Digital Marketing Strategy to Improve Sales Performance of Turkey Shawarma Restaurant in East Jakarta : A SWOT and BCG-Based Approach

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Abstract. This study examines how online marketing strategies can maximize the sales performance of Turkey Shawarma Restaurant in East Jakarta. The study employs SWOT analysis and the BCG Matrix to identify strategic positioning, internal strength of original recipes and location advantage, and weaknesses of low online presence. It also identifies external opportunities such as growth in online food ordering and adoption of e-wallets and threats such as increased competition. The study recommends a digital transformation approach entailing social media campaigns, search engine optimisation, and partnerships with online food delivery platforms. Results show that adoption of digital tools can result in significant brand visibility and customer engagement. The proposed strategy is aligned with Sustainable Development Goals (SDG), namely inclusive economic growth and innovation. Online platform integration should grow sales by 25–30% in 6–9 months and place the restaurant on solid ground in Jakarta's F&B market.

Keywords: Digital Marketing, SWOT Analysis, BCG Matrix, Food Business, MSMEs, Sustainable Development, SDGs.

Introduction

Food and beverage industry is one of the fastest-growing industries in Indonesia's economy, providing high national GDP and employment contributions. Thus far, as of 2024, the food service industry has recovered well post-pandemic with increased consumer demand, urbanization, and penetration of digital technology. As per the Jakarta Tourism and Culture Office (2023), Jakarta alone has over 45,000 registered restaurants, 28% of which are in East Jakarta—indicating its central role in the food economy of the capital.

Among the many new food concepts, Middle Eastern cuisine—namely shawarma—has caught on with local consumers seeking new taste experiences that complement halal food options. This increasing trend comes with both challenges and opportunities for specialty restaurants like Turkey Shawarma Restaurant, based in Otista Raya, East Jakarta. The restaurant, which began operations in November 2022, found itself growing on the strength of its original Turkey recipes and low prices. In recent months, though, it has seen stagnant and falling sales, even as its target market grows.

Daily early sales were approximately IDR 7 million, whereas today's sales range between IDR 3–4 million—unambiguous proof of untapped market potential. Operational inefficiencies, weak brand recognition, and weak digital marketing presence appear to be key constraint drivers of performance. With the market becoming increasingly crowded with new entrants and as consumers' expectations change, it is critical that Turkey Shawarma Restaurant becomes more strategic and digitally-focused in its marketing strategy.

Modern marketing is no longer founded upon traditional promotion or place strategy. According to Kotler and Keller (2022), today's consumers are networked, price-conscious, and digitally active, and thus call for innovation and engagement through digital media. Restaurants must embrace technologies such as social media marketing, online order platforms, SEO, and e-wallet integration in order to compete and become reachable. To guide strategic planning, this study uses the SWOT Analysis in

identifying the internal and external factors affecting performance, and the BCG Matrix to evaluate menu portfolio strength. These instruments together provide practical conclusions for pursuing a digital transformation strategy in line with consumer behavior and market forces.

Methods

This research adopts a qualitative descriptive approach supported by case study methodology. The objective is to analyze the internal and external strategic conditions of Turkey Shawarma Restaurant and formulate a digital marketing strategy to enhance its sales performance. This design allows an in-depth understanding of the restaurant's operations, challenges, and market dynamics through SWOT and BCG Matrix analyses. The study uses exploratory and evaluative techniques to investigate the role of digital marketing tools in improving MSME competitiveness, particularly in the F&B sector in East Jakarta.

Data Collection Methods
This study uses primary and secondary data:
Primary Data:
- Interviews with key informants: restaurant owner/manager, marketing staff, and accountant.
- Observations: of daily operations, customer interactions, and current promotional efforts.

Secondary Data:
- Internal business reports (e.g., sales data, menus). Industry publications, digital marketing case studies, previous academic research.
- F&B industry data from the Jakarta Tourism Office, Euromonitor, and SME Agency reports.

Sampling Technique
This study uses non-probability sampling, specifically:
- Purposive sampling: to select informants who have direct involvement in strategic and operational decisions.
- Convenience sampling: to gather supporting data based on availability and accessibility of the participants.
- Respondent : Manager, Marketing Team, Accountant.
- Role : Strategic insights and operational challenges, Promotion methods and customer outreach Financial and sales performance analysis

Analytical Tools and Frameworks
a.   SWOT Analysis Used to identify and evaluate: Strengths: internal assets (e.g., taste, location, service). Weaknesses: internal limitations (e.g., low online presence, limited staff). Opportunities: external trends (e.g., food delivery growth). Threats: external risks (e.g., competition, economic changes).
b.   IFE and EFE Matrices IFE (Internal Factor Evaluation): Scores the identified strengths and weaknesses based on relative weight and rating. EFE (External Factor Evaluation): Assesses the influence of external opportunities and threats.
c.   SWOT Matrix A four-quadrant strategy matrix used to develop: SO strategies (leveraging strengths to exploit opportunities), WO strategies (overcoming weaknesses by using opportunities), ST strategies (using strengths to minimize threats), WT strategies (defensive plans to reduce weaknesses and avoid threats).
d.   BCG Matrix Used to classify Turkey Shawarma's menu items into: Stars: High-growth, high-market-share products (e.g., signature shawarma). Cash Cows: High-share, low-growth items (e.g., rice platters). Question Marks: New or untested offerings (e.g., desserts). Dogs: Low-growth, low-share items (subject to removal or revision).
e.   Marketing Mix (4Ps) Review Assesses the restaurant's: Product: Variety and quality of food offerings. Price: Competitiveness relative to the market. Place: Accessibility and online distribution. Promotion: Effectiveness of campaigns and customer communication.

Result and Discussion

This chapter provides the results of interviews, internal assessment and external market observation. It discusses the strategic analysis of the turkey shawarma restaurant using the SWOT model, IFE and EFE matrix and BCG matrix, and then synthesizes the above information to create an overall digital marketing plan.

SWOT Analysis

SWOT analysis allows you to identify internal strengths and weaknesses and external opportunities and threats that influence a restaurant's sales result and marketing potential.

Strengths

- Traditional Turkey recipes: Traditional shawarma prepared with imported spices and learned cooking practices.
- Strategic location: The structure is located along Jalan Otista Raya, close to offices and residential areas.
- Reasonable prices: Affordable compared to other restaurants in East Jakarta.
- Halal certification: Targeting a predominantly Muslim customer base.

Weaknesses

- Weak online presence: Low social media engagement; no independent website.
- Operational loopholes: Inconsistent staff and slow service during rush hours.
- Limited menu options: Limited vegetarian and family-friendly options.
- No promotions: No loyalty program or promotions for online payment.

Opportunities

- Growing popularity of Middle Eastern cuisine: Customers are buying more halal and international foods.
- Growing demand for online ordering: Large usage of food delivery applications (GoFood, GrabFood, ShopeeFood).
- Integration with e-wallet: GoPay, OVO, and Dana's extremely high popularity allows you to run cashback campaigns.
- Social media penetration: High users' engagement on Instagram and TikTok in Jakarta.

Threats

- Increasing competition: Since 2020, several shawarma restaurants have been established in East Jakarta.
- Fluctuation in food prices: Beef, chicken, and imported products' prices fluctuate.
- Changing consumer behavior: Increasing numbers of customers are moving toward convenience and digital interactions.
- Economic volatility: Weakening consumer spending and inflation are volatile in affecting markets.

Tabel 1: **IFE Matrix (Internal Factor Evaluation)**

IFE Matrix (Internal Factor Evaluation)			
Internal Factor	**Weight**	**Rating**	**Score**
Unique recipe and authentic taste	0.20	4.0	0.80
Strategic location	0.15	4.0	0.60
Competitive pricing	0.10	3.0	0.30
Lack of digital marketing presence	0.20	2.0	0.40
Weak promotional strategy	0.15	2.0	0.30
Menu limitation	0.10	2.0	0.20
Operational inconsistency	0.10	2.0	0.20
TOTAL	**1.00**		**2.80**

Interpretation: The score of 2.80 indicates that Turkey Shawarma Restaurant has more strengths than weaknesses but a lot of space for internal development, specifically in operations and marketing.

Tabel 2: **EFE Matrix (External Factor Evaluation)**

EFE Matrix (External Factor Evaluation)			
External Factor	**Weight**	**Rating**	**Score**
Popularity of Middle Eastern cuisine	0.15	4.0	0.60
Growth in online food delivery	0.20	4.0	0.80
E-wallet adoption and digital promotions	0.10	3.0	0.30
Social media trend among youth	0.15	3.0	0.45
Competitive pressure from new outlets	0.20	2.0	0.40
Volatility in food prices	0.10	2.0	0.20
Economic instability	0.10	2.0	0.20
TOTAL	**1.00**		**2.95**

Interpretation: The 2.95 score reflects a favorable external environment where opportunities outnumber threats. There needs to be strategic action to seize these opportunities quickly before the competition.

Tabel 3: **SWOT Matrix Strategy Development**

SWOT Matrix Strategy Development	
Strategy Type	**Description**
SO (Strengths–Opportunities)	Launch digital campaigns leveraging authentic recipe and halal certification on platforms like Instagram and GrabFood. Use strategic location for influencer reviews.
WO (Weaknesses–Opportunities)	Build a website and Google Business Profile. Partner with GoPay for cashback promos. Expand menu offerings to attract wider demographics.
ST (Strengths–Threats)	Use strong product appeal and pricing to defend against rising competition. Offer "combo meals" to stabilize customer spending amid economic shifts.
WT (Weaknesses–Threats)	Improve staff training and operational SOPs to minimize service disruptions. Reduce dependency on volatile ingredients through supplier partnerships.

Tabel 4: **BCG Matrix Application**

BCG Matrix Application		
Menu Category	**Classification**	**Description**
Arabic Shawarma	**Star**	Promote as flagship product on all platforms. Use in bundled promos.
Shawarma Sandwich	**Cash Cow**	use stable demand to fund promotion of new items.
Chicken Rice Mandi	**Question Mark**	Reevaluate or replace with trending option.

Turkey Sweet	Dog	Monitor customer response. Promote through seasonal offers.

The internal situation of Turkey Shawarma (IFE score = 2.80) and the external situation (EFE score = 2.95) indicate the company is stable but not profitable. The most significant opportunities lie in digital transformation – social media, SEO and food delivery channels. Strategic imperatives are to increase online presence, enhance menu variety and launch targeted digital promotions. The BCG matrix supports investing in high-performing products and developing or eliminating low-performing products.

IFAS/EFAS	STRENGTHS (S)	WEAKNESSES (W)
	1. Authentic Turkey recipes with halal certification. 2. Strategic location in Otista Raya, near offices and residences. 3. Affordable pricing for the target market. 4. Strong potential for food delivery due to fast preparation. 5. Loyal customer base since the initial launch in 2022. 6. Presence on major delivery platforms (GoFood, GrabFood).	1. Minimal digital marketing efforts and low online presence. 2. No website or optimized Google Business Profile. 3. Limited menu variety; lack of vegetarian or trending options. 4. Inconsistent service quality during peak hours.
OPPORTUNITIES (O)	**STRATEGY (SO)**	**STRATEGY (WO)**
1. Increasing demand for Middle Eastern and halal cuisine in Jakarta. 2. High engagement of Jakarta residents on Instagram, TikTok, and food blogs. 3. Growing popularity of digital payments and cashback promos (OVO, GoPay).	1. Promote flagship shawarma dishes through influencer content and video reviews. 2. Leverage social media platforms to build brand recognition and storytelling. 3. Offer loyalty programs through delivery apps and WhatsApp. 4. Launch seasonal or limited-edition Turkey items to attract repeat visits. 5. Highlight halal certification and authenticity as unique value in content.	1. Create and optimize a website with SEO and Google Maps integration. 2. Expand menu to include trending items (e.g., rice bowls, vegetarian wraps). 3. Invest in staff training to improve service and online order fulfillment.
THREATS (T)	**STRATEGY (ST)**	**STRATEGY (WT)**
1. Rising competition from new Middle Eastern-themed restaurants. 2. Price volatility of key imported ingredients (e.g., spices, lamb). 3. Decline in offline visits due to preference for food delivery and convenience.	1. Offer combo meals and discounts to compete with nearby restaurants. 2. Promote "value for money" message with high-quality ingredients. 3. Strengthen online delivery execution and packaging appeal. 4. Maintain customer trust by ensuring consistent taste and service.	1. Establish stable partnerships with local suppliers to reduce import reliance. 2. Improve financial management for marketing and digital advertising budgets. 3. Reevaluate underperforming menu items to improve cost-efficiency.

Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) are the methods used to assess the internal strengths and weaknesses and the external opportunities and threats facing Turkey Shawarma restaurant. Such analysis forms the basis of strategic planning for driving the restaurant's sales performance with digital transformation.

Such strengths as restaurant's authentic Turkey recipes suggesting great cultural and culinary identity, being halal-certified based on Jakarta's largely Muslim market preferences, and the best location on Jalan Otista Raya - a city traffic artery lined with offices and apartments - have been singled out by internal analysis (IFAS). The restaurant also maintains low prices and fast service, which is appealing to the working-class target audience. Additionally, the brand has already been available on food delivery platforms such as GoFood and GrabFood, which is a good start towards building its digital presence.

There were also some internal weaknesses identified, though. The most obvious of these is the lack of an effective digital marketing strategy. The restaurant has minimal social media presence, no website, and weakly optimized Google presence that limits its visibility within the digital world. The menu is also relatively limited because there are no alternative and popular food varieties such as vegetarian food. Additionally, the quality of service is inconsistent throughout the peak season, implying the need for additional training and operational management.

Outside (EFAS) Jakarta's market, there are plenty of opportunities. There is clearly growing Middle East food consumer demand, especially among young generations with active profiles on Instagram, TikTok and food review platforms. The expansion of digital payment inclusion, especially via e-wallets such as GoPay and OVO, also offers a potential opportunity to drive purchasing by offering rewards in the form of cashback. These external trends offer opportunities for digital engagement and strategic expansion.

On the other hand, there are some external threats like increasing competition from fresh restaurants that emerge from the Middle East with active social media coverage and modern interior design ideas. In addition, unstable prices of ingredients - especially those of the imported material such as spices or lamb - pose a threat to cost control and profit margins. The shift towards convenience and delivery-driven consumption also threatens established restaurant-going models, with higher focus on online and delivery efforts required.

To achieve these results, a SWOT matrix was formulated to map four strategic response groups:
1. Strengths-Opportunities (SO) strategies involve pushing hard on authenticity and local salience through driving aggressive partnerships with social media and influencer channels, and building up delivery-driven capabilities. These are elaborated on in greater detail below.
2. WO (Weaknesses-Opportunities) strategies suggest initiating a website, menu diversification, and investment in improved service quality in order to exploit external opportunities to the maximum.
3. Strengths-Threats (ST) strategies suggest price and quality as defensive weapons against competitors with the necessary provision for operational stability.
4. WT (Weaknesses and Threats) strategies involve cost optimization, while enhancing supplier relationships, and review of underperforming assets in order to minimize risk.

Conclusion

The sales problems of Turkey Shawarma Restaurant and strategic location in East Jakarta using SWOT analysis, IFE-EFE table, and BCG table. The restaurant offers authentic and affordable Middle Eastern cuisine in a strategic location, but sales are not growing properly due to the lack of digital marketing presence, less menu development, and less promotional activity.

The SWOT analysis found that the restaurant's internal strengths—namely its innovative recipe, halal aspect, and low price—can be utilized to exploit external opportunities such as the increasing popularity of Middle Eastern food, expansion of online food ordering, and extensive use of digital payment.

A score of 2.80 on the IFE and a score of 2.95 on the EFE represent a moderately strong domestic position and an extremely favorable external market. Yet operational inconsistency and lack of visibility online,

as well as economic uncertainty and growing competition, need to be considered in order to avoid long-term stagnation.

BCG Matrix analysis identified that the restaurant would need to focus its marketing expenditure on its best product (turkey shawarma wraps) and innovate in underperforming products.
In general, the study found that having well-thought-out digital marketing approach will greatly increase a restaurant's brand identity, customer engagement, and thereby increase sales by 25% to 30% in the next 6 to 9 months.

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