

**ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES,
THREATS (SWOT) ON BUSINESS DEVELOPMENT
(CASE STUDY ON NYOKAP PEMPEK)**

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ABSTRACT

This research is motivated by the decline in product sales at Pempek Nyokap since the Covid-19 pandemic. Consumers become more careful in buying goods, especially food, considering that the quality of products, services, and packaging are considered by consumers before buying a product. The method used in this study is a qualitative method by conducting observations, interviews, and Focus Group Discussions on the sample at Pempek Nyokap. The data analysis technique used is EFAS, IFAS, IE, and SWOT Matrix. The final results achieved in the study indicate that business strategies can be implemented for the business development of Pempek Nyokap. The strategy is in the form of opening an offline store, opening a stall in the marketplace, collaborating with online delivery services, and conducting promotions through promoters.

Keywords: *SWOT Analysis; Pempek Nyokap; Matrix*

ABSTRAK

Penelitian ini dilatarbelakangi oleh penurunan penjualan produk di Pempek Nyokap sejak pandemi Covid-19. Konsumen menjadi lebih berhati-hati dalam membeli barang khususnya makanan, mengingat kualitas produk, pelayanan, dan kemasan menjadi pertimbangan konsumen sebelum membeli suatu produk. Metode yang digunakan dalam penelitian ini adalah metode kualitatif dengan melakukan observasi, wawancara, dan Focus Group Discussion pada sampel di Pempek Nyokap. Teknik analisis data yang digunakan adalah EFAS, IFAS, IE, dan Matriks SWOT. Hasil akhir yang dicapai dalam penelitian ini menunjukkan bahwa strategi bisnis dapat diterapkan untuk pengembangan bisnis Pempek Nyokap. Strateginya berupa pembukaan toko offline, pembukaan lapak di marketplace, kerjasama dengan jasa pengiriman online, dan melakukan promosi melalui promotor.

Keywords: Analisis SWOT; Pempek Nyokap; Matriks

INTRODUCTION

Indonesian culinary progress is marked by three phases, namely, contemporary culinary, original food, and multicultural food. (Pambudi, Fitrianiingsih, Maharani, Mare, & Azzahra, 2020). In the archipelago there are still many traditional dishes that stick to traditional concepts. However, over time, the culinary arts of the archipelago began to adapt to the times, both in terms of taste, packaging, composition, and manufacturing process. One of the traditional foods that are still favored by many people is the typical Palembang pempek. The increasing number of pempek sales is evidenced by the number of restaurants selling pempek products, encouraging the pempek culinary business to become interesting for further analysis. The city of Palembang has a typical food which is generally made from a mixture of belida fish meat and tapioca flour called pempek. Belida fish is believed to be the best quality fish to be used as the main ingredient for pempek. This fish has a fairly high price, so many people replace belida fish with other types of fish that have more affordable prices or use tapioca flour completely with a taste that remains savory (Veronica, Febriani, & Sari, 2020). Along with the times, many pempek producers use various types of fish to replace belida fish, such as putak fish, mackerel, mackerel, red snapper, and gabus in order to produce pempek with affordable capital. Pempek Palembang has a marketing area that crosses the boundaries of the supporting community (Efrianto, Zusneli, & Maryetti, 2014). Not only in Palembang, this special food is also widely enjoyed in the capital. This one-of-a-kind culinary has colonized the capital, it can be seen that many pempek stalls are mushrooming in Jakarta. In general, pempek shops in Jakarta are owned by native Palembang people who have settled in Jakarta. Thus, pempek in Palembang and in Jakarta have the same way of presentation. It aims to maintain existing traditions and provide a distinctive taste to the community.

Pempek traditional food is a characteristic of the city of Palembang which from time to time continues to have a high selling value, this food is widely known to the general public including people outside the city of Palembang (Efrianto, Zusneli, & Maryetti, 2014). In Jakarta itself, there are many delicious pempek shops and are included in the top 5 choices of people, including Pempek Cawan Putih, Pempek Apy, Pempek Sari Sanjaya, Pempek Sriwijaya, and Pempek Kiara (Culinary, 2019). Pempek nyokap is a family business that sells Palembang specialties. From the name itself, Pempek Nyokap sells pempek with a special recipe from Mother, or in Betawi slang called Nyokap. Pempek Nyokap was established in 2013 with the initial trade name of Pempek Nyonya Novita, then it was repackaged into Pempek Nyokap in 2020. Previously, Pempek Nyokap used sales with the model of opening outlets and restaurants in Palembang, but in 2020, this business moved to another location. Jakarta and sales using online methods only. Pempek Nyokap sells various types of pempek, including pempek lenjer, adaan, skin, gun, egg, submarine, curly, otak-otak, and tekwan.

In running this business, the author wants to analyze the Strengths, Weaknesses, Opportunities, Threats (SWOT) of Pempek Nyokap in order to analyze this business itself and the opportunities for the future. SWOT consists of 4 (four) elements, namely Strengths, Weaknesses, Opportunities, and Threads. In the SWOT analysis there are 2 factors consisting of internal and external factors. Strengths and weaknesses are always a factor in the internal conditions of the organization. A system in which things are in an

unfavorable position is called a weakness, and a system condition in which things are in a favorable or positive position is called an advantage. If the advantages outweigh the disadvantages, both will have a good impact on the research. External factors consist of opportunities and threats, these factors provide development for the organization. External factors that provide support for system development are called threats. If the opportunity is greater than the threat, the factor has a better impact on research (Maria, 2020).

In compiling this research, the author is guided by the literature review from previous research which is considered relevant to the research that the author adopts. The first literature review used is research from M Veronica (2020) on Entrepreneurial Development "Creation of Rice-Based Pempek" as a Typical Food Product of the City of Palembang. The research appointed by M Veronica has a research objective, namely to expand the pempek rice in the target area so that the pempek rice can be used as a substitute for marine products, namely fish to increase the income of the local population. The service implementation method consists of three steps, namely preparation for the implementation of PKM, field observations, and education. The results of community service activities include the results of post-management evaluations, sales market expansion, and product innovation. Other research that was also used by the author to help with this preparation was research from Pambudi, Fitrianiingsih, Maharani, Mare, & Azzahra which was compiled in 2020 on Pempek Beranak (Planning for Establishing a Special Food Modification Business for Pempek Region). This study describes the analysis of the modification of the local specialties, namely Pempek. This study contains a discussion and calculation of a business in modifying food, ranging from marketing aspects, organizational and management aspects, production aspects, and detailed financial aspects. The results of this study provide information that profits can be obtained by modifying pempek. Profits will certainly be obtained if the effort is done with persistence and never give up.

This study focuses on the SWOT analysis of Pempek Nyokap, the formulation of the problem is as follows:

- How is the analysis of Strength, Weakness, Opportunities, Threats (SWOT) from Pempek Nyokap?
- How does Pempek Nyokap meet the different needs of consumers?
- What is Pempek Nyokap's strategy to expand its business?

The objectives of the research on SWOT analysis of Pempek Nyokap are:

- To find out the SWOT of Pempek Nyokap.
- To find out how Pempek Nyokap meets the needs of different consumers.
- To find out how Pempek Nyokap develops its business.

RESEARCH METHODS

This study uses a qualitative method. This method is designed to examine objects that are natural. This study was evaluated as the main tool. The data collection method used is triangulation (mixing), the data analysis is inductive, and the results of qualitative research emphasize meaning rather than generalization. Qualitative research usually consists of observation, interviews, and documentation. The research process relates problems and procedures that arise, collects information in participant settings, analyzes information inductively, builds from special themes to universal themes, and

makes interpretations of the meaning of information. The final results of the research have a flexible structure. The reason the researcher chose business owners, customers, employees and suppliers from Pempek Nyokap as informants for this research was to ensure that the data collection process was obtained from people who were directly related to the process of selling menus from Pempek Nyokap. Business owners will describe the strategies used by Pempek Nyokap to be able to compete and maintain the quality and quantity of sales, Pempek Nyokap employees will explain information related to the sales process of Pempek Nyokap from preparation, manufacture of pempek, product marketing and product delivery to customers. Meanwhile, the customer is one party who is also considered very important to describe the level of interest and purchasing power of the customer for Pempek Nyokap. This study uses primary data obtained through interviews and observations with Pempek Nyokap. The author processes the data with secondary data sources obtained through the results of literature studies, electronic communication networks, books, previous journals and data from Pempek Nyokap itself.

There are three methods of data collection in order to obtain accurate data, namely:

1. **Observation.** Observation is a data collection technique where researchers can observe directly the object under study. The observation method is a method of collecting data through direct observation and systematic registration of the object of research (Hadi, 2016). The author made direct observations to the Pempek Nyokap production site and the researchers made observations on the research object, recording the data needed for the research process. When the observation is made the researcher will explain frankly related to the purpose of the researcher coming to the location of the object of research to conduct a study so that this method is included in the technique of frank and disguised observation. The supporting tools when carrying out observations are cameras and voice recorders from devices (gadgets) for the purpose of collecting supporting information from this research.
2. **Interview/Interview.** The unstructured interview method is a method used by researchers where researchers can be more comfortable conducting interviews with resource persons about the data to be obtained regarding the SWOT analysis on Pempek Nyokap.
3. **Documentation.** In this study, the researcher will collect documentation that supports the validity and direction of the research in accordance with the research objectives. This documentation will contain the activities carried out by Pempek Nyokap, starting from the manufacture, packaging, and delivery of products.

In the preparation of a qualitative research, the basic and important things that must be considered are the selection of respondents who will play an important role in the direction of the research. As is the case in quantitative research, in qualitative research it is necessary to have a sampling technique. Generally, qualitative researchers often use purposive sampling techniques to determine respondents to be used in research. Researchers conducted interviews with people who are experts and subjects who are certainly appropriate to be valid informants and are related to Pempek Nyokap. In this study, collecting data was carried out by conducting observations and interviews

in connection with the Implementation of Strength, Weakness, Opportunities, Threats (SWOT) Analysis in Pempek Nyokap. At the time of conducting the research, the authors also carried out data collection techniques by conducting Focus Group Discussions (FGD).

RESULTS AND DISCUSSION

Pempek Nyokap is a small business engaged in the food and beverages sector in the form of pempek located in Jakarta, North Jakarta to be exact. This pempek business was founded in 2013. Initially, the pempek business was named Pempek Nyonya Novita, then it was repackaged under the Pempek Nyokap trademark. Pempek Nyokap’s business has been running for 8 years now. Pempek Nyokap is increasingly experiencing an increase in sales along with the increasing variety of menus. Until now, Pempek Nyokap has 10 (ten) menu variants, including: Otak-otak, Tekwan, Pempek Lenjer, Egg, Submarine, Curly, Skin, Adaan, Pistel, and Baked. Menu products from Pempek Nyokap are sold in frozen form which are put into packages and then vacuumed and then packaged in woven baskets made of bamboo. Currently Pempek Nyokap has 5 employees and 1 business owner. These employees come from different divisions such as, Production, Packing, Supply & Stock, Marketing, and Administration. At the time of conducting the research, the authors carried out various methods of data collection including interviews, observations and FGDs. The following are the results of research based on weights and ratings:

Table 1. Results of Research Based on Weights and Ratings

Strength	Weight (0,0 – 1,0)	Rating (1 - 4)	Weaknesses	Weight (0,0 – 1,0)	Rating (4 - 1)
Having an online store that is able to become a strength in business in the digital era as it is today, especially the existence of the COVID-19 pandemic has encouraged business transformation towards digital, so that the potential loss is smaller than the potential profit.	0,15	4	The existence of the Pempek Nyokap online store can only be found on Shopee and Instagram, it has not reached many marketplaces, so the sales reach is not that wide.	0,10	2
It has a unique cuko (gravy) with thick texture and uses natural lime. Cuko can be served in two methods, eaten directly or mixed with a little water	0,15	4	Don't have private transportation to reach consumers	0,10	2

Strength	Weight (0,0 – 1,0)	Rating (1 - 4)	Weaknesses	Weight (0,0 – 1,0)	Rating (4 - 1)
Is an old business that already has regular customers	0,05	3	There is no source of reserve capital for business development or expansion	0,10	2
Various products or menus	0,10	3	Inadequate quality of HR performance between divisions due to the limited number of employees	0,05	2
Unique packaging using besek, lurik, mica box, and special accessories that can be used as hampers according to customer wishes.	0,15	2	Inadequate tools for large-scale production	0,05	2
Competitive product or menu prices	0,05	2	The marketing network is not yet extensive because it has not done much promotion	0,15	3
Opportunities)	Weight (0,0 – 1,0)	Rating (1 - 4)	Threats	Weight (0,0 – 1,0)	Rating (4 – 1)
Open more stalls in famous marketplaces	0,10	1	Sales will be hampered if there is a disturbance in the online system	0,10	2
Open a physical store or offline store	0,10	4	Many competitors sell products with lower prices and almost the same taste	0,15	3
Creating a reseller system with or without using a trademark					
Creating a reseller system with or without using a trademark	0,1	3	Increase in raw material prices	0,1	3

Strength	Weight (0,0 – 1,0)	Rating (1 - 4)	Weaknesses	Weight (0,0 – 1,0)	Rating (4 - 1)
With special discounts or prices on purchases in large quantities, you can establish a good relationship or relationship with buyers	0,05	2	Competitive promotion strategies that are superior in the use of social media (facebook, instagram) and promoters (foodvloggers and influencers)	0,15	3
There is an opportunity for promotion in collaboration with foodvlogger and	0,15	2	The changing tastes of society-change	0,05	2
Business opportunities by using online motorcycle taxi services to make it easier for consumers to get product purchases	0,10	3	Not everyone wants to eat pempek for the long term, because it's not a staple food	0,15	2

The researcher gave 4 (four) main questions related to the topic through interviews to 6 (six) respondents, namely Business Owner, Employee 1, Employee 2, Customer 1, Customer 2, and Supplier who had been determined by the researcher. The four questions asked by the author to the respondents were divided into 4 sessions, namely strengths, weaknesses, opportunities, and threats from Pempek Nyokap. Furthermore, the results of these questions will be measured using the IFAS, EFAS, Internal External and SWOT Matrix techniques.

Table 2. IFAS Matrix Table 2021

Internal Strategy Factors	Weight	Rating	Weight Rating	x
<i>Strengths</i>				
<input type="checkbox"/> Having an online store that is able to become a strength in business in the digital era as it is today, especially the existence of the COVID-19 pandemic encourages business transformation towards digital, so that the potential loss is smaller than the potential profit.	0,15	4	0,60	
<input type="checkbox"/> It has a unique cuko with thick texture and uses natural lime. Cuko can be served in two ways, eaten directly or mixed with a little water.	0,15	4	0,60	
<input type="checkbox"/> Various products or menus	0,10	3	0,30	
<input type="checkbox"/> Unique packaging using besek, lurik, mica box, and special accessories that can be used as hampers according to customer wishes.	0,15	2	0,30	
<i>Weaknesses</i>				
<input type="checkbox"/> The existence of the Pempek Nyokap online store can only be found on Shopee and Instagram, it has not reached many marketplaces, so the sales reach is not that wide.	0,10	2	0,20	
<input type="checkbox"/> There is no source of reserve capital for business development or expansion	0,10	2	0,20	
<input type="checkbox"/> Don't have private transportation to reach consumers	0,10	2	0,20	
<input type="checkbox"/> The marketing network is not yet extensive because it has not done much promotion	0,15	3	0,30	
TOTAL	1,0		2,70	

The strength rating can be determined by using the IFAS Matrix in the table above, with values 1 very small, 2 small, 3 large, and 4 very large. Filling in the score in the Weakness table is the opposite of filling in the score in the Strength table. When assigning weights, numbers range from 0 (not important) to 1 (very important), and the overall weight is 1 (100 percent) for each component. In 2021, Pempek Nyokap's IFAS score was 2.70.

Table 3. EFAS Matrix Table in 2021

External Strategy Factors	Weight	Rating	Weight Rating x
Opportunity			
<input type="checkbox"/> Open more stalls in famous marketplaces	0,10	1	0,10
<input type="checkbox"/> Open a physical store or offline store	0,10	4	0,40
<input type="checkbox"/> Business opportunities by using online motorcycle taxi services to make it easier for consumers to buy products	0,10	3	0,30
<input type="checkbox"/> There is an opportunity to do promotions by cooperating with foodvloggers and influencers	0,15	2	0,30
Threats			
<input type="checkbox"/> Sales will be hampered if there is a disturbance in the online system	0,10	2	0,20
<input type="checkbox"/> Competitive promotion strategies that are superior in the use of social media (facebook, instagram) and promoters (foodvloggers and influencers)	0,15	3	0,45
<input type="checkbox"/> Many competitors sell products with lower prices and almost the same taste	0,15	3	0,45
<input type="checkbox"/> Not everyone wants to eat pempek for the long term, because it is not a staple food.	0,15	2	0,30
TOTAL	1,0		2,50

The odds rating can be determined using the EFAS Matrix in the table above, with a value of 1 very small, 2 small, 3 large, and 4 very large. Filling in the score in the threat table is the opposite of filling in the score in the opportunity table. When assigning weights, numbers range from 0 (not important) to 1 (very important), and the overall weight is 1 (100 percent) for each component. In 2021, Pempek Nyokap's EFAS score is 2.50.

The IFAS score in 2021 is 2.70 which means it is between 2.00 to 3.00, and its position in the matrix is in the middle position. The 2021 EFAS score is 2.50 which means it is between 2.00 to 3.00, and its position in the matrix is in the middle position. By considering these factors, the convergence of IFAS and EFAS scores guides the position of Pempek Nyokap's condition to implement strategies for growth and

development. Business strategy is a strategy that is directed at the functions of management activities, such as operational strategy, marketing strategy, distribution, production strategy and financial strategy.

Through the method of FGD (Focus Group Discussion) and interviews, the authors can get the strengths, weaknesses, opportunities, and threats that determine internal and external factors. With that, companies can formulate alternative strategies using the SWOT analysis method.

The following are the results of observations of internal and external factors that underlie Pempek Nyokap's SWOT matrix in 2021:

1. Internal External Matrix

The IE matrix is useful for placing businesses in a nine-cell matrix. The IE matrix has two dimensions, namely the total score of the IFE matrix on the X axis and the total score of the EFE matrix on the Y axis. The IE matrix has three scores on the X axis, namely a score of 1.0 – 1.99 indicating that the internal position is weak, a score of 2, 0 – 2.99 indicates a moderate position, while a score of 3.0 – 4.0 indicates a strong position. Similarly, on the Y-axis of the EFE matrix, a score of 1.0 – 1.99 indicates a low external position, a score of 2.0 – 2.99 indicates a moderate position, and a score of 3.0 – 4.0 indicates a high position.

2. The IFAS score in 2021 is 2.70 which means it is between 2.00 to 3.00, and its position in the matrix is in the middle position. The 2021 EFAS score is 2.50 which means it is between 2.00 to 3.00, and its position in the matrix is in the middle position. By considering these factors, the convergence of IFAS and EFAS scores guides the position of Pempek Nyokap's condition to implement strategies for growth and development.

Table 4. 2021 SWOT Matrix Table

<p style="text-align: center;">IFAS</p> <p style="text-align: center;">EFAS</p>	<p>STRENGTHS (S)</p> <ol style="list-style-type: none"> 1. Having an online store that is able to become a strength in business in the digital era as it is today, especially the existence of the COVID-19 pandemic encourages business transformation towards digital, so that the potential loss is smaller than the potential profit 2. Has a unique cuko shaped thick and uses natural lime. Cuko can be served in two ways, eaten directly or mixed with a little water. 3. Various products or menus 4. Unique packaging using besek, lurik, mica box, and special accessories that can be used as hampers according to customer wishes. 	<p>WEAKNESSES (W)</p> <ol style="list-style-type: none"> 1. The existence of the Pempek Nyokap online store can only be found on Shopee and Instagram, it has not reached many marketplaces, so the sales reach is not so wide 2. There is no source of reserve capital for business development or expansion 3. Do not have private transportation to reach consumers 4. The marketing network is not yet extensive because it has not done much promotion.
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OPPORTUNITIES	SO STRATEGY	STRATEGI WO
<p>(O)</p> <p>1. Opening more stalls in the marketplace</p> <p>2. Open a physical store or offline store</p> <p>3. Business opportunities by using online motorcycle taxi services to make it easier for consumers to buy products.</p> <p>4. There is an opportunity to do promotions by collaborating with foodvloggers and influencers</p>	<p>1. Digital Transformation is growing, changing almost all patterns of human life. Including online food purchases. The existence of so many marketplaces can be the strength of a business strategy to minimize expenses and to get big profits</p> <p>2. Products that have a unique taste will invite people's curiosity to be able to eat pempek nyokap directly at the offline store.</p> <p>3. Using online motorcycle taxi services to ensure customers get products quickly and also maintain product quality.</p> <p>4. Carry out promotions in collaboration with promoters so that various products and unique packaging become widely known by the public</p>	<p>1. Opening an online store at tokopedia, grab food, gofood, shopeefood, etc. can expand the reach of buyers</p> <p>2. Looking for profits from online sales as much as possible in order to open an offline store</p> <p>3. Use of online motorcycle taxi services that can deliver products to consumers so they don't require personal transportation</p> <p>4. Collaborating with foodvloggers and influencers can expand consumer reach</p>

THREATS (T)	STRATEGY	STRATEGI WT
1. Sales will be hampered if there is a disturbance in the online system 2. Competitive promotion strategies that are superior in the use of social media (facebook and instagram) and food vloggers or influencers 3. Many competitors sell products with lower prices and almost the same taste 4. Not everyone wants to eat pempek for the long term, because it is not a staple food	1. Online stores are a business force in the digital era, taking advantage of the existence of a marketplace as a sales medium 2. Quality thick cuco is the hallmark of Pempek Nyokap which is liked by many consumers and can maintain customer loyalty. 3. Making lots of innovative variations and improving the quality of taste & service can be a solution instead of having to lower prices 4. Make product packaging that is unique and in accordance with the ongoing big day so that customers are always interested in buying in the long term.	1. Online stores that are available in many marketplaces can be a solution so that businesses can continue to run, because they do not rely on only one platform. 2. Utilizing social media for promotion can be an advertising solution in the absence of a strong reserve capital. 3. Conduct promotions (influencers and foodvloggers) and expand marketing networks through social media or marketplaces consistently so that they are not inferior to competitors 4. Implement long-term plans for business development such as raising special capital to open physical stores and open branches.

Source: Author Processed Data 2021

CONCLUSION AND SUGGESTION

Based on the FGD data, it was found that one of the strengths of Pempek Nyokap is to be the right solution in dealing with the diverse needs of consumers. Pempek Nyokap's ability to make unique packaging, namely hampers, really attracts the attention of consumers and can meet consumer needs during important days or holidays. The packaging of hampers can be tailored to the desired theme or day, such as each different hamper for the needs of Christmas, New Year, Lebaran, or other important events.

In developing its business, Pempek Nyokap can apply the SO (Strength Opportunity) Strategy and WO (Weakness & Opportunity) Strategy which consists of :

- (a) Digital Transformation is growing, changing almost all patterns of human life. Including online food purchases. The existence of so many marketplaces can be the strength of a business strategy to minimize expenses and to get big profits.
- (b) Products that have a unique taste will invite people's curiosity to be able to eat pempek nyokap directly at the offline store.

- (c) Using online motorcycle taxi services to ensure customers get products quickly and also maintain product quality.
- (d) Carry out promotions in collaboration with promoters so that various products and unique packaging are widely known by the public.

WO strategies include:

- (a) Opening an online store at Tokopedia, Grab Food, Gofood, Shopeefood, etc. can expand the reach of buyers.
- (b) Looking for profit from selling online as much as possible so that you can open an offline store.
- (c) The use of online motorcycle taxi services that can deliver products to consumers so that they do not require personal transportation.
- (d) Collaborating with foodvloggers and influencers can expand consumer reach

Suggestion

for companies : (a) Maintain and maintain internal factors consisting of strengths and opportunities. Internal factors are factors that can be a strategy in business development. Pempek Nyokap is recommended to maintain consistency in the quality of pempek, cuko, and product packaging; (b) Implementing 4 types of strategies obtained through a SWOT analysis at Pempek Nyokap which consists of SO Strategy, ST Strategy, WO Strategy, and WT Strategy; (c). The data obtained from the Internal External Matrix shows the business position of Pempek Nyokap to carry out business strategies, including: (1) The marketing strategy carried out by Pempek Nyokap is to carry out promotions such as the use of social media (instagram, facebook) and influencers and food bloggers as a way to market their products, namely Pempek; (2) The production strategy carried out by Pempek Nyokap is to maintain the consistency of the quality of pempek and cuko by maintaining the quality of the composition materials used and also using a vacuum machine for packaging. Cuko is a very important element because it is the essence when eating pempek. Cuko with thick texture and natural ingredients is the main attraction of Pempek Nyokap who can develop this business; (3) The operational strategy carried out by Pempek Nyokap is to open more online stores on various marketplace platforms in order to reach a much wider range of consumers.

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