

EXPLORING ENTREPRENEURIAL NARRATIVES: A QUALITATIVE SWOT-BASED ANALYSIS OF PROMOTIONAL STRATEGIES AT WARUNG JOYOBOYO

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ABSTRACT

This research aims to formulate effective promotional strategies for MSME Warung Joyoboyo Kediri using a descriptive qualitative approach based on case studies. MSME Warung Joyoboyo Kediri faces intense competition and changing consumer preferences, requiring appropriate promotional strategies. Through in-depth interviews, field observations, and documentation, data was analyzed through data reduction, data presentation, and conclusion drawing, with data validity testing using source triangulation. The data was then classified into SWOT (Strengths, Weaknesses, Opportunities, Threats) categories. Research results show that the main strengths lie in distinctive taste and affordable prices, while weaknesses include digital promotion and recording systems. Available opportunities include social media trends and government support, while threats come from similar competitors and raw material price fluctuations. This research contributes to formulating locally-based promotional strategies for MSME.

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INTRODUCTIONS

In an era of increasingly fierce competition, business actors are required to be more creative and innovative in marketing their products, one of which is through promotional strategies. Promotional strategy becomes an important factor that determines business success. One of the Micro, Small, and Medium Enterprises (MSMEs) facing this challenge is Warung Joyoboyo located in Kediri City, East Java. This MSME processes animal-based commodities such as chicken, duck, and catfish that have high nutritional value and are favored by the community.

In facing a competitive market and changing consumer preferences, Warung Joyoboyo needs to continuously innovate in its marketing strategies (Destiara & Fauzi, 2023). Promotion, according to Kotler and Keller in Sakinah

& Aslami (2021), is an activity to communicate product advantages and convince consumers to buy. Promotional strategy not only functions as a communication tool, but also as a means to increase product visibility and sales.

This research uses SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) as a tool in formulating effective promotional strategies. SWOT analysis is a systematic method for identifying internal and external factors that affect business sustainability (Susanto, 2023; Mahfud, 2020). Through the SWOT matrix, internal strengths and weaknesses can be combined with external opportunities and threats to produce targeted strategies (Sari et al., 2021).

Different from previous research that is generally descriptive in nature and focuses on social media effectiveness, this study emphasizes the interpretive process from the direct experience of MSME actors. For example, research by Agustian et al. (2024) on the marketing strategy of MSME Dapur Mama Richie highlights technical aspects of content, but lacks exploration of business actors' understanding of promotional challenges and needs. Additionally, the SWOT approach in MSME research is often used normatively, rather than as a result of systematic field data categorization.

This research fills that gap with a descriptive qualitative case study approach, making in-depth interviews and observations as primary sources. SWOT analysis in this context is used not merely as a technical tool, but as a thematic framework from field findings together with MSME actors of Warung Joyoboyo Kediri.

The results of this analysis are expected to help business actors recognize internal strengths and weaknesses as well as external opportunities and threats more sharply. The ultimate goal is to formulate appropriate promotional strategies that not only improve marketing performance, but also expand market share and strengthen MSME competitiveness amid continuously evolving business challenges.

RESEARCH METHODS

Research Type and Design

This research uses a descriptive qualitative approach based on case studies aimed at understanding promotional strategies based on real experiences from the perspective of MSME Warung Joyoboyo Kediri owners. The qualitative approach was chosen because it allows researchers to explore in-depth views, experiences, and direct practices of business actors. According to Creswell in Radianto (2023), the qualitative approach is a method used to understand meanings constructed by individuals or groups related to social problems. This approach allows systematic presentation of phenomena without variable manipulation and delves into the subjective meanings of research participants.

This research was conducted at MSME Warung Joyoboyo Kediri, a micro, small, and medium enterprise engaged in the culinary field. The research subject is the business owner, selected purposively because they have direct knowledge and experience related to business management and promotional strategy implementation. Informant selection was based on the principle of information-rich cases, as recommended in qualitative studies.

Informants and Informant Selection Technique

This research uses a descriptive qualitative approach based on case study. This research involves three main informants who were selected purposively, namely based on considerations of relevance, direct involvement, and understanding of promotional practices at MSME Warung Joyoboyo Kediri. The informants consist of the MSME owner as a key informant who has authority in planning and decision-making for promotional strategies, one service department employee who is directly involved in implementing promotional strategies and interacting with consumers, and one regular customer who was selected to provide perspective from the recipient side of promotion and satisfaction with services. The selection of diverse informants aims to obtain rich and holistic data, as well as support the source triangulation process to increase the validity of research findings. The number of informants is limited to align with qualitative research principles that emphasize data depth rather than respondent quantity.

Data Collection Techniques

Data collection in this research uses three main techniques: observation, in-depth interviews, and documentation. All three were chosen to obtain holistic understanding of applied promotional strategies. According to Sugiyono in Rahmaoktaviani & Setiawan (2020), qualitative research relies on these techniques to build comprehensive understanding of the studied object.

1. Observation: Researchers conducted direct observation of promotional activities and interactions occurring at Warung Joyoboyo Kediri to obtain empirical data on business behavior and operational dynamics naturally.
2. Interviews: Interviews were conducted directly with MSME owners to gather information related to internal and external business factors, specifically in the context of strengths, weaknesses, opportunities, and threats (SWOT analysis).
3. Documentation: Documentation was used to complete data obtained through observation and interviews, in the form of business location photos, promotional activity photos, and interview result notes, thereby strengthening data validity.

Data Analysis Techniques

Data analysis was conducted using an interactive model developed by Miles and Huberman (Wilhelmina & Mistriani, 2025) which includes three main stages:

1. Data Reduction: This process involves selection, simplification, and transformation of raw data into relevant information, specifically interview results with business owners.
2. Data Presentation: Data is arranged in thematic narrative form and SWOT matrix, facilitating identification of patterns and relationships between information categories.
3. Conclusion Drawing and Verification: This stage includes systematic interpretation of research findings to formulate promotional strategies for MSME Warung Joyoboyo Kediri, referring to SWOT analysis results as a qualitative categorization framework, not a quantification tool.

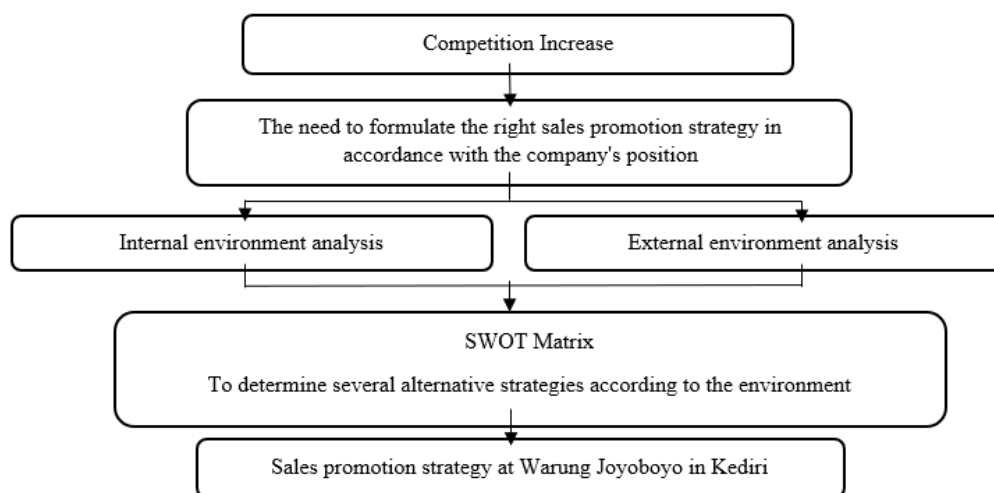


Figure 1. Framework of Thought

Data Validity Testing

Data validity in this research was tested through source triangulation techniques, comparing and confirming data obtained from various sources and collection methods. Triangulation helps increase research result credibility

and supports objective theme development in qualitative research. SWOT analysis in this context is used as an interpretive aid tool that allows researchers to categorize and formulate strategies based on obtained qualitative data, not as a statistical or quantitative analysis method. SWOT analysis functions as a classification tool to formulate promotional strategies based on field data interpretation. In line with Rangkuti in Malonda & Moniharapon (2019) who states that SWOT analysis can be used in strategic management based on observation and interview results.

RESULTS AND DISCUSSION

Based on interview results with MSME Warung Joyoboyo Kediri owners, several main findings were discovered and categorized into four SWOT aspects as follows:

Table 1. SWOT Analysis of Warung Joyoboyo Kediri

Internal Factors	External Factors
Strengths (S)	Opportunities (O)
Distinctive taste	High interest in local cuisine
Affordable prices	Growth of social media and delivery services
Strategic location	Government support for MSME
Fast and friendly service	
Weaknesses (W)	Threats (T)
No digital promotion	Many similar competitors
No attractive logo/packaging	Changing tastes toward healthy food
Less optimal recording system	Raw material price fluctuations

Source: Data processed by researcher, 2025

SWOT analysis results show that Warung Joyoboyo Kediri has several main strengths, including distinctive taste liked by customers, competitive and affordable prices, strategic location in the city center, and friendly and fast service. These strengths become important capital in attracting and retaining customers. These characteristics not only contribute to customer satisfaction but also provide added value in creating distinctive business positioning amid increasingly fierce culinary market competition.

These findings align with study results conducted by Fajrul & Saptyana (2025), stating that strengths in taste, price, and service aspects greatly determine the success of culinary sector MSME in building customer loyalty and expanding market reach through word-of-mouth strategies and promotional digitalization. Additionally, research by Dewa et al. (2023) shows that culinary MSME with unique products and fast service tend to have higher competitiveness because they can directly meet customer expectations, especially when supported by locations easily accessible to the general public.

Digital marketing strategy implementation also strengthens these internal strengths. Nasution & Silalahi (2022) found that social media and digital marketplace adaptation can significantly increase MSME revenue, especially when fast and friendly service quality becomes part of promotional narratives built consistently. Therefore, the strengths possessed by Warung Joyoboyo can be said to align with best practices proposed by various contemporary academic studies in the context of locally-based micro business development.

On the other hand, Warung Joyoboyo faces several significant weaknesses that can hinder its business development. First, digital media utilization for promotion is not yet optimal. MSME still struggles to adopt effective digital marketing strategies, impacting limited market reach and customer interaction (Rahayu, 2024). Lack of understanding about online platforms causes marketing opportunities through social media and e-commerce to be often missed, while competitors with aggressive digital strategies increasingly dominate (Nabilah & Hernando, 2023).

Furthermore, Warung Joyoboyo's visual identity is not yet strong—for example, the absence of attractive logos and packaging. This aligns with findings by Megaputri & Prastiwinarti (2023), showing that MSME with unstructured

visual identity tend to experience difficulties in building brand awareness and growing customer loyalty. Consistent and professional logo and packaging design can increase product value perception, strengthen branding, and facilitate customer retention.

Warung Joyoboyo also experiences limitations in customer data management and financial recording systems. Many MSME struggle to implement good CRM systems, making customer data analysis and marketing decision-making less targeted. The absence of adequate data management and financial systems risks reducing operational efficiency and growth potential, as businesses lose important insights about purchasing behavior and profit margins.

From the external side, opportunities that can be utilized include high public interest in local fast food cuisine, technology and social media development that can be used as promotional means, and support from local government for MSME actors. However, Warung Joyoboyo Kediri also faces threats such as increasing numbers of competitors with more aggressive digital marketing strategies, shifting consumer tastes toward healthy food, and dependence on animal raw materials whose prices and availability fluctuate. These four SWOT analysis results then become the basis for formulating appropriate promotional strategies to increase sales at Warung Joyoboyo Kediri.

Table 2. SWOT Matrix for Warung Joyoboyo Kediri Promotional Strategy

Table 2. SWOT Matrix for Waring Gejeje's Ready-to-Eat Promotional Strategy			
EFAS	IFAS	STRENGTHS (S)	WEAKNESSES (W)
		a. Distinctive taste b. Affordable prices c. Strategic location d. Fast and friendly service	a. No digital promotion b. No attractive logo/packaging c. Less optimal recording system
OPPORTUNITIES (O)		Strengths-Opportunities (SO)	Weaknesses-Opportunities (WO)
a.	High interest in local cuisine	a. Maximize distinctive taste strength	a. Create strong visual identity through logo
b.	Social media and delivery service growth	b. Maximize strategic location	b. Attend digital marketing and business management training
c.	Government support for MSME	c. Utilize digital media trends through social media	
		d. Utilize delivery services like GoFood and GrabFood	
THREATS (T)		Strengths-Threats (ST)	Weaknesses-Threats (WT)
a.	Many similar competitors	a. Maintain fast and friendly service excellence	a. Collaborate with local suppliers
b.	Changing tastes toward healthy food	b. Maintain taste quality	b. Improve recording system
c.	Raw material price fluctuations	c. Product diversification	

Source: Data processed by researcher, 2025

Based on SWOT matrix results, several appropriate promotional strategies can be formulated for Warung Joyoboyo Kediri. The first strategy is SO (Strengths-Opportunities) strategy that maximizes utilization of internal strengths such as distinctive taste and strategic location to seize opportunities from digital usage trends. By utilizing social media such as Instagram and TikTok to promote products and expand consumer reach through delivery services like GoFood and GrabFood.

The second strategy is WO (Weaknesses-Opportunities) strategy by overcoming weaknesses through utilizing existing opportunities. Warung Joyoboyo Kediri is advised to start building strong visual identity through logo design for more attractive visual promotion. Additionally, training in digital marketing and business management also needs to be provided to managers so they can follow market developments.

The third strategy is ST (Strengths-Threats) strategy by relying on advantages such as fast and friendly service and taste quality to face competition with competitors. Product diversification also becomes a strategic step to answer healthy food trends without abandoning main product characteristics.

The fourth strategy is WT (Weaknesses-Threats) strategy focused on mitigating weaknesses and threats faced. In this case, collaboration with local suppliers to ensure availability and price stability of raw materials can be a solution. Additionally, sales recording and financial management systems need to be improved to increase operational efficiency and accuracy. By formulating and implementing these promotional strategies appropriately, Warung Joyoboyo Kediri is expected to increase sales volume, expand market reach, and strengthen its position in local culinary industry competition.

SWOT analysis results for Warung Joyoboyo Kediri produce several promotional strategies deemed relevant and applicable based on internal and external factor combinations. These strategies reflect the application of strategic marketing theory, specifically market orientation and resource-based view concepts, supported by latest research findings in culinary MSME and digital technology utilization.

SO (Strengths–Opportunities) strategy implemented by business actors by utilizing internal strengths such as distinctive taste and strategic location, as well as opportunities from digitalization marketing trends, is a strategic approach relevant in facing current market dynamics. Social media utilization such as Instagram and TikTok as promotional means is a form of digital marketing implementation deemed effective in reaching young consumers who tend to be active on digital platforms. In this context, social media use is not merely a communication tool but also a means to build long-term relationships with consumers through more intense digital engagement.

The relevance of this approach is supported by research by Gotteland et al. (2020), showing that proactive market orientation and strategic digital marketing significantly positively impact sales growth and company performance. Proactive strategies allow companies to recognize and pursue market opportunities earlier, compared to only responding to changes that have already occurred. Additionally, Zhao et al. (2023) reveals that market orientation, both responsive and proactive, plays an important role in driving digital innovation, especially amid increasingly rapid changes in consumer preferences. Social media application by MSME like Warung Joyoboyo reflects integration of such digital innovation in their marketing strategy, not only follows trends but also creates new value for customers.

Wang et al. (2022) adds that in dynamic business environments, proactive market orientation can form dynamic capabilities important for business sustainability. This shows that strategies combining internal strengths with external opportunities through digital approaches are not only relevant in the short term but also strategic for long-term competitiveness. In line with this, Alfeel & Ansari (2019) proves that social media plays an important role in increasing brand awareness and consumer purchase intention in the culinary business sector. Additionally, delivery service integration like GoFood and GrabFood not only expands distribution access but also increases brand visibility in digital markets.

WO (Weaknesses–Opportunities) strategy directs businesses to overcome internal weaknesses such as suboptimal visual identity and business management limitations by utilizing opportunities from digital trends. This strategy aligns with resource-based view approach, emphasizing the importance of developing internal resources such as managerial capabilities and brand imaging as competitive advantages. Afandi et al. (2023) shows that digital marketing training can improve MSME actors' adaptation capabilities to online markets and gradually increase business revenue. Therefore, strengthening manager capacity and creating visual identity become important steps in facing digital-based marketing era.

ST (Strengths–Threats) strategy emphasizing utilization of advantages such as fast service and authentic taste to face competitors is a strategic step aligned with differentiation strategy concept proposed by Porter (1985). In this context, differentiation becomes key to creating unique value difficult for competitors to imitate, so businesses maintain competitive positions amid dynamic markets. According to findings by Ardiansyah et al. (2025) showing that healthy and functional food trends are increasingly rising, especially among young generations more aware of

healthy lifestyles. This aligns with Daud et al. (2025) that maintaining taste distinctiveness while diversifying products toward healthy food becomes an effective step in facing external threats such as pandemics and intense market competition. This diversification is not only a form of adaptation to changing consumer tastes but also a manifestation of internal strength-based innovation.

Post-pandemic consumer preference changes, especially among young generations, tend toward increased demand for food products that are not only delicious but also healthy and functional. Motivation and healthy lifestyles significantly influence healthy food consumption behavior among Generation Z. They tend to be more aware of nutritional content, health impacts, and food safety in choosing food products. These findings are clarified through study by Ulita (2025) using empathy map approach and finding that after the pandemic, Gen Z increasingly prioritizes health and immune aspects in their consumption patterns, including in choosing fast food or culinary products. Thus, ST strategy combining strengths such as fast service and taste authenticity with healthy product innovation is a strategic response that not only maintains competitiveness but also answers increasingly complex and health-conscious market needs.

WT (Weaknesses–Threats) strategy is directed toward mitigating internal weaknesses and external threats faced by business actors, specifically MSME. One strategic step that can be implemented is establishing collaboration with local suppliers. This collaboration is deemed important for ensuring raw material availability and maintaining price stability, thereby reducing dependence on markets that tend to fluctuate. High dependence on one supply source can become a major risk in business operational sustainability, especially in the context of post-pandemic market dynamics and global supply chain challenges.

Strengthening financial and sales recording systems through digital applications becomes crucial in improving MSME operational efficiency. In line with research by Lestari & Wafa (2023) showing that financial literacy and recording application use such as BukuKas can improve financial accuracy and decision-making in MSME. These findings are strengthened by research by Kartika et al. (2022), confirming that digital financial application use plays a significant role in optimizing business actor financial reports and contributes to improving managerial capabilities in responding to market dynamics.

Recording digitalization through BukuKas application provides easy access to real-time financial data, accelerates decision-making, and minimizes manual recording errors. Generally, strengthening financial literacy and digital technology integration proves to be an effective strategy in strengthening business resilience. In research conducted by Nisa & Aji (2025), it was found that financial literacy, financial inclusion, and financial technology use provide positive influence on MSME financial management, especially in facing external risks such as market fluctuations and economic uncertainty. Therefore, synergy between local supply chain collaboration and digital recording system implementation becomes a strategic combination in responding to weaknesses and threats faced by MSME actors sustainably. Thus, promotional strategies formulated through SWOT analysis are not only rooted in actual conditions of Warung Joyoboyo Kediri but also consider theoretical approaches and are supported by latest empirical evidence. Directed and consistent strategy implementation is expected to increase competitiveness, expand market share, and strengthen business position in facing competition dynamics in the local culinary industry.

CONCLUSION

This research aims to provide an overview of the research contribution to relevant study fields and give Warung Joyoboyo Kediri an overview of promotional strategies that can be implemented to increase sales volume and strengthen its position in local industry competition. Based on research results, conclusions can be drawn from SWOT analysis, formulating four main strategies:

1. SO (Strengths-Opportunities) Strategy that maximizes utilization of internal strengths such as distinctive taste and strategic location to seize opportunities from digital usage trends. By utilizing social media such as

- Instagram and TikTok to promote products and expand consumer reach through delivery services like GoFood and GrabFood.
2. WO (Weaknesses-Opportunities) Strategy by overcoming weaknesses through utilizing existing opportunities. Warung Joyoboyo Kediri is advised to start building strong visual identity through logo design for more attractive visual promotion. Additionally, training in digital marketing and business management also needs to be provided to managers so they can follow market developments.
 3. ST (Strengths-Threats) Strategy by relying on advantages such as fast and friendly service and taste quality to face competition with competitors. Product diversification also becomes a strategic step to answer healthy food trends without abandoning main product characteristics.
 4. WT (Weaknesses-Threats) Strategy focused on mitigating weaknesses and threats faced. In this case, collaboration with local suppliers to ensure availability and price stability of raw materials can be a solution. Additionally, sales recording and financial management systems need to be improved to increase operational efficiency and accuracy. By formulating and implementing these promotional strategies appropriately, Warung Joyoboyo Kediri is expected to increase sales volume, expand market reach, and strengthen its position in local culinary industry competition.

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