



Business Competition Strategy Using SWOT Analysis in Dyno Toast Business in Makassar

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Abstract. This study aims to analyze the business competition strategy implemented by Dyno Toast in Makassar using a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis approach. The research method used is descriptive qualitative with data collection techniques through observation, interviews, and documentation. The results of the study indicate that Dyno Toast has strengths in the form of unique flavors, competitive prices, a well-known local brand, and a strategic location. Available opportunities include contemporary culinary trends, delivery services, and promotions through social media. However, this business also has weaknesses in the form of limited menu variations, production capacity, and a suboptimal financial recording system, as well as facing threats from tight competition, fluctuations in raw material prices, and changes in consumer trends. The results of the SWOT analysis shown, Dyno Toast's position is in Quadrant I (Aggressive Strategy), which means the company is advised to expand, innovate products, and penetrate the market more intensively. Thus, the strategy taken can strengthen the business's competitiveness amidst the dynamics of the culinary market in Makassar.

Keywords: Business Strategy, SWOT Analysis, Business Competition, Small and Medium Enterprises (Smes), Makassar Culinary Business.

1 Introduction

Business developments in the current era of globalization and digitalization present both challenges and opportunities for every business owner. Increasingly fierce competition, changing consumer preferences, and rapid technological advancements require businesses to develop the right strategies to survive and excel in the market. In this context, strategic management is key to business success. Business owners are required to innovate, create compelling and creative product quality innovations that meet market demands, and continuously improve product weaknesses to reach their target market. Furthermore, market owners are required to be able to identify existing market opportunities and capitalize on them quickly. Therefore, maintaining customer loyalty and capturing market share are crucial for businesses[1]. In addition to maintaining customer loyalty and capturing market share, market owners must also stay abreast of technological developments to improve business efficiency.

The Food and Beverage (F&B) processing industry plays a vital role in the Indonesian economy. In 2024, this subsector, classified as a non-oil and gas processing

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industry, recorded significant growth, contributing 5.9 percent to Indonesia's Gross Domestic Product (GDP). While still promising, the F&B manufacturing industry is currently facing pressure from rising inflation, which will occur in March 2025. This surge in inflation has the potential to drive up the prices of various production components, potentially impacting price competitiveness among increasingly price-sensitive consumers.

With this competition, entrepreneurs face various threats, both internal and external. Many new businesses offer similar products, creating intense competition. Entrepreneurs must maximize their sales strategies by understanding market demand and customer satisfaction levels, as this will influence consumer purchase volume. Furthermore, in this competitive environment, companies must employ astute management to retain customers and develop competitive strategies when promoting their products and services.

Competition among businesses offers consumers the advantage of lower prices and a wider choice of goods and services. These options allow consumers to select similar products or services that offer the highest quality at comparatively lower prices than other comparable alternatives. Each company employs distinct strategies to accomplish its objectives. A strategy is more than just a plan; it is an integrated scheme that connects every part of the organization. A thorough strategy addresses all critical components of the company.

According to Susanto et al. [2], strategic management is a series of processes involving the formulation, implementation, and evaluation of strategies intended to achieve a sustainable competitive advantage by leveraging an organization's resources and opportunities. Additionally, Miradji et al.[3] stress the significance of innovation within strategic management, particularly in the digital era.

When MSMEs successfully adopt an entrepreneurial orientation and innovation, they should be capable of formulating business strategies that serve as tools for competing effectively. Having the right strategy is crucial for MSME entrepreneurs, as they must be skilled in recognizing opportunities and threats within their business environment[4]. Current culinary trends are highly varied, such as the mushrooming of toast. We can find outlets in various forms, from booths and carts to unique cafes that follow current trends. The toast business is very profitable because it can be consumed by a wide range of people, from children and teenagers to the elderly.

Dyno Toast was founded in 2022 and has grown rapidly, although there is only one Dyno Toast outlet until now, the taste of Dyno Toast is no less delicious than toast in other places. Dyno Toast has become one of the comfort foods among millennials and gen z. Dyno Toast not only sells food, they also sell drinks, namely milkshakes with various flavors. The perfect combination of sweet milkshakes is enjoyed with toast that has a variety of flavors as well, ranging from salty to sweet. The location of Dyno Toast is very strategic, in the middle of the city and easy to find. By maintaining high standards of quality and service, Dyno Toast continues to grow and provide delicious culinary experiences to the people of Makassar, reflecting the dedication of the owner and his team in building a successful business that is in demand by many people.

The increasingly rapid changes in the business environment, whether due to technological developments, globalization, or changes in consumer behavior, require

companies to have the right strategies to face competition. In this context, SWOT analysis is a widely used strategic tool because it can provide a comprehensive overview of a company's internal and external conditions. According to Fauzan Abdilla et al.[5], SWOT analysis is an instrument for identifying a company's strengths, weaknesses, opportunities, and threats, so that the resulting strategy can be more focused. Furthermore, Masruroh et al.[6] emphasized that SWOT analysis can help MSMEs understand their business position, so that the strategies developed are more realistic in facing market changes. Suwarningsih & Sumiati [7] also added that through the SWOT matrix, companies can formulate alternative business development strategies that are appropriate to internal and external conditions. In the culinary industry, SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) has become a popular strategy to increase competitive advantage and overcome business-related threats. It also enables decision-making to allocate resources effectively and identify strategic initiatives that can enhance competitiveness and long-term growth. In a dynamic and often uncertain business environment, having a deep understanding of the factors influencing business success is crucial.

Several studies have used SWOT analysis to develop more effective business strategies. In a study [5], a SWOT analysis was used to determine the business strategy of Café D'Sruput in Padang City. The results showed that SWOT analysis can be used to formulate a cafe business development strategy by leveraging strengths (product quality) and opportunities (coffee drinking trends), as well as anticipating weaknesses and competitive threats.

2 Literature Review

2.1 Strategic Management

Strategic management involves a systematic approach to formulating, implementing, and evaluating cross-functional decisions that help an organization attain its long-term objectives. According [2], strategic management emphasizes the importance of aligning internal strengths with external opportunities to create sustainable competitive advantage. [3] Highlighted that in the digital era, integrating innovation and technology into business strategies is essential for companies to effectively respond to the swiftly changing competitive environment. Strategy acts as a tool for fulfilling goals. The concept of strategy must continuously evolve, as different people have their own interpretations of it. In the realm of business, strategy is vital for accomplishing the company's vision and mission, as well as for achieving both immediate and long-term objectives.

2.2 Business Competition Strategy

A business competitive strategy is an approach used by companies to gain a competitive advantage in the marketplace. Porter proposed three generic strategies: differentiation, cost leadership, and focus[8]. In the context of Small and Medium Enterprises (SMEs), competitive strategy is crucial for facing competitors with greater resources.

Determining the right strategy will help small businesses maintain their existence and expand their market share[4].

2.3 SWOT Analysis

A SWOT analysis is a tool used to identify an organization's strengths, weaknesses, opportunities, and threats. According to Gurel [9], a SWOT analysis not only maps internal and external conditions but also helps formulate relevant strategies for business development. Pratiwi & Haryanto demonstrated that the use of SWOT analysis in culinary businesses can provide direction for product differentiation strategies and digital promotions as a way to face increasingly fierce competition[10, 11].

According to Riyanto [12], SWOT analysis is a technique used by management teams to recognize internal and external elements that influence an organization's future success. The findings from this analysis are applied to develop strategies and ensure the business is managed both effectively and efficiently. This approach emphasizes maximizing strengths and opportunities while minimizing weaknesses and threats. Strategic decision-making is intimately linked to developing a company's mission, objectives, strategies, and policies. Consequently, strategic planners need to evaluate the organization's existing strategic factors (Strengths, Weaknesses, Opportunities, and Threats) through a process known as situation analysis.. Among various tools, SWOT analysis remains the most widely used model for this kind of evaluation.

2.4 Internal Environmental Analysis (Strengths and Weaknesses)

The capacity to recognize promising opportunities differs from the ability to take advantage of them. Every business needs to assess its internal strengths and weaknesses. A SWOT analysis involves comparing external elements (Opportunities and Threats) with internal factors (Strengths and Weaknesses).

2.5 External Environmental Analysis (Opportunities and Threats)

The external environment is factors beyond a company's control that can provide opportunities and threats to business continuity. According to Benzaghta et al.[13], the external environment is an element that must be continuously monitored because it can change an organization's competitive position. Opportunities are external conditions that a company can exploit to support growth and achieve its goals.

According [12], opportunities usually arise from market dynamics, regulations, or changes in consumer behavior that are positive for the company. Opportunities are external conditions that a company can exploit to support growth and achieve its goals.

2.6 Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS)

Internal factors are entered into a matrix called the Internal Factor Analysis Summary (IFAS). External factors are entered into a matrix called the External Factor Analysis Summary (EFAS). This is done by assigning a score to each variable. After determining the score for each variable, the total score for the internal factors and the total score for

the external factors are known. This total score can prove whether both have a balanced value or not for developing future strategies. After analyzing this, the next step is to determine the SWOT strategy.

Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) factors above are a general description which can then be adjusted to field conditions when conducting research, which will be adjusted to the activities or actions carried out by the object, organization or company where the research is conducted.

3 Research Methods

The research method applied in this study is descriptive with a qualitative approach. According to Sugiyono [14, 15], qualitative research is grounded in post-positivist philosophy and focuses on studying natural phenomena, where the researcher acts as the main instrument. Data collection methods are triangulated, data analysis is inductive and qualitative, and the results highlight meaning rather than broad generalizations [16].

This study was conducted at Dyno Toast, located on Jl. Dr. Sutomo, Sawerigading, Ujung Pandang District, Makassar City, South Sulawesi. The data used in this study consisted of primary and secondary data. Primary data were collected through direct observation, interviews, questionnaires, and document review, while secondary data were obtained from relevant supporting literature.

The research flow used in this study, including problem identification, data collection, IFAS and EFAS analysis, SWOT analysis, SWOT matrix, SWOT diagram, and research results, is presented in Figure 1.

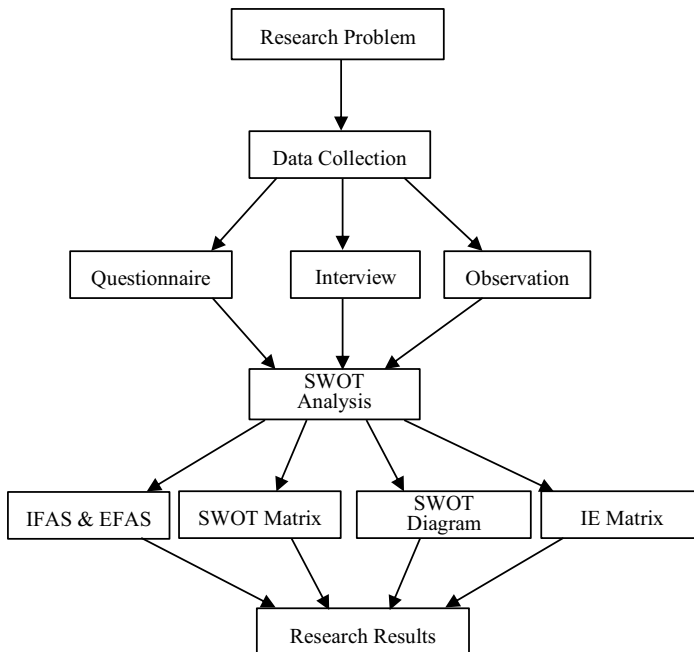


Fig. 1. Conceptual Framework
Source: Processed Data, 2025

4 Results

4.1 SWOT Analysis Overview

The study results indicate that Dyno Toast has several strengths and weaknesses, as well as potential opportunities and threats it may face. The overview of Dyno Toast’s strengths, weaknesses, opportunities, and threats is presented in Table 1.

Table 1. SWOT Analysis Overview of Dyno Toast Makassar

<i>Strengths</i>	<i>Weaknesses</i>	<i>Opportunities</i>	<i>Threats</i>
Unique and consistent taste	Limited production capacity	Current culinary trends	High competition
Strategic location	Online promotion is not yet optimal	Improved delivery service	Rapid changes in culinary trends
Competitive prices	Dependence on certain substances	Culinary events and bazaars	Fluctuations in raw material prices
Fast and friendly service	The menu is less varied	Collaboration with local influencers	Economic conditions
Well-known local brand	Simple financial management	Branch expansion	Bad weather

Source: Processed Data, 2025

4.2 Internal Factor Analysis Summary (IFAS)

The internal factors of Dyno Toast Makassar, including its strengths and weaknesses, are summarized in Table 2.

Table 2. IFAS Analysis of Dyno Toast Makassar

No	Internal Factors	Questionnaire Data	Weight	Rating	Score
Strength					
1	Unique and consistent taste	377	0,10	4	0,39
2	Strategic location	379	0,10	4	0,40
3	Competitive prices	378	0,10	4	0,39
4	Fast and friendly service	391	0,10	4	0,42
5	Well-known local brand	391	0,10	4	0,42
	Sub total	1916	0,50		1,61
Weakness					
1	Limited production capacity	370	0,10	4	0,38
2	Online promotion is not yet optimal	371	0,10	4	0,38
3	Dependence on certain substances	373	0,10	4	0,38
4	The menu is less varied	389	0,10	4	0,42
5	Simple financial management	390	0,10	4	0,42
	Sub total	1893	0,50		1,56
	Final Score	3809	1		3,17

Source: Processed Data, 2025

4.3 External Factor Analysis Summary (EFAS)

The external factors of Dyno Toast Makassar, including its opportunities and threats, are presented in Table 3.

Table 3. EFAS Analysis of Dyno Toast Makassar

No	External Factors	Questionnaire	Weight	Rating	Score
	Opportunity	Data			
1	Current culinary trends	391	0,10	4	0,42
2	Improved delivery service	389	0,10	4	0,42
3	Culinary events and bazaars	379	0,10	4	0,40
4	Collaboration with local influencers	375	0,10	4	0,39
5	Branch expansion	370	0,10	4	0,38
	Sub total	1904	0,50		1,63
	Threat				
1	High competition	381	0,10	4	0,40
2	Rapid changes in culinary trends	371	0,10	4	0,38
3	Fluctuations in raw material prices	380	0,10	4	0,40
4	Economic conditions	384	0,10	4	0,41
5	Bad weather	389	0,10	4	0,42
	Sub total	1905	0,50		1,59
	Final Score	3809	1		3,22

Source: Processed Data, 2025

4.4 SWOT Matrix

The SWOT matrix for Dyno Toast illustrates how the company can align external opportunities and threats with its internal strengths and weaknesses. The SO, WO, ST, and WT strategies are summarized in Table 4.

Table 4. SWOT Matrix

INTERNAL EKSTERNAL	Strength	Weakness
	1. Unique and consistent flavors 2. Strategic location 3. Competitive prices 4. Fast and friendly service 5. A well-known local brand	1. Limited production capacity 2. Online promotion is not yet optimal 3. Dependence on certain ingredients 4. Lack of menu variety 5. Simple financial management
Opportunity	SO Strategy	WO Strategy
1. Current culinary trends 2. Improved delivery services	1. Leverage unique flavors, competitive prices, and strategic locations to attract customers from current	1. Manage online promotions more consistently to take advantage of culinary

3. Culinary events and bazaars	culinary trends and delivery services. (S1, S2, S3, O1, O2)	trends & influencer collaborations. (W2, O1, O4)
4. Collaboration with local influencers	2. Using well-known local brands to participate in culinary events & bazaars, while reaching new markets. (S5, O3)	2. Add menu variations to take advantage of branch expansion opportunities and comfort food trends. (W4, O1, O5)
5. Branch expansion	3. Optimizing fast and friendly service as an added value for promotions on social media & influencer collaborations. (S4, O4)	3. Create a neat financial recording system to attract branch expansion investors. (W5, O5)
Threats	ST Strategy	Strategi WT
1. Fierce competition	1. Strengthen differentiation through unique flavors & local brands to face tough competition. (S1, S5, T1)	1. Develop menu innovations regularly to anticipate changes in culinary trends. (W4, T2)
2. Rapidly changing culinary trends	2. Maintain competitive prices while seeking alternative suppliers to address fluctuations in raw material prices. (S3, T3)	2. Increase production capacity and stock management to face competition & bad weather. (W1, W3, T1, T5)
3. Fluctuating raw material prices	3. Take advantage of strategic locations and fast service to retain customers as culinary trends change. (S2, S4, T2)	3. Create a structured financial system to remain efficient when purchasing power declines. (W5, T4)
4. Economic conditions		
5. Bad weather		

Source: Processed Data, 2025

4.5 SWOT Matrix Graph

Based on the IFAS and EFAS scores, Dyno Toast Makassar is positioned in Quadrant I, indicating an aggressive growth strategy. The SWOT matrix graph is shown in Figure 2.



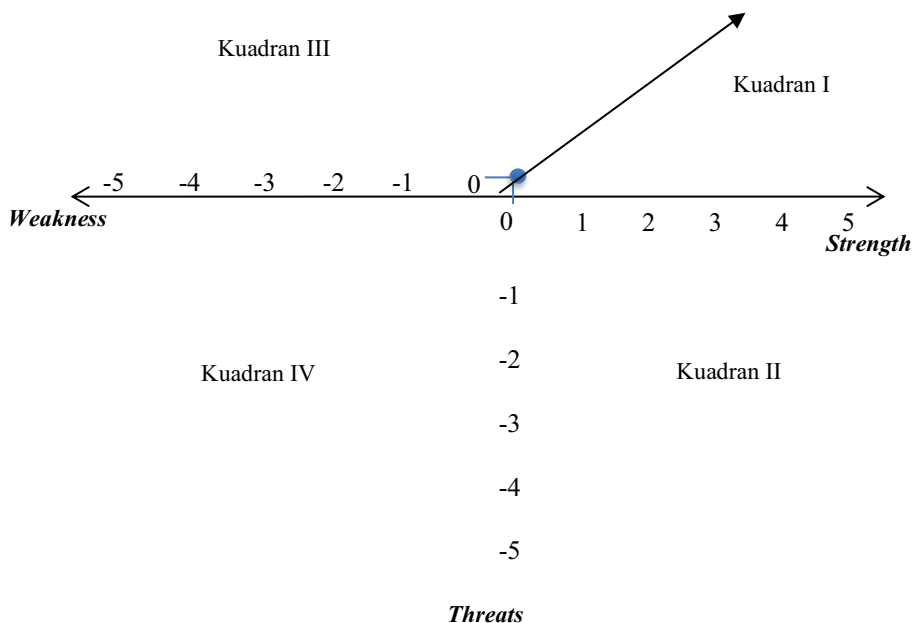


Fig. 2. SWOT Matrix Graph

Source: Processed Data, 2025

4.6 Interpretation of SWOT Results

From the Internal Factor Analysis Summary (IFAS) results, the strength score reached 1.61 while the weakness score reached 1.56, with a total score of 3.17. External Factor Analysis Summary (EFAS) shows an opportunity score of 1.63 and a threat score of 1.59, with a total score of 3.22. The difference between the strengths and weaknesses scores in the Internal Factor Analysis Summary (IFAS) is 0.05, calculated by subtracting the total weakness score from the total strength score. Furthermore, the difference between the opportunity and threat scores in the External Factor Analysis Summary (EFAS) is 0.04, calculated by subtracting the total threat score from the total opportunity score.

5 Discussion

Drawing from the SWOT analysis, several strategies have been developed to optimize Dyno Toast's business growth.. The SO strategy was developed by leveraging the company's core strengths, such as unique flavors, competitive pricing, strategic location, and fast and friendly service. These strengths were used to seize opportunities in the form of emerging culinary trends, improved delivery services, potential collaborations with influencers, and participation in culinary events. Leveraging these

strengths is expected to increase brand exposure, attract new customers, and expand market share.

The WO strategy was developed to minimize internal weaknesses by maximizing external opportunities. Increasing the consistency of digital promotions was implemented to keep pace with culinary trends and strengthen brand engagement. Adding menu variety was a strategic step to meet diverse consumer preferences and support branch expansion plans. Furthermore, improvements to the financial recording system aimed to enhance business credibility, improve capital management, and attract potential investors.

Meanwhile, the ST strategy focused on leveraging the company's strengths to address existing threats. Differentiation through distinctive flavors and local brand identity was strengthened to maintain customer loyalty amidst intense competition. The company maintained competitive prices while seeking alternative suppliers to mitigate fluctuations in raw material prices. Strategic locations and fast service are also optimized to retain customers amidst dynamically changing culinary trends.

Finally, the WT strategy is implemented to minimize the impact of external weaknesses and threats. Menu innovations are regularly implemented to anticipate changing consumer preferences and maintain product competitiveness. Production capacity and inventory management are increased to address weather uncertainties and market competition. Furthermore, a strengthened financial management system is implemented to ensure operational efficiency and maintain business stability in volatile economic conditions.

Overall, the integration of SO, WO, ST, and WT strategies provides a clear strategic direction for Dyno Toast to increase competitiveness, expand the market, and maintain business sustainability amidst the increasingly dynamic culinary industry.

5.1 Implications Based on SWOT Quadrant Position

With an internal environmental opportunity of 0.05 and an external strength of 0.04, Dyno Toast Makassar has a favorable position in quadrant I. Therefore, the position in quadrant 1 indicates that the Company has a combination of internal strengths and external opportunities that allow for aggressive and effective action in the market.

6 Conclusion

Based on the research results, it can be concluded that the SWOT analysis provides a comprehensive overview of the position of the Dyno Toast business in Makassar in facing business competition. The main strength of this business lies in product quality and menu variations that suit market tastes. However, there are several weaknesses that need to be addressed, such as limited capital and minimal digital promotion. Market opportunities are still wide open with the increasing demand for fast food, while threats come from competitor competition and unstable raw material prices. Based on the results of the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) score calculations, the internal strength score was 0.05 and the

external opportunity score was 0.04. These results place the Dyno Toast Makassar business in Quadrant I (Growth/Aggressive) at the SWOT matrix. A position in this quadrant indicates that the company has a good combination of internal strengths and supporting external opportunities, so the most appropriate strategy to implement is an aggressive strategy. This strategy means the company can expand, penetrate markets, develop products, and maximize innovation to increase competitiveness.

With its core strengths of unique flavors, competitive pricing, a well-known local brand, and a strategic location, coupled with external opportunities such as current culinary trends, delivery services, and social media support, Dyno Toast Makassar has a strong foundation for faster growth and strengthening its position in the culinary market. Therefore, the most appropriate strategy is the SO (Strength-Opportunity) strategy by strengthening digital promotions, developing menu innovations, and improving service quality. The implementation of this strategy is expected to strengthen competitiveness and improve the sustainability of Dyno Toast's business in the future.

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