

**ANALYSIS OF MICRO SMALL MEDIUM ENTERPRISE (MSME) DEVELOPMENT
STRATEGIES IN LENTU VILLAGE, BONTORAMBA DISTRICT, JENEPONTO REGENCY
(A Study on "Bu Tina" Onion Crackers Business)**

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Abstract

This study aims to analyze the development strategies of Micro, Small, and Medium Enterprises (MSMEs) with a case study on the "Bu Tina" onion crackers business in Lentu Village, Bontoramba District, Jeneponto Regency. The research uses a qualitative descriptive method by collecting data through interviews, observations, and documentation. SWOT analysis is employed to identify internal and external factors that influence business development. The results show that "Bu Tina" onion crackers business has strengths in product uniqueness and local raw materials, but faces challenges in limited marketing reach and production capacity. Opportunities such as increasing consumer demand and support from local government programs can be leveraged to overcome these weaknesses. The recommended strategy is a growth-oriented approach through product diversification, strengthening branding, and expanding distribution channels. The study highlights the importance of strategic planning in improving MSME sustainability and competitiveness at the village level.

Keywords: MSME, development strategy, SWOT analysis, onion crackers, Jeneponto

INTRODUCTION

Kerupuk is one of the products favored by the community to enhance their appetite. Generally, the serving of crackers to be eaten is adjusted according to the category of the main meal being consumed. (Hertanto and Hermawan, 2014). One example of crackers commonly found in society is garlic crackers.

Garlic crackers are made from tapioca flour with extra garlic. The garlic flavor is dominant, resulting in a savory and delicious taste. Its shape is usually oval or elongated. Onion crackers are favored by the public because they are easy to obtain, have a savory taste, and are relatively affordable.

Based on its advantages, kerupuk bawang has become one of the products that is easily liked by the Indonesian people. Moreover, the main ingredients are relatively easy to obtain. Thus, onion crackers can become one of the products mass-produced through micro, small, and medium enterprises (MSMEs).

Good business development requires business owners to be able to design their business conditions, to know the strengths and weaknesses present in a business, and to identify opportunities that can be taken to maximize product sales. Thus, business owners can reap as much profit as possible and minimize the potential losses that may arise due to planning and calculation errors.

The development of micro, small, and medium enterprises (MSMEs) as a people's economy business is one of the steps that need to be followed up in a tangible manner. Business actors can implement three business development strategies, namely management strategy, investment strategy, and business strategy. (Afridhal, 2017) the development of micro, small, and medium enterprises (MSMEs) needs to be directed towards conducting competitiveness analysis and formulating efforts to enhance competitiveness in order to advance business development in the future. Indonesia, with its large and continuously growing population, greatly needs the presence of strong and competitive micro, small, and medium enterprises (MSMEs) in the market, both domestically and globally. SMEs are the key to improving the quality of life of the nation, as well as the key to maintaining the resilience of the national economy.

In the effort to develop a business, entrepreneurs must have a plan and strategy for their business. Entrepreneurs must know the strengths and weaknesses of their business, as well as the supporting and hindering factors of their business. The goal is for entrepreneurs not to make missteps or mistakes in decision-making. There are several efforts they can make, such as determining the location, promotion, and financing.

Location is one of the important factors that will influence consumers in making purchases. The selection of a location for a business can impact the growth of the venture being established (Tjiptono & Chandra, 2018). In choosing a location to run a business, entrepreneurs/business operators must consider several factors, including:

1. Access to strategic locations,
2. Ease of visibility for the business to the public,
3. Traffic density,
4. Spacious and secure parking,
5. Availability of ample space for future expansion,
6. Surrounding environment that can support the offered services,

7. Competition in the area with similar businesses, and
8. Government regulations.

Gitosudarmo (2012) states that promotion is an activity aimed at influencing consumers to become familiar with the products offered by the company. Through promotional activities, consumers are expected to be influenced and encouraged to purchase the products or services offered by a business unit.

In this era, the presence of various platforms can increase the sales of a business's products. There are various types of media that entrepreneurs can utilize to introduce the products they sell to the public, with the hope that they can increase sales. The available promotional media are also diverse, ranging from conventional to digital, from paid to free.

In addition to the media used, the promotional strategies employed nowadays are also very diverse. There are various strategies that can be applied by business actors to increase the sales of the products they offer. Regardless of the diversity of strategies and media used, promotion aims to introduce products to the public with the goal of increasing product sales.

Business capital in the Indonesian dictionary is money used as the principal (main) for trading. Capital can also be defined as the release of money and some assets (money, goods, etc.) that can be used to produce something to increase wealth. Business capital can also be interpreted as a sum of money and goods used in conducting business activities.

The availability of capital in building a business becomes a very important pillar. The availability of capital can ensure that a business can continue to produce products without solely relying on orders to increase production speed. On the other hand, the availability of capital can also help business owners to market their products massively. The availability of capital can also encourage the acquisition of other forms of capital in the form of competent production tools.

The development of technology and business competition are challenges that MSME actors must face to strive for their business (Hasdar et al., 2019). Good marketing can retain consumers over time and even increase them (Varey, R. J. 2017). One of the advantages gained by technology with the presence of online marketing. Online marketing, or commonly referred to as digital marketing, is defined as a marketing strategy that utilizes the internet. Online-based marketing is also a solution in facing the competition of MSMEs in the current era (Anisa, 2023). The existence of online marketing can support business activities not only by concentrating on one area but also by reaching much broader regions.

As an effort to improve the business, conducting a feasibility study is essential. A feasibility study is a research conducted to determine the viability or non-viability of a business or enterprise, carried out to generate continuous profits. Various discussions on the basic concepts of a business feasibility study have proven to provide various

economic and social benefits over time. Economic considerations in this research are very important because they will serve as the basis for implementation to subsequently become a business (Suryana, 2003 cited by Aditya et al., 2014).

Micro, small, and medium enterprises (MSMEs) are one of the pillars of economic development in Indonesia (Ernitawati, 2020). UMKM are rapidly developing because it is quite easy to start their businesses. Some of the reasons are that it does not require a large capital, the establishment of the business is not too complicated, and it can also create a considerable number of job opportunities (Iwan, 2016).

Lentu is one of the villages located in the Bontoramba District that has several types of food or snacks. One of them is garlic crackers. This product is very popular among the local community and outsiders. This condition can hinder the development of the onion cracker MSME. One of the MSMEs that produces and markets onion crackers is "Bu Tina" MSME. Initially, Bu Tina only produced onion crackers, but now it has expanded to several other types of cakes due to collaboration with her sibling. This business has been operating since 2020. So far, "Bu Tina's" fried onion crackers have still been using conventional marketing methods that rely on word-of-mouth information.

RESEARCH METHOD

The type of research used by the researcher is field research. This research proposal uses a qualitative approach as stated by Bogdan and Taylor, who define qualitative research as research procedures that produce descriptive data in the form of written words or writings from people and observable behaviors (Sugiyono, 2005).

So, the type of research used in studying the development strategy of the micro, small, and medium enterprises (MSMEs) "Bu Tina" onion crackers is field research using a qualitative approach.

primary data source, a primary data source is a source of materials or documents presented or described by individuals or parties present at the time the described event took place, thus they can serve as witnesses. In this research, the method of collecting primary data is conducted through direct interviews with informants. The informants in this study are small and medium micro-enterprise (UMKM) business owners of onion cracker businesses, through written records in the form of audio recordings from the interview process. Secondary data sources are sources of study data that are described by individuals who did not experience or were not present at the time the event occurred.

The secondary data that will be used in this research are documents or literature from the internet, thesis journals, and other related sources, which will then be analyzed using the descriptive method.

The focus of this research is on the development strategies of Micro, Small, and Medium Enterprises (MSMEs) in the field of onion cracker production run by Mrs. Tina,

located in Lentu Village, Bontoramba District, Jeneponto Regency. This MSME was chosen as the object of research because it has been consistently running its business activities but still faces various challenges in terms of marketing, production, and business management.

This research will specifically focus on identifying the strengths, weaknesses, opportunities, and threats faced by Bu Tina's onion cracker business, as well as how these factors can be used as a basis for formulating appropriate development strategies through a SWOT analysis approach. The main focus of this research is not only to describe the current business conditions but also to provide a strategic analysis that can serve as a reference in enhancing the capacity and competitiveness of the MSME, both on a local and broader scale.

Qualitative data is a method of processing data into information. The data analysis technique used in this research involves utilizing data obtained from observations, interviews, and documentation by collecting, describing, and forming it into a pattern. Determining the more important data to be used as lessons and drawing a conclusion so that it can be easily understood. Qualitative analysis is a type of research that does not analyze data in the form of numbers, and generally does not use statistics or non-statistical research.

The process of systematically identifying several elements to develop an optimal business plan is called a SWOT analysis. This strategy is based on logic and aims to minimize vulnerabilities and overcome threats while fully leveraging opportunities and strengths. The formulation of the organization's vision, goals, objectives, strategies, and policies is always linked to the process of making strategic business decisions. Therefore, a thorough examination of all SWOT factors—strengths, weaknesses, opportunities, and threats—in the context of the current company environment is necessary for strategic planning.

a. SWOT Analysis

SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a method used to evaluating the strengths, weaknesses, opportunities, and threats occurring in a project, business, or product line.

1. Strength (Strength)

A strategy that leverages strengths and capitalizes on opportunities for a business.

2. Weakness (Weakness)

A strategy that minimizes weaknesses and leverages opportunities for a business.

3. Opportunities

Strategy that minimizes weaknesses and avoids threats.

4. Threats

Strategy that uses strengths to overcome threats (Anggriani et al., 2024)

b. SWOT Matrix

This SWOT matrix can generate four potential strategic options. The four available options are as follows:

1. SO Strategy (Strength-Opportunities)

This strategy is based on the company, using its strengths as much as possible to seize opportunities.

2. Strategy ST (Strength-Threats)

A plan that utilizes the strengths possessed by the company to face a threat.

3. WO Strategy (Weakness-Opportunity)

This strategy focuses on leveraging an existing opportunity while reducing existing weaknesses.

4. WT Strategy (Weakness-Threats)

This strategy relies on defensive actions, trying to fix weaknesses and avoid existing threats.

The following is the SWOT matrix table that serves as a reference in the completion of this research, as follows:

EFAS	IFAS	STRENGTH (S)	WEAKNESS (W)
		Determine the internal strength factors.	Determine the internal weakness factors.
	OPPORTUNITY (O)	STRATEGI (SO)	STRATEGI (WO)
	Determine the external opportunity factors.	Create a strategy that uses strengths to seize opportunities.	Create a strategy that minimizes weaknesses to take advantage of opportunities.
	THREATS (T)	STRATEGI (ST)	STRATEGI (WT)
	Determine the external threat factors.	Create a strategy that uses strength to overcome threats.	Create a strategy that minimizes weaknesses and avoids threats.

c. IFAS and EFAS Matrix

1. IFAS Matrix (Internal Factor Analysis Summary)

The IFAS matrix is created to formulate the internal strategic factors of a company. The following are the steps to determine the internal strategic factors of the IFAS matrix according to Rangkuti (2010) in (Fatchorohiono, 2022):

- The first column is filled with strength and weakness factors.
- The second column is filled with weights. Weights are determined based on importance on a scale of 0.0 to 1.0. Weighting is based on importance or urgency on a scale of 1 to 5 (1 = very unimportant, 2 = unimportant, 3 = somewhat important, 4 = important, 5 = very important).
- The third column contains ratings, which are based on expert assessments. The rating value is from 1 to 4 (1 = very weak, 2 = weak, 3 = strong, 4 = very strong).
- The rating value for strengths is given a strength ranking of 4 if a company has more strengths compared to its competitors. Conversely, if the company is weaker compared to its competitors, the value is 1.

- e. The rating value for weaknesses is given a value of 1 if the company has more weaknesses compared to its competitors. Conversely, a value of 4 is given if the company has fewer weaknesses compared to its competitors.
- f. The score value is obtained from the multiplication of the weight and rating columns.

Table. Internal Factor Strategy Matrix (IFAS)

<i>(Internal Factor)</i>	WEIGHT	RATINGS	SCORE
Kekuatan (<i>Strength</i>)			
Kelemahan (<i>Weakness</i>)			
Total			

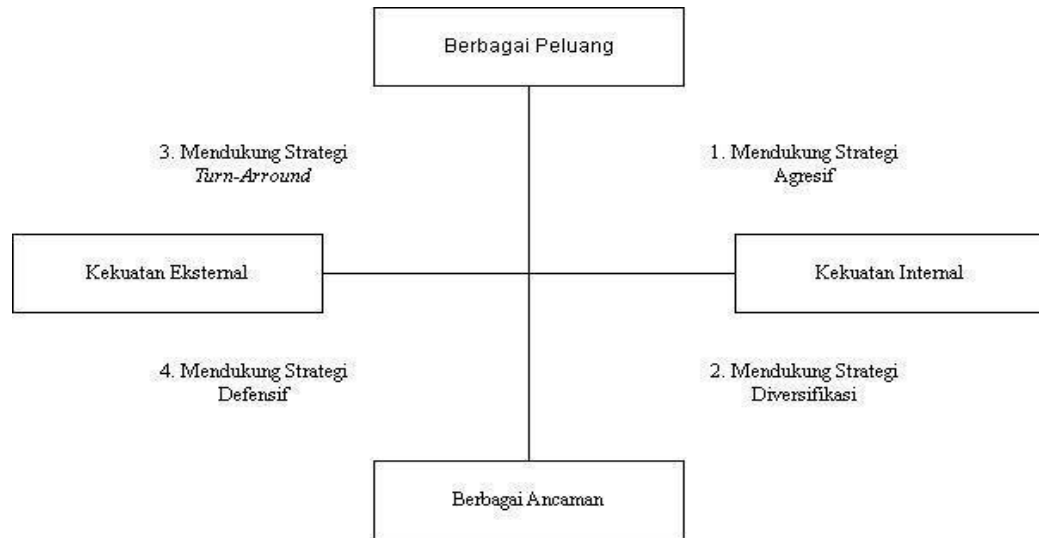
2. EFAS Matrix (External Factor Analysis Summary)

The EFAS matrix is created to formulate the external strategic factors of a company. The following are the steps to determine the internal strategic factors of the IFAS matrix according to Rangkuti (2010) in (Fatchrojiono, 2022):

- a. The first column is filled with opportunity and threat factors.
- b. The second column is filled with weights. Weights are determined based on importance on a scale of 0.0 to 1.0. Weighting is based on importance or urgency on a scale of 1 to 5 (1 = not important at all, 2 = not important, 3 = somewhat important, 4 = important, 5 = very important).
- c. The third column contains ratings, which are based on expert assessment. The rating values range from 1 to 4 (1 = very weak, 2 = weak, 3 = strong, 4 = very strong).
- d. The rating value for opportunities is a value of 4 given when there are more opportunities for the company compared to its competitors. Conversely, a value of 1 is given when there are fewer opportunities for the company compared to its competitors.
- e. The rating value for threats is a value of 1 given when there are more threats to the company compared to its competitors. Conversely, a value of 4 is given when there are fewer threats to the company compared to its competitors.

d. SWOT Quadrant

According to Rangkuti (2014) in (Miharja, 2018), there are four different quadrants in SWOT as follows:



SWOT analysis can be used to enhance strategic analysis. To discuss important options that the company might consider, a systematic discussion structure is usually used. The SWOT Analysis Diagram explains how the right business strategy is based on internal and external factors as follows:

1. Quadrant I

Businesses are reaping significant benefits from this situation to seize opportunities and capitalize on them. In such circumstances, aggressive growth policies must be supported.

2. Quadrant II

The company has a strong internal strategy despite facing several threats. To take advantage of long-term opportunities, a diversification strategy (product/market) will be used.

3. Quadrant III

Despite having a very large market opportunity, the company is facing several internal issues. The company is focused on reducing internal problems and better leveraging marketing opportunities.

4. Quadrant IV

The company faces many threats and internal weaknesses in this situation, which is very unfavorable.

RESULTS AND DISCUSSION

The SWOT method (Strengths, Weaknesses, Opportunities, Threats) is a strategic analysis tool used to evaluate the internal and external conditions of a business. By applying SWOT analysis, Bu Tina's Garlic Chips MSME can identify strengths and opportunities that can be leveraged, as well as find solutions to address weaknesses

and threats faced. The application of this method will help the business improve product quality, expand the market, and enhance competitiveness in the traditional snack food industry.

1. SO Strategy (Strengths-Opportunities) – Utilizing Strengths to Seize Opportunities

The SO strategy aims to use the strengths possessed by the business to take advantage of the available opportunities. Some steps that can be implemented by Kerupuk Bawang Bu Tina include:

- a. Increasing Production Capacity by Utilizing Local Raw Material Sources
 - 1) With the abundant availability of raw materials, this business can increase production capacity to meet greater demand.
 - 2) Collaborating with local farmers to ensure a stable supply of raw materials, even when market prices rise.
 - 3) Marketing Products Through Digital Platforms With good product quality and high customer loyalty, this business can expand its market by utilizing digital marketing.
 - 4) Opening social media accounts (Instagram, Facebook, TikTok) and using marketplaces like Shopee and Tokopedia to reach consumers from outside the area.
- b. Establishing Partnerships with Souvenir Shops and Supermarkets
 - 1) With competitive product prices and distinctive flavors, this business has the opportunity to collaborate with souvenir shops and local minimarkets.
 - 2) The products can be packaged more attractively so that they can be accepted by those business partners.

2. ST Strategy (Strengths-Threats) – Using Strengths to Overcome Threats

The ST strategy focuses on how a business can use its strengths to face challenges and threats that may arise. Some steps that can be implemented include:

- a. Improving Product Packaging to Compete with Other Products
 - 1) Currently, many onion cracker products from other regions already have more modern and attractive packaging.
 - 2) Bu Tina's Onion Crackers can enhance their competitiveness by designing more professional packaging, complete with product labels, nutritional information, and expiration dates.
- b. Maintaining Price Stability to Address Raw Material Fluctuations
 - 1) By maintaining good relationships with local raw material suppliers, this business can secure stable purchase prices for the materials.
 - 2) Making bulk purchases when raw material prices are low to reduce the risk of price spikes.
- c. Improving Product Branding to Become More Recognized in the Market

- 1) With its distinctive flavor as the main strength, this business can strengthen its branding through active promotion on social media and through UMKM bazaar events.
- 2) Using customer testimonials to increase the trust of new consumers.

3. WO Strategy (Weaknesses-Opportunities) – Reducing Weaknesses by Leveraging Opportunities

The WO strategy aims to address business weaknesses by leveraging available opportunities. Some steps that can be taken by Kerupuk Bawang Bu Tina include:

- a. Improving Production Technology to Overcome Limitations of Manual Methods
 - 1) With the government's assistance program for SMEs, this business can apply for capital aid to purchase more efficient production equipment, such as an automatic cracker printing machine.
 - 2) Increasing production efficiency to meet greater market demand.
- b. Developing Digital Marketing to Overcome Distribution Limitations
 - 1) By utilizing e-commerce and social media, this product can be sold to various regions without relying on small shops and stores around the village.
 - 2) Establishing cooperation with logistics services to ensure the safe and high-quality delivery of products.
- c. Managing Business Licenses and Halal Certification to Enhance Consumer Trust
 - 1) With the opportunity for assistance from the government regarding the legality of MSMEs, this business can start processing official business licenses and halal certification from MUI.
 - 2) This legality will help the product to more easily enter modern markets such as supermarkets and large souvenir shops.

4. WT Strategy (Weaknesses-Threats) – Minimizing Weaknesses to Avoid Threats

The WT strategy focuses on ways to reduce the impact of existing weaknesses so that they are not further exacerbated by external threats. Steps that can be implemented by Bu Tina's Kerupuk Bawang include:

- a. Implementing Efficiency Strategies to Overcome Capital Limitations
 - 1) Utilizing raw materials optimally to avoid waste in production.
 - 2) Seeking small business loan programs with low interest rates as a solution to capital limitations.
- b. Conducting Product Innovation to Compete with Similar Products
 - 1) Developing new flavor variants, such as spicy onion crackers, cheese, or regional spices, to attract more customers.
 - 2) Adjusting products to market trends, for example, by creating smaller packaging as practical snacks.
- c. Building a UMKM Community Network to Gain Support

- 1) Join local or national UMKM communities to exchange experiences and gain easier access to training and business assistance.
- 2) Participate in UMKM exhibitions to increase product exposure to a wider market.

CONCLUSION

Based on the research conducted on the Analysis of Micro, Small, and Medium Enterprises (MSMEs) Development Strategy in Lentu Village, Bontoramba District, Jeneponto Regency, particularly on the Kerupuk Bawang Bu Tina business, it can be concluded that this business has great potential for development, but still faces several challenges that need to be addressed. From the SWOT analysis results, it was found that:

1. Strengths: This business has products with a distinctive taste, maintained quality, competitive prices, abundant raw material availability, and loyal customers. The uniqueness of using natural ingredients without preservatives becomes a special attraction for consumers.
2. Weaknesses: Limited business capital, manual production processes, unappealing packaging design, lack of digital marketing strategies, and the absence of business permits and halal certification are the main obstacles faced by this business.
3. Opportunities: The increasing trend in snack consumption, the development of digital technology and e-commerce, government support for MSMEs, opportunities for collaboration with souvenir shops and supermarkets, as well as the potential for expansion beyond the region provide opportunities for this business to grow further.
4. Threats: Competition with similar products that are already more well-known, fluctuations in raw material prices, low public awareness in supporting local products, changes in government policies, and economic instability are external factors that can hinder the growth of this business.

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