Business Strategy: Case Study of Umi, Lahadeng Corner, and Nuca MSMEs

Nilam Sari Mustika[1], Agus Hermawan[1], Ely Siswanto[1]
[1]Universitas Negeri Malang, East Java, Indonesia

Corresponding author e-mail: nilam.sari.2104138@students.um.ac.id

Abstract: This research aims to know the right business strategy for Umi, Lahadeng Corner, and Nuca MSMEs. The research method uses a multi-sites case study. Also use Strength, Weakness, Opportunity, Threat (SWOT) analysis and Quantitative Strategic Planning Matrix (QSPM) analysis. The results of using SWOT analysis show that the position of each MSME is in quadrant I, which is the most profitable situation. The right strategy in this situation is to implement policies to support and focus on aggressive growth. The results of using QSPM analysis show that an alternative strategy that Umi MSME can prioritize is collaborating with more resellers. The alternative strategy priority for Lahadeng Corner and Nuca MSME is optimizing production capacity. The last strategy alternative for Lahadeng Corner is add production equipment with maximum function. And the last strategy alternative for Umi and Nuca MSMEs is to carry out promotions. The use of SWOT and QSPM analysis in multi-sites case study and comparative research is novelty in this study. Based on the result of the SWOT and QSPM analysis, contribution of the research is can help the owners of Umi, Lahadeng Corner, and Nuca MSMEs in adopting business strategies that suit their companies.

Keywords: Business Strategy, MSMEs, QSPM, SWOT

A. Introduction

Market developments are increasingly rapid, varied, and very competitive, so it is very necessary to have a business strategy that can arouse consumer interest in choosing and being interested in the products offered. A business strategy is a strategy that occurs at the product or business unit level and is a strategy that emphasizes the competitive position of products or services in specific industries or market segments (Handayani & Sarwono, 2021). This requires business managers such as Micro, Small, and Medium Enterprises (MSMEs) to carry out their activities as effectively and efficiently as possible so that business continuity can be guaranteed over a relatively long period. MSMEs have made a significant contribution to Indonesia's economic growth. The Ministry of Cooperatives and Small and Medium Enterprises data in 2021, there are 64.2 million MSMEs in Indonesia and contribute up to 61.07% to Gross Domestic Product (GDP) or IDR 8,573.89 trillion (pip.kemenkeu.go.id, 2022).

East Luwu is one of the regencies in South Sulawesi Province. Definitively, East Luwu Regency was established in 2003 based on the Law of the Republic of Indonesia no. 7 of 2003. East Luwu Regency is the easternmost regency in South Sulawesi Province which borders Central Sulawesi Province to the north. Meanwhile, to the south, it borders Southeast Sulawesi Province and Bone Bay. Meanwhile, the western border is the North Luwu Regency. East Luwu Regency, whose capital is Malili, is administratively divided into 11 districts, namely Kaleana, Mangkutana, Tomoni, Angkona, East Tomoni, Towuti, Malili, Wasuponda, Nuha, Wotu, and Burau (Badan Pusat Statistik Kabupaten Luwu Timur, 2017).

According to the World Bank, Micro, Small, and Medium Enterprises (MSMEs) are grouped into 3 types, namely: 1) micro enterprises with 10 employees; 2) small businesses with 30 employees; and 3) medium-sized businesses with up to 300 employees (LPPI & BI, 2015). Many people can be found opening chips MSMEs with various concepts and flavor menus offered in East Luwu. Chip MSMEs with their respective superior products compete with each other to gain profits (Budiman et al., 2018). The number of MSMEs in East Luwu continues to increase over time. According to data from the Department of Cooperatives, Small and Medium Enterprises of South Sulawesi Province in 2020, registered chip MSMEs in East Luwu are as follows.

Table 1. Names of registered chip MSMEs in East Luwu from the Department of Cooperatives, Small and Medium Enterprises of South Sulawesi Province

Name of MSME	Address	District
Keripik Pisang Reguni	Dusun Pao Bali	Burau
Keripik Lauwo	Jl. Poros Srk	Burau
Keripik Pisang Al-Ikhwan	Desa Lera	Wotu
Keripik Pisang Baruga	Jl. Manggis	Malili
Keripik Pisang Nur Utami	Desa Lakawali	Malili
Keripik Pisang Tanduk "Nirwana"	Jl. S.M Al Jufri	Wotu
Keripik Pisang Wahyu	Desa Lera	Wotu
Lahadeng Corner	Jl. WR. Monginsidi	Malili
Pengolahan Keripik Padaita Lutim	Dusun Tette Tallu	Wotu
UMKM Keripik Pisang Tiga Putra	Jl. K.H. Ahmad Dahlan	Malili
UMKM Keripik Simpatik	Dusun Lengkong	Wotu
UMKM Nuca	Dusun Kalaena	Mangkutana
UMKM Umi	Jl. Sawerigading	Malili

Based on the list of MSMEs, Umi MSMEs located on Jl. Sawerigading, Balimas, Lakawali Village, Malili District were the first MSMEs selected for this research. This business has been managed by Mrs. Rustinah since 2010. The second MSME is Lahadeng Corner which is located on Jl. WR. Monginsidi, Malili District. This business has been managed by Mrs. Hajar since 2019. The third MSME is Nuca MSME which is located in Kalaena Hamlet, Sindu Agung Village, Mangkutana District. This MSME has been managed by Mrs. Harningseh since 2017. One of the reasons for choosing

MSMEs is because they already have sales records, so every month you can know the increase or decrease in sales results. Then, during the COVID-19 pandemic until now, these MSMEs were still able to survive and increase sales. There are several differences between these MSMEs, including differences in chip texture, packaging, and how to market the product. The differences and similarities between MSMEs can be used to find the right business strategy.

Strategic planning is carried out based on market orientation, namely the managerial process of developing and maintaining organizational goals, skills, and resources under changing market opportunities. Determining a business strategy can use SWOT analysis to find out the extent of the strengths, weaknesses, opportunities, and threats of an MSME. A summary of strategic external factor analysis (EFAS) and a summary of internal strategic factor analysis (IFAS) will be considered in building the SWOT matrix (Rangkuti, 2013). Related work of previous researchers by Mulyan Pulubuhu, Abdul Rahman Kadir, and Muh. Sobarsyah. The research results show that the position of PT JAMKRIDA South Sulawesi is in Quadrant I (Progressive). SWOT analysis suggests alternative implementations of the S-O strategy (Pulubuhu et al., 2022). SWOT analysis can not only be used in business, but is also a useful tool for discussing opportunities and threats to education-training as well as outlining the strengths and weaknesses of phone applications that can aid the learning process (Mesiono et al., 2024). The SWOT analysis method can also be used to review the advantages and opportunities of the Tiangwangkang Old Village area as well as regarding improvements and building the required infrastructure (Yandi et al., 2023).

Then Quantitative Strategic Planning Matrix (QSPM) analysis is needed to determine the sequence of the most important strategic alternatives to the last strategic alternative (David, 2011). SWOT and QSPM analysis known that can be used in formulating alternative development strategies and determining priority strategies in the PT Family Company, KPBS Pangalengan Milk. The research results show that the company's position is in quadrant I (grow and develop). An alternative strategy that can be implemented is to merge with a similar company to increase production volume (Djunita et al., 2022).

Most previous studies carried out analysis only using SWOT or QSPM. Only research conducted by Djunita and her friends used these two analytical tools to find out alternative development strategies at PT Family Company, KPBS Pangalengan Milk. The novelty of this research is using SWOT and QSPM analysis on several similar MSMEs and to find out the differences in business strategies that will be implemented. Based on the result of the SWOT and QSPM analysis, contribution of this research is can help the owners of Umi, Lahadeng Corner, and Nuca MSMEs in adopting business strategies that suit their companies. Therefore, the research question focus is finding appropriate business strategies by using SWOT and QSPM analysis, as well as finding differences in strategies for these MSMEs.

B. Methods

The study uses a comparative multi-case study approach. Multi-site or multi case study means qualitative research based on the ongoing exploring concept, which case-oriented to several cases and involves in-depth studies (Chariri, 2009). Then, comparative study will be able to find differences and similarities about people, work procedures, objects, ideas, criticism of people, and groups. The researcher's presence in this study was to participate in the field by analyzing direct observation and in-depth interviews. The study was carried out at MSMEs in East Luwu Regency, South Sulawesi Province, namely at Umi MSME, Lahadeng Corner, and Nuca MSME.

The informants in this study are key informants and supporting informants. Key informants consisted of three people, Mrs. Rustinah as the owner of UMKM Umi, Mrs. Hajar as the owner of Lahadeng Corner, and Mrs. Harningseh as the owner of UMKM Nuca. The supporting informants consisted of 18 people, namely two active employees, two resellers, and two consumers from each MSME. The selection of informants was carried out deliberately. This is based on criteria that have been adapted to the research focus by taking into account the experience or knowledge of research informants (Harahap, 2020).

Data collection by observation, interviews, documentation, and recording in the field (Hardani et al., 2020). Observations can be related to attempts to: construct problems, contrast the problems with field reality, comprehend the problems in-depth to identify potential questionnaire questions, or identify data collection techniques. This study makes use of in-depth interviewing methods, unstructured interviews lasting several hours at the research site with informants. The gathering of data using documents is called documentation, these diverse documents include of readings, texts, audio files, and video files. When the facts and research focus arose, or when the event happened, the date, location, and environment must be documented. Data records from fields that are considered important, grouped with the same data.

Data analysis by reducing data, presenting data, concluding and verifying (Abdussamad, 2021). Reducing data entails summarizing, picking the key elements, concentrating on what matters, and searching for trends and themes. The presentation of data can be done in the form of short descriptions, graphs, relationships between categories, diagrams, etc. The initial conclusions reached are still provisional and will change if solid evidence is not found in the next phase of data collection. However, if the conclusion reached at the initial stage is supported by sound and consistent evidence when returning to the scene to collect data, then the conclusion reached is a reliable conclusion. The data validity is checked with triangulation and member checking. The triangulation includes the source triangulation and the method triangulation. The source triangulation to check the reliability of data is performed by verifying data obtained from multiple sources. The method triangulation to testing

data reliability that involves checking data against the same source using different methods.

Analysis techniques are SWOT and QSPM analysis. SWOT is a tool used in developing business strategies based on the situation of an MSME (Rangkuti, 2013). Strengths and weaknesses are internal factors, and opportunities and threats are external factors. The strengths and weaknesses of MSMEs will be investigated using the IFAS (Internal Factor Analysis Summary) matrix, and then the opportunity and threat factors will be investigated using the EFAS (External Factor Analysis Summary) matrix. The combination of the two indicators in the SWOT diagram will show the position of an MSME (Wardoyo, 2011). The SWOT matrix will clearly show what opportunities and threats can be compared with strengths and weaknesses to produce the right strategy (Rangkuti, 2013). The Quantitative Strategic Planning Matrix (QSPM) environmental analysis tool that will be used in this study is based on a strategy formulation analysis framework consisting of an input stage, a matching stage, and a decision stage (David, 2011).
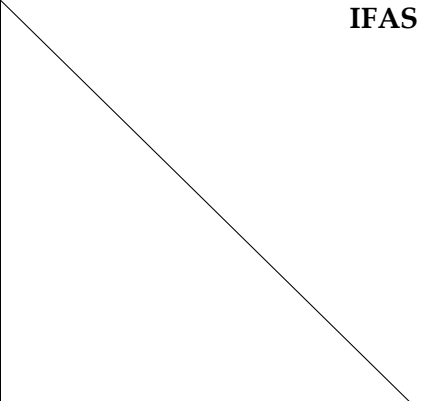
C. Results and Discussion

SWOT Analysis

Umi MSME Internal Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis Summary (EFAS)

The analysis results using the IFAS matrix show a score value of 3.00 for the strength factor and a score value of 0.46 for the weakness factor, so the difference in score value between the two factors is 2.54. The results of the analysis using the EFAS matrix show a score of 2.35 for the opportunity factor and a score of 0.52 for the threat factor, so the difference in score between the two factors is 1.83. The two difference values are used as the X and Y values when plotting in the Cartesian SWOT diagram (Wardoyo, 2011). The next step is to create a SWOT matrix so that opportunities and threats can be seen compared to strengths and weaknesses to produce the right strategy (Rangkuti, 2013).

Table 2. Umi MSME SWOT Matrix

IFAS	Strengths (S)	Weakness (W)
	1. The number and capabilities of employees are adequate. 2. Good employee loyalty. 3. Product supplies are always sufficient. 4. The product lasts quite a long time. 5. Provide product bonuses.	1. The location of the shop as well as the production house is not on the main road. 2. The production equipment owned is not optimal. 3. The selling price of the product is not

EFAS	6. Serve consumers well. 7. Record sales results.	determined based on sales calculations. 4. Promotions and advertisements carried out on social media have no impact.
Opportunities (O) 1. Stable raw material supply, directly from farmers, and cheaper prices. 2. The local government provides several production machines. 3. Many people want to become resellers. 4. Regional governments assist in product licensing and cooperation 5. The surrounding environment and social structure have a good impact on sales results.	**SO Strategy** 1. Optimization of production capacity (S1, S2, S7, O1, O2, O4, O5) 2. Maintain product quality (S4, O3, O4) 3. Maintain good service quality (S5, S6, O3) 4. Collaborate with more resellers (S3, S4, O1, O3, O4)	**WO Strategy** 1. Open a shop in a strategic location (W1, O5) 2. Add production equipment with maximum function (W2, O2) 3. Selling price adjusted to cost of goods sold (W3, O1, O3) 4. Increase promotions and advertising (W4, O1, O5)
Threats (T) 1. Shipping costs outside the island are expensive. 2. Complaints from consumers. 3. Weather conditions that can hamper the smoked banana chip production process. 4. Environmental and health issues can affect the production process.	**ST Strategy** 1. Give a discount or other offers (S4, S5, T1) 2. Maximize production when weather is favorable (S1, S2, S4, T3) 3. Improve and maintain product quality (S4, T2) 4. Pay attention to the production process (S1, S2 T2, T4)	**WT Strategy** 1. Optimize the production process and product quality (W2, T2, T3, T4) 2. Optimize pricing and promotion strategy (W3, W4, T1) 3. Optimize the use of distribution channels and delivery services (T1, W1)

Lahadeng Corner Internal Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis Summary (EFAS)

The analysis results using the IFAS matrix show a score value of 3.12 for the strength factor and a score value of 0.48 for the weakness factor, so the difference in score value between the two factors is 2.64. The results of the analysis using the EFAS matrix show a score value of 1.92 for the opportunity factor and a score value of 0.76 for the threat factor, so the difference in score value between the two factors is 1.16. The two difference values are used as the X and Y values when plotting in the Cartesian SWOT diagram (Wardoyo, 2011). The next step is to create a SWOT matrix to produce the right strategy (Rangkuti, 2013).

Table 3. Lahadeng Corner SWOT Matrix

IFAS / EFAS	Strengths (S)	Weakness (W)
	1. The number and capabilities of employees are adequate. 2. Product selling prices are determined based on calculation. 3. The uniqueness of the product. The chips are thinner than the others. 4. The product lasts quite a long time. 5. The shop is located on the main road. 6. Record sales results.	1. The production equipment owned is not optimal. 2. Employe loyalty is lack. 3. Promotion has not optimal.
Opportunities (O) 1. Many people want to become resellers. 2. Local governments assist in obtaining product permits. 3. The surrounding environment and social structure have a good impact on sales results.	**SO Strategy** 1. Optimization of production capacity (S1, S3, S4, S5, O1, O3) 2. Maintain product quality and uniqueness (S3, S4, S6, O2, O3) 3. Collaborate with more resellers (S1, S2, S3, S4, O1, O2)	**WO Strategy** 1. Add production equipment with maximum function (W1, O1) 2. Increase promotions and advertisements (W3, O1, O3)
Threats (T) 1. The supply of raw material is unstable because it comes from the market and not directly from farmers. 2. Weather conditions can hamper the production process of smoked banana chips. 3. Environmental and health issues affect the production process. 4. The presence of new competitors.	**ST Strategy** 1. Looking for and collaborating with farmers as permanent suppliers (S3, S5, T1) 2. Maximize production when weather is favorable (S1, S4, T2) 3. Maintain product quality and pay attention to the production process (S1, S3, S4, T3, T4)	**WT Strategy** 1. Optimize the production process and product quality (W1, T2, T3, T4) 2. Optimize distribution and promotion (T4, W3)

Nuca MSME Internal Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis Summary (EFAS)

The analysis results using the IFAS matrix show a score value of 3.12 for the strength factor and a score value of 0.48 for the weakness factor, so the difference in score value between the two factors is 2.64. The results of the analysis using the EFAS matrix show a score of 3.24 for the opportunity factor and a score of 0.36 for the threat factor, so the difference in score between the two factors is 2.88. The two difference values are used

as the X and Y values when plotting in the Cartesian SWOT diagram (Wardoyo, 2011). The next step is to create a SWOT matrix to produce the right strategy (Rangkuti, 2013).

Table 4. Nuca MSME SWOT Matrix

| IFAS / EFAS	Strengths (S)	Weakness (W)
	1. The number and capabilities of employees are adequate. 2. Good employee loyalty. 3. The product lasts quite a long time. 4. Product prices are cheaper and have more content. 5. Record sales results. 6. Product selling prices are determined based on calculation.	1. The location of the shop as well as the production house is not on the main road. 2. Product supplies sometimes are limited. 3. The production equipment is still manual. 4. Not carrying out promotion.
Opportunities (O) 1. Stable raw material supply, directly from farmers, and cheaper prices. 2. Many people want to become resellers. 3. Local governments assist in obtaining product permits.	**SO Strategy** 1. Optimization of production capacity (S1, S2, S3, O1, O2, O6) 2. Maintain product quality (S3, O2, O3) 3. Collaborate with more resellers (S1, S3, S4, S6 O1, O2)	**WO Strategy** 1. Open a shop in a strategic location (W1, O3) 2. Optimize of production capacity (W2, O1, O2) 3. Add production equipment with maximum function (W3, O2) 4. Do promotion (W4, O1)
Threats (T) 1. Environmental and health issues affect the production process.	**ST Strategy** 1. Improve and maintain product quality (S1, S3, S4, T1) 2. Pay attention to the production process (S1, S6, T1)	**WT Strategy** 1. Optimize the production capacity and product quality (W2, W3, T1) 2. Do promotion (W1, W4, T1)

Cartesian SWOT Diagram
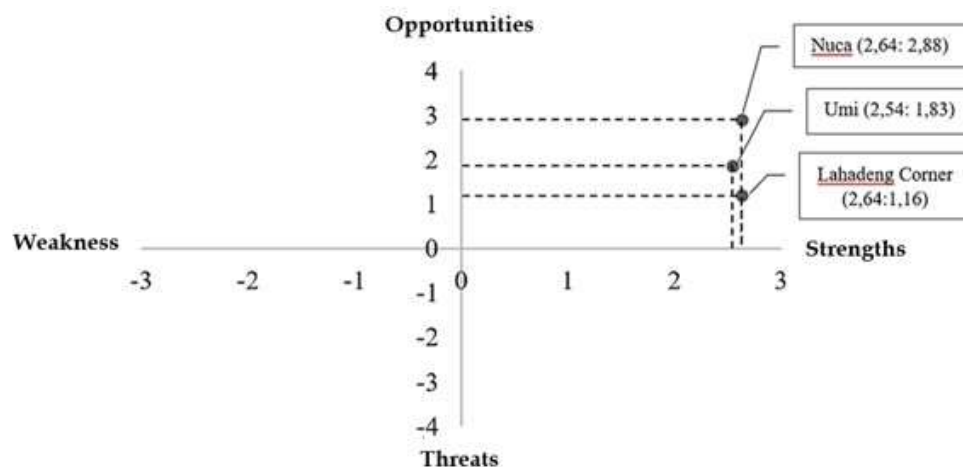
Figure 1. Cartesian SWOT diagram for MSMEs

The combination of the two indicators, the external strategic factor and the internal strategic factor analysis summary in the SWOT diagram will show the position of a business entity (Wardoyo, 2011). The results of plotting the Cartesian SWOT diagram show that the positions of MSME Umi, Lahadeng Corner, and MSME Nuca are in quadrant I. The strategy that will be implemented supports and focuses on aggressive growth (Rangkuti, 2013).

The right business strategy for Umi MSME is to collaborate with more agents, open more strategically located store, adding production equipment that operates more optimally, improve and maintain product quality, optimize pricing and promotion strategies, and optimize the use of distribution channels and delivery services. Previous research findings also regarding SWOT analysis, as carried out by Kumalasari and her friends about determine the development strategy for MSMEs in Kolaka District, Southeast Sulawesi, Indonesia. The result shows that the strategy that must be implemented in this condition is to support aggressive growth policies, namely the Strength-Opportunity (S-O) strategy (Kumalasari et al., 2022). In addition to being in the aggressive growth zone, MSMEs can also be in the growth and build zone. SWOT analysis is used to determine the internet marketing strategy at MSME Batik Manggur, with the research results being that MSMEs are in the growth and build zone. Suitable strategies are product development, market penetration, or integration (Rahmadani et al., 2020).

Lahadeng Corner MSME's business strategies based on SWOT analysis are to optimize production capacity, maintain product quality and uniqueness, cooperate with more agents, supplement operational production equipment more optimally, finding and collaborating with farmers as long-term suppliers, optimizing distribution and advertising. Quadrant I is the location of MSMEs Kerajinan Gunung Sari Malang, based on the research results. This means that the networking strategy

will be more focused on the growth process of the organization, or in other words, it will prioritize the SO strategy, specifically the plan for using all assets of the organization to realize existing capabilities (Setya et al., 2017). In addition to being in Quadrant I, MSMEs can also be in Quadrant II, III or even IV. According to research results conducted by Satria Tirtayasa, Mohammad Yusri, and Muammar Rinaldi. Research results based on SWOT analysis, the grand strategy for MSMEs that can be selected is in Quadrant III, namely Survival Strategy (WT). MSMEs must develop strategies to maintain their performance (Tirtayasa et al., 2022).

Nuca MSME's business strategies based on SWOT analysis are to optimize production capacity, collaborate with more agents, open more strategically located store, adding production equipment that operates more optimally, improve and maintain product quality, and doing promotions. Inggrita Gusti, Sari Nasution, and Frida Ramadini doing research in woven SME in Medan. The woven SME is located in quadrant I with a growth strategy. Therefore, the implementation strategies can be implemented to improve the weaving quality of weavers, and develop innovative ideas so can continue to develop existing galleries to increase their popularity and survival. Creativity is important to make showrooms and SME entrepreneurship attractive (Gusti et al., 2018). The other research about SWOT analysis is study about PT. X. It is in a fairly strong position and the threats and opportunities it faces are not too strong. Therefore, the right strategy in the company's growth phase is a concentric diversification strategy by producing new products efficiently because the company already has good production and marketing capabilities (Olga et al., 2020).

The other research result show MSMEs that in Quadrant III. The solution obtained from this study is WO strategy, which reflects the strategy of taking advantage of opportunities to overcome internal weaknesses identified as a top priority. The organization under study should prioritize the use of environmental opportunities to address organizational weaknesses (Shakerian et al., 2016). Hendri Dunan, Habiburrahman, and Berka Angestu also doing research about SWOT analysis. Based on SWOT analysis, the SO (Strength-Opportunity) strategy is built and is located in Quadrant 1 (growth-oriented strategy). The strategy that must be implemented under these conditions is to support aggressive growth policies through cost leadership, differentiation and focus (Dunan et al., 2020).

QSPM Analysis

The Quantitative Strategic Planning Matrix (QSPM) environmental analysis tool also uses the EFAS and IFAS matrices in the input stage. At the matching stage, Internal and External (IE) matrix is used, also the SWOT matrix. At the decision stage, the quantitative strategic planning matrix is used to calculate the Total Attractiveness Score (TAS) value. After getting the TAS value from the alternative strategy, the highest value will indicate the alternative strategy that can be used as the main

alternative. TAS with the smallest value indicates that the alternative strategy is another strategy option (David, 2011).

Table 5. QSPM Strategy Sequence

Sequence	Umi MSME Strategy	TAS Value
1	Collaborating with more resellers.	7.41
2	Open a shop in a strategic location.	7.10
3	Improve and maintain product quality.	6.60
4	Add production equipment with maximum function.	6.04
5	Optimize the use of distribution channels and delivery services.	5.12
6	Optimize pricing and promotion strategy.	5.11
Sequence	**Lahadeng Corner Strategy**	**TAS Value**
1	Optimization of production capacity.	6.92
2	Maintain product quality and uniqueness.	6.81
3	Collaborating with more resellers.	6.72
4	Optimize the use of distribution channels and promotion.	6.27
5	Looking for and collaborating with farmers as permanent suppliers.	6.01
6	Add production equipment with maximum function.	5.17
Sequence	**Nuca MSME Strategy**	**TAS Value**
1	Optimization of production capacity.	7.27
2	Collaborating with more resellers.	7.12
3	Improve and maintain product quality.	6.82
4	Add production equipment with maximum function.	5.94
5	Open a shop in a strategic location.	5.66
6	Do promotion.	5.51

The results of QSPM analysis show that the most profitable strategy for Umi's MSMEs is collaborating with more resellers. It is can be used as the main alternative strategy with 7.41, highest TAS value. The lowest-value alternative strategy is optimized pricing and promotion strategy, with 5.11 the smallest TAS value. It will be another strategy option. Besides that, open a shop in a strategic location, improve and maintain product quality, add production equipment with maximum function, optimize the use of distribution channels and delivery services, strategies with lower TAS values can be implemented in order of priority. There is a positive relationship between price and product quality to increase bread sales at Dua Cakra Roti Factory in Sanggau Regency (Neti & Magdalena, 2021). The alternative strategy applied by Aura Bedda Lotong company to increase the revenue is a collaborative strategy because it can expand its market reach and collaboratively build mutually beneficial relationships with its partners and agents to make a profit (Kurniawan et al., 2023).

The most recommended alternative strategy for Lahadeng Corner MSME is optimization of production capacity, with highest TAS value is 6.92. Another strategy option is preserved product quality and uniqueness, collaborating with more resellers, optimize the use of distribution channels and promotion, looking for and

collaborating with farmers as permanent suppliers. Add production equipment with maximum function as the smallest TAS value with 5.17 score. The study by Tuwandi Juniarto and friends shows that supplier development has a positive impact on supplier performance and that supplier performance has a positive impact on company performance (Juniarto et al., 2021). A product marketing strategy can start with improving understanding of the workforce and ultimately increase product quality and quantity (Arjuna et al., 2022). Maintaining positive relationships with suppliers and exploring the possibility of finding new ones is the other approach. Given that rivals in the same region typically use the same provider. Next, to maintain the baseline price so that the chosen price might effectively compete (Sholikhah et al., 2018).

The most recommended alternative strategy for Nuca MSME is optimization of production capacity with highest TAS value, it is 7.27. Another strategy option is collaborating with more resellers, improve and maintain product quality, add production equipment with maximum function, open a shop in a strategic location, and do promotion. It is the smallest TAS value with 5.51 score. Accessibility is an important factor in choosing a strategic location for a store because it will be easier for consumers to reach that location so it can invite consumers to come (Chelviani et al., 2017). Owners of businesses can devote all of their attention to their patrons because happy consumers are more likely to make repeat visits. High-quality products are one way to demonstrate this attention to detail (Birru et al., 2022). Digital technology usage has a significant impact on sales turnover. The way that people shop has evolved. Being able to shop from home is something that a lot of people desire. Consequently, it is imperative to enhance the capacity of MSME to execute online marketing promotions using digital media (Sudarmiatin et al., 2023).

SWOT and QSPM analysis can be used in developing strategies for a sustainable business from an online laundry marketplace startup, the Infineed. The analysis results show that the Infineed is in a growth-oriented strategy position, namely utilizing internal strengths to take advantage of as many opportunities as possible, with the highest alternative development strategy being the strategy of using search engine optimization, collaborating with payment gateway providers and utilize paid advertising and social media for promotion (Naufinda Asnin et al., 2021). I Made Kartika and her friends conducted research using QSPM analysis. There are three alternative strategies that artisans can take to grow their business: market penetration; develop or expand markets; and product development. Based on the QSPM results, market development or expansion has the highest TAS, which is why it was chosen as the most recommended strategy (Kartika et al., 2024).

Comparative Analysis of MSMEs

There are similarities and differences found in the results of research on MSMEs Umi, Lahadeng Corner, and Nuca in running their businesses. The similarity is in terms of

the substance or main strategy that you want to carry out. Meanwhile, the difference is in its implementation. The study results also show that Nuca MSMEs are superior at attracting other people to become customers or resellers compared to Umi and Lahadeng Corner MSMEs. A different strategy that has been implemented by Nuca MSMEs so far is setting product prices that are cheaper than the products of other similar businesses. Pitman and Heni Iswati's study indicates that the Dana Cinta Business will fail if solely use a cost advantage (low cost) strategy. However, when combined with a differentiation strategy, a cost leadership approach can positively impact corporate success (Pitman & Iswati, 2018). The performance of the company and cost advantages are related. Companies can use two strategies to boost performance: the first is a cost leadership strategy, and the second is a product excellence approach (Rianto, 2018).

Apart from cheaper prices, Nuca MSMEs also use product packaging with more content. This can attract more consumers. Even though the profit earned from each product sale is less, it can attract the interest of more consumers. Satisfied consumers can become customers. A study conducted by M. Khairul Anam, Muntalim, and Suci Wulandari shows that consumers feel satisfied after deciding to buy Otak-otak Bandeng products. Packaging and size attributes have a high level of importance and good influence (Anam et al., 2023). The Maharaja Super Cake shop's customers' purchasing decisions are influenced by the quality of the product and its packaging. Customers can stay happy and make repeat purchases by encouraging more creativity in product varieties and packaging designs that are more appealing and adhere to current trends (Alfayed et al., 2024). Salsa Wulandari and Eka Komalasari's study demonstrates how the Pradevi Cake and Cookies Home Industry in Meranti Islands Regency can affect consumers' decisions to make impulsive purchases based on the packaging of their products, including materials, logos and labels, color, size, and attractiveness of the packaging design (Wulandari & Komalasari, 2023).

The large number of requests ultimately causes product turnover to become faster. So, in the long term, sales volume can be greater than that of other MSMEs. This price penetration strategy is product pricing that takes advantage of the opportunity to gain market share at lower prices to attract customers and dominate the scope of similar businesses (Anwar, 2020). Customer attractiveness stems from offering high-quality products at competitive pricing, according to studies conducted at Express Laundry. Offering reasonable service costs along with excellent service can increase a company's market potential (Zain et al., 2021).

D. Conclusion

According to the SWOT and QSPM analysis in this study, the conclusions obtained is finding appropriate business strategies. The every MSME position is in quadrant I, means the most profitable situation. The right strategy can be carried out is to implement policies to support and focus on aggressive growth. The alternative

strategies generated through SWOT analysis were then ranked using QSPM analysis and showed that the priority alternative strategy for Umi MSME is collaborate with more resellers, while the last alternative was to optimize pricing and promotion strategies. At Lahadeng Corner, the priority alternative strategy is optimizing production capacity, and the last alternative strategy is adding production equipment. At Nuca MSME, the priority alternative strategy is optimizing production capacity, and the final alternative strategy is carrying out promotions.

There are similarities and differences found from the results of research on MSMEs Umi, Lahadeng Corner, and Nuca in running their businesses. The similarity is in terms of the substance or main strategy that they want to carry out. Meanwhile, the difference is in implementation. The results also show that Nuca MSMEs are superior at attracting other people to become customers or resellers compared to Umi and Lahadeng Corner MSMEs. A different strategy that has been implemented by Nuca MSMEs so far is setting product prices that are cheaper than the products of other similar businesses and use product packaging with more content.

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