital marketing. In particular, integrated management systems and digital marketing practices remain underutilized, highlighting the need for effective business development strategies to improve competitiveness and organizational performance.

The findings of this study were implemented in Raja Ayam Lalapan Ja'i Merauke, a culinary MSME located in Merauke Regency, South Papua Province. Established in 2012 and specializing in fried chicken with fresh vegetables (*ayam lalapan*), this business was selected because it represents a developing culinary MSME that still requires improvements in managerial practices and digital technology adoption. Accordingly, the proposed strategies provide not only theoretical contributions but also practical recommendations for improving operational performance, strengthening customer loyalty, and enhancing long-term business competitiveness in the local market.

Respondent Characteristics

The data were collected from 100 lecturers at Universitas Pancasila using a purposive sampling technique based on predetermined criteria. All respondents had experience in Community Service (Pengabdian kepada Masyarakat/PkM) activities related to MSME development, making them suitable to evaluate the indicators examined in this study.

Of the total respondents, 56% were female and 44% were male, indicating a relatively balanced gender distribution with slightly higher female participation. All

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respondents (100%) were affiliated with Universitas Pancasila and belonged to the Management Study Program, ensuring that they shared a similar academic background relevant to the research topic.

Regarding Community Service (PkM) experience, 39% of respondents had participated in 3–5 PkM activities, 32% had participated in more than five activities, and 29% had participated in 1–2 activities. These findings indicate that the respondents generally possessed substantial experience in community engagement and MSME assistance, providing a credible basis for evaluating business development strategies.

In terms of professional expertise, the largest proportion of respondents specialized in Entrepreneurship (37%) and Operations Management (37%), followed by Marketing Management (28%) and Financial Management (27%). This distribution demonstrates that the respondents had expertise closely related to business management, operations, marketing, and finance, supporting the reliability of their assessments in identifying the key factors influencing the development of Raja Ayam Lalapan Ja'i Merauke.

Descriptive Analysis of the Research Variables

Descriptive analysis was conducted to examine respondents' perceptions of the indicators representing internal management and digital marketing in culinary MSMEs. The analysis calculated the mean and standard deviation for each of the 26 indicators measured using a seven-point Likert scale. Based on the predetermined interpretation criteria, mean scores ranging from 4.90 to 6.10 were classified as High.

The results showed that the mean scores of the 26 indicators ranged from 5.55 to 6.02, indicating that all indicators were categorized as High. These findings suggest that respondents perceived the implementation of internal management and digital marketing practices in culinary MSMEs as generally well established. In addition, the standard deviation values ranged from 0.887 to 1.155, indicating a moderate level of response variation and relatively consistent perceptions among respondents.

Among all indicators, X23 (prompt response to online orders) achieved the highest mean score (M = 6.02, SD = 0.931), reflecting respondents' positive assessment of MSMEs' ability to respond quickly to orders placed through digital platforms. Timely responses are considered an important aspect of improving customer satisfaction, particularly for businesses utilizing digital technology.

Conversely, X16 (interaction with social media followers) obtained the lowest mean score (M = 5.55, SD = 1.067). Although this indicator remained within the High category,

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it suggests that customer engagement through social media was relatively weaker than the other digital marketing indicators. Overall, the descriptive findings indicate that both internal management and digital marketing practices were positively evaluated by respondents, providing an appropriate basis for the subsequent Principal Component Analysis (PCA).

Principal Component Analysis (PCA)

The suitability of the dataset for factor analysis was first evaluated using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity.

Table 3. KMO and Barlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.779
Bartlett's Test of Sphericity	Approx. Chi-Square	815.248
	df	325
	Sig.	.000

The analysis produced a KMO value of 0.779, which exceeded the recommended threshold of 0.50, while Bartlett's Test of Sphericity was statistically significant (χ^2 = 815.248; df = 325; $p < 0.001$). These findings indicate that the correlation matrix was appropriate for factor analysis and that the dataset was suitable for Principal Component Analysis (PCA).

The adequacy of each indicator was subsequently assessed using the Measure of Sampling Adequacy (MSA) and communalities. All MSA values exceeded 0.50, while communalities ranged from 0.488 to 0.787, indicating that every indicator contributed sufficiently to the extracted factor structure. Therefore, all 26 indicators were retained for further analysis.

The number of principal components was determined using the eigenvalue criterion (eigenvalue > 1).

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Table 4. Total Variance Explained

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.514	25.053	25.053	6.514	25.053	25.053	2.682	10.314	10.314
2	2.202	8.470	33.523	2.202	8.470	33.523	2.562	9.856	20.170
3	1.719	6.611	40.134	1.719	6.611	40.134	2.524	9.707	29.877
4	1.532	5.893	46.027	1.532	5.893	46.027	1.977	7.605	37.481
5	1.280	4.924	50.951	1.280	4.924	50.951	1.951	7.504	44.986
6	1.210	4.654	55.605	1.210	4.654	55.605	1.706	6.562	51.548
7	1.142	4.392	59.997	1.142	4.392	59.997	1.679	6.458	58.006
8	1.039	3.996	63.994	1.039	3.996	63.994	1.557	5.988	63.994
9	.942	3.623	67.617						
10	.826	3.179	70.795						
11	.782	3.008	73.803						
12	.705	2.711	76.514						
13	.649	2.494	79.008						
14	.622	2.393	81.401						
15	.575	2.213	83.615						
16	.568	2.183	85.798						
17	.519	1.996	87.794						
18	.509	1.956	89.750						
19	.478	1.840	91.591						
20	.445	1.712	93.302						
21	.376	1.448	94.750						
22	.352	1.352	96.102						
23	.320	1.230	97.333						
24	.272	1.047	98.379						
25	.240	.924	99.304						
26	.181	.696	100.000						

The PCA extracted eight principal components with eigenvalues greater than 1, explaining a cumulative 63.994% of the total variance. The first component contributed the largest proportion of variance (25.053%; eigenvalue = 6.514), followed by the second (8.470%; eigenvalue = 2.202) and third (6.611%; eigenvalue = 1.719) components. The remaining five components explained between 3.996% and 5.893% of the total variance.

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Components with eigenvalues below 1 were excluded because they contributed relatively little to explaining the overall variance. These results indicate that the eight extracted components adequately represented the underlying structure of the research variables and provided a reliable basis for subsequent interpretation.

Interpretation of the Extracted Factors (Rotated Component Matrix)

Following the determination of the number of principal components, the next step was to assign each indicator to the component with the highest loading value based on the Varimax rotation. Of the 26 indicators analyzed, 22 met the loading factor criterion (>0.50) and were retained, resulting in eight principal factors representing the dominant dimensions of culinary MSME development.

Table 5. Grouping and Naming of the Extracted Factors

New Factor Name	Variable Forming	Loading Factor	Mean Variable	Average Factor
Factor 1: promoted Media activity	X_{15} Promoted content upload consistency	0,818	5,82	5,71
	X_{16} Interaction with followers on social media	0,769	5,55	
	X_{17} Utilization of social media features for promotion	0,580	5,77	
Factor 2: business operational governance	X_2 Product selling price determination	0,534	5,73	5,71
	X_4 Distribution of employee duties according to responsibilities	0,582	5,71	
	X_5 Setting employee working hours on a scheduled basis	0,760	5,67	
	X_6 Operational workflow management	0,772	5,74	

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New Factor Name	Variable Forming	Loading Factor	Mean Variable	Average Factor
Factor 3: Financial Supervision and business Evaluation	X_8 Provision of work direction by business owners	0,569	5,74	5,70
	X_{10} Fast handling of operational issues	0,600	5,58	
	X_{12} Routine business financial recording	0,659	5,66	
	X_{13} Periodic performance evaluation	0,704	5,83	
Factor 4: Digital Marketing Content	X_{14} Utilization of social media for business promotion	0,675	5,64	5,79
	X_{20} Suitability of promotional content to target market	0,639	5,96	
	X_{24} Completeness of business information on online platforms	0,607	5,78	
Factor 5: customer service responsiveness	X_3 Sales target setting	0,543	5,79	5,90
	X_{23} Response speed to online ordering	0,735	6,02	
	X_{25} Quick response to customer inquiries on social media	0,585	5,89	
Factor 6: Online Delivery System	X_{21} Product availability on online delivery platform	0,762	5,73	5,87
	X_{22} Ease of online booking process	0,778	6,01	

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New Factor Name	Variable Forming	Loading Factor	Mean Variable	Average Factor
Factor 7: coordination and product information	X_9 Coordination of daily operational activities	0,584	5,61	5,75
	X_{19} Delivery of product information clearly digitally	0,733	5,89	
Factor 8: raw material inventory management	X_1 Raw material requirement planning	0,776	5,80	5,80

Factor 1 – Promotional Media Activities. This factor comprises promotional content consistency (X15), interaction with social media followers (X16), and the utilization of social media features (X17), with loading factors ranging from 0.580 to 0.818 and an average score of 5.71. These findings indicate that consistent digital promotion and active customer engagement enhance business visibility. This result is consistent with Septhiarsyah and Junita (2024), who reported that social media optimization improves MSME performance by expanding market reach and strengthening customer interaction.

Factor 2 – Operational Management. This factor includes pricing strategy (X2), employee task allocation (X4), work scheduling (X5), and operational workflow management (X6), with loading factors between 0.534 and 0.772 and a mean score of 5.71. The findings suggest that structured internal management supports operational efficiency, consistent with Sari and Rahayu (2023), who emphasized that clear work organization increases employee productivity.

Factor 3 – Financial Supervision and Business Evaluation. This factor consists of managerial guidance (X8), operational problem handling (X10), financial recordkeeping (X12), and periodic performance evaluation (X13), with loading factors ranging from 0.569 to 0.704 and an average score of 5.70. These results demonstrate the importance of managerial control in maintaining business performance and financial stability, supporting the findings of Lestari et al. (2021).

Factor 4 – Digital Marketing Content. This factor includes social media promotion (X14), promotional content aligned with the target market (X20), and complete online

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business information (X24). With loading factors between 0.607 and 0.675 and an average score of 5.79, the findings indicate that relevant and informative digital content strengthens customer trust and purchasing decisions, in line with Sestriyenti, Bustami, and Ariani (2024).

Factor 5 – Customer Service Responsiveness. This factor consists of sales target determination (X3), responsiveness to online orders (X23), and prompt responses to customer inquiries via social media (X25). Loading factors range from 0.543 to 0.735, with the highest average score among all factors (5.90). The findings confirm that service responsiveness is essential for customer satisfaction, supporting Pradiani (2023), who highlighted responsiveness as a key element of successful digital marketing.

Factor 6 – Online Delivery Service System. This factor comprises product availability on online delivery platforms (X21) and ease of online ordering (X22), with loading factors of 0.762 and 0.778 and an average score of 5.87. These results indicate that accessible online ordering systems facilitate customer transactions and improve sales performance, consistent with Suriadi, Yanti, and Salida (2023).

Factor 7 – Coordination and Product Information. This factor includes operational coordination (X9) and clear digital product information (X19), with loading factors between 0.584 and 0.733 and an average score of 5.75. The findings suggest that effective coordination and transparent product information improve customer confidence, supporting Maulana (2023), who emphasized the importance of accurate product information in increasing purchase intention.

Factor 8 – Raw Material Inventory Management. This factor consists solely of raw material planning (X1), with a loading factor of 0.776 and an average score of 5.80. The result highlights the importance of inventory planning in maintaining production continuity and minimizing operational disruptions. This finding is consistent with Wibowo (2023), who emphasized that effective inventory management improves production efficiency and reduces waste.

Overall, the PCA reduced 26 observed indicators into eight interpretable factors representing key dimensions of internal management and digital marketing in culinary MSMEs. These factors provide a practical foundation for formulating strategic recommendations to strengthen MSME competitiveness and sustainable business development.

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Business Development Strategy Implications (SWOT Analysis)

Based on the results of the Principal Component Analysis (PCA) and descriptive statistics, a SWOT analysis was conducted to identify strategic conditions supporting the development of Raja Ayam Lalapan Ja'i. The strategic factors were classified into internal factors (strengths and weaknesses) and external factors (opportunities and threats).

The strengths and weaknesses were identified based on the eight factors extracted through PCA.

Strengths. Four major strengths were identified. First, customer service responsiveness enables the business to respond quickly to customer inquiries and orders through Facebook Messenger and WhatsApp. This pre-order system reduces queues and improves customer convenience. Second, the online delivery service system allows customers within the service area to place orders via WhatsApp and Facebook, with deliveries handled directly by the restaurant's internal courier without relying on third-party platforms. Third, coordination and product information are supported through Google Maps, which provides customers with accurate information regarding business location, operating hours, and menu offerings. Finally, raw material inventory management ensures the continuous availability of fresh chicken and essential ingredients, allowing the business to maintain product quality while meeting fluctuating customer demand.

Weaknesses. Despite these strengths, several weaknesses remain. Promotional media activities are still limited because the business relies on personal social media accounts rather than official business accounts, restricting promotional reach. Operational management also lacks standardized work procedures and clear task allocation, reducing operational efficiency. In addition, financial supervision and business evaluation are not yet supported by systematic bookkeeping and routine performance evaluation. Finally, digital marketing content remains underdeveloped, as promotional bundles, digital menus, and attractive visual content have not been fully implemented.

The external environment presents both opportunities and threats for business development opportunities. Raja Ayam Lalapan Ja'i benefits from several external opportunities. The growing culinary market in suburban areas provides significant potential for market expansion. Increasing numbers of visitors during weekends and holidays also create opportunities to attract more customers seeking rural dining experiences. Furthermore, the widespread use of smartphones and social media offers considerable potential to optimize digital ordering systems, including pre-order and pick-up services, thereby improving customer convenience.

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Threats. Several external challenges were also identified. Increasing competition from similar culinary businesses with aggressive pricing and digital promotions intensifies market rivalry. In addition, fluctuations in raw material prices may reduce profit margins and complicate pricing strategies. Consumer behavior also poses a challenge, as price-sensitive customers can easily switch to competitors offering more attractive promotions. Therefore, continuous innovation and value creation are essential to maintaining customer loyalty and long-term competitiveness.

IFAS and EFAS Weighting Matrices

After identifying the strategic factors, the next step was to determine the competitive position of Raja Ayam Lalapan Ja'i through the IFAS and EFAS weighting process. The evaluation involved 10 expert respondents selected purposively based on their expertise in culinary MSMEs. All respondents were lecturers at Universitas Pancasila with experience in community service (PkM).

The assessment covered two aspects: the importance level to determine factor weights and the current business condition to determine ratings. Although the primary questionnaire employed a five-point Likert scale, the IFAS and EFAS ratings were converted according to the strategic management framework proposed by David (2023). Mean scores above 4.00 were classified as rating 4 (very strong), scores between 3.00 and 4.00 as rating 3 (above average), while weakness factors were converted to ratings 1 or 2 to reflect their negative impact on competitiveness.

Table 6 IFAS Matrix

Determining factor	Weight	Rating	Score (Weight x Rating)
STRENGTHS			
Customer Service Responsiveness	0,17	4	0,68
Delivery Service System (Online)	0,17	4	0,68
Coordination and product information	0,16	3	0,48
Raw Material Inventory Management	0,17	4	0,68
WEAKNESSES			
Promotional Media Activities	0,05	1	0,05
Business Operational Governance	0,06	2	0,12

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Financial supervision and business Evaluation	0,05	1	0,05
Digital Marketing Content	0,17	1	0,17
Total Internal Score	**1.00**		**3,11**

The IFAS matrix produced a total internal score of 3.11, indicating that Raja Ayam Lalapan Ja'i possesses a strong internal position. The business's major strengths—customer service responsiveness, online delivery services, product information management, and raw material inventory management—provide a solid foundation for addressing weaknesses related to promotional activities, operational management, financial supervision, and digital marketing content.

Table 7 EFAS Matrix

Determining factor	Weight	Rating	Score (Weight x Rating)
OPPORTUNITIES			
Culinary growth in the suburbs	0,17	3	0,51
Weekend Tourism Market Potential	0,19	4	0,76
Optimization Of Digital Booking System	0,19	4	0,76
THREATS			
High Intensity Of Digital Competition	0,16	3	0,48
Fluctuation Of Uncertainty In The Price Of Primary Raw Materials	0,15	3	0,45
Price-sensitive consumer characteristics	0,14	3	0,42
Total External Score	**1,00**		**3,38**

The EFAS matrix yielded a total external score of 3.38, indicating a strong external position. This result suggests that the business is well positioned to capitalize on opportunities arising from the growth of suburban culinary markets, weekend tourism, and digital ordering systems. Nevertheless, it should continue to anticipate external threats, including intense digital competition, fluctuations in raw material prices, and consumers' high price sensitivity.

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SWOT Strategy Matrix

Based on the IFAS and EFAS analyses, four strategic alternatives were formulated to support the business development of Raja Ayam Lalapan Ja'i.

The SO (aggressive) strategy emphasizes leveraging the business's strengths to capitalize on market opportunities. This strategy focuses on maintaining customer response times of less than 10 minutes through WhatsApp and Facebook while integrating the internal delivery service to support large catering orders and pick-up services (S1, S2, O2).

The WO (turnaround) strategy aims to overcome internal weaknesses by utilizing external opportunities. Recommended actions include registering the business location on Google Maps and consistently promoting featured menu items through Facebook to strengthen digital marketing and expand market reach (W1, W4, O1, O3).

The ST (diversification) strategy uses existing strengths to address external threats. Raja Ayam Lalapan Ja'i is encouraged to establish long-term partnerships with local suppliers in Merauke to maintain raw material price stability while introducing QR code-based digital menus to differentiate its services from competitors (S3, S4, T1, T2).

Finally, the WT (defensive) strategy focuses on minimizing weaknesses while reducing the impact of external threats. This strategy recommends implementing digital financial records to improve administrative management and introducing the "Jum'at Berkah" promotional program to attract price-sensitive customers (W2, W3, T3).

Strategy Implementation

The SWOT analysis was translated into practical strategies to strengthen the internal management and digital marketing of Raja Ayam Lalapan Ja'i.

The SO (aggressive) strategy focused on improving customer service responsiveness by ensuring that inquiries received through WhatsApp and Facebook were answered within 10 minutes. The business also integrated its internal delivery service to support pre-order, pick-up, and large catering orders. These improvements reduced customer waiting time while enhancing service efficiency.

The WO (turnaround) strategy emphasized strengthening the business's digital presence. Raja Ayam Lalapan Ja'i registered its location on Google Maps and actively promoted featured menu items through Facebook. These initiatives improved business visibility, provided customers with clear operational information, and expanded market reach, particularly among new customers.

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The ST (diversification) strategy aimed to maintain business competitiveness by establishing long-term partnerships with local suppliers to stabilize raw material prices. In addition, QR code-based digital menus were introduced to provide customers with convenient access to menu information and pricing while differentiating the business from competitors.

Finally, the WT (defensive) strategy focused on improving internal operational control through digital financial recording to monitor daily expenses and maintain competitive pricing. This strategy was complemented by promotional campaigns, such as the "Jum'at Berkah" program, to attract price-sensitive customers and strengthen customer loyalty.

Strategy Prioritization Using the Quantitative Strategic Planning Matrix (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) was employed to evaluate and prioritize the four strategic alternatives generated from the SWOT analysis. The evaluation was based on the Total Attractiveness Score (TAS), where the strategy with the highest score was considered the highest priority for implementation.

Table 8 Strategy Priority Ranking

Rangking	Code	Name Strategy	Score TAS	Description
1	S2	Optimization Of Digital Marketing	6,06	Top Priorities
2	S1	Responsive Service System	5,53	Second Priority
3	S3	Supply Chain Management	4,33	Supporting Strategies
4	S4	Internal Operational Control	4,08	Long Term

The results indicate that Digital Marketing Optimization (S2) achieved the highest TAS (6.06), making it the primary development strategy for Raja Ayam Lalapan Ja'i. This strategy focuses on strengthening the business's digital presence through platforms such as Google Maps, Facebook, and WhatsApp Business to expand market reach, improve customer communication, and increase competitiveness.

The second priority is Responsive Service System (S1) with a TAS of 5.53, emphasizing faster customer responses and standardized service procedures to enhance

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customer satisfaction. Meanwhile, Supply Chain Management (S3) obtained a TAS of 4.33 and serves as a supporting strategy to ensure the availability of raw materials and operational continuity. Finally, Internal Operational Control (S4) received a TAS of 4.08 and is considered a long-term strategy aimed at improving administrative management and operational efficiency.

Overall, the QSPM results demonstrate that strengthening digital marketing should be prioritized, while improvements in service quality, supply chain management, and internal operational control should be implemented gradually to support sustainable business development.

CONCLUSION

Based on the findings of this study on the business development strategy of Raja Ayam Lalapan Ja'i Merauke, using Principal Component Analysis (PCA), SWOT analysis, and the Quantitative Strategic Planning Matrix (QSPM), several conclusions can be drawn. The PCA results identified eight principal factors influencing the business development strategy of the enterprise from the initial 26 research indicators. These factors include Promotional Media Activities (25.05%), Operational Management (8.47%), Financial Supervision and Business Evaluation (6.61%), Digital Marketing Content (5.89%), Customer Service Responsiveness (4.92%), Online Delivery Service System (4.65%), Coordination and Product Information (4.39%), and Raw Material Inventory Management (3.99%). Among these, Promotional Media Activities emerged as the most dominant factor, indicating that consistent promotional activities through various media play a significant role in expanding market reach and attracting customers. Meanwhile, the remaining factors demonstrate that effective operational management, proper financial supervision, engaging digital content, responsive customer service, convenient online ordering systems, clear product information, and well-organized inventory management collectively support business sustainability and competitiveness.

The SWOT analysis further indicates that the internal and external conditions of Raja Ayam Lalapan Ja'i Merauke are favorable for implementing business development strategies. Based on the identification of the firm's strengths, weaknesses, opportunities, and threats, four strategic alternatives were formulated: S2 (Digital Marketing Optimization), S1 (Responsive Service System), S3 (Supply Chain Management), and S4 (Internal Operational Control). These strategies were developed by aligning the company's internal capabilities with external opportunities while addressing existing

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weaknesses and potential threats to strengthen competitiveness and ensure long-term business sustainability.

Furthermore, the QSPM analysis determined the priority of the proposed strategies based on their Total Attractiveness Score (TAS). The results show that S2 (Digital Marketing Optimization) achieved the highest TAS of 6.06, making it the primary strategy recommended for implementation. This was followed by S1 (Responsive Service System) with a TAS of 5.53, S3 (Supply Chain Management) with 4.33, and S4 (Internal Operational Control) with 4.08. These findings suggest that business development at Raja Ayam Lalapan Ja'i Merauke should prioritize strengthening digital marketing initiatives, followed by improving service quality, enhancing supply chain management, and gradually reinforcing internal operational control to achieve sustainable business growth.

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