

STRATEGIC BUSINESS ANALYSIS USING SWOT METHODS TO IMPROVE BRAND COMPETITIVENESS

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ABSTRACT

Lite n' Easy is one of the healthy food companies in Australia, Lite n' Easy must continue to grow in this difficult business climate. Therefore, finding growth opportunities is essential. This study uses a combination of SWOT and STP analysis to find business growth possibilities. Market segmentation, target market, and market position were all examined using STP analysis. Strengths, Weaknesses, Opportunities, and Threats (SWOT) are the elements of the company's internal and external environment that are examined in the SWOT analysis. Through the integration of both analyses, this study provides a reliable approach to determining prospective areas for expansion. The results show that the application of SWOT analysis and STP can improve strategic planning and provide a comprehensive viewpoint to capitalize on new opportunities.

Key words: Brand Competitiveness, Strategy Business, STP Analysis, SWOT Analysis.

INTRODUCTION

In this era of globalization, modern technology offers various advantages that improve the quality of life, such as easy access to information, efficiency in work, and convenience in shopping. The convenience that technology offers often leads people to be less physically active, a person's physical and emotional health will suffer if they exercise less or if activities outside the home are limited. A screen-dictated lifestyle has a disproportionate effect on ideas and emotions, influencing the lack of outside activity that people should be doing. We can see that a sedentary lifestyle leads to health problems such as obesity (Budayová, 2022).

In addition, many people nowadays tend to underestimate the nutritional value of the food they eat due to time and energy constraints. One of the health problems caused by the large number of Australians who consume fast food is obesity. The number of people's awareness of the importance of healthy food began to increase during the COVID-19 pandemic.

According to a 2021 Nielsen article, 80% of Australians consider personal and family health a top priority, an increase of 11 percentage points from five years earlier. The number of people's awareness of the importance of healthy food began to increase during the COVID-19 pandemic. The food delivery category in Australia is also gaining popularity among Australians. This increasing trend is very beneficial for healthy food companies, one of the ones is Lite n' Easy.

Companies are required to have an effective business strategy to maintain competitiveness and achieve long-term goals. One approach commonly used in analyzing and formulating business strategies is to use SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and the STP model (Segmenting, Targeting, and Positioning). The SWOT analysis model, which stands for Strengths, Weaknesses, Opportunities, and Threats, presents a methodical approach to assessing internal and external factors that have an influence on a company's evolution. By carefully evaluating internal strengths and weaknesses,

identifying emerging prospects, and recognizing potential threats, companies can chart a more precise course to achieve their goals. Dina Thalita, et al. (2023)

This SWOT method can be used by Lite n' Easy as a reference in determining the next business strategy by looking at the strengths of the Company such as having good product quality, good promotion and good reputation. Weaknesses of the Company such as not available in supermarkets. Opportunities exist such as a more varied food menu, holding seminars on the importance of consuming healthy food, promoting products using influencers. Threats include new competitors entering the market, problems with suppliers.

The company also needs to use the STP (Segmenting, Targeting, and Positioning) method to identify and reach the right market for Lite n' Easy products. STP itself is very important for organizations in identifying the right consumers and specific targets so that they can understand their position in competition with competitors and develop appropriate and adaptive marketing actions so that consumers can learn about the products and services available to them. Robbani, (2024).

From what is discussed in the background, the authors are interested in conducting research entitled “**Strategic Business Analysis Using SWOT Methods to Improve Brand Competitiveness (Case Study at Lite n’ Easy, Brisbane Australia)**”

PROBLEM DELIMITATION

The problem to be discussed in this study is limited to the use of SWOT Analysis, STP, and the Brand Competitiveness of Lite N Easy Healthy Food Business in Brisbane, Australia period March-July 2024.

LITERATURE REVIEW

Brand Competitiveness

According to (Jiang, 2022) Competitiveness is defined as a firm's capacity to outperform rivals through competitive advantages, greater brand equity, and what is referred to as “opportunities for successful expansion, resistance to competitors' promotional pressures, and creation of barriers to entry into competition”. At the firm level, competitiveness refers to the firm's capacity to compete for market share and consumers in a competitive business environment or market sector. (Yoo Ri Kim, 2022)

Competitiveness is increasingly viewed as an organization's capacity to distinguish itself from competitors through the implementation of sustainable operations and the shift away from a single goal. From personal profit to serving the needs of the organization and its surrounding environment. (Jintao Lu, 2020)

Business Strategy

Business strategy is a method and measurement built with the goal of delivering successful results in a specific line of company. The significance of business strategy comes from how to build up and maintain a company's long-term competitive position in the market (Fuertes et al., 2020). Business strategy is defined as a method for determining a firm's long-term direction and field, as well as how the organization will obtain the resources required to meet market and stakeholder needs. A successful business strategy considers existing regulations and resources, including people, money, power, and materials, all of which must be aligned with the organization's vision, mission, and ultimate goals (Abdulwase et al., 2021).

STP (Segmenting, Targeting, and Positioning)

Segmentation, Targeting and Positioning (STP) is a strategic marketing technique for the market, where this helps to understand how much efficiently the business is planning various marketing activities to compete in that market and the way how they are linking with the overall market. Kalam, (2020)

According to Kartiki Khandelwal, et al. (2020) there are three components in strategy: segmentation, targeting, and positioning. STP is crucial for a business to attract the correct consumers. It enables the organization to analyze its position in the market. It may also provide great brand difference, targeted advertising, and innovative product development to help businesses gain a competitive advantage. It also improves the identification and location of various potential customers by thoroughly analyzing and identifying new clients in the market.

a. Segmenting

Segmenting is the division of a large market into smaller, homogeneous consumer groups based on specific factors like needs, behavior, demographics, psychographics, or geography. According to Kalam (2020), Segmenting is a strategy that groups clients with similar traits but different marketing preferences, aiming to identify more specific client segments for effective marketing strategies.

b. Targeting

Targeting is the process of selecting one or more market segments that have been identified through segmentation for the company to focus on. According to Kalam (2020), Targeting involves selecting the right segment and business by balancing a company's capabilities and resources with the desirability of diverse segments, thereby increasing marketing efficiency and effectiveness.

c. Positioning

Positioning is the process of placing a product or brand in the minds of consumers in a different and attractive way compared to competitors. According to Kalam (2020), Positioning is the process of designing and marketing a product to create a positive brand image, communicating its benefits, and distinguishing it from competitors.

SWOT Analysis (Strengths, Weakness, Opportunities, and Threats)

SWOT analysis is an instrument for strategic planning that may identify a company's internal strengths and weaknesses, as well as external opportunities and threats, and establish a link between them. It has been proved that analyzing these four factors allows us to comprehend the company's current position, use its strengths, overcome its weaknesses, capitalize on opportunities, and avoid potential risks. Velentya (2024)

A strengths, weaknesses, opportunities, and threats (SWOT) analysis has become a critical tool for firms to evaluate their market position, and it is commonly used to study organizations' internal and external surroundings during periods of indecision. Mostafa Ali Benzaghta, (2021)

According to Mashuri and Nurjannah, (2020) SWOT analysis is:

a. Strengths

Strengths are resources, skills, or other advantages related to the needs of the market and business competitors that the company can serve that are expected to meet those needs. Strengths are specialized competencies that give a company a competitive advantage in the marketplace.

b. Weakness

Weaknesses are limitations or deficiencies in resources, skills, and capabilities that effectively hinder the firm's performance. Such limitations may include facilities,

financial resources, management capabilities and marketing skills may be the source of a company's weaknesses.

c. Opportunities

Opportunities are important favorable situations in the company's environment. Technological changes and the increasing relationship between companies and buyers or suppliers are an illustration of opportunities for companies.

d. Threats

Threats are important adverse situations in the company's environment. Threats are disruptions to a company's current or desired position. The existence of new or revised government regulations can threaten the success or success of a company.

RESEARCH METHODOLOGY

This is a type of library research, which was carried out by reading, reviewing and analyzing various existing literature, such as books, research journals, etc. The study was conducted in Lite n' Easy located Brisbane, Australia. This study was from April to July 2024.

FINDING AND DISCUSSION

Segmenting, Targeting, and Positioning (STP) of Lite n' Easy.

Segmenting

Lite n' Easy, Australia's top healthy ready-to-eat food service provider, employs a diverse segmentation strategy to cater to various age groups, including teenagers, health-conscious adults, and the elderly, who seek quick, nutritious meals for their busy lifestyles.

In geographically, Lite n' Easy caters to urban, major cities, suburban, and regional areas in Australia, offering convenient, healthy meal solutions for busy lifestyles.

Their psychographic segmentation targets health-conscious individuals with active lifestyles seeking balanced diets, following health trends, special diets, and weight loss/maintenance foods, including vegetarian, vegan, high-protein, and vegetarian diets.

Lite n' Easy's behavioral segmentation is based on the specific needs of consumers in terms of diet and health. Their targets specific diet and health needs, catering to those seeking weight loss and maintaining a balanced diet. They offer personalized meal plans for busy professionals and families, covering breakfast, lunch, dinner, and healthy snacks, catering to both individual and family needs.

Targeting

Lite n' Easy is a fast-food company that offers convenient, varied ready-to-eat healthy meal solutions. The company targets individuals who prefer fast food and are looking for efficient ways to maintain a healthy diet. They provide menu solutions tailored to their dietary preferences and nutritional needs. Lite n' Easy also caters to families, particularly parents, who need healthy meal options for their children without the hassle of cooking daily. The company also targets the elderly, offering menus suitable for their changing nutritional needs. Lite n' Easy also targets individuals maintaining weight and active individuals to build muscle by focusing on their protein requirements. By collecting customer data and feedback, the company can customize its offerings to meet the specific needs of each target group, adding value and helping customers achieve their health goals more effectively. This focused targeting approach has allowed Lite n' Easy to build strong relationships, maintain customer loyalty, and expand its reach in the healthy ready-to-eat foodservice market in Australia.

Positioning

Lite n' Easy is Australia's top choice for healthy ready-to-eat meals, offering a combination of quality, convenience, and health benefits. The company is known for its commitment to fresh, high-quality ingredients, designed by professional nutritionists and chefs. Its position as Australia's top healthy food provider is maintained by offering a variety of menu options, including weight loss, weight maintenance, vegetarian or high protein diets, and options for children and the elderly. Lite n' Easy's ordering system and direct home delivery ensure easy access to meals, while maintaining high nutritional value. The company's strong positioning strategy has helped it become a leader in the healthy ready-to-eat food market, attracting customers from diverse backgrounds.

Internal and External Environment Analysis using SWOT Approach

In this section the author aims to analyze the internal and external factors that affect the Brand Competitiveness of the company under discussion. To analyze the internal and external factors of the business, the SWOT analysis approach is used.

Strength

Lite n' Easy, Australia's top food brand, prioritizes quality in its products by using fresh, high-quality ingredients controlled by nutritionists and chefs. The company also checks the temperature of its raw materials during production to ensure they meet customer nutritional needs. Lite n' Easy offers customizable menus and packages, catering to customers' needs and aiming to make weight gain easier and more enjoyable. Digital technology is used to enhance customer service, allowing customers to order products, track shipments, and participate in loyalty programs. Lite n' Easy is accessible through the Australian Appstore and Google Play, offering a variety of menus and customizable nutritional value compositions. The company collaborates with nutritionists to ensure food meets health and fitness standards, providing customers with trust and safety. They offer consultation services to help customers choose menu packages that suit their health goals. Lite n' Easy also conducts health and nutrition education programs through webinars and social media and collaborates with the government to offer a 30% discount on orders for elderly people in nursing homes and home care.

Weakness

Lite n' Easy, Australia's top food brand, uses fresh, high-quality ingredients and checks raw material temperature to meet nutritional needs. The company offers customizable menus and packages, aiming to make weight gain easier and more enjoyable. Digital technology enhances customer service, allowing ordering, tracking shipments, and loyalty programs. Lite n' Easy is accessible through the Australian Appstore and Google Play. Lite n' Easy also collaborates with nutritionists to ensure food meets health and fitness standards. They also conduct health and nutrition education programs and offer a 30% discount on orders for elderly people in nursing homes and home care.

Opportunities

Lite n' Easy Company can capitalize on the growing awareness of a healthy lifestyle and balanced diet in the community by expanding its diet menus and collaborating with gyms to offer special packages for health programs. Expanding to other parts of Australia and the international market can increase demand for Lite n' Easy products, leading to increased production. Digital marketing can be utilized to target market segments and increase marketing effectiveness. Collaborating with health facilities, nutritionists, doctors, and gym trainers can increase customer trust in Lite n' Easy products. Working with other companies and influencers

can also increase consumer appeal. A loyalty program can provide exclusivity and increase customer appeal.

Treats

The healthy food industry is facing increased competition from new companies like HelloFresh, Marley Spoon, Youfoodz, My Muscle Chef, and ChefGood, leading to price pressure and requiring Lite n' Easy to innovate and improve service quality. The company faces challenges in maintaining high quality and adapting to changing trends like low-carb diets, vegan diets, and ketogenic diets. Raw material prices can rise due to factors like extreme weather, natural disasters, and world politics, while maintaining production costs and profit margins. Lite n' Easy's mass-produced products may face omissions, health and safety issues, and product recalls. High prices and delivery charges may limit low-income customers and appeal to those seeking affordable, healthy food options.

Business Strategy

Lite n' Easy, the number one product in healthy ready-to-eat foodservice in Australia, has implemented various business strategies to support its growth and sustainability. The company targets various age groups, including teenagers, adults, and seniors, as well as the upper-middle income segment. Geographically, Lite n' Easy targets major cities and urban areas with denser populations and busier lifestyles, but also considers remote areas where people may not need fast food as much.

Psychographics include targeting individuals who care about health and fitness, prefer convenience and quality in food, and those seeking benefits from the food they consume. Behavioral segmentation includes targeting individuals who seek benefits from the food they consume, such as weight loss, weight maintenance, and healthy eating.

Lite n' Easy focuses on food quality and safety by offering high-quality food using fresh, highly nutritious ingredients. Their food menu is designed by professional nutritionists and chefs to increase customer trust and security. They provide a variety of menu options tailored to customers' dietary needs, including packages for weight loss and other special diets. Product innovations are continuously made to keep up with diet trends and changing consumer views.

Lite n' Easy's marketing strategy uses digital marketing, content marketing, testimonials, and social proof to reach their target audience and build relationships with customers. They use social media, email marketing, and digital advertising to be highly effective in reaching and attracting new customers, while informative and educational content helps retain customers by providing added value.

Lite n' Easy's pricing strategy is based on value-based pricing, offering subscription plans at more affordable prices for long-term committed customers. They also use direct home delivery services and work with delivery companies like DoorDash, UberFood, and Deliveroo to ensure efficiency and safety.

Efficient operational strategies, such as strong supply chain management and good relationships with raw material suppliers, can help maintain product quality and consistency. The company should continue to adapt to market changes, innovate, and improve their quality and services to meet evolving customer needs and expectations.

Brand Competitiveness

Lite n' Easy, an Australian ready-to-eat healthy foodservice company, has a competitive edge in the market due to its focus on quality, sustainability, and customer satisfaction. The

company offers high-quality meals prepared by professional nutritionists and chefs using fresh ingredients. They also offer consultation services with nutritionists to cater to customers' health and nutritional needs, providing added value compared to competitors who prioritize quantity over quality.

Despite competition from YouFood, Chef Good, My Muscle Chef, and Dineamic, Lite n' Easy has a significant advantage in providing convenient customer service. They offer easy solutions for busy consumers, the elderly, and those recovering from illness. Additionally, Lite n' Easy provides free consultations with nutritionists, making it attractive to busy consumers, the elderly, and those recovering from illness.

The company's long experience in the food delivery industry and consistency in high-quality food, customer satisfaction, and innovation have helped build a reputable brand. Their ability to adapt to market trends, maintain high standards, and engage with the community strengthens their position as Australia's leading food delivery service.

Lite n' Easy is constantly innovating its menu and services to meet changing consumer demands, including new food menus, improved delivery logistics, and service. By prioritizing quality, sustainability, and customer happiness, Lite n' Easy will maintain and grow its competitive edge in an increasingly dynamic market.

CONCLUSION

This research aims to assess the business strategy and enhance the competitiveness of the Lite n' Easy brand through SWOT and STP analysis. It highlights the potential for Lite n' Easy to strengthen its market position by implementing a long-term strategy that includes specific objectives. SWOT and STP analysis help identify strengths, weaknesses, opportunities, and threats, providing guidance for the strategy design. The research yields several main conclusions.

- a. Lite n' Easy has a clear target consumer who concern about their healthy life style, so they can target consumers appropriately and more easily market their products.
- b. Lite n' Easy provides a free consultation service with a nutritionist which is an added value in its service to consumers.
- c. Lite n' Easy products only distribute their products directly to consumers and to IGAs (Independent Grocers Australia). Unlike competing products (You Food & My Muscle Chef) which distribute their products to large supermarkets such as Coles and Woolworth spread across Australia.
- d. The price, which is quite expensive compared to its business competitors, could be an opportunity for competitors to attract Lite n' Easy customers. Moreover, Lite n' Easy customers must pay additional shipping costs if there is no IGA near their homes.

Strategic Recommendation

Based on the conclusion of the results of the analysis, the business strategy can be used by Lite n' Easy in improving the competitiveness of the brand in the Lite n' Easy products, here are some strategies that can be utilized by Lite N' Easy:

- a. Lite n' Easy can enhance its production quality by utilizing advanced technologies like sensors and tracking systems, conducting regular quality audits, and providing staff training. This will ensure high-quality standards at every stage, resulting in consistent and customer-satisfactory final products, a result of careful monitoring and the use of quality raw materials.
- b. Lite n' Easy can enhance its marketing efforts by understanding their target market and their needs. Utilizing digital campaigns, engaging content, positive customer reviews,

and partnerships with health influencers can increase trust and attract new customers. Customized marketing messages can further enhance the company's reach.

- c. Lite n' Easy should continue investing in research and development to find innovative products that meet market demand and keep the brand relevant. They should also innovate by catering to health trends and customer needs. Listening to customer feedback and collaborating with nutritionists and chefs can create tasty, healthy products.
- d. Lite n' Easy should enhance customer service by ensuring it is trained in advance to be friendly and responsive. They should also provide convenient ways for customers to consult with nutrition professionals, such as through Zoom, and offer loyalty programs with discounts and rewards to make customers feel valued and more loyal.

Limitation of the Study

Due to limited access in the company, this study has several limitations. The limitation includes the followings:

- a. The author just gathers the information and data from the library reference such as books and journals. So, there is no interview session to gather information and data from the appropriate informants.
- b. This study does not involve validity and reliability test for the result of analysis.

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