BUSINESS DEVELOPMENT STRATEGY FOR CHOCOLATE RANGGINANG PRODUCTS AT KANG ASROK'S MICRO SMALL BUSINESS IN BANJAR CITY WEST JAVA PROVINCE

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Abstract: Kang Asrok is a small micro-business engaged in the food processing industry, namely rangicok, which uses rangginang as a basic ingredient that is innovated with various flavors to become today's food that maintains the existence of traditional food. This study aims to analyze internal and external environmental factors: weaknesses, strengths, threats, and opportunities, formulate strategic alternatives and formulate business strategy priorities that can be a recommendation for Kang Asrok. This study uses primary data from the questionnaire of 3 experts, observation and interview with the owner, and an online survey of 20 respondents. This study uses a three-stage analysis consisting of the input stage, the matching stage, and the decision stage. This study was conducted using analysis tools such as the SWOT matrix, IFE, and EFE matrix, IE matrix, and QSP matrix. The results showed that Kang Asrok was in quadrant IV, which means the right strategy is growth and build. Based on the QSP matrix, the right strategy to be applied is market penetration to create brand awareness of the community towards the product got a STAS score of 5,30.

Keywords: processing industry, QSPM, traditional food, SWOT

Abstrak: *Kang Asrok merupakan usaha kecil mikro yang bergerak pada industri pengolahan makanan yaitu rangicok, menggunakan bahan dasar rangginang yang diinovasikan dengan berbagai varian rasa untuk menjadi makanan masa kini yang tetap menjaga eksistensi makanan tradisional. Penelitian ini bertujuan untuk menganalisis faktor lingkungan internal dan eksternal yang menjadi kelemahan, kekuatan, ancaman, dan peluang, merumuskan alternatif strategi, dan memformulasikan prioritas strategi bisnis yang dapat menjadi rekomendasi bagi Kang Asrok. Penelitian ini menggunakan data primer yang diperoleh melalui pengisian kuesioner oleh 3 pakar, pengamatan langsung dan wawancara dengan pemilik, serta survei daring dengan 20 responden. Metode penelitian yang digunakan yaitu dengan analisis tiga tahap yang terdiri dari tahap masukan, tahap pencocokan, dan tahap keputusan. Penelitian ini dilakukan dengan menggunakan alat analisis yaitu matrik SWOT, matrik IFE, matrik EFE, matrik IE, dan matrik QSP. Hasil penelitian menunjukkan bahwa usaha Kang Asrok berada pada kuadran IV, termasuk kedalam kelompok growth and build. Berdasarkan matrik QSP, strategi yang baik untuk diaplikasikan yaitu melakukan penetrasi pasar untuk menciptakan brand awareness masyarakat terhadap produk memperoleh nilai STAS sebesar 5,30.*

Kata kunci: *industri pengolahan, QSPM, makanan tradisional, SWOT*

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INTRODUCTION

Indonesia is recognized as a pluralistic country, as evidenced by the variety of food available. This is a source of state wealth that is not regulated by other countries and has the potential to grow significantly over time. Traditional meals from diverse locations each have their distinct character reflecting a local perspective (Untari and Budi, 2014), evident in the flavor, processing techniques, raw materials, and presentation methods. Traditional food has its allure for consumers and visitors from beyond the region. According to Damanik and Helmut (2006), tourist attractions include distinctiveness, originality, authenticity, and diversity. Indonesia's diverse culinary assets contribute to the country's economic potential. One of the dominant tourism assets in Indonesia is culinary tourism (Agustina, 2012). The traditional food sector, the second largest industry after agriculture, demonstrates this (Susilawati and Saepul, 2017).

Traditional food processing industry businesses are included in the UMK (micro and small businesses) because, as stated in article 4 point c of Law No. 20 of 2008. The principle of business development based on regional potential is included in micro, small, and medium enterprises that operate in the food processing industry. Traditional products are derived from indigenous raw materials. MSEs have a critical role in consolidating the national economy (Setyawati, 2009) and driving the economy, particularly in West Java. According to BPS (2018), MSEs account for 98.84 percent of all non-agricultural businesses in West Java. MSEs in the processing industry ranks third, accounting for 13.21 percent of total employment (BPS, 2016).

Banjar City is one of the cities in West Java that has seen positive development. According to BPS data (2019), the number of MSEs has increased during the last five years from 2015 to 2019. The increase in the number of MSEs corresponds to the increasing expenditure of Banjar City residents on food, beverage, and cigarette use, which ranks first with a 37.72 % expenditure in 2019. (BPS, 2019).

The high-income allocation of Banjar City residents to food, beverage, and cigarette consumption groups indicates that this type of business will be successful. The increased business opportunities motivate owners to create unique items named Rangicok and made with traditional food, specifically rangginang, chocolate, and a variety of tastes to create a unique and unusual flavor that sets it apart from its competitors. According to Gökkaya and Gönül (2015), for a business to remain competitive, it must create and introduce new items to external markets. Rangicok is also manufactured to promote traditional food to ensure its existence.

Although most Banjar City people's income is spent on consumption, this allocation does not foster considerable growth for Kang Asrok's business. This is mirrored in the profit made, which has been pretty stable over time. This is consistent with the local market's limited size and the capacity of the capital possessed. Kang Asrok's modest business activities are a result of his capability limits. David (2009) asserts that production capabilities and policies have a significant impact on the strategy that will be implemented. Production and marketing technology is still being used in an antiquated manner. Adopting current technology can assist a business's entire operations (Susilawati and Saepul, 2017), which promotes the growth of the business. In terms of technology, Kang Asrok's business remains without an electric chocolate melter and a dedicated freezer and manual printing and product packing that require human labor. The engagement of human resources throughout the production process might operate as a hindrance to a business's effective development. If human resource management is well-organized, a corporation will enjoy a favorable position in the market (Adiyanto, 2020). Because making rangicok demands perseverance, skill, tidiness, and thoroughness, none of which many people possess. The company's long-term objectives can be accomplished by formulating, implementing, and evaluating cross-functional business decisions (David, 2009).

Internal and external environmental elements can help develop an effective and efficient business plan (David, 2009). Strategic planning is used to understand the managerial implications that affect the company's prospect (Riyanto, 2018), used to grow the business owned (Untari and Budi, 2014), maintain product quality, and foster collaborative partnerships (Safitri et al., 2018), and can result in greater sales following company goals (Wibowo et al., 2018; Susilawati and Saepul, 2017; Suhandi et al., 2019; Fajri, 2018).

According to the preceding description, this study aims to analyze internal and external environmental factors that will result in strengths, weaknesses, opportunities, and threats, develop alternative business strategies, and identify business strategy priorities that can be recommended for Kang Asrok's business.

METHODS

This research was conducted at SME Kang Asrok, located at Jalan Brigjen M.Isa, SH No. 193 Purwaharja, Banjar City, West Java. The data was collected using secondary sources such as literature reviews, government agencies such as the Central Statistics Agency (BPS), and other relevant library materials and primary sources such as direct observation, owner interviews, and questionnaire completion. The questionnaire for strategy design was completed directly by respondents who included the Purwaharja Rangginang Center's owners, financial managers, and administrators. Twenty consumers who have purchased Rangicok items completed a consumer questionnaire produced using Google Forms and sent via the owner. Data collecting took place over two months commencing in November and ending in mid-December 2020.

The data processing and analysis type used is descriptive analysis, followed by strategy creation based on David's strategic management idea (2009). Descriptive analysis is used to determine the company's environment holistically, beginning with the company's history, overview, vision and mission, organizational structure, and ending with an understanding of the company's strengths, weaknesses, opportunities, and threats.

Throughout running a business, there is always the possibility of encountering something unexpected, either beneficial or detrimental to the organization. As a result, SME Kang Asrok needs to develop a business plan that is environmentally aware. Developing the optimal strategy for the business is required to ascertain the company's internal and external conditions.

Three steps are involved in creating a strategy: the input stage, the matching stage, and the decision stage. The Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrix are the analytical tools utilized throughout the data collection stage. The matching step uses an internal-external (IE) matrix and a strength, weakness, opportunity, and threat (SWOT) matrix. The final stage is decision-making, which is accomplished by using the Quantitative Strategic Planning (QSP) matrix.

The three-stage analysis method is used in strategy formulation to acquire objective analytical results while avoiding personal, environmental, and political biases and halo errors, or the tendency to emphasize one factor (David, 2009).

The first stage is known as the input stage. At this step, the IFE and EFE matrix are used to analyze the internal and external aspects affecting Kang Asrok's business. Through interviews, external and internal factors were identified. Internal factor analysis is used to ascertain the company's strengths and weaknesses, whereas external factor analysis is used to ascertain the opportunities and threats encountered. The internal environmental analysis encompasses the management, marketing, finance, production, research and development, information systems functions, and the 4P marketing mix. The external environment analysis includes an examination of the macroenvironment, which includes economic, political, social, and technological factors, as well as an investigation of the industry's external environment, which includes entry barriers, competitor companies, supplier or supplier strength, buyer power, and the threat of substitution. Following the collection of these factors, the respondents who decided the ranks and weights are contacted. Weights are determined via pairwise comparisons. The weights represent the relative significance of these factors to the company.

The second stage is the stage of matching. At this stage, the weighting values from the IFE and EFE matrices should be entered into the IE matrix to calculate the company's position. The IE Matrix is a business analysis tool used to determine a company's position. Using this analytical tool enables the development of a more detailed business strategy. The IE matrix categorizes many parts of the company's strategy into nine cells; in principle, the nine cells can be categorized into three main strategies: growth and development, hold and maintenance, and harvest or divestment. 'gather' or 'distribute'). The IE matrix's output will provide information on the company's position. Following that, create a SWOT matrix. The SWOT matrix summarizes the company's strategic factors, proving how its external opportunities and threats can be reconciled with its internal strengths and weaknesses, resulting in four groups of possible alternative strategies, namely S-O strategy, W-O strategy, W-T strategy, and S-T strategy.

The final stage of strategy formulation is decision making, which is accomplished with the QSP matrix. The matrix is intended to illustrate the relative attractiveness of several decided strategic alternatives (David, 2009) and to aid in objectively evaluating alternative strategies considering previously established important internal and external success determinants.

RESULTS

Internal Environmental Analysis

Internal environmental analysis is conducted to understand the company's strengths and weaknesses to develop a plan compatible with the organization's internal conditions. David's (2009) theory identifies the internal environment by examining numerous internal factors, including management, finance, marketing, management information systems, and production. Nine internal factors were identified based on the company's internal environmental analysis results, consisting of six strengths: varied flavors, the use of basic ingredients from traditional foods, competitive pricing, attractive packaging, completeness of licensing documents, and halal certification. And there are three weaknesses: Promotional activities have been underused; Simple technology has been used; Human resource management has been disorganized.

The IFE matrix is the analytical tool used to evaluate and summarize the primary strengths and weaknesses within the functional area of the business (David, 2009). The calculation is made by multiplying the average weights and ratings collected from three respondents, namely the owner, the finance and human resources department, and the administrator of the Rangginang center. Table 1 summarizes the results of the IFE matrix calculation.

According to Table 1, the weight with the highest value on the strength factor is appealing packaging, which has a score of 0.15, indicating that the factor is more relevant or believed to be the primary strength affecting the company's success. When seen through the lens of the rating value, it is clear that beautiful packaging has been assigned a value of 4, indicating a strong level of impact for the company. According to the consumer survey, as many as nineteen persons, or 86.2 percent, identified Kang Asrok's primary strength: appealing packaging. This is consistent with Rahman's (2014) research, which indicates that unappealing packaging will have little selling value. Attractive packaging is Kang Asrok's main competitive advantage. Since its inception, Kang Asrok's firm has been exceptionally adaptable to changing circumstances, relying on creativity and innovation to grow.

Table 1. Results of Kang Asrock's IFE Matrix Analysis

Internal Strategic Factors	Average Weight	Average Rating	Score (Weight x Rating)
Strength			
Variety of flavors	0.09	3.33	0.30
Using basic ingredients from traditional food	0.08	4	0.35
Competitive price	0.08	3	0.25
Attractive packaging	0.15	4	0.60
Completeness of business license	0.10	4	0.43
Halal Certified	0.09	4	0.39
Weakness			
Promotional activities are not optimal yet	0.11	1.33	0.15
Simple use of technology	0.16	2	0.32
HR management that is not well organized	0.09	2	0.18
Total Internal Weight Score	3.02		

Additionally, innovation is conducted to avoid market saturation, seize additional opportunities, and improve company efficiency and effectiveness, contributing to improved business performance (Gökkaya and Gönül, 2015). As a result, this company is extremely concerned with packaging to get consumers to purchase it. Additionally, this organization is always refining its packaging to ensure that it can be stored for an extended period. Several times, Kang Asrok's efforts resulted in packaging improvements. Many packaging materials are used, including a zipper-lock, aluminum foil, paper, and mica, and the packaging style is enhanced. Kang Asrok has also provided consumers with specific information regarding nutritional content, product brands, and MUI halal licenses. That was Kang Asrok's power.

While the main weakness factor owned by Kang Asrok's business is that promotional activities have not been maximized, as showed by the highest rating value of 1.33 compared to other weakness factors. This is under the company's situation where its promotional activities have not been effective in increasing company revenue, which can be represented through increased sales. According to Erawati et al. (2018), it can be seen through its limited marketing network. Research by Adiyanto (2020), Hapsari et al. (2008), and Untari and Budi (2014) show the same thing that the traditional food products produced have weaknesses related to the limited promotion or marketing carried out. The results of consumer questionnaires that have been distributed show that 63.6% of respondents know about Kang Asrok's Rangicok products from friends or family, which means they still rely on word of mouth (WOM) and promotions are still less effective in their implementation. The use of shopee and Instagram market places still managed by the owner who holds almost all of Kang Asrok's business activities makes this promotional activity less well-attended. The owner's limitations in digital marketing-based management have caused the sales of their products not significantly to increase. It can be seen from the unattractive appearance of shopee and Instagram. It can cause consumers to be less interested in visiting it because promotion spearheads marketing activities. A business that conducts promotions intensively will gain a wider market share (Adiyanto, 2000). If the promotion is successful, it will increase the company's profit.

The total internal weight scores generated in the IFE matrix are 3.02. David (2009) stated that a score above 2,5 indicates that the company has a strong internal position. So, Kang Asrok's internal position is good at utilizing their strengths to overcome his weaknesses.

External Environmental Analysis

The external environment is evaluated to identify potential opportunities and threats to corporate operations. David (2009) stated that to identify external influences, political, government, legal, technological, and competitive forces, external influences, such as economic, social, cultural, demographic, and environmental forces. The findings indicate seven external strategic aspects, three of which are opportunities and four of which are threats. Kang Asrok's opportunity factors include: The abundance of raw materials; The high purchasing power of the population; It is status as a traditional Banjar City food.

External risks to Kang Asrok include competition for substitute products, rival innovation, restricted market share, and raw material price stability. Businesses must adapt effectively to a variety of factors by developing plans to capitalize on opportunities and mitigate the effects of risks (David, 2009). By identifying and evaluating external influences, the organization can define a mission, specific objectives, and strategies to accomplish long-term goals.

The EFE matrix is used to assess the business's opportunities and challenges. Ratings and weights can be used to determine the primary strategic factors. The rating indicates the relative importance of each factor in comparison to competitors. Meanwhile, the weights represent the relative importance of these aspects in determining the performance of the business. The following table summarizes the EFE matrix results.

According to Table 2, the opportunity factor with the highest weight is the high purchasing power of people for food products, which has a score of 0.16, indicating that the factor is more relevant or is considered the primary opportunity affecting the company's performance. When considered in terms of rating value, it also indicates that people's purchasing power for food goods has a rating of 4, indicating a strong

level of impact. As a result, this aspect represents the primary potential for the business. Consumer demand has a significant impact on how Kang Asrok operates. The considerable spending power of the people for food items represents an opportunity for Kang Asrok to continue developing food products that consumers enjoy (Wibowo et al., 2018). As of now, Kang Asrok is producing a snack made from rangginang known as Choco Ball Crispy, which, according to the product's owner, is aimed to suit the snacking needs of people. The people's high purchasing power for food products ranks lowest, as evidenced by the 2019 Banjar City BPS, which indicates that 37.72 percent of public consumption is devoted to this.

While the primary threat factor, with a weight of 0.19, is the intensity of competition for replacement products. When evaluated through the perspective of the rating value, it is clear that the level of competition for substitute products is 1.33, indicating a high level of threatening influence. Even if Kang Asrok's products are unique and distinct from those of its competitors, it is vital to increase product brand awareness in the

minds of consumers in a competitive market. Increased brand awareness seeks to increase market share, entice potential customers to purchase (Susilawati and Saepul, 2017), and keep products at the forefront of consumers' minds.

The EFE matrix generates 2.57 external weight scores, indicating that Kang Asrok's external position is responsive to opportunities and risks in their surroundings. In other words, Kang Asrok's business is less capable of seizing opportunities and avoiding threats.

Alternative Business Strategy

In matching, using the IE matrix and SWOT matrix analysis tools. Two key things contained in the IE matrix are the IFE total weight score on the horizontal (x) axis and the total EFE weight score on the vertical (y) axis. The meeting point in a certain quadrant describes the position of Kang Asrok's business. Kang Asrok's position is presented in Figure 1.

Table 2. Results of Kang Asrock's IFE Matrix Analysis

External Strategic Factors	Average Weight	Average Rating	Score (Weight x Rating)
Opportunity			
Abundant availability of raw materials	0.10	4	0.39
The high purchasing power of the people for food products	0.17	4	0.67
Becoming a typical food of Banjar City	0.16	3.67	0.58
Threat			
Level of competition for substitute products	0.19	1.33	0.26
Competitor innovation	0.14	1.67	0.24
Market control is still limited	0.10	2.00	0.20
Raw material price stability	0.14	1.67	0.23
Total External Weight Score	2.57		
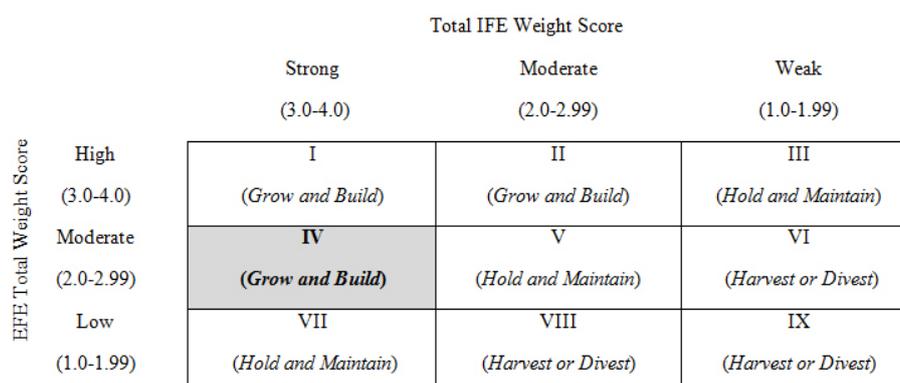
Figure 1. Kang Asrock IE Matrix

Kang Asrok's business is in cell IV, namely the growth and build strategy group. These results are obtained based on the total weight score of the IFE and EFE matrices. The IFE total weight score of 3.02 shows the strong internal position of Kang Asrok's business. The total EFE score of 2.57 shows that Kang Asrok's business position responds to conditions outside the company.

Based on the IE matrix, however, which shows Kang Asrok's position, the SWOT matrix will focus on utilizing the company's internal environment in improving the company's external conditions. Thus, the following alternative strategies are obtained (the strategies obtained from considering Kang Asrok's internal and external strategic factors in Table 4):

Strength-Opportunity Strategy (S-O)

The resulting strategy optimizes internal strengths to capitalize on existing opportunities. The product development plan was chosen with Kang Asrok's strengths and threats. Faced with increased competition, new product developments and product menus must be implemented continuously (Setiawan et al., 2018).

Weakness-Opportunity Strategy (W-O)

The strategy capitalizes on available opportunities to improve the company's weaknesses. As a result of this alternative strategy, the product's public brand recognition is increased through modern technology to increase productivity and market penetration. Susilawati and Saepul (2017) argue that technological advancements require industry to embrace them to support operational tasks, hence increasing output. According to Wibowo et al. (2019), promotional efforts can boost a product's sales, and growing promotion results in a rise in the market it controls (Adiyanto, 2020).

Strength-Threat Strategy (S-T)

A strategy that utilizes the company's strengths to avoid the impact of external threats. The resulting alternative S-T strategy is to develop product and emphasize product differentiation. According to Adiyanto (2020) product innovation to emphasize differentiation can be done by creating new shapes and flavors that can reach new consumers and increase production, which has implications for increasing product sales. MSEs will be able to form their competitiveness by consistently developing their creativity and innovation (Cahyo, 2020).

Table 4. Kang Asrock's SWOT Matrix

	Strength (S) 1. Variety of flavors 2. Using basic ingredients from traditional food 3. Competitive price 4. Attractive packaging 5. Completeness of business license 6. Halal Certified	Weakness (W) 1. Promotional activities are not maximized 2. Use of simple technology 3. HR management that is not well organized
Opportunity (O) 1. Abundant availability of raw materials 2. The high purchasing power of the people for food products 3. Become a typical food of Banjar City	SO Strategy 1. Product development (O1, O2, O3, S1, S2, S3, S4, S5, S6)	WO Strategy 1. Using modern technology to increase productivity (O2, O2, O3, W2, W3) 2. Penetrate the market to create public brand awareness of the product (O2, W1)
Threat (T) 1. Level of competition for substitute products 2. Competitor innovation 3. Market control is still limited 4. Stability of raw material prices	ST Strategy 1. Maintain product quality and emphasize product differentiation (S1, S2, S3, S4, S5, S6, T1, T2)	WT Strategy 1. Improve Human Resources to encourage company progress (T1, T2, T3, W3)

Weakness-Threat Strategy (W-T)

Strategies aimed at mitigating internal weaknesses and avoiding external threats. As a result of this alternative strategy, the company's human resources have been enhanced to foster growth. David (2009) stated that a well-organized business would generally increase staff motivation and dedication to achieving the company's goals.

Business Strategy Priority

This is the stage of decision-making. According to David (2009), there is a single analytical technique for determining the relative attractiveness of several available alternatives. The analytical tool used is the Quantitative Strategic Planning Matrix (QSPM), which is a tool for objectively evaluating numerous alternative strategies using previously collected external and internal factors. Calculation of QSPM is shown in Table 5.

According to Table 6, Kang Asrok's business priority should penetrate the market and generate public brand awareness for the product with a STAS value of 5.30. This strategy is appropriate since the public's brand awareness of *rangicok* products is still low, making market penetration critical for promoting the products' existence in the community and reaching potential consumers outside the producing location. It is envisaged that by implementing this strategy, the company's sales and profits will improve, improving the company's revenue stagnation. Various studies, including Untari and Budi (2014), Hapsari et al. (2008), and Suhandi et al. (2019), all concluded the same thing: enterprises in the traditional food sector should pursue a market penetration strategy. This demonstrates that, in general, traditional foods are only known in the region in which they are produced. As a result, market penetration is deemed appropriate for businesses in the traditional food sector. The lowest STAS value is 4.28, indicating a strategy to strengthen human resources to accelerate the company's growth. This shows that this strategy is not a top priority for Kang Asrok's business, as present human resources are considered adequate to meet overall demand.

Table 5. Quantitative strategic planning matrix

Strategic Factors	Weight	SO1		WO1		WO2		ST1		WT1	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
Strength											
1	0.09	3.5	0.32	1.5	0.14	3.5	0.32	3	0.28	1.5	0.14
2	0.09	1.5	0.13	1	0.09	3.5	0.31	4	0.35	1.5	0.13
3	0.08	2	0.17	4	0.34	3	0.25	2	0.17	2	0.17
4	0.15	3	0.46	3.5	0.53	2	0.30	3	0.46	1.5	0.23
5	0.11	3	0.33	2	0.22	3	0.33	1.5	0.16	1.5	0.16
6	0.01	2.5	0.02	1.5	0.01	3.5	0.03	3.5	0.03	1	0.01
Weakness											
1	0.12	4	0.48	1.5	0.18	4	0.48	3.5	0.42	2.5	0.30
2	0.16	1	0.16	3.5	0.57	1	0.16	1	0.16	2.5	0.41
3	0.09	1	0.09	2.5	0.23	1.5	0.14	1	0.09	4	0.37
Oppurtunity											
1	0.10	3.5	0.34	3.5	0.34	2.5	0.24	2.5	0.24	2.5	0.24
2	0.17	4	0.67	1.5	0.25	4	0.67	3.5	0.58	1.25	0.21
3	0.16	2	0.32	4	0.64	1.5	0.24	1.5	0.24	3	0.48
Threat											
1	0.19	4	0.77	2.5	0.48	4	0.77	4	0.77	2.5	0.48
2	0.14	2.5	0.36	3.5	0.50	3.5	0.50	4	0.57	3	0.43
3	0.10	4	0.41	2	0.20	4	0.41	3.5	0.36	1.75	0.18
4	0.14	1	0.14	2.5	0.35	1	0.14	1.5	0.21	2.5	0.35
STAS		5.17		5.07		5.30		5.10		4.29	
Strategic Alternative Priority		2		4		1		3		5	

Table 6. Results of alternative strategies from the QSP Matrix

Alternative Strategy	STAS	Strategic Priority Order
Market penetration to create public brand awareness of the product	5.30	I
Product development	5.17	II
Maintain product quality and emphasize product differentiation	5.10	III
Using modern technology to increase productivity	5.07	IV
Improve HR to encourage company progress	4.29	V

Managerial Implications

The study has indicated that there were problems in overcoming the company's external factors. It can be seen from the external weight and the company's position in the IE matrix, which is in cell IV. It shows that the strategy that must be done is to grow and build. So, the company needed to overcome company's weaknesses by carrying out a market penetration strategy to increase brand awareness of the product. The result also shows that the main problem faced by SMEs is related to their limitation of market share. Therefore, the business strategy undertaken must be able to encourage the increase of market share. Because of the range of market shares owned, there is a possibility of increasing production and sales.

CONCLUTIONS AND RECOMMENDATIONS

Conclusions

Attractive packaging, underutilization of promotional activities, the high purchasing power of consumers for food products, and the level of competition for substitution are the main strengths, weaknesses, opportunities, and threats in Kang Asrok's business, as determined by respondents' highest ratings and weights. Five strategies focused on intensive strategies were developed after considering the company's internal and external factors using the IE matrix. And SWOT matrix, namely product development, using modern technology to increase productivity, market penetration to create public brand awareness of the product, maintaining product quality, highlighting product differentiation, and developing human resources to drive the company's progress. That five strategies result from considering the company's internal and external factors.

The QSP matrix results indicate that accessing the market to raise public knowledge of the product is a strategic priority that can be accomplished by the company with the largest STAS value of 5.30. The resulting strategy is prioritized following Kang Asrok's business's main weaknesses and threats, where the main weakness is that promotion has not been maximized through market penetration. And the main threat, namely the level of competition for substitute products, can be overcome by increasing public brand awareness of the product. Research by Wibowo (2019) and Adiyanto (2020) reveals a similar thing promotional activities can increase sales and market share. As a result, it is envisaged that increasing public brand awareness and market penetration, would overcome the revenue stagnation issue and increase Kang Asrok's business profits.

Recommendations

The research of Kang Asrok's internal and external environments yielded a strategy for improving the company's condition, namely to penetrate the market and create public brand awareness for the product, indicating that the company should emphasize marketing. Increase Kang Asrok's operating profit by vigorously marketing (advertising product brands in various media, producing brochures, producing videos about business profiles, speaking at entrepreneurship seminars) and recruiting marketing experts, particularly in digital marketing. In the event of a pandemic, digital marketing can be optimally utilized to promote Kang Asrok's products by utilizing paid advertising on Instagram, optimizing the appearance of Instagram, maximizing the effectiveness of the Shopee application, initiating use of Tokopedia, and promoting products via YouTube. It is hoped that the relevant local government, specifically the Banjar City Small and Medium Business Cooperatives and Trade Office, will promote Kang Asrok's rangicok products as typical Banjar City souvenirs by placing them as product advertisements on related service web pages and at various events.

The limitation of this research lies in the limited number of experts and respondents used. The limitations of this study imply future research opportunities to increase the number of experts and respondents to determine the company's internal and ecxternal factors. So, it can further enrich the view and avoid subjective judgments.

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