

Women's Strategic Role In Environmental Adaptation And Competitiveness Of Gabus Pucung Culinary Heritage Through SWOT And QSPM

Bayu S. Pitoyo¹, Milda Handayani^{2*}, Muhammad R. Rianto³, Amelia A. Putri⁴, Prita P. Fauzianti⁵, Okky W. Amanda⁶

^{1,2,3,4,5}Faculty of Economics, Universitas Bhayangkara Jakarta Raya, Indonesia

⁶Faculty of Economics, Universitas Singaperbangsa, Karawang, Indonesia, Bekasi City, West Java 17121 Indonesia, E-mail: mildahandayani@ubhara.ac.id

Abstract:

This study aims to (a) identify strengths, weaknesses, opportunities, and threats in the gabus pucung culinary business; (b) analyze development potential through a grand strategy; (c) develop a strategy matrix based on internal and external factors; and (d) formulate a Quantitative Strategic Planning Matrix (QSPM) to determine the most effective strategy. The research involved six gabus pucung business actors with more than 20 years of experience, employing a mixed method approach that combined qualitative analysis through SWOT and quantitative analysis through QSPM scoring. The results indicate that gabus pucung sales have declined consistently over the years. Key challenges include the limited use of digital promotion, intense competition with other culinary products, reduced production due to raw material scarcity, and weak human resource capacity in adapting to the digital era. Based on these findings, recommended strategies include digital transformation through optimized social media use, recruitment of digital experts, improvements in financial management systems, and reinforcement of gabus pucung's brand image as part of Betawi's cultural heritage. This study highlights the urgency of digital transformation and youth involvement to ensure the competitiveness and sustainability of traditional culinary MSMEs. Its novelty lies in specifically addressing gabus pucung, a legendary Betawi dish surviving for over 50 years, with Bekasi City's role as the largest MSME hub in West Java strengthening the research's significance.

Keywords: MSMEs, Gabus Pucung Culinary, Women, SWOT, QSPM

1. INTRODUCTION

Gastronomy, as the study of food, has recently become a prominent topic of discussion [1], [2]. This trend aligns with the increasing number of food-related micro, small, and medium enterprises (MSMEs) in Indonesia, particularly in Bekasi, West Java. According to the Ministry of Industry of the Republic of Indonesia (Kemenperin), the food and beverage (F&B) industry plays a strategic role in supporting national economic growth and the manufacturing sector. In 2023, this sector contributed 39.10% to the GDP of the non-oil and gas processing industry and 6.55% to the national GDP. Moreover, the F&B industry recorded export values of USD 41.70 billion with a positive trade balance of USD 25.21 billion during the same year. As one of the priority sectors in the Making Indonesia 4.0 roadmap, this industry focuses on digital transformation and the implementation of Industry 4.0 technologies to enhance global competitiveness. To date, 115 companies in this sector have conducted self-assessments to evaluate their readiness for Industry 4.0 transformation [3].

Despite the highly competitive economic environment, the F&B industry has demonstrated consistent growth and resilience since 2011. Based on data from the Central Statistics Agency (BPS), the Gross Domestic Product (GDP) of the F&B industry at current prices (ADHB) reached IDR 1.12 quadrillion in 2021 [4]. However, business uncertainty remains a significant challenge for MSMEs across various industrial sectors, prompting entrepreneurs to continuously seek effective strategies to survive and adapt to rapid environmental changes [5].

In 2016, there were approximately 12,186 MSMEs operating in the food and beverage sector, employing around 410,000 people [6]. The rapid expansion of food MSMEs, combined with increasing consumer demand for halal products in Indonesia, presents substantial opportunities for halal food and beverage MSMEs to grow and strengthen their market presence. Nevertheless, to fully capitalize on this potential, MSMEs must improve their performance by identifying and addressing the key factors that influence their business success.

MSMEs serve as one of the main drivers of Indonesia's economic growth. Their rapid development has encouraged entrepreneurs to innovate and maintain competitiveness amid dynamic market changes [5]. The halal food sector, as part of the MSME landscape, possesses promising prospects for sustainable growth in

the future. Given Indonesia's large Muslim population and the increasing alignment of consumer lifestyles with Islamic principles, sharia-based businesses have emerged as an important economic force. Bekasi City, known as an industrial hub, hosts numerous MSMEs. According to [7], 2,186 out of 12,988 MSMEs registered with the Bekasi City Cooperative and Small and Medium Enterprises Office employ a total of 6,558 workers. Among these, halal food MSMEs are expected to experience notable growth. However, to achieve sustainable development, MSME actors must identify and strengthen the determinants that significantly influence their performance.

The Betawi ethnic group predominantly inhabits the cities of Jakarta, Bekasi, Tangerang, and Depok [8]. The concept of mobility and population displacement has driven the migration of Betawi people to the surrounding areas of Jakarta, leading to the establishment and development of Betawi communities in regions such as Bekasi, West Java [9]. Along with their migration, the Betawi people brought their distinctive culture, including their traditional culinary heritage—, often referred to as the Black of Betawi due to its dark-colored broth [10].

A study on the aquatic conditions of Jakarta Bay revealed that the waters of this metropolitan area possess abundant biological resources and serve as an essential source of livelihood for coastal communities, highlighting the existence of untapped local economic potential [11]. However, uncertainty in the business environment poses a major challenge to the development of resource-based enterprises [12]. Consequently, business actors must develop sustainable competitive advantages to ensure growth and resilience [13], [5].

One of the traditional culinary enterprises that warrants serious attention is the Gabus Pucung MSME, a business engaged in producing and selling Gabus Pucung, a signature Betawi dish made from snakehead fish (*Channa striata*) cooked in a black pucung (kluwak) broth. This traditional food-based MSME is currently facing significant sustainability challenges, as its existence and popularity have declined in recent years [14], [15]. Although the food and beverage industry in Bekasi continues to experience considerable growth by Komariah in 2022, traditional Betawi cuisines, particularly Gabus Pucung, are increasingly being overlooked and replaced by modern culinary trends. Several studies have shown that this local culinary heritage has gradually been “pushed aside” by the changing food culture by Ibnu in 2024. Preliminary research conducted by the authors in late 2024 involving 19 Gabus Pucung culinary entrepreneurs in Bekasi revealed a 60% decline in sales, with several vendors closing their businesses by 2025. The growing presence of cheaper modern food alternatives, coupled with the erosion of Betawi cultural values driven by globalization and cultural assimilation, has been identified as the main factor contributing to this decline.

To ensure the sustainability of Gabus Pucung culinary MSMEs, it is essential to develop optimal strategic approaches that enable these enterprises to survive, grow, and adapt to dynamic market changes. Within this context, women play a crucial role in strengthening family and community resilience by driving innovation and strategic development in Gabus Pucung culinary businesses, thereby enhancing their competitive advantage. The pivotal role of women in socioeconomic development has been widely acknowledged [16], extending beyond traditional domestic responsibilities to encompass significant contributions to economic sustainability and community empowerment. Empirical studies indicate that women often demonstrate superior managerial, financial, and innovative capabilities compared to men in various countries [17]. Women tend to excel in business management and organizational leadership, while men are often more adept at field-based or technical exploration activities [18]–[21].

Based on the aforementioned arguments and field observations, several problems were identified in this study as follows: a) inadequate management practices among Gabus Pucung entrepreneurs, resulting in poor business performance and the inability to conduct SWOT analyses that are essential for growth and sustainability; b) limited understanding of market and customer orientation, leading to products that fail to meet customer expectations and value preferences; c) lack of awareness in identifying market segmentation, targeting, and positioning (STP) strategies, which restricts their ability to define a clear competitive focus; and d) the absence of structured business and marketing strategies, coupled with low human resource capacity, unrecorded financial management, and unmeasured production processes, all of which collectively hinder business sustainability.

To overcome these challenges and enhance the performance of Betawi women entrepreneurs, this study proposes the development of a Strategic Management Model aimed at improving the competitiveness of Gabus Pucung MSMEs through the following stages: a) identifying the strengths, weaknesses, opportunities, and threats (SWOT) of the Gabus Pucung business; b) analyzing market dynamics and customer needs; c) formulating appropriate segmentation, targeting, and positioning (STP) strategies; and d) integrating the

results of the SWOT analysis into the Quantitative Strategic Planning Matrix (QSPM) to develop data-driven strategic recommendations that can guide sustainable business growth.

Previous studies have extensively applied the SWOT analysis approach across various fields. For instance, research conducted in 2022 [22] examined the implementation of SWOT analysis in Sharia banking marketing strategies in Indonesia. A 2014 study [23] analyzed halal logistics in Malaysia using a SWOT framework, while a 2020 study [24] explored the strengths, weaknesses, opportunities, and threats in higher education through a case study of Allama Iqbal Open University in Islamabad, Pakistan. Another study in 2019 [25], titled “The Business Strategy of ‘Laksa’ Culinary Tourism in Tangerang, Indonesia,” applied SWOT analysis to the culinary tourism sector. Similarly, a 2020 study [26] focused on SWOT-based marketing management for improving MSME performance, whereas research from 2014 [27] examined the truffle market in Greece through a SWOT perspective. In 2011, a related study [28] also utilized the SWOT approach in assessing business strategies in other contexts.

Specific research on Gabus Pucung cuisine has also emerged in recent years. A 2024 study [29] investigated the influence of cultural fanaticism and purchase interest on purchasing decisions for Gabus food products, while another study in 2024 [30] analyzed the effect of culinary product quality on purchasing decisions and consumer satisfaction, using Gabus Pucung as a halal culinary icon of the Betawi Ora community in Bekasi, Indonesia. Additionally, a 2021 study [31] examined the growth performance of snakehead fish (*Channa striata*) seeds in different water media [32], providing supporting insights into the raw material aspect of Gabus Pucung production.

Based on the review of previous literature, it can be concluded that most studies applying the SWOT analysis approach, both in Indonesia and abroad, tend to be partial and limited in scope, focusing mainly on marketing strategy analysis. These studies often fail to comprehensively identify and quantify strategic priorities using tools such as the Quantitative Strategic Planning Matrix (QSPM), resulting in findings that are largely theoretical and difficult to implement.

In contrast, the novelty of the present research lies in the development of a holistic SWOT analysis model that integrates multiple business dimensions, including marketing, human resources, finance, and operations, to generate actionable strategic recommendations. Furthermore, this study contributes to the literature by combining an industry-based MSME approach with a customer value-centered perspective, ensuring stronger alignment between business strategies and consumer needs. Another significant contribution of this research is its emphasis on the role of women as key drivers of economic resilience, particularly within the Gabus Pucung culinary MSME sector in Bekasi, Indonesia.

1.1 LITERATURE REVIEW

MSMEs and Business Performance

Micro, Small, and Medium Enterprises (MSMEs), also referred to globally as Small and Medium Enterprises (SMEs), are productive economic entities managed by individuals or individually owned business organizations. In Indonesia, the existence and classification of MSMEs are regulated under Law Number 20 of 2008, which establishes specific criteria for defining micro, small, and medium enterprises. These enterprises play a vital role in supporting local and national economic development [33]. MSMEs generally possess distinctive characteristics, such as the utilization of locally available raw materials, relatively simple production processes that are directly managed by the owners, and the active involvement of local communities. With such potential, MSMEs have significant opportunities for growth and can be further developed, particularly when guided toward producing competitive and high-value products [34].

In this context, business performance can be defined as the measurable outcomes achieved in a specific area of activity. Conceptually, performance reflects how individuals or groups execute work processes to attain established objectives. Within organizational settings, performance represents the degree to which strategic goals have been achieved. Therefore, identifying clear business objectives serves as a fundamental step in evaluating the success and sustainability of MSMEs [35].

Strengths, Weaknesses, Opportunities, And Threats (SWOT)

The rapid acceleration of digital transformation across various sectors has resulted in significant changes in business strategy and organizational policy practices. One of the most widely used strategic planning tools that plays a vital role in enhancing organizational productivity is the SWOT analysis [36]. This analytical framework provides a structured approach to identifying and aligning both internal and external factors that influence organizational performance. The SWOT framework classifies these factors into four key dimensions—strengths, weaknesses, opportunities, and threats—allowing organizations to systematically map

their internal capabilities and external challenges. Through this process, decision-makers can better understand how internal strengths can be leveraged to capitalize on emerging opportunities, while also recognizing how existing weaknesses may hinder growth or expose the organization to external threats [37]. Furthermore, SWOT analysis serves as a foundation for producers, organizations, and policymakers to formulate strategies aimed at improving competitiveness, managing risks effectively, and achieving sustainable business growth [38]. By integrating SWOT analysis into strategic planning, organizations are better equipped to align their resources with environmental dynamics, thereby ensuring adaptability and long-term resilience in an increasingly competitive market landscape

Quantitative Strategic Planning Matrix (QSPM)

The strategic planning process in modern organizations often begins with a SWOT analysis to identify strengths, weaknesses, opportunities, and threats. Following this, the Quantitative Strategic Planning Matrix (QSPM) is applied as a quantitative step to develop and evaluate strategic alternatives based on the SWOT data obtained. At this stage, managers compile a list of potential strategies, and QSPM assigns an attractiveness score to each alternative, enabling the prioritization of the most promising strategy for implementation in the subsequent period [39].

In the strategy selection process, QSPM serves as a tool that facilitates the simultaneous evaluation of multiple strategic options by systematically integrating internal and external factors. Through this approach, several strategies can be effectively analyzed at once, allowing the selection of the most relevant and feasible strategy based on their relative priorities [40]. The primary objective of QSPM is to determine the most optimal strategy through an objective and data-driven approach, utilizing analytical results derived from various strategic management techniques and supported by a simple yet measurable calculation process [41]. According to [40], QSPM is used to assess the relative attractiveness of alternative strategies, thereby assisting organizations in selecting the most effective course of action. Overall, this aligns with the notion that QSPM is an essential tool for validating strategic data and identifying strategies that provide a competitive advantage. It effectively validates diverse strategic information—such as facts, figures, trends, and other key variables—thus enabling organizations to identify and implement feasible strategic alternatives that enhance their competitive position in the market.

Grand Strategy Matrix (GSM)

A strategy can be defined as a series of structured actions designed to achieve specific objectives in both the short and long term [42]. In contrast, strategic planning refers to a systematic process that focuses on setting organizational goals—typically for a period of three years or more—along with formulating strategies and allocating resources effectively to accomplish these goals. According to Oboreh and Umukoro (2011), this process ensures that the direction, objectives, and key components of corporate strategic planning are clearly defined [43]. The concept of grand strategy can be understood as a comprehensive framework that integrates various planning efforts and reflects long-term behavioral patterns that indicate an organization's or nation's priorities and actions in achieving its strategic objectives [44]. In organizational or business contexts, grand strategy analysis is often employed to identify an entity's strategic position within a particular quadrant. Based on this position, alternative strategies are formulated using the SWOT matrix approach, tailored to the characteristics and conditions of each quadrant.

METHODOLOGY

This study employs a mixed-methods approach, integrating both qualitative and quantitative research techniques. The qualitative approach seeks to understand phenomena within their natural contexts through an in-depth exploration of participants' meanings, experiences, and perspectives, rather than relying solely on numerical data [45]. In contrast, the quantitative approach emphasizes objective measurement and numerical data analysis to explain social and scientific phenomena. Data are typically collected through standardized instruments such as surveys, questionnaires, and experiments, and subsequently analyzed using statistical techniques to test hypotheses, identify relationships among variables, and draw broader generalizations [46]. The qualitative component of this study adopts a descriptive approach using in-depth interview techniques to explore the experiences, challenges, and business strategies of gabus pucung traders in Bekasi, which are then summarized in terms of strengths, weaknesses, opportunities, and threats (SWOT). Six informants were selected through purposive sampling, consisting of traders with over 20 years of business experience who were considered capable of providing relevant and comprehensive insights. In-depth interviews were chosen for their ability to capture personal perspectives, daily business practices, and socio-cultural factors influencing the sustainability of this traditional culinary business.

The collected data were analyzed using thematic analysis, which involved transcription, coding, theme identification, and interpretation of meanings. To ensure data validity, this study applied source triangulation—comparing narratives among informants and with relevant local documents or news sources—as well as member checking with respondents to confirm the accuracy of interpretations with their actual experiences. This methodological approach enables researchers to obtain an in-depth understanding of the existence and sustainability of traditional MSMEs within the local context. Following the in-depth interviews and SWOT identification, the next stage involves formulating a grand strategy to determine the strategic position on the matrix chart. Subsequently, the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices are developed and refined through the application of the Quantitative Strategic Planning Matrix (QSPM).

RESULT

This section provides an overview of the gabus pucung culinary businesses in Bekasi City that serve as the focus of this study. The business profiles include key aspects such as the length of establishment, managerial generation, number of employees, business scale, and the cultural background of the business owners. This information is essential to provide contextual understanding of the capacity and characteristics of the MSMEs under study before conducting further analyses of internal and external factors.

Comprehensive data on the business profiles are presented in Table 1. The table summarizes the profiles of six gabus pucung culinary business operators in Bekasi City who participated as respondents in this study. In-depth interviews were conducted between June and Sept 2025 to obtain detailed information on their

Table 1: Profiles of six culinary entrepreneurs in gabus pucung, Bekasi city

Warung Gabus Pucung ibu Hj. Kemi		Rumah Makan Ayam Kampung & Gabus Pucung Bu Haji Aminah	
Length of business	20 years	Length of business	27 years
Generation	Second	Generation	Third
Number of employees	4	Number of employees	5
Business scale	Small	Business scale	Small
Background	Betawi	Background	Betawi
Pondok Gabus Lukman		Gabus Pucung Bu Nana	
Length of business	37 years	Length of business	23 years
Generation	Third	Generation	Second
Number of employees	10	Number of employees	5
Business scale	Small	Business scale	Small
Background	Betawi	Background	Betawi
Gabus Pucung Harapan Indah		Gabus Betawi Jatisampurna	
Length of business	25 years	Length of business	31 years
Generation	Second	Generation	Third
Number of employees	7	Number of employees	8
Business scale	Small	Business scale	Small
Background	betawi	Background	betawi

business characteristics.

Based on the data presented, it can be observed that most gabus pucung businesses in Bekasi City remain within the small-scale category, characterized by a limited number of workers and management that is often passed down to the second or third generation. The relatively long period of operation of these businesses reflects the continuity of Betawi culinary traditions; however, it has not been accompanied by substantial business growth or modernization. This condition provides an empirical foundation for further investigation into the strategic factors—both internal and external—that influence business sustainability.

This study focuses on several MSME actors engaged in selling traditional Betawi cuisine, specifically gabus pucung, in the Bekasi area. By employing a SWOT analysis integrated with the Quantitative Strategic Planning Matrix (QSPM), this research seeks to identify the key strategic factors that most significantly affect the sustainability and competitive advantage of these gabus pucung MSMEs. This is particularly important, as the challenges faced by these business actors extend beyond issues of raw material supply and sales performance, encompassing the broader effort to preserve cultural identity while adapting to evolving consumer preferences and market dynamics.

The SWOT analysis in this study was formulated based on qualitative data obtained through in-depth interviews with six gabus pucung culinary entrepreneurs in Bekasi City. The following table summarizes the key findings derived from the interviews.

An internal analysis was conducted to identify the strengths and weaknesses of MSMEs. The IFAS matrix

Table 2: Internal Factor Evaluation (IFE)

No	Strength	Weight	Rating	Score	Description
1. Marketing					
	• Business reputation	0,07	4	0,28	Has been operating for a long time and already has a reputation.
	• Organic promotion	0,03	2	0,06	Strong business image due to word-of-mouth promotion.
2. Human Resources					
	• Independent employees	0,02	2	0,04	Employees capable of working without supervision.
	• Number of employees	0,02	1	0,02	Sufficient for basic operations.
3. Operational					
	• Authentic spices	0,05	3	0,15	Using authentic spices.
	• Traditional recipes	0,06	4	0,24	Maintains the authentic taste of heritage.
	• Flexible production	0,04	1	0,04	Adjusts to the number of daily customers.
	• Taste quality	0,05	2	0,10	Taste is the top priority.
4. Finance					
	• Not dependent on debt	0,03	2	0,06	Business operates without external financial burdens.
Total Strength Score		0,40	(1-4)	1,08	

No	Weakness	Weight	Rating	Score	Description
1. Marketing					
	• Social media is not yet optimal.	0,09	4	0,36	Minimal use of digital marketing.
	• Limitations in visual promotion.	0,06	3	0,18	Not many visual media such as banners/posters.
2. Human Resources					
	• Business regeneration	0,04	3	0,12	No plans for business succession.
	• Employee task distribution	0,05	2	0,10	Employee task distribution is not yet structured.
	• No recruitment of young human resources.	0,06	4	0,24	Lack of adaptability to the new generation.
3. Operational					
	• Limited parking space	0,05	2	0,10	Parking facilities are very limited, especially when the number of customers increases.
	• Limited dining tables	0,07	3	0,21	Limited dining capacity.
	• Simple kitchens and equipment	0,04	1	0,04	Hampers production capacity expansion.
	• No expansion plans	0,07	4	0,28	No business growth strategy.
4. Finance					
	• Cash management is not yet effective	0,07	3	0,21	Difficulty managing daily cash flow.
Total Weakness Score		0,60	(1-4)	1,84	
TOTAL IFE		1		2,92	

was used to analyze the strengths and weaknesses originating from within the business.

Based on Table 2, the results of the internal factor analysis (IFAS) show a strength score of 1.08 and a weakness score of 1.84, resulting in a total IFAS score of 2.92. This indicates that, internally, gabus pucung businesses are in a relatively strong position, although several aspects still require improvement to enhance overall performance and competitiveness.

The external analysis aims to identify opportunities and threats originating from the business environment. To achieve this, the External Factor Analysis Summary (EFAS) matrix is utilized to systematically identify and evaluate external factors that may present potential opportunities or pose risks to the sustainability of gabus pucung enterprises.

Based on Table 3, the results of the external factor analysis (EFAS) show an opportunity score of 1.91 and a threat score of 1.23, resulting in a total EFAS score of 3.14. This suggests that these MSMEs demonstrate a relatively good capacity to respond to both opportunities and threats in the external environment.

This finding is reinforced by the use of natural ingredients and authentic recipes, which add value by preserving the distinctive traditional flavor of the product. Such strengths foster organic customer trust, particularly through word-of-mouth promotion. However, several internal weaknesses remain evident. The

No	Opportunity	Weight	Rating	Score	Description
1. Marketing					
	• Konten branding	0,05	3	0,15	Increase visibility through social media.
	• Attractive menu book	0,04	1	0,04	Attract new customers with visual menus.
	• Traditional culinary festival	0,06	2	0,12	Promotional opportunities during local events.
	• Collaboration with food vloggers	0,07	4	0,28	Reach a wider market.
2. Human Resources					
	• Recruit young human resources	0,09	4	0,36	Technology adaptation by the younger generation.
	• Regeneration training	0,04	3	0,12	Prepare the next generation of business successors.
3. Operational					
	• Additional operating hours	0,05	2	0,10	Extending opening hours gives customers more time to visit.
	• Cooperation with other suppliers	0,07	4	0,28	Maintains a stable supply of raw materials.
	• Catering services	0,06	3	0,18	Diversifies business services.
4. Finance					
	• Digital cashier system	0,07	4	0,28	Improves efficiency in financial record keeping.
Total Opportunity Score				1,91	

No	Threat	Weight	Rating	Score	Description
1. Marketing					
	• Fast food competitors	0,06	3	0,18	Their promotions and service speed are higher.
	• New restaurant competitors	0,05	2	0,10	Similar culinary alternatives are emerging.
	• Changes in culinary trends	0,07	4	0,28	Changes in food trends are leaning towards modern cuisine.
2. Human Resources					
	• Dependence on permanent human resources	0,02	3	0,06	Difficult to adapt if employees leave.
	• Difficult to find replacement human resources	0,03	2	0,06	Not easy to find experienced human resources.
3. Operational					
	• Inconsistent raw materials	0,05	4	0,2	Inconsistent raw materials cause quality issues.
	• Location competition	0,02	1	0,02	Many similar businesses are located in the same area.
	• Unstable raw material stock	0,04	3	0,12	Can disrupt daily production.
4. Finance					
	• Declining purchasing power	0,03	4	0,12	The national economy has caused purchasing power to decline.
	• No emergency funds	0,05	3	0,09	Vulnerable if there is a decline in income.
Total Threat Score				1,23	
TOTAL EFE				3,14	

Source: Processed Data, 2025

limited use of social media and the absence of effective visual promotional tools reduce the businesses' potential in the digital market. Furthermore, the lack of workforce regeneration poses a challenge to ensuring long-term business sustainability..

Meanwhile, from an external perspective, the relatively high EFAS score indicates that the businesses are capable of identifying and responding to external opportunities effectively. Significant opportunities exist in the utilization of digital technologies, while initiatives such as recruiting younger workers represent appropriate strategies to adapt to evolving market preferences.

However, several external threats must be carefully anticipated. The increasing competition from modern and digitally oriented culinary businesses, the limited availability of raw materials, and fluctuating macroeconomic conditions are among the key factors that may threaten business continuity. These challenges could have a more severe impact if not accompanied by appropriate risk mitigation and adaptive strategic responses.

The Grand Strategy Matrix (GSM) is used as a tool to show the position of gabus pucung's business quadrant and to reinforce the results of the SWOT analysis. The position of Gabus Pucung's culinary in the GSM is shown in Figure 1.

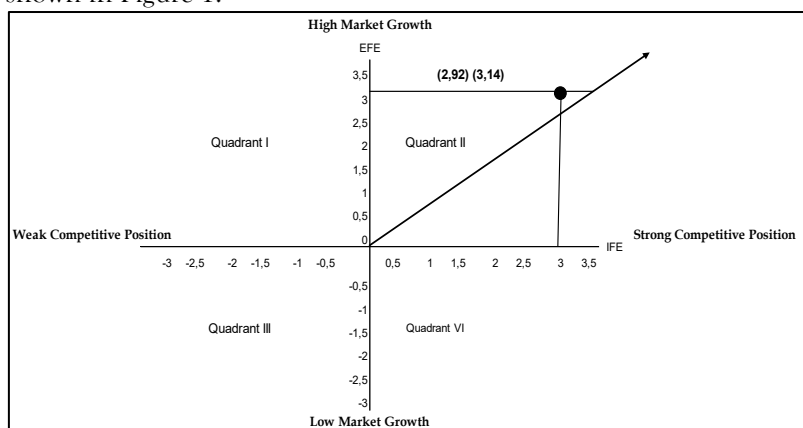


Figure 1: Grand Strategy Chart

Based on the Grand Strategy matrix, the total scores obtained from the Internal Factor Evaluation (IFE) matrix (2.92) and the External Factor Evaluation (EFE) matrix (3.14) indicate that the business is positioned in Quadrant I. This position reflects a relatively favorable condition, suggesting that the enterprises possess strong internal capabilities and face promising external opportunities for further development. The existing strengths can be optimized by enhancing managerial capabilities and leveraging opportunities that emerge from advancements in digital technology.

For businesses positioned in Quadrant I, the most appropriate approach is an aggressive growth strategy, which aims to maximize internal strengths while proactively responding to external opportunities to achieve sustainable business performance. Recommended strategic options include market development, product development, market penetration, strategic partnerships, and targeted diversification.

Following the SWOT analysis, the next analytical tool employed is the Quantitative Strategic Planning Matrix (QSPM). The QSPM was developed based on the results of the SWOT analysis and integrated with the findings from the IFE and EFE matrices. This integration produced a set of alternative strategies categorized into four groups: S-O (Strengths-Opportunities), W-O (Weaknesses-Opportunities), S-T (Strengths-Threats), and W-T (Weaknesses-Threats). These strategic alternatives were then further analyzed using the QSPM to determine the priority of strategies for implementation.

Table 4 presents a SWOT matrix that combines internal factors (strengths and weaknesses) and external factors (opportunities and threats) to formulate alternative strategies for developing the gabus pucung culinary business in Bekasi City.

SO	WO
<ul style="list-style-type: none"> Leverage the established reputation of the business to collaborate with food vloggers or reviewers for wider and more effective promotion. Develop culturally-themed catering services with authentic flavors and flexible production. Promote the excellence of spices and commitment to quality cuisine as attractions in traditional culinary festivals to reach a wider range of consumers. 	<ul style="list-style-type: none"> Involve younger family members in operations and digital training as a means of business regeneration, while also preparing for future branch expansion. Recruit young people who are proficient in digital technology to optimize promotion, develop visual media (such as menus), and improve online services.
ST	WT
<ul style="list-style-type: none"> Leverage the loyalty of long-time customers and word of mouth to reinforce the image of Betawi cuisine, while maintaining quality and traditional presentation. Strengthen the brand as a recognized culinary icon in order to compete with fast food and new players. 	<ul style="list-style-type: none"> Develop a digital financial recording system to be better prepared for the risk of a decline in revenue. Create a plan for franchise expansion or new branches to remain competitive and not lose market share.

Strategy Group (SG)	Strategy	Weight	AS	TAS	RATING
SO	SO1	0,11	3	0,33	5
	SO2	0,11	2	0,22	7
	SO3	0,12	4	0,48	3
WO	WO1	0,12	3	0,36	4
	WO2	0,15	4	0,60	1
ST	ST1	0,13	4	0,52	2
	ST2	0,10	3	0,30	6
WT	WT1	0,07	3	0,21	8
	WT2	0,09	2	0,18	9

The QSPM matrix consists of several key components. The Weight column represents the relative level of urgency or importance of each alternative strategy; the higher the weight value, the more critical the implementation of that strategy. Next is the Attractiveness Score (AS) column, which ranges from 1 to 4 and indicates the organization's level of interest or the relative appeal of each strategy—the higher the score, the more attractive the strategy is considered to be. The Total Attractiveness Score (TAS) is then obtained by multiplying the Weight and the Attractiveness Score, providing an overall measure of each strategy's priority. Finally, the Rating column is used to identify short-term priority strategies.

According to the results presented in Table 5, the WO2 strategy achieved the highest score of 0.60. This strategy—recruiting young people to assist in selling Gabus Pucung—is considered the most realistic, given

that most current business owners are elderly and have limited understanding of rapid technological developments. The involvement of the younger generation not only enhances the adaptability of the business to digital market trends but also strengthens its appeal to younger consumers. This intergenerational collaboration is crucial for ensuring the long-term sustainability of Gabus Pucung in an increasingly competitive modern culinary industry.

The findings of this study reveal that the six Gabus Pucung culinary businesses in Bekasi City share relatively similar characteristics. They generally operate on a small business scale and are predominantly managed by the second and third generations of family entrepreneurs with strong Betawi cultural roots. The results also indicate that these businesses have been operating for between 20 and 37 years, employing between four and ten workers each. This finding confirms that Gabus Pucung represents a traditional culinary heritage that has been passed down across generations. However, despite their longevity, these businesses have remained relatively stagnant in terms of growth and have not experienced significant expansion.

The internal factor analysis using the IFE matrix produced a total score of 2.92, comprising a strength score of 1.08 and a weakness score of 1.84. These results suggest that the existing strengths are not yet sufficient to compensate for the prevailing weaknesses. The major strengths identified include a long-standing business reputation, the consistent use of traditional recipes, superior taste quality, and the independence of female business owners. This aligns with previous literature emphasizing that women often play a more prominent role in small-scale entrepreneurship than men [47].

Conversely, the most significant weaknesses identified in this study are the limited adoption of digital marketing strategies, inadequate facilities, and insufficient human resource regeneration. One key strength possessed by these entrepreneurs is their strong commitment to maintaining authentic flavors through the use of original Betawi spices. This authenticity distinguishes Gabus Pucung from modern cuisine, which tends to prioritize practicality and instant preparation. The businesses' long-established reputations also contribute to high levels of customer loyalty, further reinforced by organic word-of-mouth promotion.

The use of social media and digital marketing has been shown to accelerate MSME growth by enhancing product visibility and expanding market reach. However, in many regions, this technology remains underutilized by small enterprises, highlighting the need for a more strategic and structured approach to market expansion [48]. In practice, digital marketing literacy among MSME owners remains relatively low due to limited understanding and suboptimal utilization of internet-based promotional tools [49]. The most critical weakness identified in this research is the minimal use of social media and visual-based marketing. Almost all respondents still rely on conventional marketing methods, making it difficult to compete with more digitally active competitors. Previous studies have similarly emphasized that social media platforms such as Instagram, Facebook, and TikTok can significantly enhance market reach and brand awareness, though their adoption is often hindered by inadequate digital literacy [50].

Furthermore, the absence of a clear business succession plan poses a potential threat to long-term sustainability, particularly since most current owners are elderly. Operational limitations, including inadequate parking areas, restricted dining space, and outdated kitchen facilities, also constrain the businesses' ability to provide optimal customer service.

The analysis of external factors using the External Factor Evaluation (EFE) matrix produced a total score of 3.14, consisting of an opportunity score of 1.91 and a threat score of 1.23. These findings indicate that the Gabus Pucung business has promising prospects, provided that it can effectively capitalize on available opportunities. The most significant opportunities lie in the utilization of digital technology, collaboration with food vloggers, and participation in the growing trend of culinary festivals that can serve as effective promotional platforms. Furthermore, the potential for generational renewal through the recruitment of young workers represents a strategic opportunity to enhance business sustainability.

However, Gabus Pucung business owners also face several external threats. The rising number of competitors, particularly from modern and fast-food restaurants, poses a substantial challenge. Shifts in consumer preferences toward more practical and innovative culinary products further increase the risk that Gabus Pucung may lose appeal among younger consumers. Additionally, fluctuations in the availability of gabus (snakehead) fish as a primary raw material, coupled with declining purchasing power driven by broader macroeconomic conditions, further threaten business continuity.

The results of the Grand Strategy mapping indicate that the Gabus Pucung business is positioned in Quadrant I, which corresponds to an aggressive growth strategy. This position suggests that the businesses' internal strengths can be leveraged to seize external opportunities, enabling further expansion and

development. Within this strategic context, market development, market penetration, product diversification, and strategic partnerships are identified as the most appropriate approaches.

Furthermore, the results of the Quantitative Strategic Planning Matrix (QSPM) analysis reveal that the WO2 strategy—recruiting young people to assist in marketing and selling Gabus Pucung—achieved the highest total attractiveness score of 0.60. This strategy is considered the most feasible and impactful, as the younger generation tends to possess greater digital literacy, allowing them to optimize online marketing platforms effectively. Their involvement also serves as a vital step in addressing the lack of generational regeneration within these traditional family-run businesses.

Another recommended strategy involves leveraging the established reputation of Gabus Pucung to collaborate with food vloggers, thereby enhancing brand visibility and promoting Betawi culinary identity to a wider audience. In addition, developing Betawi-themed catering services presents an opportunity to diversify products and reach new market segments. These strategies not only target sales growth but also contribute to reinforcing the cultural value and heritage embedded in Gabus Pucung cuisine.

Overall, the findings of this study demonstrate that the Gabus Pucung business in Bekasi City retains substantial potential for sustainable development. Despite facing both internal and external challenges, strategic initiatives centered on empowering younger human resources, integrating digital technologies, and fostering cross-sector collaboration can serve as effective solutions. With well-formulated strategies and consistent implementation, Gabus Pucung has the potential not only to preserve its legacy as a traditional Betawi culinary icon but also to evolve into a competitive and culturally distinctive product within the modern food industry landscape.

2. CONCLUSION

The Gabus Pucung culinary businesses in Bekasi remain predominantly small-scale and are generally passed down from generation to generation. Despite their long-standing reputation and authentic flavors, business development has remained relatively stagnant due to limited innovation in management and marketing practices. The internal factor analysis reveals that the primary strengths lie in the consistent use of traditional recipes, strong customer loyalty, and superior taste quality. However, several critical weaknesses still dominate, particularly the limited use of digital media, inadequate business support facilities, and the absence of effective human resource regeneration.

The external factor analysis highlights significant opportunities arising from advancements in digital technology, the increasing popularity of culinary festivals, and potential collaborations with food vloggers. Conversely, external threats—such as growing competition from modern culinary businesses, fluctuations in raw material availability, and declining consumer purchasing power—must be carefully anticipated to prevent disruptions in business continuity.

The results of the Grand Strategy mapping position the Gabus Pucung business in Quadrant I, which corresponds to an aggressive growth strategy. This indicates that business actors should focus on market development, market penetration, product diversification, and strategic partnerships. Furthermore, the results of the Quantitative Strategic Planning Matrix (QSPM) analysis emphasize that the top-priority strategy is to recruit digitally literate young workers, supported by complementary strategies such as optimizing digital marketing, strengthening external collaborations, developing catering services, and improving technology-based financial management systems.

3. FUTURE RESOURCES

Theoretically, future research is expected to examine a broader scope of Gabus Pucung culinary businesses, extending beyond Bekasi City to include regions that are historically associated with the Betawi community—such as DKI Jakarta, Depok, and Tangerang—where Gabus Pucung is traditionally produced and culturally embedded.

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