

SWOT Analysis in Determining Rega Bakery and Cake Business Strategy in Langsa City

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Abstract

The purpose of this study is to determine the right and competitive business strategy in maintaining and developing the Rega Bakery and Cake bakery business in Langsa City. This type of research is qualitative research. Data collection was carried out by interviews and document studies. Source determination using purposive sampling technique. Data validity was tested by source triangulation. The data analysis method used is an analysis of the company's internal and external environment which is the basis for conducting a SWOT analysis. The results of the study are that Rega Bakery and Cake is in quadrant II and the strategy that must be implemented is a diversification strategy through market penetration by expanding market share through marketing/promotion efforts, market development by expanding market share geographically is a new area and product development by modifying the product. It is recommended that this business always improve service quality with the concept of Customer Oriented. Provide good facilities for customers. Carry out marketing activities on a regular basis with accuracy and precision and neatness to increase revenue.

Keywords: SWOT Analysis, Business Strategy



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INTRODUCTION

Business strategy is a series of integrated and coordinated actions which are used as the main thinking basis in making strategies to gain competitive advantage (Febrianti et al., 2021). The business strategy carried out by entrepreneurs is the initial strategy in developing their business in the future. If the strategy goes according to plan, business activities will be able to survive from time to time. In addition, the company must also be able to objectively analyze internal and external factors that can affect the increase or decrease in sales volume of its products.

Bakery business is one of the business actors. One of the reasons many bakery businesses cannot last long in carrying out their business activities is because of the lack of precise business strategy that is being carried out. Therefore entrepreneurs are required to be able to run their business with the right business strategy to maintain the continuity of their business from year to year. Running a bakery business does have very good business potential. Businesses that produce various kinds of bread have mushroomed everywhere and are run by all walks of life. This has proven that the bakery business is currently on the rise and is a profitable business. A bakery business can be run anywhere, can be run at home, and you can also open a bakery. Running a bakery business is very easy as long as you are diligent and dare to innovate to get a large market share.

Nowadays, the bakery business continues to grow, and therefore the company will strive to keep on improving quality and customer satisfaction. One of the most important things in

business is related to the implementation of business and marketing strategies. A company is required to make expansion and improvement in order to improve its business. A marketing strategy sets the overall goals and objectives for the marketing division, starting from the strategic planning to the evaluation process. The existence of the majority of bakeries and food outlets which make it easier for people to buy as well as save time and money, does not make this business free from various problems. There have been several bakeries that were forced to go out of business, this was based on the inability of these businesses to behave in changing economic conditions, making it increasingly difficult for companies to seize and increase market share.

One of the bakery businesses that is developing in Langsa City is Rega Bakery and Cake, which is a bakery business that sells various types of bread. To face intense competition, Rega Bakery and Cake must be able to create and innovate in its production so that it can survive and its products remain the choice of consumers. The increasing number of bread producers from time to time in Langsa City, the number of Rega Bakery and Cake's competitors in the bread industry has also increased. Competition has been getting tougher in recent years, forcing Rega Bakery and Cake to be smarter and more careful in marketing its products. Selection and use of the right strategy in marketing its products determines the survival of Rega Bakery and Cake.

Rega Bakery and Cake's main obstacle is facing intense competition, where there are more and more bakery businesses and the development of home-scale bread-making businesses which are commonly called home industries. This kind of home bakery business has been run in various areas in Langsa City, in stalls, shops and sales made by entrepreneurs online. The internal factors faced by Rega Bakery and Cake are the lack of optimizing the marketing system used and not implementing good coordination among employees.

The problems that arise from external factors in the Rega Bakery and Cake business are constraints on the purchasing power of the people, where the majority of the people of Langsa City are middle to lower class, so that the affordability of the purchase price of Rega Bakery and Cake products is still felt to be less affordable by some consumers. Besides that, according to the expression of the majority of customers, Rega Bakery and Cake is also not too committed to presenting a pleasant shopping experience and providing excellent service to all customers.

Based on these circumstances, this prompted researchers to conduct research with the title "SWOT Analysis in Determining Rega Bakery and Cake Business Strategy in Langsa City". The problem in this research is how the business strategy is appropriate and competitive in maintaining and developing the Rega Bakery and Cake bakery business in Langsa City. The goal to be achieved in this research is to find out the right and competitive business strategy in maintaining and developing the Rega Bakery and Cake business in Langsa City.

SWOT stands for Internal Strengths Weaknesses environment and the external environment of Opportunities and Threats faced by the business world. SWOT analysis compares opportunities and threats with internal strengths and weaknesses (Permata et al., 2019). SWOT analysis is a systematic identification of various factors to formulate a separation strategy: This analysis is based on logic that can maximize strengths and opportunities, but can simultaneously minimize weaknesses and threats. SWOT stands for external environmental opportunities and threats faced by the business world (Anggraini et al., 2019). SWOT analysis asks questions about internal and external to the company. The internal part is the company's strengths and weaknesses, while the external part is the opportunities that the company has and what potential threats the company faces (Jessica & Indriyani, 2017).

To be successful over the long term, companies must adapt to the corporate environment. The company environment consists of internal and external environment, therefore according to the company it is necessary to consider the company's internal and external factors that can

affect the company's performance in marketing the products it produces, to be able to find out the opportunities and threats for the company in marketing its products. Analysis of the internal environment is carried out periodically evaluating the strengths and weaknesses of the variables in the field of marketing which include: product, price, promotion and distribution. The external environment is divided into two types of environments, namely (Pasaribu, 2018):

1. General Environment
 - a. The ups and downs of the economy are caused by the business cycle, inflation or deflation, monetary policy, fiscal policy, and the balance of payments.
 - b. Changes in the social and political climate.
 - c. Technological development.
 - d. Government policies or government regulations.
2. Industrial Environment (Industrial Environment)
 - a. Customers, namely the identification of buyers or people's purchasing power, demographics, geography, and raw material costs.
 - b. Competition, namely the existence of competition between companies, or new entrants and the existence of substitute products.
 - c. Suppliers (suppliers)

The steps needed to compile the SWOT matrix are as follows (David, 2011):

1. Determine the company's external opportunities.
2. Determine the company's external threats.
3. Determine the company's internal strength.
4. Determine the company's internal weaknesses.
5. Matching internal strengths with external opportunities and recording the resultant SO strategy in the appropriate cells.
6. Match internal weaknesses with external opportunities and record the resultant WO strategy.
7. Matching internal strengths with external threats by recording the resultant ST strategy.
8. Match internal weaknesses with external threats and record the resultant WT strategy. Or it can also be described as follows:

The steps for making the IFE and EFE matrices are as follows (David, 2011):

1. Write down all the weaknesses, strengths, opportunities and threats of the company. Opportunities and strengths are listed first, followed by weaknesses and threats. The list is made in detail in the first column.
2. Give weight to the list that has been made to show the relative level of importance of factors in demonstrating organizational marketing success. Determination of factor weights was carried out using the paired method. This method is carried out by evaluating internal and external strategic factors of the company by respondents. Respondents are people who really understand the conditions and problems of the company. In giving the weight of each factor, a scale of 1, 2, and 3 is used. Scale 1 is given if the horizontal indicator is less important than the vertical indicator. Scale 2 is given if horizontal indicators are as important as vertical indicators. Scale 3 is given if horizontal indicators are more important than vertical indicators.
3. Determine the rating for each factor that shows the effectiveness of an organization's current strategy in responding to these factors in the third column. For the IFE matrix, 1 = major weakness, 2 = minor weakness, 3 = minor strength, 4 = major strength. Meanwhile for the EFE matrix, 1 = below average, 2 = average, 3 = above average, 4 = very good. Each rating is multiplied by the respective weight to obtain a weighted score.

4. Add up these scores so that you get a total weighted score. The total weighting score is between 1 and 4, with a value of 1 in the IFE matrix indicating a very bad internal company condition, while a value of 4 indicates a very good internal company situation. A value of 1 on the EFE matrix indicates that the company is not able to take advantage of opportunities to avoid threats, while a value of 4 indicates that the company has taken advantage of opportunities very well to deal with threats. The value of 2.5 in the IFE matrix indicates that the company's internal situation is at an average level. While the value of 2.5 in the EFE matrix describes the company's ability to respond to external situations on average.

The I-E matrix is an illustration of the location of the mapping between the IFE and EFE total scores. The IFE total score on the I-E matrix lies on the horizontal axis, while the EFE total score lies on the vertical axis. On each axis, both vertical and horizontal, it has 3 scores, including on the IFE axis, a score between 1.00 and 1.99 indicates a weak internal company position. Scores of 2.00 to 2.99 indicate a moderate position, and scores of 3.00 to 4.00 indicate a strong internal position. Likewise with the EFE axis, a score of 1.00 to 1.99 indicates a low company response to external factors, a score of 2.00 to 2.99 indicates a moderate response, while a score of 3.00 to 4.00 indicates a high company response to external factors. external factors. The IE matrix can be described as follows (David, 2011):

Strong Average Weak

4,0 3,0 2,0 1,0

<p>Tinggi 3,0</p> <p>Sedang 2,0</p> <p>Rendah 1,0</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Score EFE</p>	I	II	III
	IV	V	VI
	VII	VIII	IX
	Score IFE		

Figure 1. Internal External Matrix

RESEARCH METHODS

This research was conducted at the Rega Bakery and Cake bakery which is located at Jalan Ahmad Yani, Paya Bujok Seulemak Village, Langsa Baro District, Langsa City. The time of this research was conducted from September 2021 to January 2022. The type of data used in this research is qualitative data. Qualitative data comes from primary data interviews regarding the internal and external environment of the Rega Bakery and Cake business and secondary data from documents, literature and other related sources. The data collection method is by means of passive participatory observation, that is, the researcher is not directly involved in the operations that occur, but only observes and records are recorded.

Also conducted semi-structured interviews in the in-depth interview category, which in practice are freer when compared to structured interviews with owners (1 person), employees (10 people) and consumers (20 people) of Rega Bakery and Cake. The determination of informants was carried out using a purposive sampling technique. According to Sugiyono (2012) these particular considerations, for example the person who is considered to know best

about what we expect, or maybe he is the ruler so that it will make it easier for researchers to explore the object/social situation under study (Primawardana & Indriyani, 2015). Considerations here include:

1. Owner: manager whose job is to directly oversee the sales of the Rega Bakery and Cake bakery business.
2. Employees: waiters in charge of serving consumers (minimum length of service 1 year).
3. Consumers: Male/female (minimum age 17 years) and at least 3 times purchased Rega Bakery and Cake bread.

This type of research is descriptive with a qualitative approach. Data analysis techniques used are data reduction techniques, data presentation and data verification. Test the validity of the data using source triangulation to test the credibility of the data which is done by checking the data obtained through several sources. Source triangulation was carried out to obtain from different sources using the same technique (Sugiyono, 2012). The data analysis method used in this study is SWOT analysis which is carried out through the IFAS matrix (David, 2011).

RESEARCH RESULTS AND DISCUSSION

Research Result

Rega Bakery and Cake is a bakery in Langsa City. Rega Bakery and Cake was started in 2008 by Mr. Khairul Amri. Rega Bakery and Cake is located at Jalan Ahmad Yani, Paya Bujok Seulemak Village, Langsa Baro District, Langsa City. Now Rega Bakery and Cake has one branch located on Jalan Ahmad Yani, Gampong Jawa Village, Langsa Kota District, Langsa City. Rega Bakery and Cake produces fifteen types of bread and cakes every day. Rega Bakery and Cake products include pizza bread, banana bread, sausage bread, brownies, birthday cakes, tarts, and so on. The selling price of bread starts from Rp. 3,000 to Rp. 150,000 per piece depending on each type of bread. Rega Bakery and Cake also provides bread or cake ordering programs.

Internal Environment Analysis

The internal environment is the environment that is within Rega Bakery and Cake which directly affects the performance of Rega Bakery and Cake. Internal strategic factors that affect Rega Bakery and Cake, among others:

1. Finance. Finance is a part of money management that greatly influences the sustainability of a company. Rega Bakery and Cake's finances fluctuate every year. Sales in 2018-2019 decreased somewhat, but did not have a significant impact on financial conditions. Rega Bakery and Cake's financial condition can still be said to be standard. The capital used in the Rega Bakery and Cake business comes entirely from private capital.
2. Marketing. Marketing is very important for companies because it can make companies grow quickly, be known by many people, and increase economic value. A good marketing strategy can increase sales and is very helpful in achieving company goals. Rega Bakery and Cake uses two types of marketing systems, namely conventional marketing and online marketing.
3. Human Resources. Human resources are one of the most important factors that cannot even be separated from a company. Human resources are very influential in the development of a business. Rega Bakery and Cake has 21 permanent employees. There are 6 male employees and 15 female employees. The salary system used is a monthly salary system and the work system used is a shift work system for each employee.
4. Operational. Operations have an important role for the company in producing products according to predetermined operating standards. Operational factors are responsible for creating products that are able to meet consumer desires and do not neglect an effective

production process. Rega Bakery and Cake uses machines in the process of making bread to make it easier and able to finish faster.

External Environment Analysis

The external environment is the environment outside Rega Bakery and Cake which can directly or indirectly affect the performance of Rega Bakery and Cake. As for the external environment, they include socio-cultural economic factors, technology, consumers and competitors.

1. Socio-Cultural Economy. Geographically, Langsa City has a strategic position, both in terms of economy and socio-culture. Langsa City has potential in the fields of industry and trade which makes Langsa City have good prospects for fulfilling domestic and foreign markets. Everyday the majority of the people of Langsa City are engaged in the trade of goods and services. This can be seen from the activities of the community both personally, groups and large groups of residents. As time goes by, the culture of the people of Langsa City is also increasingly changing in a pragmatic direction. People now tend to buy snacks that are readily available with various variants rather than having to bother making them themselves. This raises the potential for Rega Bakery and Cake to achieve a significant increase in sales.
2. Technology. The current massive technological developments are very influential for economic growth and increasing the competitiveness of a product in the market. Technological advances can actually increase the sales of a business or vice versa. Rega Bakery and Cake has a social media account to promote its products. The habit of people who like to surf in the online world also makes the use of technology by Rega Bakery and Cake very appropriate to attract consumers' buying interest. Rega Bakery and Cake must be able to actively manage their social media accounts so that they are increasingly known to the public.
3. Consumers. The increasing number of residents in Langsa City also makes Rega Bakery and Cake's market share wider. Rega Bakery and Cake must be able to take advantage of existing market potential to reach potential customers. In addition, an understanding of the characteristics of consumers is also needed in order to determine the right market strategy.
4. Competitors. Competition among bakery business actors, both conventional and online based, is increasing. Now people are able to get quality bread at affordable prices. Strategic business locations of competitors make it easier for people to get bread in various places. This poses a bigger challenge for Rega Bakery and Cake to be able to adapt and survive in the market.

Discussion

Identification of Internal Factors

1. Strength (Strength)
 - a. Good quality and competitive bread
 - b. The quality of raw materials is quite good
 - c. Entire business capital comes from own capital
 - d. The production process uses modern machines
 - e. The resulting bread varies
 - f. Have a good business reputation
 - g. Affordable bread prices
2. Weaknesses
 - a. Poor employee attitude
 - b. Lack of coordination between employees

- c. Sales promotion is not optimal
- d. Service quality is not good
- e. Does not conduct training and development for employees
- f. Employee recruitment is not through selection
- g. There is no job description for each employee

Identification of External Factors

1. Opportunity
 - a. People's lifestyles are increasingly pragmatic
 - b. There are celebrations of big days
 - c. There are events held in Langsa City
 - d. Increasing population growth
 - e. Technological development
2. Threat (Threat) Raw material prices fluctuate
 - a. Competition is getting tougher
 - b. Unstable economic conditions
 - c. There are substitute products
 - d. Changes in consumer tastes
 - e. Consumer purchasing power tends to be weak

SWOT Analysis

SWOT analysis is a strategic planner for summarizing and evaluating financial, marketing, human resources and production information for Rega Bakery and Cake. This SWOT analysis was conducted to find out how to determine the number of weights easily and measurably in order to produce weights in accordance with the provisions of the IFE & EFE matrix. According to Freddy in Rangkuti (2016), the tool used to develop a business development strategy is a SWOT matrix consisting of External Factor Evaluation (EFE) and Internal Factor Evaluation (EFI) (et al., 2018). The following is the IFE analysis table:

Table 1. Rega Bakery and Cake IFE Matrix

No	Internal Factor	Weight	Rating	Score
(Strengths)				
1	Good quality and competitive bread	0,076	3	0,228
2	The quality of raw materials is quite good	0,079	3	0,237
3	Entire business capital comes from own capital	0,081	4	0,324
4	The production process uses modern machines	0,071	3	0,213
5	The resulting bread varies	0,069	3	0,207
6	Have a good business reputation	0,063	3	0,189
7	Affordable bread prices	0,061	2	0,122
TOTAL		0,5	-	1,52
(Weaknesses)				
1	Poor employee attitude	0,081	4	0,324
2	Lack of coordination between employees	0,079	3	0,237
3	Sales promotion is not optimal	0,078	2	0,156
4	Service quality is not good	0,082	4	0,328
5	Does not conduct employee training and development	0,063	3	0,189
6	Employee recruitment is not through selection	0,059	2	0,118
7	There is no job description for each employee	0,058	2	0,116
TOTAL		0,5	-	1,468
Internal Score Total		1,000	-	2,988

Source: Data processed, 2022

In Table 1 it can be seen that the total score on the strength factor is 1.52. As for weakness, the total score on the weakness factor is 1.468. Merging the two internal factors produces a total score of 2.988. Then the results of the strength factor score are reduced by the results of the weakness factor score, so: $S - W = 1.52 - 1.468 = 0.052$. The following is the EFE analysis table:

Table 2. Rega Bakery and Cake EFE Matrix

No	Eksternal Factor	Weight	Rating	Score
(Opportunities)				
1	People's lifestyles are increasingly pragmatic	0,111	4	0,444
2	There are celebrations of big days	0,106	3	0,318
3	There are events held in Langsa City	0,096	3	0,288
4	Increasing population growth	0,095	3	0,285
5	Technological development	0,092	3	0,276
TOTAL		0,5	-	1,611
(Threats)				
1	Raw material prices fluctuate	0,086	3	0,258
2	Competition is getting tougher	0,111	4	0,444
3	Unstable economic conditions	0,087	4	0,348
4	There are substitute products	0,067	2	0,134
5	Changes in consumer tastes	0,076	3	0,228
6	Consumer purchasing power tends to be weak	0,073	3	0,219
TOTAL		0,5	-	1,631
Eksternal Score Total		1,000	-	3,242

Source: Data processed, 2022

In Table 2 the opportunity factor is 1.611. The total score on the threat factor is 1.631. The combination of the two external factors produces a total score of 3.242. Then the result of the opportunity factor score is reduced by the result of the threat factor score, so: $O - T = 1.611 - 1.631 = -0.02$

SWOT Quadrant Diagram

From the numbers that have been obtained through the SWOT analysis, these numbers can be entered into the SWOT quadrant diagram as follows:

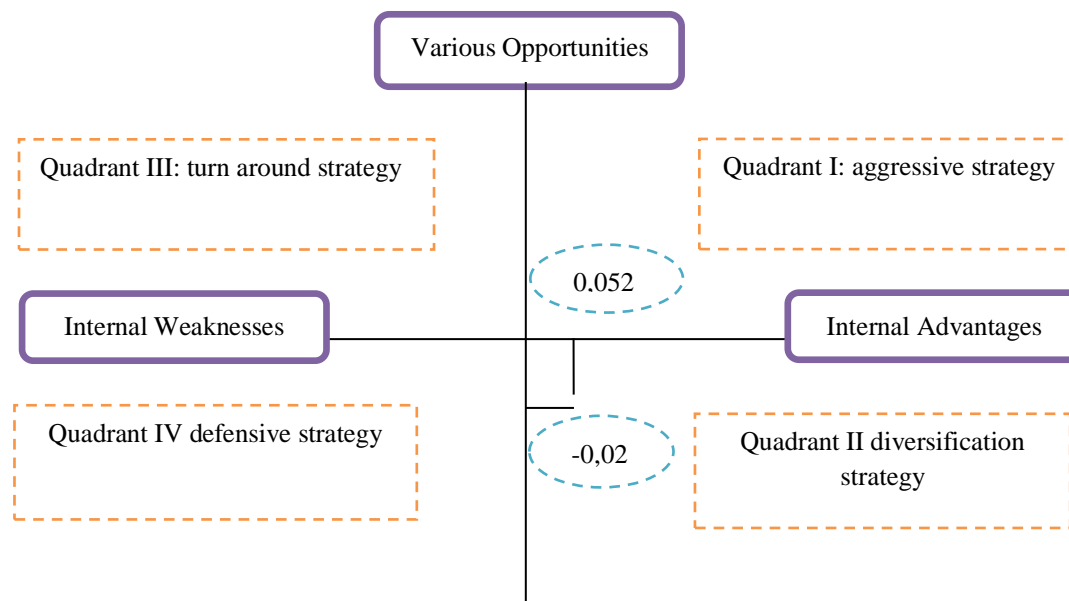




Figure 2. SWOT Quadrant Diagram
 Source: Data processed, 2022

Based on Figure 2, it shows that the total average score on the IFE matrix is 0.052 while the EFE matrix gets an average total score of -0.02. These results place Rega Bakery and Cake in quadrant II. In this position, it is possible for Rega Bakery and Cake to carry out a diversification strategy (product/market). The diversification strategy includes market penetration by expanding market share through marketing/promotion efforts, market development by expanding market share geographically for new areas and product development by modifying products. This is generally done when the product is in a saturated position. In addition, in quadrant II there is an integrative strategy, namely forward integration, backward integration and horizontal integration.

SWOT Matrix Analysis

The SWOT matrix is concrete steps that should be taken by Rega Bakery and Cake based on the development of a business position in the SWOT quadrant. Various alternative strategies can be formulated based on the SWOT matrix analysis model. There are four main strategies that can be suggested, namely SO, ST, WO, and WT strategies. This analysis uses data that has been obtained from the EFE and IFE matrices above.

Table 3. Rega Bakery and Cake SWOT Matrix

INTERNAL	(Strengths) 1. Good quality and competitive bread 2. The quality of raw materials is quite good 3. Entire business capital comes from own capital 4. The production process uses modern machines 5. The bread produced varies 6. Have a good business reputation 7. Affordable bread prices	(Weaknesses) 1. The attitude of employees is not good 2. Lack of coordination between employees 3. Sales promotion is not optimal 4. Service quality is not good 5. Not conducting employee training and development 6. Recruitment of employees does not go through selection 7. There is no job description for each employee
EKSTERNAL	(Opportunities) 1. People's lifestyles are increasingly pragmatic 2. There are celebrations of big days 3. There are events held in Langsa City 4. Increasing population growth 5. Development of technology	(Threats) 1. Raw material prices fluctuate 2. Competition is getting tougher 3. Unstable economic conditions 4. There are substitute products 5. Changes in consumer tastes
	S-O strategy 1. Expand market share 2. Creating product differentiation 3. Expanding the distribution area	W-O strategy 1. Increase sales promotion 2. Improving the quality of human resources 3. Improving service
	S - T strategy 1. Increasing product variety and innovation 2. Maintain competitive prices	W - T Strategy 1. Increase HR creativity 2. Conduct employee training and development 3. Establish a clear division of labor for employees

6. Consumer purchasing power tends to be weak	3. Improving financial management	
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Source: Processed data, 2019

From the formulation of the strategy on the SWOT matrix shown in Table 3, several alternative strategies are generated, including:

1. Expanding market share (SO-1)
2. Creating product differentiation (SO-2)
3. Expanding the distribution area (SO-3)
4. Increase sales promotion (WO-1)
5. Improving the quality of human resources (WO-2)
6. Improving service (WO-3)
7. Increasing product variety and innovation (ST-1)
8. Maintaining competitive prices (ST-2)
9. Improving financial management (ST-3)
10. Improving HR creativity (WT-1)
11. Conduct employee training and development (WT-2)
12. Establish a clear division of labor for employees (WT-3)

Based on the test results, it shows that the results of this study are in accordance with the results of previous research conducted by (Miharja, 2018) where the strength factor is greater than the weakness factor and the influence of the opportunity factor is smaller than the threat factor. Therefore, the positions of Q-Milk Pure Milk and Rega Bakery and Cake are both in quadrant II, which means that although they face various threats, they have internal strength. The results of this study are also in accordance with the results of previous research conducted (Zulkarnain et al., 2018) that the strength factor is greater than the weakness factor and the influence of the opportunity factor is smaller than the threat factor. Therefore the strategy that should be carried out by "Danti's Deli Bakery" and Rega Bakery and Cake is a product differentiation strategy which means that even though they face various threats, they have internal strength.

However, the results of this study are not in accordance with the results of previous research conducted by (Idrus, 2018) where "Maros Barandasi Bread" is in quadrant I and the strategy that should be carried out is an aggressive strategy which shows that even though facing threats, "Maros Barandasi Bread" still has considerable strength internally. The difference in the results of this study is thought to be caused by the difference in the context used, in which the location, environment, situation, research object, research method, and characteristics of the respondents are different.

The results of this study are also not in accordance with the results of research conducted by (Ernawan & Poernomo, 2016) where "Wisdom Bakery" is in quadrant I and the strategy that should be carried out is an aggressive strategy. Despite facing threats, "Hikmah Bakery" still has considerable strength internally. The difference in the results of this study is also thought to be caused by the difference in the context used, where the location, environment, situation, object, research method, and characteristics of the respondents are different.

The results of this study are also inconsistent with the results of research conducted by (Chendera & Indriyani, 2016) where the strategy that should be carried out by "Conato Bakery" in competing is an intensive market penetration strategy and product development. The difference in the results of this study is also thought to be caused by the difference in the context used, in which the location, environment, situation, object, research method, and characteristics of the respondents are different.

The results of this study are also inconsistent with the results of research conducted by (Primawardana & Indriyani, 2015) where the strategies that should be carried out by "Yulia Bakery" in competing are market penetration strategies, market development, and product development. The difference in the results of this study is also thought to be caused by the difference in the context used, where the location, environment, situation, object, research method, and characteristics of the respondents are different.

CONCLUSION

Based on the analysis and discussion that has been done, it can be concluded that Rega Bakery and Cake's current position is in the strength factor (quadrant II) which is greater than the weakness factor. So that the right business strategy is a diversification strategy so that it has competitiveness in maintaining and developing the Rega Bakery and Cake bakery business in Langsa City. It is suggested to improve the quality of service with the Customer Oriented concept. Provide good facilities for customers. Carry out marketing activities on a regular basis with accuracy and precision and neatness to increase revenue. Provide training and development to employees to improve the quality of human resources. Improving a good management system.

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