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DECISION-MAKING PROCESS FOR IMPROVING THE MARKETING STRATEGY OF BAKSO BENHIL PURWOKERTO USING INTEGRATED SWOT-TOWS AHP METHOD

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Abstract

Bakso Benhil Purwokerto, a micro, small and medium enterprise (MSME) established in July 2024, faced challenges in achieving sales targets, with a decline in sales in the third month since opening. This research uses SWOT-TOWS and Analytic Hierarchy Process (AHP) methodologies to identify and prioritise strategic solutions to increase revenue and ensure sustainable business growth. The SWOT analysis highlighted strengths such as strategic location in the student culinary area, variety of high-quality meatball products, and halal certification. However, weaknesses such as limited digital promotion and customer knowledge were also found. External opportunities include the trend of digitalisation of MSMEs and the increasing demand for convenience food among students, while threats include fierce competition and fluctuating raw material prices. By integrating these factors in the TOWS matrix, strategy alternatives were formulated and prioritised using the AHP method. The most optimal strategy is to increase digital marketing, including the development of engaging social media content, collaboration with local influencers, as well as promotional programmes on online ordering platforms. This strategy aims to expand market reach, increase brand awareness, and ultimately increase business revenue. This research provides a strategic framework that can be applied by businesses in the food and beverage industry.

Keywords: *Analytic Hierarchy Process (AHP), SWOT Analysis, TOWS Matrix, Digital Marketing, Meatball Business, Small and Medium Enterprises (SMEs), Marketing Strategy.*

Introduction

The food and beverage industry in Indonesia continues to show significant growth, as the sector's contribution to Gross Domestic Product (GDP) continues to increase from year to year. This increase reflects the increasing customer demand for food and beverage products, as well as changes in people's lifestyles that are increasingly open to innovation in the culinary industry (Djuarni et al., 2023; Hamzah & Annisa, 2022; Saryatmo & Sukhotu, 2021). Based on data from the Economic Data Center, the food and beverage sector is one of the most dynamic sectors, with stable growth and promising prospects for business actors who want to enter or expand their businesses in this field.

One of the promising business opportunities in the food industry is the meatball business. Meatballs, as one of the most popular culinary delights in Indonesia, have a very broad market. This product is not only known to all levels of society, but is also easily adaptable to various innovations in taste and presentation. The large market potential, coupled with the Indonesian people's love of meatballs, makes this business very attractive to entrepreneurs who want to start or expand their business. In addition, meatball products have high flexibility to be adjusted to customer trends and preferences, making it a potential business choice in the food industry (Hajar et al., 2014; Keller, 2013; Lavianto, 2022).

However, amidst the promising prospects, the meatball business is also faced with the challenge of increasingly tight competition. According to data from the Economic Data Center, the number of players in the food and beverage industry continues to increase, reflecting the high interest of business actors to enter this sector. The significant growth in the number of food

providers has made competition between business actors, including in the meatball segment, more intense. The large number of new and old players competing in this industry requires business actors to have more innovative and effective strategies in order to survive and thrive (Dlbokić et al., 2017; Mubarok et al., 2024; Yüksel, 2012).

The use of promotional media in the food and beverage business is quite diverse, illustrating the importance of an approach tailored to a particular market segment to maximize reach and effectiveness (Putri & Purnaningsih, 2020; Shrestha, 2021). As seen in the latest graph in 2022, the most widely used promotional strategy is the use of banners or billboards, reaching 42.86%, followed by brochure distribution at 25%, and online promotion via the internet at 25%. Meanwhile, the use of other media such as TV or radio is still relatively low, only 7.14% and 10.71% using print media such as newspapers or magazines, respectively. With an additional 35.71% using other promotional media, this data underlines that the choice of promotional media is often adjusted to the needs and characteristics of the targeted business segment, demonstrating the importance of an integrated and innovative strategy in facing a competitive market.



Figure I. Percentage of the Use of Promotion Facilities at Medium and Large Scale of Food and Beverage Service Activities, 2022. BPS

In the face of fierce competition, meatball business actors need to implement effective marketing strategies to expand market reach and build competitive advantages. The right strategy will not only help in reaching more customers, but will also increase brand awareness and strengthen the business's position in the market. Amidst the rapid growth in the food industry, only businesses with strong and sustainable marketing strategies will be able to survive and thrive in this increasingly competitive market (Olper et al., 2014; Setiawan et al., 2022).

The purpose of this study is to evaluate the effectiveness with which Bakso Benhil Purwokerto's marketing programme achieves its sales targets, and to identify both the programme's strengths and weaknesses. The study will establish the programme's impact on achieving its sales targets. Furthermore, it will formulate strategies and implementation plans that will increase Bakso Benhil Purwokerto's sales.

In this case, the study will identify the concrete steps that must be taken in order to achieve this aim, including using promotions and developing effective distribution channels. The study's findings are expected to provide valuable insights that will inform the development of more effective marketing strategies and enhance sales performance.

Research Methods

Research Design

This research aims to develop an effective marketing strategy to increase sales of meatball products at Bakso Benhil Purwokerto. The analysis process begins with identifying the business

issue, which is the main problem faced by the business. The business issue becomes the starting point that will determine the direction of the entire analysis and strategy to be developed.

Furthermore, the research focuses on two main types of analysis, namely internal analysis and external analysis. Internal analysis is conducted to understand the factors within the business that can affect marketing performance. The methods used include STP (Segmenting, Targeting, Positioning) and Marketing Mix (4P). STP serves to analyse how the market is divided into segments, determine which segments to target, and establish how the product is positioned to have a strong appeal in the target market. On the other hand, Marketing Mix evaluates marketing strategies in four main aspects: product, price, distribution, place, and promotion. This analysis provides a comprehensive overview of internal strengths and weaknesses that can affect marketing effectiveness.

External analysis aims to understand the environment outside the business that affects marketing performance. In this analysis, the PESTLE and Porter's Five Forces methods are used. PESTLE analyses various macro factors such as political, economic, social, technological, environmental, and legal that can create opportunities or threats for businesses (Perera, 2017). Porter's Five Forces evaluates the competitive dynamics in an industry through five key forces: the threat of new entrants, the threat of substitute products, the negotiating power of suppliers, the negotiating power of customers, and the degree of competition among industry players. In addition, analyses of competitors and customers help in understanding how businesses can compete more effectively and fulfil market needs optimally.

Both analyses are completed, the results are integrated in a SWOT analysis. This analysis serves to identify the Strengths, Weaknesses, Opportunities, and Threats facing the business. SWOT analysis helps to develop a strategy map based on a combination of internal and external factors that have been previously identified.

Next, the initial strategies developed from the SWOT analysis are further formulated in the TOWS matrix. This matrix allows the identification of more specific strategies by combining the SWOT factors in various scenarios, such as utilising internal strengths to seize external opportunities or reducing the impact of threats by improving weaknesses.

From the alternative strategies generated by the TOWS matrix, the research used AHP (Analytic Hierarchy Process) to prioritise the strategies. AHP is a decision-making method that compares various relevant criteria in pairs to determine which one has a higher weight or priority. This method is particularly useful in complex situations where many factors must be considered simultaneously. With AHP, each alternative strategy will be assessed based on predetermined criteria, so as to determine the priority of alternative strategies that will be implemented in the Bakso Benhil Purwokerto business.

The last step in this process is the preparation of the implementation plan. The implementation plan includes detailed steps to execute the prioritised strategies, ensuring that the execution process runs systematically and measurably. This plan also includes resource allocation, timeline setting, and performance measurement to ensure that the strategies implemented can deliver optimal results.

Through this set of methods, the research can provide marketing strategy recommendations that are based on data and in-depth analysis, making the decision-making process more structured and effective.

Data Collection Method

This research uses a combination of primary data and secondary data to obtain in-depth information related to the business conditions of Bakso Benhil Purwokerto. The data collected supports the analysis to formulate effective marketing strategies and determine strategy priorities using the AHP (Analytic Hierarchy Process) method.

1) Primary Data

Primary data was collected directly from relevant sources who have insight into the conditions of Bakso Benhil Purwokerto and the market in which it operates. Primary data collection was conducted through:

2) Semi-Structured Interview

Carried out with 10 respondents consisting of active customers, potential customers, loyal customers and former customers. The researcher used a question guide but still allowed flexibility to develop additional questions according to the respondents' answers. The main questions included:

a) How do you know Bakso Benhil?
b) What caught your attention from Bakso Benhil's promotions or products?
c) What do you think about the quality of the products, the ambience of the outlet, and the prices?
d) Any suggestions or expectations regarding the menu and service?

Data Analysis Method

In this research, the analysis method used is a combination of qualitative analysis and quantitative analysis to obtain comprehensive results in determining effective marketing strategies. Each type of data is analysed systematically to support the decision-making process using the Analytic Hierarchy Process (AHP) method.

1) Qualitative Data

Qualitative analysis in this research aims to gain an in-depth understanding of the various non-numerical factors that influence business and marketing strategies. This analysis is carried out by processing data from interviews and direct observations in the field. The data collected are insights, experiences, and views from respondents such as customers, business owners, and experts.

The analysis process begins with grouping the data based on relevant themes, The data that has been grouped is then processed in a SWOT analysis, which aims to identify the strengths, weaknesses, opportunities, and threats of the business. This analysis provides a comprehensive overview of the business's position in the market and the conditions that can affect the achievement of strategic objectives.

The next step is the formulation of alternative strategies through the TOWS matrix. These strategies are designed by combining the internal and external factors identified in the SWOT analysis. Each strategy generated is further processed in the quantitative analysis to determine its implementation priority.

2) Quantitative Data

Quantitative analysis is conducted to provide objective results that can be measured, especially in the process of weighting criteria and determining strategy priorities using the Analytic Hierarchy Process (AHP) method. The first step is the determination of pairwise comparison. Data from expert judgement obtained through a Saaty scale questionnaire is used to compare criteria and alternative strategies in pairs. Each expert provides an assessment based on the level of importance (for example, whether the financial aspect is more important than marketing, and how big the difference is).

Next, the AHP Matrix is calculated. The pairwise comparison matrix is processed to calculate the weight of each criterion and alternative strategy. Then the Eigen Vector calculation is carried out to determine the final weight of each criterion. The results of these criteria weights are used to evaluate strategy priorities.

The validity of the pairwise comparison results is tested by calculating the consistency ratio (CR). If the CR value is below 0.1, then the assessment results are considered consistent. If it exceeds 0.1, it is necessary to revise or adjust the assessment data. After the weight of each alternative is calculated, the strategy with the highest and lowest weights becomes the priority scale in the implementation of the marketing strategy to be carried out.

Results and Discussion

SWOT Analysis

SWOT analysis plays an important role in providing a comprehensive overview of Bakso Benhil Purwokerto's business position by evaluating internal aspects such as strengths and weaknesses, as well as external factors such as opportunities and threats (Puyt et al., 2023). Through this analysis, businesses can recognise the potential that needs to be optimised.

Strengths

1) Halal Certification:
   Based on the results of the PESTLE analysis, Bakso Benhil Purwokerto already has a halal certification that complies with Law No. 33 of 2014 concerning the Halal Product Guarantee. This certification provides added value in local market competition because the majority of consumers in Indonesia, especially in Purwokerto, need a guarantee of the halalness of the products they consume.
2) Strategic Location:
   In the STP and Marketing Mix analysis, Bakso Benhil is located on Jl. Gunung Muria, Karang Bawang, near the student boarding area and the main route to Jenderal Soedirman University. This location provides easy access to the main target market, namely students and the local community.
3) Menu Variants:
   The product analysis in the Marketing Mix shows that Bakso Benhil has many menu variations, including egg meatballs, vein meatballs, and chicken noodles. This is important because customers have a variety of choices to suit their tastes.
4) Active Promotion:
   Based on the results of Customer Analysis, most customers find out information about Bakso Benhil from social media such as Instagram. This shows that an active digital promotion strategy is quite effective in attracting customers.
5) Competitive Price:
   The price of Bakso Benhil products is in the range of Rp 12,000 - Rp 20,000 per serving, which is in accordance with the purchasing power of customers from the middle to lower class segment. This is supported by data from PESTLE which states that food expenditure in Purwokerto is quite high, so competitive prices are an advantage.

Weakness

1) High Competition:
   In Porter's Five Forces analysis, the level of competition in the food industry in Purwokerto is very high. Competitors such as Bakso Pekih and Bakso Mashul have strategic locations and strong promotional strategies, putting pressure on Bakso Benhil to continue to innovate.
2) Customer Price Sensitivity:
   The buyer bargaining power analysis shows that customers in Purwokerto are price sensitive and do not face a huge cost to switch to another restaurant. This means that Bakso Benhil must continue to offer attractive prices and promotions to remain competitive.
3) Limited Menu Innovation:
   From the customer interviews, many suggested new menu variations such as spicy meatballs or mozzarella cheese meatballs. This shows that menu innovation is a necessity to improve customer experience.

Opportunities

1) MSME Digitisation Support:
   PESTLE analysis shows that the Indonesian government targets the digitisation of 40 million MSMEs by 2024. This opens up opportunities for Bakso Benhil to take advantage of the government's programme to improve operational efficiency and digital marketing.

2) High Local Market Potential:
   Based on economic data in PESTLE, food expenditure in Purwokerto reached IDR 621,370 per capita per month in urban areas. This indicates that there is a large demand for convenience foods such as bakso, providing growth potential for the business.
3) Digital Payment Technology:
   The growing use of digital wallets in Indonesia, such as GoPay and OVO, makes it easier for customers to transact. Bakso Benhil can capitalise on this trend to increase customer convenience.

Threats

1) Raw Material Price Fluctuations:
   In the PESTLE economic analysis, there are fluctuations in meat prices that can affect production costs. As a business that depends on key raw materials such as meat, Bakso Benhil needs to implement cost efficiency strategies to overcome this risk.
2) Established Competitors:
   The results of Porter's Five Forces show that Bakso Pekih has been widely recognised since 1983 and has an advantage in experience and promotion. This poses a threat to Bakso Benhil, especially in capturing the market share of regular customers.
3) Product Substitution:
   Porter's Five Forces also revealed that customers have a wide choice of substitute products with competitive quality and price. This indicates that Bakso Benhil needs to continuously improve the uniqueness of its products and services to retain customers.

TOWS Matrix

The next step is to develop how marketing strategy using the TOWS matrix after the SWOT provides a map of the business situation. This matrix will help Bakso Benhil Purwokerto develop a combination of strategies that integrate strengths and opportunities (SO strategy), address weaknesses by exploiting opportunities (WO strategy), use strengths to reduce threats (ST strategy), and prepare steps to mitigate weaknesses that may be exacerbated by threats (WT strategy). With this approach, marketing strategies can be designed more effectively to improve the company's competitiveness and growth in the local market.

Table 1. TOWS Matrix Analysis

Internal Factors / External Factors	Strength: 1. Halal Certification 2. Strategic Location 3. Variety of Menu 4. Competitive Price 5. Active Promotion	Weakness: 1. High Competition 2. Customer Price Sensitivity 3. Limited Menu Innovotaion
Opportunities: 1. MSME Digitisation Support 2. High Local Market Potential 3. Digital Payment	SO1: Collaborate with local influencers through social media to expand market reach. SO2: Optimize strategic locations with delivery services and discounts for students.	WO1: Improve the visual design of digital promotions to compete with competitors. WO2: Menu innovations to attract customers looking for unique variations.
Threats: 1. Raw Material Price Fluctuations 2. Established Competitors 3. Product Substitution	ST1: Hold on-site events such as thematic promotions to attract customers from substitute products.	WT1: Intensive promotions with simple but frequent designs to maintain competitiveness.

	ST2: Bundle Package to mitigate the impact of declining purchasing power.	WT2: Make exclusive menu items to combat substitutes

AHP Analysis

This section describes the application of the Analytic Hierarchy Process (AHP) method in prioritising alternatives based on predetermined main criteria. The AHP method was chosen because of its ability to assist systematic and structured decision-making, especially in situations involving many criteria and alternatives.

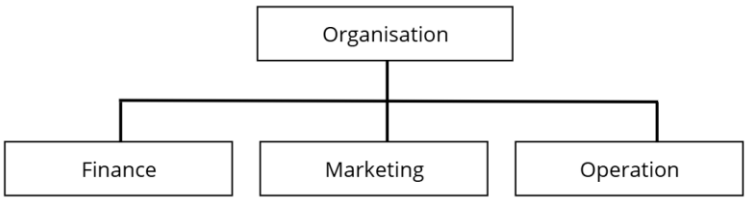


Figure 2. Three Basic Functions of a Business Organisation

The determination of the three main criteria is based on the three main activity function areas in operations management: finance, marketing, and operations (Stevenson, 2012). The finance function is responsible for the availability of appropriate resources and allocating these resources throughout the organisation. The marketing function is responsible for assessing customer wants and needs, sales, and promotion of the products produced. The operations function is responsible for producing goods or providing services provided by the company. The three main functions together run operations so that the organisation can achieve the goals that have been set. After the main criteria have been identified, the next step is to assess the available alternatives. This assessment will be conducted by experts in their respective fields, in particular:

Table 2. Profile of Expert Judgement

Name	Expertise	Description
Mrs. Ida	Owner of Bakso Benhil Purwokerto	Select criteria based on company capabilities
Mr. RA Management Security at PT Pertamina International	Management Operational	Mr RA is a professional in operational management with experience in PT Pertamina. His expertise in managing security and operations in large companies is the foundation for providing objective strategic assessments in the AHP process.
Mrs. Sadyah Budi Ariesta Financial Manager at Bakso Benhil	Financial	As Financial Manager at Bakso Benhil, Mrs Sadyah Budi Ariesta has expertise in financial analysis, budget management, and financial planning. This experience enables her to provide an important financial perspective in the AHP decision assessment.
Ms. Luthfah Nur Azizah Marketing Team at Bakso Benhil Purwokerto	Marketing Team	As a member of the marketing team at Bakso Benhil Purwokerto, she has experience in both digital and traditional marketing strategies. Her contribution to the AHP assessment will focus on the promotional and market development aspects of Bakso Benhil Purwokerto going forward.

Through this process, each expert provides weight and judgement according to their expertise and responsibilities, resulting in a comprehensive and in-depth analysis. The results of

this AHP method provide targeted recommendations for prioritising the best alternatives. This process is expected to help the Bakso Benhil Purwokerto business make strategic decisions to maximize potential marketing strategies.

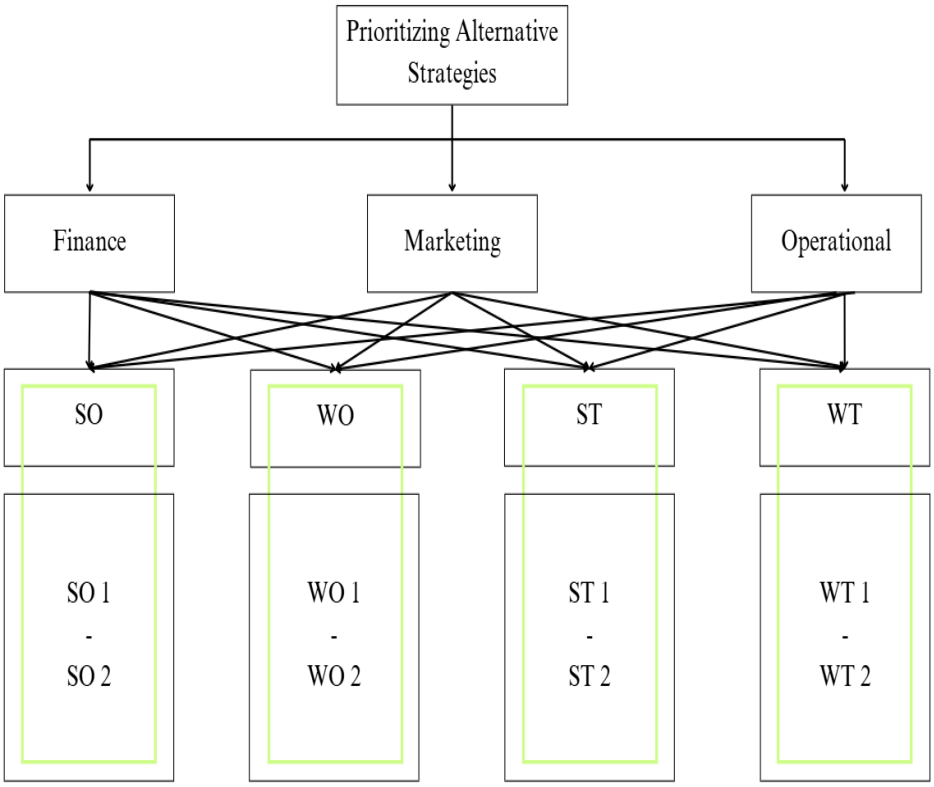


Figure 3. Hierarchy Diagram of Analytical Hierarchy Process

This diagram includes three main criteria, namely Operation, Finance and Marketing which will be analysed with four main alternatives from the TOWS Matrix results, Strength-Opportunity (SO), Strength-Threat (ST), Weakness-Opportunity (WO), and Weakness-Threat (WT).

After the Hierarchy Diagram is completed, the next step is to calculate the weight of each criterion and alternative. This calculation process involves stakeholders (managers from each division) as decision-makers. This weight will be used to determine the level of importance of each criterion and alternative that has been determined.

Calculations using the Analytic Hierarchy Process (AHP) method begin by giving weights to predetermined criteria. The main step in this process begins with the analysis of the main criteria, which is carried out through pairwise comparison to determine the relative importance of each criterion. This calculation uses the Analytic Hierarchy Process (AHP) method, which begins with assigning weights to predetermined criteria. The weighting is done through interviews with managers from each division, who act as decision makers. After the criteria weights are obtained, a normalisation calculation is carried out to produce a vector value that determines the priority of each criterion.

After the priority of the criteria is determined, the next step is to assess the matrix comparison of each criterion against the predetermined alternatives. This comparison is carried out to assess the extent to which each alternative meets each criterion that has been analysed. This process also involves assigning weights by the decision maker and continued with the normalisation calculation of the weighting results.

After all calculations are complete, the final step is to determine the priority ranking based on the comparison results. This ranking shows which alternative has the highest priority level

based on the combination of criteria and alternatives that have been analysed. With these steps, the AHP process ensures that decision-making is carried out systematically, consistently, and data-based, resulting in reliable recommendations to support the strategy to be implemented.

Criteria Weighting

After creating the hierarchy diagram, the next step is to determine the weight of each criterion and alternative identified. This is done by involving stakeholders, in this case managers from different departments who act as decision makers. The calculated weights indicate the level of priority and importance of each criterion and alternative.

The Analytical Hierarchy Process (AHP) method starts with a weighting process for each predetermined criterion. These weights are obtained through interviews with the owner through the capabilities of the business itself. Once the weights for each criterion have been calculated, the next step is to perform a normalisation. The result of this normalisation is a priority vector showing the relative importance of each criterion.

Table 3. Criteria of Alternative

Criteria	
Finance	C1
Marketing	C2
Operational	C3

In the criteria weighting stage, calculations are made by comparing the three main criteria, namely Finance (C1), Marketing (C2) and Operational (C3). The results of the calculations are presented in the Criteria Normalisation table, as in the table, where each criterion is given a priority weight and an eigenvalue.

Table 4. Criteria Normalisation

Criteria	C1	C2	C3	JML	Priority	Eigen Value
C1	0,23	0,22	0,33	0,78	0,26	1,13
C2	0,69	0,65	0,56	1,90	0,63	0,97
C3	0,08	0,13	0,11	0,32	0,11	0,96
	1,00	1,00	1,00	3,00	1,00	3,06

The CR value of the normalisation is 0.047725, meaning the CR is below 0.1, which indicates that the comparison of criteria pairs is consistent and valid. Thus, the criteria weighting results are acceptable for use in further analyses.

Normalisation Matrix of Alternative

The calculation process continues to determine the weight of each alternative after the results of the criteria prioritisation are obtained. The calculation for the alternatives follows the same procedure, starting with the weighting by the decision maker. The weighting results are then normalised to determine the priority order of each alternative identified. This approach allows the selected strategy to be based on the priorities that best meet the company's needs and objectives.

Normalisation Matrix of Alternative of Criteria 1 "Finance"

Table 5. Normalisation Matrix of Finance

Finance	SO1	SO2	WO1	WO2	ST1	ST2	WT1	WT2	JML	Priority	Eigen Vector
SO 1	0,43	0,42	0,54	0,28	0,42	0,28	0,43	0,23	3,02	0,38	0,88
SO 2	0,09	0,08	0,06	0,12	0,08	0,12	0,09	0,13	0,76	0,10	1,13
WO1	0,14	0,25	0,18	0,20	0,25	0,20	0,26	0,18	1,66	0,21	1,15
WO2	0,06	0,03	0,04	0,04	0,03	0,04	0,02	0,08	0,32	0,04	1,03
ST1	0,09	0,08	0,06	0,12	0,08	0,12	0,09	0,13	0,76	0,10	1,13

Finance	SO1	SO2	WO1	WO2	ST1	ST2	WT1	WT2	JML	Priority	Eigen Vector
ST2	0,06	0,03	0,04	0,04	0,03	0,04	0,02	0,08	0,32	0,04	1,03
WT1	0,09	0,08	0,06	0,20	0,08	0,20	0,09	0,18	0,97	0,12	1,40
WT2	0,05	0,02	0,03	0,01	0,02	0,01	0,01	0,03	0,17	0,02	0,85
TOTAL	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	8,00	1,00	8,61

In the normalisation process of alternatives to Criterion 1 (Finance), calculations are carried out to determine the relative priority weight of each alternative. The normalisation results show that SO1 (Strength-Opportunity 1) has the highest priority weight of 0.38, indicating that this alternative is the most significant in supporting financial aspects. Other alternatives such as WO1 (Weakness-Opportunity 1) also contribute quite importantly with a priority weight of 0.21, although it is still below SO1. Conversely, WT2 (Weakness-Threat 2) has the lowest priority weight of 0.02, indicating a very small contribution to financial criteria. This illustrates the different levels of importance of each alternative in financial aspects based on the normalisation results.

From the calculation, a CR value of 0.06 was obtained, which is below the tolerance threshold of 0.1. This shows that the judgements made in the weighting process are quite consistent, so the results of the analysis can be accepted and trusted as a basis for strategic decision-making.

Normalisation Matrix of Alternative of Criteria 2 "Marketing"

Table 6 Normalisation Matrix of Marketing

Marketing	SO1	SO2	WO1	WO2	ST1	ST2	WT1	WT2	JML	Priority	Eigen Vector
SO 1	0,37	0,47	0,36	0,28	0,47	0,36	0,17	0,23	2,71	0,34	0,91
SO 2	0,12	0,16	0,21	0,20	0,16	0,21	0,17	0,17	1,40	0,18	1,12
WO1	0,07	0,05	0,07	0,12	0,05	0,07	0,17	0,10	0,71	0,09	1,25
WO2	0,05	0,03	0,02	0,04	0,03	0,02	0,06	0,10	0,36	0,05	1,14
ST1	0,12	0,16	0,21	0,20	0,16	0,21	0,17	0,17	1,40	0,18	1,12
ST2	0,07	0,05	0,07	0,12	0,05	0,07	0,17	0,10	0,71	0,09	1,25
WT1	0,12	0,05	0,02	0,04	0,05	0,02	0,06	0,10	0,47	0,06	1,02
WT2	0,05	0,03	0,02	0,01	0,03	0,02	0,02	0,03	0,23	0,03	0,86
TOTAL	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	8,00	1,00	8,67

The results of normalisation of alternatives to marketing criteria show that SO1 (Strength-Opportunity 1) has the highest priority weight of 0.34, making it the most significant alternative in the marketing aspect. On the other hand, WT2 (Weakness-Threat 2) has the lowest priority weight of 0.03, signifying a very small contribution. The consistency evaluation resulted in a value of CR = 0.07, indicating that the calculations were performed with sufficient consistency, so the analysis results can be used with confidence to support strategic decision-making.

Normalisation Matrix of Alternative against Criteria 3 "Operational"

Table 7 Normalisation Matrix of Operational

Operational	SO1	SO2	WO1	WO2	ST1	ST2	WT1	WT2	JML	Priority	Eigen Vector
SO 1	0,36	0,42	0,42	0,29	0,42	0,29	0,22	0,29	2,70	0,34	0,93
SO 2	0,12	0,14	0,14	0,17	0,14	0,17	0,16	0,17	1,21	0,15	1,09
WO1	0,12	0,14	0,14	0,17	0,14	0,17	0,16	0,17	1,21	0,15	1,09
WO2	0,07	0,05	0,05	0,06	0,05	0,06	0,09	0,06	0,48	0,06	1,04
ST1	0,12	0,14	0,14	0,17	0,14	0,17	0,16	0,17	1,21	0,15	1,09

Operational	SO1	SO2	WO1	WO2	ST1	ST2	WT1	WT2	JML	Priority	Eigen Vector
ST2	0,07	0,05	0,05	0,06	0,05	0,06	0,09	0,06	0,48	0,06	1,04
WT1	0,05	0,03	0,03	0,02	0,03	0,02	0,03	0,02	0,22	0,03	0,90
WT2	0,07	0,05	0,05	0,06	0,05	0,06	0,09	0,06	0,48	0,06	1,04
TOTAL	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	8,00	1,00	8,21

In the normalisation process of alternatives to Criterion 3 (Operational), calculations are carried out to determine the relative contribution of each alternative to operational aspects. Based on the normalisation results, SO1 (Strength-Opportunity 1) has the highest priority weight of 0.34, making it the most significant alternative in supporting operational aspects. The WT1 (Weakness-Threat 1) alternative has the lowest priority weight of 0.03, indicating a very small contribution to this criterion. The consistency evaluation resulted in a value of CR = 0.02, which indicates a very good level of consistency, so that the analysis results can be relied upon to support strategic decision making.

Prioritisation of Alternatives

Table 8. Priority of Alternatives

Priority	Finance	Marketing	Operational	Total	Rank
SO1	0,38	0,34	0,34	1,05	1
SO2	0,10	0,18	0,15	0,42	3
WO1	0,21	0,09	0,15	0,45	2
WO2	0,04	0,05	0,06	0,15	7
ST1	0,10	0,18	0,15	0,42	3
ST2	0,04	0,09	0,06	0,19	6
WT1	0,12	0,06	0,03	0,21	5
WT2	0,02	0,03	0,06	0,11	8
TOTAL	1	1	1	3,00	

After calculating the priority weight for each alternative based on Finance, Marketing, and Operational criteria, the next step is to determine priorities by ranking. This process is done by adding up the priority weights of the three criteria for each alternative, so as to obtain a total priority score which is the basis for determining the ranking order. The following are the results of the analysis and interpretation of the data in the table:

1) SO1: Collaborate with local influencer through social media to expand market reach.
   This alternative has the highest total priority score of 1.05, making it the most significant alternative to implement. The high priority weights on all criteria, especially Finance (0.38) and Operational (0.34), indicate that collaboration with local influencers is considered highly effective in supporting financial, marketing, and operational aspects.
2) WO1: Improve the visual design of digital promotions to compete with competitors. With a total priority score of 0.45, WO1 is in the second position. This alternative contributes significantly in the aspects of Finance (0.21) and Marketing (0.09), making it an important strategy to compete with competitors through improved promotional design.
3) SO2: Optimise strategic locations with delivery services and discounts for students. With a total priority score of 0.42, SO2 ranks three. This alternative has significant contributions especially in Marketing (0.18) and Operational (0.15) aspects, making it a good choice to increase customer attraction through strategic services.
4) ST1: Hold on-site events such as thematic promotions to attract customers from substitute products.
   This alternative also received a total priority score of 0.42, the same as SO2. However, its contribution is more evenly distributed across Marketing (0.18) and Operational (0.15) aspects, making it suitable for attracting customers with thematic promotions on-site.

5) WT1: Intensive promotions with simple but frequent designs to maintain competitiveness. With a total score of 0.21, WT1 is ranked fifth. This alternative makes a moderate contribution in Finance (0.09) but has low scores in Marketing and Operations.
6) ST2: Bundle Package to mitigate the impact of declining purchasing power. This alternative occupies the fifth position with a total priority score of 0.19, supported by the main contributions in the aspects of Finance (0.06) and Marketing (0.09). This bundle package strategy is suitable to mitigate the impact of declining purchasing power.
7) WO2: Menu innovations to attract customers looking for unique variations: WO2 comes in seventh with a total priority score of 0.15. The menu innovation strategy has a small contribution in all criteria, especially Operational (0.06), which shows limited potential in attracting significant customers.
8) WT2: Make exclusive menu items to combat substitutes. This alternative has the lowest score of 0.11, making it the lowest priority alternative. With a small contribution across all criteria, this strategy is considered less effective than other alternatives.

Business Solution

Based on the results of the priority analysis using the Analytic Hierarchy Process (AHP) method, the business solution to be implemented is arranged based on the ranking of alternatives resulting from the weighting of the three main criteria, namely Finance, Marketing, and Operations. These solutions are designed to optimise business potential by leveraging existing resources and supporting the achievement of strategic objectives. Here are the recommended business solutions in detail:

Top Priority: Collaboration with Local Influencers through Social Media (SO1)

The main solution chosen is SO1, which is to collaborate with local influencers through social media to expand market reach. This alternative has the highest priority score of 1.05, which is supported by a strong weight on the Finance (0.38), Marketing (0.34), and Operational (0.34) criteria. This strategy includes:

a. Local Influencer Selection:

The marketing strategy for Bakso Benhil Purwokerto started with the selection of local influencers relevant to the target market. The influencers chosen are those with strong ties to the local community, such as university students or local public figures, who are able to introduce the product in a more personalised way and get close to the audience. Through this collaboration with influencers, Bakso Benhil Purwokerto can utilise their influence to increase brand awareness among potential customers. The presence of influencers who frequently interact with their communities can also build trust, making Bakso Benhil Purwokerto's products easier to accept.

b. Creative Content Creation

Furthermore, this strategy is complemented by the creation of creative content to strengthen brand exposure. Content designed to attract customers' attention includes promotional videos, product reviews, and live broadcasts of special events such as meatball festivals or thematic promotions. This content not only aims to showcase the uniqueness of the product, such as authentic flavours and quality ingredients, but also to create closer interaction with customers through social media. For example, short videos showcasing the process of making meatballs or exciting promotions can make customers more emotionally connected to the products offered.

c. Use of Digital Platforms

The use of digital platforms such as Instagram, TikTok and YouTube is an important part of this marketing strategy. Instagram is used to share photos and short videos that highlight the menu, promotions, and cosy atmosphere of the eatery. Meanwhile, TikTok is utilised to create creative and trendy content, such as meatball eating challenges or funny videos related

to the product. TikTok's algorithm that supports the wide distribution of content can help Bakso Benhil Purwokerto reach a larger audience. In addition, YouTube is used to share long-form videos, such as documentation of special events, in-depth reviews of the menu, or inspiring stories about the business. These platforms allow customers to easily access information about Bakso Benhil Purwokerto, from the location to the latest promos, thus strengthening the business' online presence.

The expected impact of this strategy is increased brand awareness, increased number of new customers, and sales growth. With relatively low promotional costs compared to traditional advertising, this strategy is considered effective for expanding market reach and strengthening business positioning.

Second Priority: Digital Promotion Visual Design Enhancement (WO1)

As a second priority, WO1 aims to improve visual appeal in digital promotions. With a priority score of, this strategy supports competition with competitors through attractive and professional promotional designs.

Steps to be taken:

a. Professional Visual Design

Bakso Benhil Purwokerto's marketing strategy also includes efforts to strengthen brand identity and visual appeal through various digital approaches. The first step is to create a professional visual design, where Bakso Benhil Purwokerto can utilise the services of an experienced graphic designer to produce attractive and consistent visual content. The visual appearance of digital advertising, such as posters, banners, or social media content, should be designed in a way that reflects the quality and uniqueness of Bakso Benhil Purwokerto. An attractive design not only enhances aesthetic appeal but also creates a professional impression that can increase customer trust in the brand. Good visuals also help digital adverts stand out among the plethora of competing online content.

b. Social Media Optimisation:

Furthermore, social media optimisation is an important part of this strategy. Bakso Benhil Purwokerto can improve the quality of posts on platforms such as Instagram, TikTok, and Facebook by using high-quality photos, engaging short videos, and creative content design. For example, a picture of meatballs presented with an aesthetically pleasing layout, or a short video about the process of making meatballs, can grab customers' attention and increase interaction on social media. Informative and engaging captions can also be used to reinforce the brand message and encourage customers to share the content with their friends. With visually appealing and relevant content, Bakso Benhil Purwokerto can expand its audience reach and strengthen its presence on social media.

c. Use of Digital Campaigns:

This strategy is complemented by the use of digital campaigns through paid advertising on platforms such as Facebook Ads and Google Ads. These campaigns allow Bakso Benhil Purwokerto to reach a wider and more specific audience based on location, age, interests, and online consumption habits. For example, ads can be targeted to social media users in Purwokerto who love content about local food or eateries. These paid ads can also be used to promote new menus, discounts, or special events, thus encouraging customers to visit Bakso Benhil Purwokerto or order online. In addition, measurable digital campaigns allow businesses to monitor the results in real-time, such as click rates, number of views, or conversions, so that strategies can be adjusted to increase their effectiveness. These strategies help strengthen a business's online presence and attract more customers.

Overall, the strategy aims to strengthen Bakso Benhil Purwokerto's visual appeal and digital presence. By creating a professional visual design, optimising content on social media, and launching effective digital campaigns, able to attract more customers, strengthen its brand image, and increase its edge over the competition in the local market. This strategy ensures that remains relevant and visible in the competitive digital era.

Third Priority: Optimisation of Strategic Locations with Delivery Services and Student Discounts (SO2)

The third recommended alternative is SO2, with a total priority score of 0.42. This strategy focuses on optimising the business location by utilising delivery services and providing special discounts for the student segment.

a. Development of Delivery Service

The marketing strategy for Bakso Benhil Purwokerto also includes service development that focuses on improving accessibility and appeal to customers. One of the key steps is the development of delivery services, which aims to reach customers who are unable to come directly to the location. By providing delivery service, Bakso Benhil Purwokerto can provide convenience to customers, especially those who have limited mobility or want to enjoy the product from home. This service also allows the business to reach a wider area, increasing sales potential outside the main operational areas.

b. Special Student Discount.

In addition, the special student discount strategy is designed to target a specific market segment, namely students and college students. By showing their student card, customers can enjoy special discounts designed to attract them. This strategy not only provides added value to young customers, but also strengthens their loyalty towards Bakso Benhil Purwokerto. This discount is also an effective way to increase the volume of customers during certain times, such as lunch hours or afternoons, which are often utilised by students to gather.

c. Strengthening Location Branding

By highlighting the strategic location of the business, Bakso Benhil Purwokerto can attract the attention of customers passing by the area. Professionally designed signage with striking colours, good lighting, and creative design can create a strong visual appeal. This location branding not only helps customers recognise the place of business, but also gives a professional and trusted impression.

This strategy provides a combination of ease of access through delivery services, incentives for young customers through special student discounts, and visual appeal through strengthening location branding. With the right implementation, Bakso Benhil Purwokerto can expand its customer reach, increase loyalty, and strengthen its position as the top choice to enjoy quality meatballs in Purwokerto. This strategy not only helps increase sales, but also strengthens the brand image in the minds of customers.

Supporting Solution: On-site Thematic Promotion (ST1)

Alternative ST1, with a priority score of 0.42, is the supporting solution to be implemented. This strategy involves implementing thematic promotions at business locations, such as special events and seasonal discounts, to attract customers from substitute products.
Implementation of this strategy includes:

a. Special Promotional Events.

The marketing strategy for Bakso Benhil PURWOKERTO also includes an event-based approach that aims to increase customer engagement through unique and exciting experiences. One of the main steps is to hold special promotional events. Events such as "Malam Bakso Murah" or "Festival Bakso Nusantara" are designed to create a fun and different atmosphere for customers. In these events, customers not only enjoy meatballs at a special price but also get a unique experience, such as trying various menu variants that are only available during the event. This strategy aims to increase customer visits to the location, create buzz on social media, and build stronger relationships with the community.

b. Seasonal Promotion

In addition, seasonal promotion strategies are focused on specific moments such as holidays, big day celebrations, or local community events. For example, during Eid al-Fitr,

Bakso Benhil Purwokerto may offer a "Bakso Lebaran Promo" with special discounts for certain purchases. On occasions such as the year-end holidays, thematic promos such as "Bakso Akhir Tahun" can be designed to attract customers who are celebrating with family or friends. These seasonal promotions provide additional reasons for customers to visit Bakso Benhil Purwokerto during certain periods, thus helping to significantly increase sales at special times.

c. Cooperation with the Community

This strategy also involves working with local communities to strengthen relationships with local people. By inviting local communities, such as student communities, social organisations, or hobby groups, to participate in promotional events, Bakso Benhil Purwokerto can increase direct customer engagement. For example, communities can be invited to organise joint events, such as meatball eating competitions or workshops on cooking regional meatballs. In addition to providing a fun experience, this collaboration can also expand market reach by utilising the community's network to promote the event to its members.

Overall, this event-based strategy is designed to create a deeper emotional connection between customers and Bakso Benhil Purwokerto. By providing unique experiences through special promotional events, offering thematic promos at key moments, and engaging the local community, Bakso Benhil Purwokerto is able to increase customer loyalty, strengthen brand image, and drive sustainable sales growth. This strategy not only provides short-term benefits in the form of increased visits, but also builds long-term relationships with customers and communities.

Additional Solutions to Complement the Strategy

This marketing strategy is designed to strengthen the appeal of Bakso Benhil Purwokerto by customising the approach to customer needs and preferences. The strategy includes special offers, intensive promotions, and product innovations to ensure the business remains competitive and relevant in the market. Other solutions that can be executed as complementary are:

a. WT1 (Intensive Promotion with Simple Design):

Intensive promotion is an effort to ensure the presence of Bakso Benhil Purwokerto in the minds of customers through campaigns that are conducted regularly. Although the design of the promotion is kept simple, such as digital posters or flyers with basic information, its intensity and consistency can have a significant impact. This strategy is suitable for maintaining competitiveness, especially in a competitive local market. For example, "10% Discount Every Friday" or "Free Drink for Purchases Above Rp50,000" promotions can be introduced regularly to attract customers. With simple yet frequent promotions, Bakso Benhil Purwokerto can build stronger brand awareness without having to spend heavily on the production of elaborate advertising materials.

b. ST2 (Bundle Pack for Declining Purchasing Power)

The bundle package strategy is aimed at dealing with situations where customer purchasing power decreases. By offering bundle packages, Bakso Benhil Purwokerto gives customers the opportunity to buy more at a more affordable price. For example, a package that includes two servings of meatballs, drinks, and snacks at a discounted price can attract customers who want to enjoy a variety of menus while getting more value. This strategy not only increases sales volume but also provides a more complete consumption experience for customers. In addition, bundle offers often create the impression of an "exclusive offer," which encourages customers to take advantage of the promotion before it ends.

c. WO2 (Menu Innovation):

Introducing a new menu is an effective way to attract the attention of customers who are looking for variety and new experiences. The menu innovation strategy allows Bakso Benhil Purwokerto to stand out amidst the competition by offering creative and differentiated products. For example, creating unique meatball variants in different products instead of taste, texture, spicy level, or anything else that can provide a special appeal for customers who want

to try something different. In addition, menu innovations can also target specific market segments, such as vegetarian menus for customers with specific preferences. By refreshing the menu options regularly, Bakso Benhil Purwokerto can prevent customer saturation and maintain enthusiasm for the product.

Conclusion

As response for research question 1, this research aims to analyse internal and external conditions, develop marketing programs, and determine the right strategy to increase sales of Bakso Benhil Purwokerto. From the internal analysis, this business has strengths such as halal-certified products, strategic location near campus, diverse menu variations, comfortable facilities, and active digital promotions. However, weaknesses such as dependence on the main supplier, less than optimal delivery packaging, and minimal offline promotion need to be improved.

As responses to research question 2 define the marketing programs to increase sales for Bakso Benhil Purwokerto from external and internal. Thus external analysis shows great opportunities from the trend of convenience food, digitalisation of MSMEs, and cooperation with delivery platforms. However, threats from intense competition, fluctuating raw material prices, and product substitution also need to be anticipated. Based on these results, prioritised marketing programmes are collaboration with local influencers to increase brand awareness. In addition, the development of delivery services and the organisation of thematic promotional events at locations are proposed to attract more customers.

Furthermore, to responses research question 3 of kind of strategy and implementation plan needed. The main strategy, collaboration with influencers, focused on the creation and distribution of creative content on social media. This implementation is supported by steps to strengthen delivery services and thematic promotional events to increase customer engagement. With the planned strategy, Bakso Benhil Purwokerto is expected to increase sales, expand market share, and build customer loyalty in a sustainable manner.

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