



## Mapping the Strategic Posture of a Microenterprise via SWOT–TOWS: A Pastry Shop Case Study

Akbar Tawaqqal<sup>1\*</sup>, Muhammad Rivaldi Harjian<sup>2</sup>

<sup>1-2</sup> University of Mataram, Indonesia

\* Corresponding Author: Akbar Tawaqqal

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### Abstract

This study analyzes the strategic position of the micro-enterprise “Toko Kue & Jajanan Pasar Mba Buch” through a qualitative descriptive case study grounded in the SWOT framework and TOWS synthesis. Drawing on the company profile and an internal–external factor mapping, we identify three core strengths such as consistent product and service quality, a distinctive flagship product (Dutch choux pastry), and a well-trained team of four, which are offset by weaknesses in supply reliability, underutilization of digital marketing and online marketplaces, and reliance on external suppliers. Externally, opportunities include institutional partnerships with government agencies and universities, expansion through social media and e-commerce platforms, and a pathway toward in-house production, while threats comprise an approximately 30% year-on-year decline in revenue, taste-related complaints, and an increased risk of insolvency if quality and service deteriorate. The TOWS matrix translates these findings into actionable strategies: SO (institutional packages with service-level agreements and location-based advertising), WO (pilot in-house production and structured digital campaigns), ST (standardized recipes, sensory quality control, and closed-loop feedback), and WT (supplier diversification, safety stock, and daily production scheduling). A phased action plan and key performance indicators such as on-time delivery, complaint rates below 1%, repeat order rates, and digital sales conversion rates are defined. Overall, this study offers a practical, context-specific roadmap for resilience and demand recovery in micro-scale food enterprises.

**Keywords:** SWOT Analysis, TOWS Matrix, Microenterprise, Food SMEs, Quality Control

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### 1. Introduction

Micro, small, and medium enterprises (MSMEs) play a pivotal role in regional economies by absorbing labor, mobilizing local resources, and catering to context-specific consumer preferences <sup>[1-3]</sup>. In Indonesia, MSMEs account for the overwhelming majority of business units and contribute more than 60% to national GDP, underscoring their function as the backbone of inclusive growth and employment creation <sup>[4]</sup>. Beyond their macroeconomic contribution, MSMEs also shape local social fabrics by sustaining household incomes, nurturing entrepreneurial capabilities, and preserving region-specific culinary and cultural traditions.

Within the broad MSME landscape, the food and beverage (F&B) sector holds a particularly strategic position. National statistics indicate that food and beverage service businesses in Indonesia reached approximately 4.85 million units in 2023, an increase of more than 20% compared with 2016 <sup>[5]</sup>. The F&B processing industry itself contributes a substantial share of manufacturing value added and has exhibited growth rates that outpace several other industrial subsectors, reinforcing its status as a key driver of domestic demand and value chain linkages. This expansion is accompanied by intensifying competition, product proliferation, and rising consumer expectations regarding taste, hygiene, packaging, and service experience.

Regional contexts such as West Nusa Tenggara (Nusa Tenggara Barat/NTB), where Lombok is a major tourist destination, further amplify these dynamics. The province has pursued tourism-led development, with government agencies targeting millions of domestic and international tourist arrivals and reporting steady growth in visitor numbers in recent years. Tourism flows stimulate strong demand for local culinary products, snacks, and traditional “jajanan pasar,” creating opportunities for pastry and snack MSMEs to embed themselves in both local and visitor consumption patterns. At the same time, seasonality in tourist arrivals, exposure to external shocks (such as pandemics), and shifts in visitor profiles increase uncertainty and intensify pressure on small food businesses to adapt their offerings, service standards, and marketing channels.

In this environment, food and pastry retailing becomes an intensely competitive arena, with demand fluctuations driven by seasonality, religious and social events, tourism cycles, and rapidly shifting consumer tastes<sup>[6, 7]</sup>. Low entry barriers make it relatively easy for new competitors to emerge, while high product substitutability means that customers can quickly switch to alternative shops if they perceive declines in taste, freshness, cleanliness, or service quality. For micro-scale pastry enterprises operating with limited capital and small teams, these conditions translate into a delicate balancing act: managing perishable inventories, standardizing recipes, maintaining consistent quality across batches, and responding to both offline and online customer feedback in a timely manner.

At the same time, the diffusion of digital technologies is reshaping competitive contours in the F&B MSME segment. Social media, food delivery platforms, and online marketplaces create new avenues for brand-building, promotion, and sales, while also exposing microenterprises to wider comparison and more visible customer reviews<sup>[8]</sup>. Policy discourses at the national level increasingly emphasize digitalization of MSMEs as a lever to strengthen competitiveness, improve market access, and support business resilience<sup>[9, 10]</sup>. However, many microenterprises continue to rely on word-of-mouth, walk-in customers, and manual record-keeping, underutilizing digital tools due to constraints in time, skills, or perceived relevance<sup>[11, 12]</sup>.

Within this broader landscape, this paper examines the case of “Toko Kue & Jajanan Pasar Mba Buch,” a pastry microenterprise established in 2017 with a growing track record of operations and a diversified customer base. The shop differentiates through a signature product, Dutch choux pastry, while emphasizing friendly, fast service and cleanliness supported by a four-person team. Its product portfolio combines traditional “jajanan pasar” with modern pastries, enabling the business to address both nostalgic and contemporary taste preferences in its local market. The enterprise serves individual consumers through daily retail transactions as well as institutional orders for events and meetings, positioning it at the intersection of retail and made-to-order catering.

Despite these favorable attributes, the enterprise faces mounting challenges that threaten its performance trajectory. The owner reports an approximate 30% year-over-year revenue decline, suggesting possible erosion of sales volume, average basket size, or order frequency. Sporadic taste-related complaints have been recorded, which, if unaddressed, could gradually erode customer loyalty in a context where repeat purchases and word-of-mouth

recommendations are critical success factors. Operationally, increased variety in product offerings and order types raises the risk of inconsistency in recipe execution, portioning, and presentation, especially given the small size of the production and service team and the absence of formalized standard operating procedures.

In parallel, the business has underexploited digital channels such as social media and e-marketplaces that could expand its reach beyond the immediate neighborhood, strengthen brand recognition, and help stabilize demand across weekdays and seasons. The enterprise also faces supply reliability issues due to dependence on external suppliers for key ingredients, creating vulnerabilities in both cost stability and product quality. These challenges mirror structural constraints documented among MSMEs in West Nusa Tenggara and similar regions, namely limited access to formal management tools, modest capitalization, exposure to demand shocks, and uneven adoption of digital platforms<sup>[13, 14]</sup>.

These conditions jointly motivate the adoption of a structured strategic management lens<sup>[15, 16]</sup>. A systematic SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis offers a transparent and accessible framework for diagnosing the internal and external factors that shape the competitive position of “Toko Kue & Jajanan Pasar Mba Buch”<sup>[17, 18]</sup>. However, diagnostic insight alone is insufficient for guiding managerial decisions in resource-constrained microenterprises. To move from analysis to action, the SWOT results must be translated into concrete strategic options using a TOWS matrix, which explicitly links internal strengths and weaknesses with external opportunities and threats to generate feasible strategic alternatives<sup>[19, 20]</sup>.

Accordingly, the contribution of this paper is threefold: (i) to map the enterprise’s strengths, weaknesses, opportunities, and threats using evidence from its internal profile and operating environment; (ii) to translate the SWOT results into a TOWS-based strategy portfolio that prioritizes actions in marketing, operations, quality management, and supplier relationships; and (iii) to propose a staged action plan and key performance indicator (KPI) architecture to guide execution and monitoring. By focusing on a single microenterprise case embedded in a tourism- and service-oriented regional economy, the study aims to derive practical lessons for similar pastry and food MSMEs seeking to stabilize performance, strengthen competitiveness, and professionalize their strategic decision-making processes.

## 2. Method

The study adopts a qualitative, descriptive design centered on a SWOT framework and TOWS synthesis. The primary data source is the enterprise profile and internal–external factor summary of the shop, encompassing founding history, product portfolio, service and staffing structure, customer segments and institutional partners, and the list of strengths, weaknesses, opportunities, and threats. The evidence base is treated as a case document, and insights are derived through content analysis.

The procedure consists of four steps. First, we map the enterprise context—operations, differentiation, service model, and markets. Second, we identify internal factors: strengths (product and service quality, distinctive signature product, and a trained four-person team) and weaknesses (supply delays, underutilized digital marketing/marketplace integration, and dependence on suppliers). Third, we identify

external factors: opportunities (institutional partnerships, social-media/marketplace expansion, and in-house production) and threats (revenue decline, taste complaints, and heightened insolvency risk). Fourth, we formulate a TOWS matrix to generate SO, WO, ST, and WT strategies.



**Fig 1:** Research Methodology

Accuracy and traceability are supported by transparent linkages between claims and source statements in the company's case documents (audit trail). From a methodological perspective, there is no quantitative weighting using the IFAS/EFAS matrix due to limited numerical data; however, strategic options are articulated at an actionable level and could be expanded in future research to incorporate explicit scoring schemes, risk assessments, and KPI targets.

### 3. Results and Discussion

#### 3.1. Internal Factors (Strengths and Weaknesses)

Strengths revolve around three pillars: (i) product and service quality associated with friendly, fast service and cleanliness;

(ii) a distinctive signature product, Dutch choux pastry that anchors differentiation; and (iii) a trained, four-person team that supports reliable day-to-day operations and positive customer experience.

Weaknesses are concentrated in the reliability of supply, leading to inconsistent stock and quality, underutilization of digital marketing and marketplace integration, and elevated dependence on external suppliers due to the absence of in-house production. These weaknesses underline the need for tighter coordination with suppliers and the development of marketing and production capabilities.

#### 3.2. External Factors (Opportunities and Threats)

Opportunities include: (i) partnerships with public agencies and universities for institutional orders; (ii) expansion through social media, paid advertising, and marketplaces to broaden reach; and (iii) a gradual move toward in-house production to enhance quality control and product availability. Together, these create levers for scaling sales and improving margins.

Threats encompass: (i) an approximately 30% revenue decline year-over-year; (ii) taste-related complaints that, if left unaddressed, may degrade loyalty; and (iii) heightened risk of insolvency if quality and service falter while the customer base contracts. These threats make quality assurance and demand recovery urgent priorities.

#### 3.3. Improvement Strategy

##### 3.3.1. Staged Action Plan and KPIs

Short-term (0–1 month): establish standard recipes, create sensory QC checklists, and implement a complaint-response protocol; publish a four-week content calendar and activate marketplace presence.

Medium-term (1–3 months): run a pilot of in-house production for the Dutch choux pastry and one additional SKU; conduct A/B tests on digital ads; craft institutional bundles with simple SLAs.

Long-term (3–6 months): expand institutional contracts and subscriptions; track KPIs: on-time delivery, complaint rate below 1%, repeat-order rate, and digital conversion rate.

##### 3.3.2. Managerial Implications

For owner-managers of micro food enterprises, the results underline the centrality of quality control and service discipline when facing demand contraction. Operationally, in-house production can strengthen both availability and quality consistency, while digital activation broadens reach at controllable cost. Institutional partnerships can provide baseline demand and cash-flow stability.

**Table 1:** SWOT Summary Table

Strength (S)	Weakness (W)
<ul style="list-style-type: none"> <li>Consistent product &amp; service quality; friendly, fast service; cleanliness maintained.</li> <li>Signature product (Dutch choux pastry) as a differentiator.</li> <li>Trained four-person team enabling reliable daily operations.</li> </ul>	<ul style="list-style-type: none"> <li>Supply delays causing stock/quality inconsistency.</li> <li>Underutilized social media and marketplace integration.</li> <li>Dependence on suppliers; in-house production not yet implemented.</li> </ul>
Opportunities (O)	Threats (T)
<ul style="list-style-type: none"> <li>Institutional partnerships: government agencies and universities.</li> <li>Growth via social media, paid ads, and marketplaces.</li> <li>Pathway to in-house production for better quality control and availability.</li> </ul>	<ul style="list-style-type: none"> <li>~30% year-over-year revenue decline.</li> <li>Taste-related complaints threatening loyalty and reputation.</li> <li>Risk of insolvency if quality/service lapse amid shrinking demand.</li> </ul>

**Table 2:** TOWS Summary Table

	<b>Opportunities (O)</b>	<b>Threats (T)</b>
<b>Strengths (S)</b>	<b>SO – Leverage strengths to seize opportunities:</b> <ul style="list-style-type: none"> <li>▪ Institutional bundles and pre-order packages highlighting the signature product and fast, friendly service; include simple SLAs (on-time delivery and quality).</li> <li>▪ Location-based advertising and testimonial-based creatives for institutional customer acquisition.</li> </ul>	<b>ST – Use strengths to mitigate threats:</b> <ul style="list-style-type: none"> <li>▪ Standard recipes and sensory QC to prevent taste issues; closed-loop feedback with voucher-based remediation.</li> <li>▪ Loyalty programs and institutional contracts to counter revenue decline.</li> </ul>
<b>Weaknesses (W)</b>	<b>WO – Address weaknesses by exploiting opportunities:</b> <ul style="list-style-type: none"> <li>▪ Pilot in-house production (1–2 lead SKUs) to reduce supplier dependency and stabilize quality.</li> <li>▪ Structured digital marketing: content calendar, marketplace integration, and A/B testing.</li> <li>▪ Utilize institutional networks for subscription-style orders for routine meetings.</li> </ul>	<b>WT – Minimize weaknesses to avoid threats:</b> <ul style="list-style-type: none"> <li>▪ Supplier diversification + safety stock of critical ingredients; daily production scheduling to protect lead times.</li> <li>▪ Digital channel optimization to recover demand amid declining revenue.</li> </ul>

### 3.3.3. Limitations and Future Research

The analysis is grounded in a single enterprise document; thus, generalizability is limited. Future studies can incorporate quantitative IFAS/EFAS weighting, multi-period financial and demand data, and customer-satisfaction surveys to validate the impact of specific TOWS initiatives. Comparative case analyses across similar pastry MSMEs in Indonesia would further enrich external validity.

### 4. Conclusion

The SWOT analysis of “Toko Kue & Jajanan Pasar Mba Buch” highlights a robust foundation in product and service quality, distinctive characteristics, and a capable four-person team, balanced by vulnerabilities in supply reliability, digital marketing execution, and dependence on external suppliers. External opportunities, particularly institutional partnerships, digital channels, and options to expand internal production capacity, offer a path to resilience, while threats such as declining revenue, taste complaints, and the risk of insolvency underscore the need for disciplined quality assurance and planned demand recovery efforts. The TOWS matrix yields an actionable strategy portfolio, supported by a staged implementation plan and clearly defined KPIs, furnishing a pragmatic roadmap for stabilizing and growing this micro-scale pastry enterprise.

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