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SWOT Analysis as a Basis for Developing Service Quality Strategies: A Qualitative Study of CV. EMI88 Catering Company

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Abstract: This study aims to analyze the internal and external conditions of CV. EMI88 and formulate appropriate strategies for service quality development using SWOT analysis. The study was motivated by recurring problems related to delayed order deliveries, particularly during periods of high demand, which negatively affected service quality and were accompanied by a decline in sales over the last three consecutive months. A qualitative research approach was employed. Data were collected through observation, interviews, and documentation. The collected data were analyzed using the Internal Factors Analysis Summary (IFAS), External Factors Analysis Summary (EFAS), Cartesian Diagram, and SWOT Matrix. The findings indicate that CV. EMI88 is positioned in Quadrant III of the SWOT Cartesian Diagram, suggesting that the company possesses considerable external opportunities while simultaneously facing several internal weaknesses that hinder service quality improvement. Accordingly, the most appropriate strategic orientation is the Weakness Opportunity (WO) strategy, which emphasizes leveraging external opportunities to overcome internal weaknesses. The proposed strategies focus on improving operational performance, strengthening service quality, and enhancing the company's competitiveness. These findings provide practical guidance for CV. EMI88 in developing sustainable service quality strategies while contributing to the application of qualitative SWOT analysis in small and medium sized catering enterprises.

Keywords: Catering Industry; Development Strategy; Service Quality; SWOT Analysis; Qualitative Research

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1. Introduction

The rapid growth of the food service industry, particularly the catering sector, has intensified market competition as customers increasingly demand practical, reliable, and high quality services. Under these circumstances, service quality has become one of the primary determinants of business sustainability because customers evaluate not only the quality of food but also the overall service experience provided by the company. Delivering services that meet customer expectations contributes to customer satisfaction and strengthens a company's competitive advantage in an increasingly competitive market (Rahmawati et al., 2023).

As a catering service provider, CV. EMI88 is responsible for supplying food for various events ranging from small gatherings to large scale functions. The catering business requires operational consistency, timely delivery, and reliable service performance throughout the production and distribution processes. In this industry, service quality extends beyond food taste and presentation to include delivery punctuality,

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employee responsiveness, and the company's ability to fulfill customer orders consistently. Consequently, employee performance throughout the operational process plays a significant role in determining customer satisfaction and organizational performance (Rahayu et al., 2024).

According to Philip B. Crosby's theory (Quality is Zero Defects), quality is achieved when every stage of a process, from planning and implementation to the final outcome, is carried out without errors or deviations, ensuring that the results consistently meet established quality standards. Armand V. Feigenbaum's theory (Quality is Whatever the Buyer Says It Is) states that the quality of a product or service is determined by its ability to satisfy customer needs and expectations. Therefore, organizations must understand customer preferences and requirements to deliver products and services that meet or exceed customer expectations. Meanwhile, Joseph M. Juran's theory (Quality is Fitness for Use) defines quality as the ability of a product or service to fulfill its intended purpose and effectively meet customer needs. From this perspective, a product or service is considered to be of high quality when it provides the expected benefits and performs according to its intended use (Chandra et al., 2020).

Preliminary observations conducted at CV. EMI88 revealed that delayed order delivery remains one of the company's most frequent operational problems, particularly during periods of increased customer demand. Timely delivery is a critical aspect of catering services because customers expect food orders to arrive according to the agreed schedule. Delivery delays may reduce customer satisfaction, weaken customer trust, and negatively influence customers' intentions to reorder in the future. Therefore, delivery punctuality is one of the key factors influencing service quality and requires serious managerial attention.

Table 1. Delivery

Month	Number of Portions Sold
January	1.088
February	902
March	729

The company's sales records further indicate a downward trend during the observation period. Sales decreased from 1,088 portions in January to 902 portions in February and further declined to 729 portions in March. This consistent decrease suggests that the company is experiencing operational challenges that may affect its business performance. Based on field observations, recurring delivery delays are considered one of the operational issues potentially contributing to declining service quality and sales performance. Therefore, identifying the internal and external factors influencing service quality is necessary to formulate an appropriate development strategy.

Previous studies have shown that SWOT analysis is widely used to formulate organizational development strategies by evaluating internal and external factors. Veranita & Gunardi (2023) reported that SWOT analysis assisted a small and medium sized enterprise in identifying its strengths, weaknesses, opportunities, and threats, enabling the company to formulate appropriate business development strategies. Safa & Munarsih (2025) found that SWOT analysis supported the development of customer relationship management and service quality strategies by identifying organizational strengths and weaknesses while utilizing available opportunities to improve service performance. Suryaningsih & Sudrartono (2024) concluded that SWOT analysis provided a systematic basis for improving service quality by identifying internal and external factors affecting public service performance. Similarly, Izzurromadlon & Khoiroh (2024) demonstrated that SWOT analysis could be integrated into service quality improvement by utilizing organizational strengths to capitalize on existing opportunities, thereby enhancing organizational performance.

Despite the extensive use of SWOT analysis in previous studies, research specifically examining service quality development strategies in the catering industry remains limited. Most previous studies have focused on general service quality issues, such as inadequate service performance, limited human resources, or slow responses to customer complaints. In contrast, this study focuses specifically on delayed order delivery as the primary operational issue affecting service quality at CV. EMI88. This distinction represents the research gap addressed in the present study.

This study is important because recurring delays in order delivery have the potential to reduce service quality and weaken the company's competitiveness. Although previous studies have examined service quality and SWOT analysis in hospitals, clinics, hotels, cooperatives, and public service institutions, studies focusing on service quality development strategies in catering businesses, particularly those addressing

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delayed order delivery, remain scarce. The findings of this study are expected to provide practical strategic recommendations for improving operational performance, particularly in addressing delayed order deliveries, while strengthening the company's long term competitiveness.

Accordingly, this study aims to analyze the internal and external conditions of CV. EMI88 and formulate appropriate service quality development strategies through SWOT analysis. Specifically, the study identifies the company's strengths, weaknesses, opportunities, and threats to determine the most appropriate strategic direction for improving service quality, particularly regarding delivery timeliness. The resulting strategies are expected to serve as a practical basis for improving operational performance, enhancing service quality, and maintaining the company's competitiveness in the increasingly competitive catering industry.

2. Materials and Methods

2.1. Research Design

This study employed a qualitative research design to analyze the internal and external conditions of CV. EMI88 and formulate appropriate service quality development strategies using SWOT analysis. A qualitative approach was adopted because it enables an in depth understanding of organizational conditions, operational challenges, and strategic issues based on actual situations encountered in the field. The study focused on identifying the company's strengths, weaknesses, opportunities, and threats as the basis for developing strategies to improve service quality, particularly in addressing delayed order deliveries (Waruwu, 2023).

2.2. Research Object

The research was conducted at CV. EMI88, a catering company located in Surabaya, Indonesia. The company was selected as the research object because it has experienced recurring delays in order delivery, which have affected its service quality and business performance. Therefore, CV. EMI88 provides an appropriate context for analyzing internal and external strategic factors related to service quality development through SWOT analysis.

2.3. Data Sources

This study utilized both primary and secondary data sources. Primary data were obtained directly from the research site through observations, interviews, and documentation. Meanwhile, secondary data were collected from books, scientific journals, company documents, and other relevant literature related to service quality and SWOT analysis (Arviyanda et al., 2023). The combination of these data sources provided comprehensive information to support the research findings.

2.4. Informants

Informants were selected using a purposive sampling technique. This technique was applied to identify individuals who possessed sufficient knowledge and direct involvement in the operational activities of CV. EMI88. The selected informants were considered capable of providing relevant information regarding the company's internal strengths and weaknesses, external opportunities and threats, operational processes, and service quality issues (Subhaktiyasa, 2024).

2.5. Data Collection

Data were collected through observation, interviews, and documentation. Observation was conducted to examine the company's operational activities, particularly those related to food preparation, order management, and delivery processes (Sumbodo et al., 2024). Interviews were conducted with the selected informants to obtain information regarding the company's operational conditions, service quality, and strategic issues (Sumbodo et al., 2024). Documentation was used to complement the primary data through company records, operational documents, photographs, and other relevant materials (Abrar, 2024). The information obtained from these three data collection techniques served as the basis for analyzing the internal and external conditions of CV. EMI88. Data triangulation was conducted by comparing interview findings with direct observations and company documentation

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2.6. Data Analysis

SWOT analysis was employed as the primary analytical tool. Internal factors were evaluated using the Internal Factor Analysis Summary (IFAS), while external factors were assessed through the External Factor Analysis Summary (EFAS) (Tahir, 2022). The results of both matrices were then integrated into the SWOT Matrix and SWOT Cartesian Diagram to determine the company's strategic position and formulate appropriate service quality development strategies for CV. EMI88 (Ulinnuha et al., 2023).

3. Results and Discussions

3.1. Company Profile

CV. EMI88 is a catering service company located in Surabaya, Indonesia, providing food services for individuals, private companies, government institutions, schools, and various social events. The company's operational activities include food preparation, cooking, packaging, and delivery. These activities are supported by several organizational units consisting of the owner, administration and finance, marketing, production, warehouse, and delivery personnel. Each division is responsible for ensuring that customer orders are processed and delivered according to operational standards

3.2 SWOT Analysis

The SWOT analysis was conducted based on interview and observation data to identify the internal and external factors affecting the service quality of CV. EMI88.

Table 2. This is a table. Schemes follow the same formatting.

Internal Factors	
Strengths	**Weakness**
1. Capable of handling various types of catering orders, ranging from small scale to large scale requests. 2. The menu is updated every month or during special occasions, providing variety that helps prevent customer boredom. 3. Standard Operating Procedures (SOPs) for seasoning preparation are implemented to ensure consistent food quality and taste.	1. The number of production employees is limited, resulting in excessive workloads when order volume increases. 2. Production employees perform both cooking and packaging duties, leading to a high workload. 3. The company employs only one driver, which frequently results in delivery delays when multiple orders must be delivered simultaneously. 4. Employee compensation is not commensurate with the existing workload, and employment social security (BPJS Ketenagakerjaan) has not yet been provided. 5. Employee turnover remains relatively high, and no formal training programs have been implemented to improve employee competencies.
External Factors	
Opportunities	**Threats**
1. Demand for catering services remains strong across various market segments, including offices, schools, and community events. 2. Opportunities exist to establish partnerships with government institutions, companies, schools, and community organizations to increase the number of orders.	1. Competition within the catering industry is becoming increasingly intense, requiring the company to continuously innovate. 2. Rising raw material prices may increase operational costs and affect selling prices.

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3. A local labor pool is available for recruitment if the company decides to expand its workforce.	3. Customer complaints regarding delivery delays or food quality during periods of high order volume may cause customers to switch to competitors.

1. Strengths

From the internal perspective, the company demonstrates three primary strengths. First, CV. EMI88 is capable of serving both small scale and large scale catering orders from various customer segments. Second, the company regularly updates its menu every month or during special occasions, providing menu variety that reduces customer boredom. Third, standardized seasoning procedures (Standard Operating Procedures) help maintain consistent food quality under normal operating conditions. These strengths contribute to customer satisfaction when business operations are conducted under normal workloads.

2. Weaknesses

However, several significant weaknesses were identified. The production division consists of only two employees who are responsible for both cooking and packaging activities, resulting in excessive workloads during periods of high demand. Furthermore, the company employs only one delivery driver, creating frequent delivery delays when multiple orders must be delivered simultaneously to different locations. Employee compensation is also considered inadequate relative to workload, while employment insurance (BPJS Ketenagakerjaan) has not yet been provided. These conditions contribute to relatively high employee turnover. In addition, formal employee training has never been implemented, limiting opportunities for competency development and long term performance improvement.

3. Opportunities

Regarding external factors, the study found several promising opportunities for business development. Market demand for catering services remains available across various customer segments, including offices, schools, government institutions, and community events. The company also has opportunities to establish long term partnerships with these institutions, which could increase the stability of future orders. Moreover, the availability of local labor provides an opportunity to recruit additional employees whenever operational capacity needs to be expanded.

4. Threats

Conversely, the company faces several external threats. Increasing competition within the catering industry requires continuous innovation to maintain competitiveness. Rising food ingredient prices also increase operational costs and influence pricing decisions. Furthermore, customer complaints regarding delayed deliveries and inconsistent food quality during periods of high demand may reduce customer satisfaction and encourage customers to switch to competing catering providers.

3.3 Internal Factor Analysis Summary (IFAS)

Table 3. This is a table. Schemes follow the same formatting.

Internal Strategic Factors	Weight	Rating	Score
Strength			
1. Capable of handling various types of catering orders, ranging from small scale to large scale requests	0,08	3	0,24
2. The menu is updated every month or during special occasions, providing variety that helps prevent customer boredom	0,11	4	0,44
3. Standard Operating Procedures (SOPs) for seasoning preparation are implemented to ensure consistent food quality and taste	0,09	3	0,27
Strengths Subtotal	**0,28**	**-**	**0,95**
Weakness			

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1. The number of production employees is limited, resulting in excessive workloads when order volume increases.	0,16	1	0,16
2. Production employees perform both cooking and packaging duties, leading to a high workload.	0,12	2	0,24
3. The company employs only one driver, which frequently results in delivery delays when multiple orders must be delivered simultaneously.	0,16	1	0,16
4. Employee compensation is not commensurate with the existing workload, and employment social security (BPJS Ketenagakerjaan) has not yet been provided.	0,14	2	0,28
5. Employee turnover remains relatively high, and no formal training programs have been implemented to improve employee competencies.	0,14	2	0,28
Weaknesses Subtotal	**0,72**	**-**	**1,12**
Total Internal Factors	**1,00**	**-**	**2,07**

The Internal Factor Analysis Summary (IFAS) was developed to evaluate the relative importance of the company's strengths and weaknesses. The analysis produced an overall internal score of 2.07. The total strength score reached 0.95, whereas the total weakness score was 1.12. These findings indicate that internal weaknesses remain more dominant than organizational strengths. The primary internal challenges include limited human resources, excessive employee workload, inadequate compensation, relatively high employee turnover, and the absence of formal employee training. These issues directly influence the company's ability to maintain consistent service quality, particularly during periods of increased customer demand.

3.4 External Factor Analysis Summary (EFAS)

Table 4. This is a table. Schemes follow the same formatting.

External Strategic Factors	Weight	Rating	Score
Opportunities			
1. Demand for catering services remains strong across various market segments, including offices, schools, and community events.	0,16	3	0,48
2. Opportunities exist to establish partnerships with government institutions, companies, schools, and community organizations to increase the number of orders.	0,20	4	0,80
3. A local labor pool is available for recruitment if the company decides to expand its workforce.	0,14	3	0,42
Opportunities Subtotal	**0,50**	**-**	**1,70**
Threats			
1. Competition within the catering industry is becoming increasingly intense, requiring the company to continuously innovate.	0,15	2	0,30
2. Rising raw material prices may increase operational costs and affect selling prices.	0,15	2	0,30
3. Customer complaints regarding delivery delays or food quality during periods of high order volume may cause customers to switch to competitors.	0,20	1	0,20
Threats Subtotal	**0,50**	**-**	**0,80**
Total External Factors	**1,00**	**-**	**2,50**

The External Factor Analysis Summary (EFAS) generated an overall external score of 2.50. The opportunity score reached 1.70, exceeding the threat score of 0.80. These results indicate that although CV. EMI88 faces several external challenges, the business environment still offers substantial opportunities for

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future development. Expanding institutional partnerships, increasing market coverage, and utilizing the available workforce represent important opportunities that can support long term business growth. Nevertheless, increasing competition, rising raw material costs, and customer complaints remain external issues requiring continuous managerial attention.

3.5 Cartesian SWOT Diagram

The strategic position of CV. EMI88 was determined using the Cartesian SWOT diagram. The X-axis was calculated by subtracting the weakness score from the strength score (0.95 − 1.12 = −0.17), while the Y-axis was obtained by subtracting the threat score from the opportunity score (1.70 − 0.80 = 0.90). Consequently, the company's strategic coordinates were identified as (−0.17, 0.90).

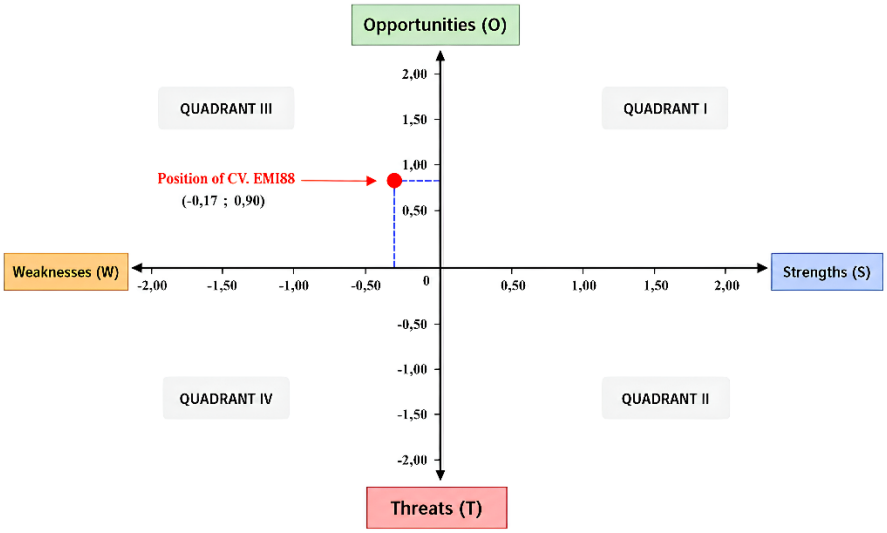


Figure 1. This is a figure. Schemes follow the same formatting.

The negative internal value indicates that organizational weaknesses outweigh existing strengths, whereas the positive external value demonstrates that external opportunities remain greater than potential threats. Based on these coordinates, CV. EMI88 is positioned in Quadrant III of the SWOT Cartesian Diagram. This position suggests that the company possesses considerable market opportunities but has not been able to maximize them because of internal operational constraints. Therefore, the most appropriate strategic orientation for the company is the Weaknesses–Opportunities (WO) strategy, which emphasizes minimizing internal weaknesses in order to capitalize on available market opportunities.

3.6 SWOT Matrix

The following SWOT matrix analysis presents the strategic recommendations for CV. EMI88 to improve its service quality.

Table 5. This is a table. Tables should be placed in the main text near to the first time they are cited.

IFAS	STRENGTHS	WEAKNESSES

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	S1. Capable of handling various types of catering orders, ranging from small scale to large scale requests. S2. The menu is updated every month or during special occasions, providing variety that helps prevent customer boredom. S3. Standard Operating Procedures (SOPs) for seasoning preparation are implemented to ensure consistent food quality and taste.	W1. The number of production employees is limited, resulting in excessive workloads when order volume increases. W2. Production employees perform both cooking and packaging duties, leading to a high workload. W3. The company employs only one driver, which frequently results in delivery delays when multiple orders must be delivered simultaneously. W4. Employee compensation is not commensurate with the existing workload, and employment social security (BPJS Ketenagakerjaan) has not yet been provided. W5. Employee turnover remains relatively high, and no formal training programs have been implemented to improve employee competencies.
EFAS		
OPPORTUNITIES	**STRATEGI SO**	**STRATEGI WO**
O1. Demand for catering services remains strong across various market segments, including offices, schools, and community events. O2. Opportunities exist to establish partnerships with government institutions, companies, schools, and community organizations to increase the number of orders. O3. A local labor pool is available for recruitment if the company decides to expand its workforce.	1. Maintain the consistency of food quality in accordance with the Standard Operating Procedures (SOPs), regardless of whether order volumes are high or low, to support the submission of proposals for long term catering partnerships with government institutions, schools, and offices. (S3 dan O2) 2. Promote the monthly menu variations as a key marketing advantage to increase public awareness of CV. EMI88 and attract new customers. (S2 dan O1)	1. Recruit part time production employees and delivery drivers from the surrounding community during periods of high demand to support production and delivery operations, thereby reducing employee workload and preventing delays in order delivery. (W1, W2, W3, dan O3) 2. Provide cooking training for all employees to equip them with basic production skills, enabling them to assist the production team during peak order periods. In addition, production employees should participate in formal nutrition-related training to enhance their knowledge of proper food processing and obtain competency certificates as evidence of their professional qualifications. (W2, W5, dan O1)

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		3. Capitalize on partnership opportunities with government institutions, private companies, schools, and other organizations by providing catering services for meetings, corporate events, employee lunches, and other institutional activities. These partnerships are expected to increase the company's revenue, enabling CV. EMI88 to improve its employee compensation system and provide better occupational safety protection, thereby reducing the high employee turnover rate. (W4, W5 dan O2)
THREATS	**STRATEGI ST**	**STRATEGI WT**
T1. Competition within the catering industry is becoming increasingly intense, requiring the company to continuously innovate. T2. Rising raw material prices may increase operational costs and affect selling prices. T3. Customer complaints regarding delivery delays or food quality during periods of high order volume may cause customers to switch to competitors.	1. Maintain consistent food quality, menu variety, and compliance with the Standard Operating Procedures (SOPs) for food production to strengthen the company's competitiveness in an increasingly competitive catering industry. (S2, S3 dan T1) 2. Regularly update menu variations to keep pace with changing consumer preferences and market trends. (S2 dan T1)	1. Recruit additional employees or part time workers during periods of high demand to reduce the risk of delays in order delivery. (W1, W2, W3, dan T3) 2. Improve the employee compensation system and balance employee workload to reduce the employee turnover rate, thereby maintaining consistent service quality. (W4 dan T3)

Based on the Cartesian Diagram analysis, CV. EMI88 is positioned in Quadrant III, indicating that the company should prioritize the WO (Weaknesses – Opportunities) strategy. This position suggests that although the company has considerable opportunities for growth, its development is constrained by internal weaknesses, particularly limited human resources. Therefore, strengthening the company's internal capabilities is essential to fully capitalize on available opportunities.

The primary strategy focuses on improving internal resources through several initiatives. The company should recruit part time production staff and delivery drivers during periods of high demand to reduce employee workload and prevent delivery delays. In addition, providing cooking and food processing training for all employees would enable greater flexibility in supporting production activities when order volumes increase. The company should also establish partnerships with government institutions, schools, and community organizations to secure more stable sources of revenue. These partnerships could provide financial support for improving employee compensation and workplace safety, ultimately contributing to stronger organizational performance and higher service quality.

In addition to the WO strategy as the primary approach, the WT (Weaknesses – Threats) strategy can be implemented as a complementary strategy. This approach emphasizes preventive measures, such as increasing the number of part time workers during peak demand periods to maintain operational performance, as well as improving employee compensation and workload distribution to reduce staff turnover. These initiatives are expected to enhance organizational stability while minimizing the impact of external challenges.

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Overall, the WO strategy serves as the primary foundation for improving the service quality of CV. EMI88 by addressing internal weaknesses while leveraging external opportunities. At the same time, the WT strategy complements this approach by reducing potential risks and strengthening the sustainability of service quality improvements.

4. Conclusions

Authors should discuss the results and how they can be interpreted from the perspective of previous studies and the working hypotheses. The findings and their implications should be discussed in the broadest context possible. Future research directions may also be highlighted.

This study concludes that the internal condition of CV. EMI88 is still characterized by several weaknesses that affect service quality, particularly delays in order delivery caused by limited human resources during periods of high demand. Nevertheless, the company also possesses several strengths, including its ability to handle both small and large scale catering orders, regularly update menu variations, and maintain consistent food quality through standardized operating procedures.

The analysis of external factors indicates that the company has greater opportunities than threats. These opportunities include sustained demand for catering services from various customer segments, such as offices, schools, and community events, as well as the potential to establish partnerships with government institutions, private companies, and other organizations. In addition, the availability of labor in the surrounding area provides an opportunity for the company to recruit additional employees when workforce expansion is required.

Based on the SWOT analysis, CV. EMI88 is positioned in Quadrant III, indicating that the appropriate strategic approach is the Weaknesses – Opportunities (WO) strategy. Accordingly, the company should prioritize minimizing its internal weaknesses while leveraging available external opportunities, particularly through improving the quality of its human resources. The implementation of this strategy is expected to enhance service quality and strengthen the company's competitiveness in the catering industry.

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