

MSME Development Strategy of Mendoan and Tempe Keripik ECO 21 Sawangan Purwokerto with SWOT Analysis

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Abstract

Micro, Small, and Medium Enterprises (MSMEs) must never be separated from the various problems that exist, both internal and external problems, as well as those experienced by the Mendoan and Tempe Keripik Industry ECO 21 Sawangan Purwokerto, starting from the internal problems that occurred within the company, namely the decline in sales of mendoan and tempe keripik which have an impact on annual income, and external problems, namely the lack of consumer buying interest in traditional foods. This study aims to formulate a strategy for developing micro, small and medium enterprises (MSMEs) for mendoan and tempe keripik ECO 21 Sawangan, Purwokerto, using SWOT analysis. This research uses a qualitative descriptive approach, collecting data through observation, interviews, and documentation. The SWOT analysis technique aims to identify various factors systematically and formulate a company's strategy. The results of this study indicate that the development strategy of the Mendoan and Tempe Keripik Industry ECO 21 Sawangan, Purwokerto that the company can use, namely, the SO (*strength-opportunity*) strategy whose purpose is to improve product quality, follow government counseling, and utilize internet technology such as social media. To increase profits. The WO (*weakness-opportunity*) strategy aims to initiate product innovation, promote and use the profits to buy modern production equipment; the ST strategy (*strength-threats*) aims to establish good relationships with consumers and maintain product quality in order to gain loyalty from consumers, while the WT (*weakness-threats*) strategy aims to innovate on existing products and use internet media to analyze the market.

Keywords: *development strategy; umkm; swot analysis*

INTRODUCTION

Entrepreneurship is a mental attitude that actively attempts to improve the results of his work by increasing income. Because Entrepreneurs are capable of utilizing the opportunity that there is, then applied in the form of an idea, creativity, and innovation which made base in bring ideas and thoughts to life and create something new and different. Creativity can develop and connect ideas and methods latest in seeing something opportunity, whereas innovation can apply creativity to create novelty (Sanawiri & Iqbal, 2018, p. 4). However, in the face of an increasingly competitive business world, creativity and innovation need to demand the existence of development efforts to start to develop and implement the opportunity that there is. However, development efforts and

maintaining a business take much work. Many obstacles are faced, but p this could be overcome with method development and application strategy development which is good.

In increasing business development, especially in food development, the Indonesian people are influenced by their ability and success in food production, processing, marketing, and distribution. The industrial sector is so important that it has become one of the sectors that play an important role in the economic structure in Indonesia. Based on Law No. 3 of 2014 concerning Industry, specifically article 1 paragraph 2, the term industry is all economic activities that process raw materials and utilize industrial resources to produce goods that have use value or added benefits, including industrial services (Nikensari, 2018, p. 1). Industrial development is one of the activity pathways to increase welfare in the sense of increasing a higher quality standard of living. In industrial development, there needs to be a change for the process to grow properly and sustainably. With basic assumptions, change management is seen as an effort to adapt to the external environment and is accompanied by efforts to implement internal integrity effectively and continuously (Hartanto, 2009, p. 64).

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Development targets can achieve if Micro, Small, and Medium Enterprises (MSMEs) are used to drive national economic growth. The establishment and expansion of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia have contributed significantly to the nation's economic progress. With effective management, MSMEs' function can significantly improve, enabling them to thrive and compete. As a strategic idea for determining outcome factors, management often discusses 4 (four) areas: marketing, production, human resources (HR), and finance. However, most small and medium enterprises/units are involved in manufacturing, and their operations focus solely on product creation. It should also focus on business strategies to maintain its current growth and remain competitive (Dimas Hendika Wibowo et al., 2018).

The MSME problem was also motivated by an article in a newspaper, the news contained a statement by Mr. Irwan Wijaya as the General Chair of the Indonesian SME Council revealing that there are three obstacles faced by MSMEs, namely: limited human resources in digital literacy, determining digital platforms, and also digital marketing strategies. Meanwhile, MSMEs have a significant contribution to the national economy. The Minister of Cooperatives and SMEs also emphasized that the contribution of MSMEs to the economy reached Rp. 7.573 trillion, equivalent to 61.07% of GDP, this sector could also absorb 97% of workers throughout 2020 (Hidayat, 2021).

ECO 21 Sawangan Purwokerto is one of the SMEs producing the famous Purwokerto souvenirs, namely mendoan and tempe kripik, located at Jl. Slamet Riyadi No. 5 Purwokerto. Mr. Achad Kuswanda first initiated it, and he is the originator and pioneer of the Mendoan and Tempe Kripik ECO 21 Sawangan business, as evidenced by the awards received, namely the Indonesian World Record Museum (MURI), the World's Largest Mendoan Tempe Maker in 2006 and the latest award, namely As Mendoan Representative. Banyumas, which is made one of the Intangible Cultural Heritage (WBtB) 2021. MSME ECO 21 Sawangan has been established for 30 years since December 10, 1990, using an initial capital of Rp. 300,000, - (three hundred thousand rupiah) and employs 2 (two) employees. At first, the equipment used was from used goods, with the stove used for frying still using kerosene as fuel (Kuswanda, 2006). However, now he has died, and his business is continued by his son, Nanda Amalia, as the second generation.

Developing and maintaining a business is not easy for every business actor. Many problems will be faced. Based on observations and interviews that the author conducted with Mrs. Nanda Amalia (30 years) as the owner and successor of the second generation of MSME ECO 21 Sawangan, Purwokerto. Several problems or obstacles are faced, including because of the impact of non-natural disasters or the covid 19 pandemic, so it makes all sides of marketing and production (Interview: Nanda, Thursday, April 7, 2022). In addition, there was a decrease in sales of mendoan and tempe Kripik which had an impact on annual income. It is shown in Table 1.1 as follows:

Table 1.1
Sales of Mendoan and Tempe Kripik

Year	Product name	Rp	Amount
2017	Kripik content 10	232,190,000	
	Kripik 12	271,086,000	
	Kripik Istana	21,981,000	
	Kripik Toples	10,430,000	
	Pray	230.66 million	Rp.766.347.000
2018	Kripik content 10	228,800,000	
	Kripik 12	258,788,000	
	Kripik Istana	22,125,000	
	Kripik Toples	11,450,000	
	Pray	224,500,000	IDR 745,663,000
2019	Kripik content 10	224,007,000	
	Kripik 12	273,072,000	
	Kripik Istana	24,541,000	
	Kripik Toples	11,200,000	
	Pray	206.460.000	IDR 739,280,000
2020	Kripik content 10	171.822.000	
	Kripik 12	174.544.000	
	Kripik Istana	19,435,000	
	Kripik Toples	2,520,000	
	Pray	106.560.000	IDR 474,881,000
2021	Kripik content 10	181.994 million	
	Kripik 12	183,264,000	
	Kripik Istana	20,450,000	
	Kripik Toples	2,870,000	
	Pray	115,128,000	IDR 503,706,000

Source: ECO document 21 Sawangan, Purwokerto 2022

Apart from the sales data, based on observations and interviews that the author conducted with Mrs. Puspa Mudi Widi (24 years) as an employee of MSME ECO 21 Sawangan, Purwokerto. As a result of the decline in sales, there was a reduction in splice workers from 50 in 2019 to only 10 in 2020. In addition, tourists or locals who usually come to buy souvenirs used to be very crowded but are now decreasing, besides that it is also due to the lack of interest in buying traditional food or regional specialties due to the rapid development of the times so that now they are more inclined to modern food products (Interview: Widi, Thursday, April 7, 2022).

According to Freddy Rangkuti (Rangkuti F., 2006, p. 18), a SWOT analysis is the systematic identification of various factors to formulate a strategy company based on logic for maximizing strength (Strength) and opportunity (Opportunity), however by together could minimize weakness (Weakness) and threats (Threats). Whereas in the journal, Sulasih state that matrix SWOT is a tool that can be used to arrange and develop a strategy for analyzing neighborhoods' internal and external company. Factors that can be used for strategy development business development include strengths (Strengths), weaknesses (Weaknesses), opportunities (Opportunities), and threats (Threats) (Sullah, 2019). The SWOT analysis was carried out so that MSMEs asked for ECO 21 Sawangan, Purwokerto chips to have a strategy or steps in developing alternative businesses in the future or updating strategies.

Based on the background described above, the author is interested in research to analyze the problem by answering the question, how is the Micro, Small, and Medium Enterprises (MSME) Development Strategy applied to the Mendoan and Tempe Chips Industry ECO 21 Sawangan, Purwokerto with a SWOT analysis?

DEVELOPMENT STRATEGY

A process that determines the existence of a plan for top managers that is indeed directed at the company's long-term goals and the preparation of efforts to achieve the expected goals is a general definition of strategy. This definition is based on the common understanding that strategy is a process. While a more specific definition of strategy is an action that is continuously improved, and a more general definition of strategy is an action that is carried out taking into account what customers want and expect in the future. Because of this strategy, everything starts from what is always capable of happening, as opposed to something that starts from what has already happened (Taufiqurokman, 2016).

Business development, according to Donalt L. Kirkpatrik in the book Adam I. Indra Wijaya (2000), what is meant is "A gradual, systematic process to improve knowledge, skills, attitudes, work performance of people who hold business managerial responsibilities. In general, organizational development is known as an effort to improve performance and also organizational growth" (Hendrawan et al., 2019).

Briefly, the following is an explanation of the stages involved in the strategic planning process: To begin, the definition of mission and objectives. Profiling for companies comes second. Environmental inspection is the third step. Internal environmental inspection is fourth. Identify strategic opportunities and hazards, which brings us to step five. Making strategic decisions is number six. The development of the company's overall strategy is in seventh place. Eighth, strategy implementation (Handoko, 2016). process of analyzing the internal and external environment of this company, it will be analyzed through the concept of Fred R. David and Forest R. David, who divide the concept into two factors, and each factor defines it into indicators, which we can see as follows (David & David, 2016):

1. Internal Factors: 1). management is a procedure carried out to meet the goals of a company through teamwork. 2). Marketing, the process of determining, replacing, creating, and satisfying customer requirements and wants with respect to certain goods and services, is what we mean when we talk about marketing. 3). finance, the study of finance, focuses on how people, businesses, and other types of organizations acquire, distribute, and utilize monetary resources over the course of time. In addition to measuring the risks involved in implementing each initiative. 4). production, a person or organization can be considered to produce something when they develop, produce, or add value to a commodity or service to meet the needs of individuals or entities (producers).
2. External Factors: 1). Economics, the study of human actions related to the production, distribution, and consumption of goods and services, is the focus of the social sciences known as economics. 2). Social, Cultural, and Social Environment, i.e., refers to the various ways in which individuals communicate with one another. Culture is a way of life that develops in a community group, is shared by all members of that society, and is passed down from one generation to the next. 3). Government is an institution that has the authority to formulate and implement laws and regulations governing a certain area. 4). Technology includes all available methods to supply the essentials for the maintenance and comfort of human life. 5). Competitiveness, namely the capacity of a company to achieve results that are superior to those achieved by other companies in its industry operating in the same sector and market by utilizing the qualities and resources that distinguish it from other businesses, is referred to as competitive or competitive advantage.

1. Micro, Small, and Medium Enterprises (MSMEs)

In accordance with Article 1 of the Law on Micro, Small, and Medium Enterprises Number 20 of 2008 (Wilantara & Susilawati, 2016). The definition of Micro, Small, and Medium Enterprises (MSMEs) is as follows:

- a. Micro Business is a productive business owned by an individual or business that meets the criteria for a micro business, namely having a net worth of Rp.

50,000,000.00 (fifty million rupiahs) excluding land and buildings for business premises; or annual sales of Rp. 300,000,000.00 (three hundred million rupiahs) and more.

- b. Small Business is a productive economic business that stands alone and is carried out by individuals or business entities that are not subsidiaries with the criteria of having a net worth of more than Rp. 50,000,000.00 (fifty million rupiahs) up to a maximum of Rp. 500,000,000.00 (five hundred million rupiahs) excluding land and buildings for business premises; or have annual sales of more than Rp. 300,000,000.00 (three hundred million rupiahs) up to a maximum of Rp. 2,500,000,000.00 (two billion five hundred million rupiahs).
- c. Medium Enterprises are productive economic businesses that stand alone and are carried out by individuals or business entities that are not subsidiaries with the criteria of having a net worth of more than Rp. 500,000,000.00 (five hundred million rupiahs) up to a maximum of Rp. 10,000,000,000.00 (ten billion rupiahs), excluding land and buildings for business premises, or have annual sales of more than Rp. 2,500,000,000.00 (two billion five hundred million rupiahs) up to a maximum of Rp. 50,000,000,000.00 (fifty billion rupiahs).

2. SWOT Analysis (*Strength, Weakness, Opportunity, Threat*)

A company's strategy can be determined more accurately by conducting a SWOT analysis involving a methodical analysis of different aspects. This analysis is based on the principle of making the most of one's strengths and opportunities while, at the same time, reducing one's shortcomings and dangers. This is always related to the company's vision, mission, goals, strategies, and policies whenever the strategic decision-making process is carried out. Therefore, strategic planners are expected to be able to analyze the company's strategic factors (strengths, weaknesses, opportunities, and threats) by considering the current environment. SWOT analysis is currently the most widely used paradigm for scenario analysis (Rangkuti, 2016). When trying to find problems that arise within the company, it is crucial to conduct a thorough study, so there need to be considerations that must be considered in making decisions, including based on (SWOT: 1). *Strength* comes from other companies and provides a competitive advantage for the company in service while helping business development. 2). *Weaknesses* (weaknesses) occur in the organization that hinder the development of new businesses, such as lack of financial resources, lack of managerial competence and competence, and various other similar things. 3). *Opportunities* are favorable conditions in the corporate environment that have the potential to benefit the organization. 4). *Threat* (threat) is a situation the company did not plan when building its business. These threats come in the form of new competitors, new technologies, and changes to laws that can be detrimental to the company's success (Rangkuti, 2016).

After collecting all the information that affects the sustainability of the company, the next step is to utilize all of this information to be analyzed using a qualitative approach to the SWOT matrix as developed by Kearns, showing eight boxes, namely the top two boxes are external factors (opportunities and threats). In comparison, the two boxes are external factors (opportunities and threats). On the left are internal factors (strengths and weaknesses). The other four boxes are boxes of strategic issues arising from the intersection of internal and external factors. Divided into four cells, *comparative advantages* is a meeting of two elements of strength and opportunity, and *mobilization* is an interaction between threats and strengths. *Divestment/investment* is an interaction between organizational weaknesses and external opportunities, and *damage control* is a meeting between organizational weaknesses and external threats. Hence, the wrong decision will devastate the organization (Abdulbaqi, 2022). As in Table 2.2, the following SWOT Matrix:

Table 2.2
SWOT Matrix

INTERNAL	POWER(S)	WEAKNESSES(W)
EXTERNAL	Combining several factors into a strength	Determine some of the factors that become weaknesses
OPPORTUNITY (O)	STRATEGY (SO)	STRATEGY (WO)
Determine some factors that are considered opportunities	Using strengths to take advantage of opportunities	Minimizing weaknesses by taking advantage of opportunities
THREAT (T)	STRATEGY (ST)	STRATEGY (WT)
Determine the factors that are considered threats	Harnessing the power of a threat	Minimizing weaknesses in overcoming threats

Source: Freddy Rangkuti, *SWOT Analysis dissecting technique*, 2016

The creation of the SWOT matrix consists of 8 phases. The first and second stages note the opportunity and threat factors, then the third and fourth stages note the strengths and weaknesses. The next step is to match the four components in pairs, where the pair of strategies result in **SO** is a strategy that utilizes the organization's ability to take advantage of current possibilities. For example, there are opportunities for business expansion, and the company also enjoys significant advantages. **WO** is a strategy used to answer challenges faced by organizations by taking advantage of the already available possibilities. For example, there is a high demand for the company's products, but the manufacturing facility's capacity is insufficient to meet the demand; **ST** is an approach taken by utilizing the company's strengths in dealing with external threats. For example, if there is an imitation of a product, the corporation can claim the copyright of the product;

WT is a technique to protect against potential external threats and overcome internal deficiencies (Sulasih, 2019).

RESEARCH METHOD

This type of research is *field research*, by collecting data directly from the field or research location with a qualitative method approach to expose the diversity of uniqueness inherent in people, groups, communities, and organizations in everyday life in a comprehensive, detailed, in-depth manner. , and can be accounted for. In addition, the qualitative approach is a research process that creates descriptive data in the form of observed words or phrases (Siyoto & Sodik, 2015). There are two sources of data that can be obtained. Namely, primary data sources as key informants in this study are the owners and employees of the Mendoan and tempe Keripik industry ECO 21 Sawangan Purwokerto, and secondary data sources are additional informants, such as the surrounding community or customers of the Mendoan and tempeh kripik industries. Keripik ECO 21 Sawangan Purwokerto to support the results of this study.

Data Collection Techniques using Observations were carried out by visiting or making direct observations of the industrial location of Mendoan and Tempe Keripik ECO 21 Sawangan Purwokerto so that the authors knew the information needed to support the results of the study. b) Interviews in this study were conducted with the owners of the Mendoan and tempe Keripik industry, ECO 21 Sawangan, Purwokerto, namely Mrs. Nanda Amalia and the primary employee, namely Puspa Mudi Widi. c) Documentation, this method is carried out by looking at official documents in the form of existing records or books to obtain all information from history, materials, and documents that have relevance to the object of research.

Data Analysis Techniques are carried out through Data analysis procedures were carried out during data collection and after the project phase was completed. According to Miles and Huberman (1984), there are three actions in interpreting qualitative data, which are carried out interactively and are carried out continuously until they are completed. Activities in data analysis include data reduction, data presentation, and conclusion drawing/verification (Sugiyono, 2016). The next step is to conduct a SWOT analysis using a SWOT matrix through a qualitative approach.

RESEARCH RESULT

In the business development strategy, identify the internal and external environment to determine the factors that can achieve company goals. The strengths, weaknesses, opportunities, and threats can be seen based on the strategic analysis results (internal and external environment).

1. Internal Environment Factors

Internal environmental analysis is an analysis that identifies the strengths and weaknesses of a company. Internal factors that become the company's strengths and weaknesses are management, marketing, finance, and production factors (Sulasih & Novandari, 2022).

a. Management

In direct interviews with business owners related to management conducted in the Mendoan and Tempe Keripik industry, ECO 21 Sawangan, Purwokerto explained that:

"For now, the management business is going well, and we have good relations with consumers and our employees. If there is a problem, we usually solve it in a family way too. Every business must have a business plan; thank God our business plan went smoothly; although there were obstacles, we could overcome them and hope that in the future, we can do it optimally. In addition, product supervision is usually carried out every two days, but if it is busy, it is carried out a maximum of once a month." (Interview: Nanda, Sunday, 17 July 2022).

There are three main stages in the business management process, namely:

- 1) Make a plan (*planning*). Like a business, ECO 21 Sawangan's business also requires careful planning to achieve the company's goals. The plans carried out by the ECO 21 Sawangan effort have been well structured, so the plans are clear. This is following the results of direct interviews as follows:

"The business plan for our products is following the plan, and the manufacture of new products is also appropriate." (Interview: Nanda, Sunday, 17 July 2022).

- 2) Next is the business implementation process. In the implementation process, everything is done according to the plans that have been made previously. In this process, ECO 21 Sawangan's efforts have achieved what is targeted, although the desired target has yet to be maximally achieved. This is following the results of direct interviews as follows:

"The implementation has exceeded our expectations, which in our opinion, will not get a response that is too good. The response turned out to be the opposite. The response was excellent and accepted by the community". (Interview: Nanda, Sunday, 17 July 2022).

- 3) The monitoring process includes all activities carried out to ensure that the planned operations are running smoothly. The stage of supervision or control runs smoothly by controlling the product a maximum of once a month. These results the researchers got from the results of direct interviews as follows:

"Business supervision, yes, we always control, so every old or new product is always controlled, whether it is for two or three days, sometimes even randomly, which means I suddenly control it. Furthermore, the most mandatory or a maximum of once a month to be controlled". (Interview: Nanda, Sunday, 17 July 2022).

b. Marketing

Marketing can be described as the process of defining, dispensing, creating, and fulfilling consumer needs and wants for products and services. There are four stages in the marketing process, according to Fred R. David and Forest R. David (David & David, 2016), namely:

- 1) Consumer Analysis is an observation and evaluation of the needs and desires of consumers. The information generated can be crucial in the development of an effective business. The Mendoan and tempe keripik industry, ECO 21 Sawangan, always tries to provide the best service and product trust according to consumer desires to create loyalty (Interview: Widi, Thursday 14 July 2022).
- 2) Sales of products/services are the ability of a business to sell several products and services. Sales made by the Mendoan industry and the ECO 21 Sawangan tempe Keripik are prioritized for the surrounding community and outsiders who visit the Purwokerto area or guests who will undoubtedly be looking for souvenirs to be served to families at home. So the product will be marketed through word of mouth, thus attracting consumers by itself. In a direct interview with one of the employees of the Mendoan and Tempe Keripik industry, ECO 21 Sawangan, Purwokerto, Mrs. Puspa Widi (24 years) also explained:

"Our target is for the people around here and the tourists who visit Purwokerto because this is the right souvenir center. So the main marketing is from visitors. Usually, when they are comfortable here, they will usually revisit this shop and bring other friends; you can use word-of-mouth marketing because this marketing is still very trusted when asking for recommendations like that. We have it for social media marketing, but we have not prioritized it because there are no experts in the field yet." (Interview: Widi, Thursday, 14 July 2022).

- 3) Pricing is determined by the Mendoan and Tempe Keripik industry, ECO 21 Sawangan, based on the price of the raw materials used or how the production process is carried out so that the price is set based on the price of raw materials to determine the price of the product. With an explanation through direct interviews with Mrs. Puspa Widi (24 years), namely:

"Of course, how much is the price of raw materials and production? It is just a matter of setting the price. Nevertheless, the price of raw

materials sometimes goes up and down; yes, we still apply the same price at the beginning, except that the price will continue to rise and probably will not go down. That is the possibility that we can increase the price of the product" (Interview: Widi, Thursday, 14 July 2022).

- 4) Systematic collection, recording, and analysis of data on various issues related to the marketing of goods and services. The Mendoan has not thoroughly carried out marketing research and tempe keripik ECO 21 Sawangan industry because it focuses on recording data on products that have been sold by achieving target markets that are following consumer tastes (Observations at Eco 21 Sawangan, Purwokerto 2022).

c. Finance

Finance is the science and art of managing money that affects the lives of every person and every organization. The source of financial business is close to the capital. Capital is an essential variable in carrying out business activities related to how companies obtain business capital, make investments, use business financing, and calculate profits to be achieved (Fharist, 2011). In a direct interview with the owner of the Mendoan and Tempe Keripik industry, ECO 21 Sawangan Purwokerto gave an explanation related to finances, especially capital, as follows:

"Regarding finances for capital turnover, it is sufficient, with initial capital starting from personal funds, then obtaining additional capital funds from the government or SOEs and followed by bank loans. For now, we get capital from the government from BUMN Telkom for the amount depending on the needs needed, but unfortunately, we are only able to maintain profits and have not been able to add profits for now." (Interview: Nanda, Sunday, 17 July 2022).

Capital is significant for developing ECO 21 Sawangan's business because it plays an essential role in the sustainability of its business. ECO 21 Sawangan's capital started from personal funds, which then obtained additional capital from bank loans and SOEs. BUMN loans from MSME development funds are obtained from the auspices of BUMN Telkom, considering that a business must experience *ups and downs* in running it, so additional capital is needed. The amount depends on the funds needed by the Mendoan and ECO 21 Sawangan tempe keripik industry. The loan of capital for the turnover of business capital is said to be sufficient. However, the current revolving capital has yet to be able to increase profits, only able to maintain profits.

d. Production

Production is an activity to create use value for an item or service to meet the needs of a person or entity (producer). In the process of producing the tools used by

the Mendoan and ECO 21 Sawangan tempe Keripik industry, it is still carried out semi-traditional manner; namely, there are several modern equipment, such as tempe keripik cutting machines, to produce thin, evenly sliced tempeh. With an explanation through direct interviews with one of the employees of the industrial products division of Mendoan and Tempe Keripik ECO 21 Sawangan Purwokerto, Mr. Ahmad Cucu (46 years old), namely:

"The tools are also still simple, which many employees do. There is a plastic adhesive machine for packing tempe keripik because using wax will take a long time. Then there is another tempe chip cutter, so the pieces are the same." (Interview: Grandson, Thursday, 14 July 2022).

In general, the process of making mendoan and tempe Keripik ECO 21 Sawangan, Purwokerto is as follows (Interview: Ahmad Cucu, Thursday 14 July 2022):

1) Dough Making Process

The dough is made from mixed spices that have been processed and stored in a special cupboard for seasonings. Then mix it with rice flour and tapioca flour in a basin, stirring it evenly with enough water. Making tempe Keripik and mendoan dough is the same, only for mendoan itself; you need to add spring onions and oyster sauce.

2) Frying

In the mendoan frying pan, after making the dough, the tempeh is put into the dough and fried in hot enough oil; after the mendoan is cooked, it is removed and drained. For tempe keripik, fry three times to fry, the first to bind the flour to the tempe, the second to dry the flour, and the third to dry the tempe. After drying, remove the Keripik and drain them, then they can be packaged.

3) Packaging

The packaging of the mendoan is straightforward; after the mendoan is drained, it is put into a besek which is doubled with parchment paper. For the packaging process, the tempeh keripik that have been drained are packaged in plastic, while the tempeh Keripik are put in the packaging of the tempeh keripik so that the packaging looks neat. After that, the tempe Keripik were pressed using a tool, namely an electric sealer. The goal is to glue the packaging so that the tempeh Keripik remain crispy while in the package.

2. External Factors

External environmental analysis is used to identify companies from the external environment, such as opportunities and threats. The company's external factors include economic, sociocultural, environmental, government, technology, and competition (Susulh & Novandari, 2022).

a. Economy

Economics is a social science that studies human activities related to producing, distributing, and consuming goods and services. As a result of rising prices of basic commodities and selling prices remaining the same, this has become a threat to the ECO 21 Sawangan mendoan and tempe Keripik industry, which makes this industry only able to maintain its profits without any increase (Observations at Eco 21 Sawangan, Purwokerto 2022).

b. Social, Cultural, and Environmental

Social is a way how individuals relate to one another. Culture is a way of life developed and shared by a group of people that is passed down from generation to generation. Moreover, the environment is a combination of physical conditions that include the state of natural resources (Yoga, 2019). Indonesian people who mostly like mendoan make the Mendoan and tempe Keripik industry. Eco 21 Sawangan has business opportunities to develop mendoan products to be more creative, in addition to the establishment of Intangible Cultural Heritage (WBtB) certification in Banyumas Regency in 2021, making it a business opportunity for the future. However, tempe keripik are only widely liked by some people, most of whom are only interested in older people. This can threaten the tempe keripik product (Observation of Eco Customers and Consumers 21 Sawangan, Purwokerto 2022).

c. Government

The government has played quite a role in helping MSMEs, especially since the policies issued by the government are very influential on the sustainability of MSMEs. The Mendoan and tempe Keripik industry of ECO 21 Sawangan has received some assistance from capital assistance, counseling for MSME businesses, and assistance in the form of MSME promotions organized by the government. This is following direct interviews with the owners of the Mendoan and tempe Keripik industry, ECO 21 Sawangan, Purwokerto, namely:

"Alhamdulillah, the government's role has really helped us, starting from providing additional capital to develop our business, continuing to be given guidance for MSMEs, such as attending seminars and the like. In addition, if there are activities from the government, we are given free booths to sell government activities. That's the same as we do promotions." (Interview: Nanda, Sunday, 17 July 2022).

d. Technology

Technology is the most important aspect of business development, especially in improving the tools used. The Mendoan and Tempe Keripik industries still use semi-traditional technology, so not all use machines; almost 70% are done by human power, such as processing materials and the production process itself. Because now, there are tools or machines that can be used to process ingredients or knead dough to be more

effective and efficient in the process. In addition, in marketing, the ECO 21 Sawangan mendoan and tempe Keripik industry has tried to keep up with the times by selling through social media, but this has yet to be carried out optimally because of the lack of skilled Human Resources in this field. With a direct interview with Mrs. Nanda Amalia (30 years) as follows:

"Machine technology is still semi-traditional; some use machines, and some still use human power. If the machine itself is like the packaging adhesive and the tempe cutting machine, the result will be thin and flat. And the rest is still using human power, especially to make the dough or the production itself. But if our internet technology is still not using it to its full potential. We only follow the current era, which uses social media a lot, so we follow it, but that is not our main target for marketing there."
(Interview: Nanda, Sunday, 17 July 2022).

e. Competitive

Competitiveness is the ability obtained through the characteristics and resources of a company to have higher performance than companies engaged in the same field (Rita, 2019). Business competition in the Sawangan area, which is a souvenir center, is something to watch out for, but according to Mrs. Nanda Amalia (30 years old) in an interview said that:

"Every sale of mendoan and tempeh Keripik in the Sawangan area must have a different way of producing, so the results will definitely be different. So we leave the competition to consumers who choose to buy where they are because sustenance has already been arranged".
(Interview: Nanda, Sunday, 17 July 2022).

However, from the statement above, the Mendoan and Tempe Keripik ECO 21 Sawangan industry needs to strive for something more valuable for consumers and customers so that they can survive in the midst of business competition and gain customer loyalty.

SWOT ANALYSIS OF MSME DEVELOPMENT STRATEGY MENDOAN AND TEMPE KERIPIK ECO 21 SAWANGAN PURWOKERTO

1. Identification of Internal Environment (weaknesses and strengths)

Identification of internal factors is used to compile and determine the weaknesses and strengths of a business. The aspects reviewed in identifying internal factors include management, marketing, finance, and production.

The internal factors that are a strength for the Mendoan and tempe Keripik industry ECO 21 Sawangan, Purwokerto is:

a. Owners and employees have openness

Having a good relationship between employees and superiors is certainly a strength in itself because with this, everything can be communicated properly without feeling uncomfortable when you want to express an opinion. In addition, this certainly can open up a discussion space related to the industry, which is carried out with good two-way communication and can be mutually deliberation in giving opinions.

b. Good service for consumers

Providing a good service is one of the basic ethics in a trade, but not all provide good service. Providing good service to win the hearts of consumers is a key to building customer loyalty to become regular customers.

c. Strategic location for consumer access

The Mendoan and Tempe Keripik industry location, ECO 21 Sawangan, Purwokerto, is located in the central area of typical Banyumas souvenirs not far from Purwokerto Square, has become a strength because of its strategic location that is easily accessible by new consumers and their customers. Souvenir center. However, this strategic location creates competition with the same type of product. Of course, this can be a weakness or threat to the Mendoan and Tempe Keripik industry, ECO 21 Sawangan, Purwokerto.

d. Quality raw materials used.

A good and correct production will produce a good product as well. What is applied to the Mendoan and Tempe Keripik industry, ECO 21 Sawangan, Purwokerto always looks for quality raw materials and maintains these quality raw materials because they affect the results of these products. However, quality raw materials are, of course, usually quite high in price, so the owner must be able to look for quality raw material stocks but at prices that are not too expensive.

Internal factors that become weaknesses for the Mendoan and tempe Keripik industry ECO 21 Sawangan, Purwokerto are:

a. The product does not last long

Considering processed products made from soybeans that can be processed into tempeh or tofu. Likewise, mendoan is a product that does not last long, considering the results of the product are wet and delicious when served warm only. In contrast to tempe Keripik which are processed tempeh that tend to be dry, tempe Keripik are much more durable than this Mendoan, and this makes Mendoan products not last long, which makes a weakness while tempe Keripik which tend to last a long time, but if stored too long it is also not good because Over time it will smell musty.

b. Lack of expertise in marketing to the fullest

The Mendoan and tempe Keripik ECO 21 Sawangan industry has been able to market products that were originally from word of mouth and finally followed the times by utilizing technology, but in fact, they have not been able to operate optimally in digital marketing so that they cannot be used as promotion sites that can generate profits. Promising this is due to the need for more human resources who are involved in this field.

c. Unable to increase profit

The existing capital in the ECO 21 Sawangan mendoan and tempe Keripik industry is sufficient, especially capital support from the Government and making loans to banks, but this is only able to rotate capital with stagnant profits and has yet to be able to increase annual profits.

d. The production tools used are still simple.

Still use simple production tools because they have yet to be able to buy all modern production tools, so only a few use modern production tools that are really needed.

2. Identification of External Environment (opportunities and threats)

Identifying external factors is used to compile and determine the opportunities and threats of a business. The aspects reviewed in identifying external factors include economic, sociocultural, environmental, governance, technological, and competition.

External factors that become opportunities for the Mendoan and tempe Keripik industry ECO 21 Sawangan, Purwokerto are:

a. The level of society in consuming medoan is high

Given that mendoan is made from soybeans and made into tempeh, which is popular with the community, especially if it is made into mendoan. All people like it, from small people to adults, because people tend to eat raw products for snacks or as a side dish. This is used as an opportunity to find the latest innovations in Mendoan products considering that these products are very popular with the public.

b. The role of the government in helping MSMEs

The government's role in MSMEs is very helpful for various businesses, especially the Mendoan and Tempe Keripik industry, ECO 21 Sawangan, Purwokerto, which helps in providing capital, counseling for MSME owners or employees and other promotions to increase MSMEs enough to be an opportunity for the Mendoan and Tempe Keripik industry. ECO 21 Sawangan must maintain good relations between the government and business owners.

c. Utilization of technology for business development

Business development provides many opportunities, such as using digital technology, such as utilizing internet media or social networks to promote products to provide additional profits and utilizing production technology to produce products faster with effective and efficient ways of working.

External factors that pose a threat to the mendoan and tempe Keripik industry ECO 21 Sawangan, Purwokerto are:

a. The level of society in consuming tempe Keripik is low

Tempe Keripik are currently still less desirable in all circles of society and tend to consume more from the previous person or older people. There has been little steady interest. This makes it a threat that if one day this product is not favored by various groups, this product may disappear.

b. Level of competition in business

The existence of business competition in the same business product is a threat to entrepreneurs, especially in the ECO 21 Sawangan Mendoan and Tempe Keripik industry. Especially competing in the center of Banyumas souvenirs, where some of the products sold and bought are almost the same, only differing in the quality provided, which can attract consumers.

c. Increase in raw material prices

Currently, various foodstuffs continue to increase or increase. When one raw material goes up, the others follow. This makes the Mendoan, and Tempe Keripik ECO 21 Sawangan industries need clarification about finding quality raw materials but still setting the same price when almost all raw materials go up. The following are alternative strategies based on the situation, conditions, and needs of the Mendoan and tempe Keripik industry ECO 21 Sawangan, Purwokerto, namely:

Table 3.3

Matrix of SWOT Analysis Strategy for Micro, Small, and Medium Enterprises Development Mendoan and Tempe Keripik ECO 21 Sawangan Purwokerto

INTERNAL	POWER(S)	WEAKNESSES (W)
EXTERNAL	1) Owners and employees have transparency 2) Good service for consumers	1) Products are not durable 2) Lack of expertise in marketing to the fullest 3) Not able to increase profit

- | | |
|--|---|
| <ul style="list-style-type: none"> 3) Strategic location for consumer access 4) Quality raw materials used | <ul style="list-style-type: none"> 4) The production tools used are still simple |
|--|---|

OPPORTUNITY (O)	SO	WO
<ul style="list-style-type: none"> 1) The level of society in consuming medoan is high 2) The government's role in helping MSMEs 3) Utilization of technology for business development 4) People's perception of the product 	<ul style="list-style-type: none"> 1) Improve product quality to get new customers 2) Participate in counseling from the government to improve product business and employee human resources 3) Utilize internet technology, such as social media, to increase profits 	<ul style="list-style-type: none"> 1) Initiate product innovation; please remember that the product does not last long 2) Promotion in the digital realm with the use of information technology now 3) With the borrowing of capital from the government, the capital turnover is used for marketing activities to increase company profits 4) If you get high demand from the results of marketing or promotions used, buy more modern production tools

THREAT (T)	ST	WT
<ul style="list-style-type: none"> 1) The level of society in consuming tempe Keripik is low 2) The level of competition in business 3) Increase in raw material prices 	<ul style="list-style-type: none"> 1) Establish a good relationship with consumers 2) Maintain product quality to gain consumer loyalty 	<ul style="list-style-type: none"> 1) Innovate on existing products 2) Using internet media to analyze the market

Source: Processed primary data

From the picture above, it can be explained that:

3. SO strategy is a strategy that is obtained from *Strength and Opportunity*.

The S-O strategy is also known as *Comparative Advantage*. This strategy provides the possibility for the organization to grow faster. This strategy utilizes the strengths of the internal environment to take opportunities from the existing external environment. The strategies taken in developing MSMEs are as follows:

- a. Improving product quality to get new customers

The service has a good relationship with customers. Therefore, this business product must always be able to maintain the quality of its products, and it will be better if it continues to be improved so that in addition to getting customer loyalty, it can also get the latest consumers.

- b. Participate in counseling from the government to improve product business and employee human resources

The government contributes greatly to the development of MSMEs. Therefore, always take advantage of the support from the government for MSMEs in the form of activities such as webinars, seminars, training, capital lending, etc. This can be used for the development of this business, to find developments out there through information provided by the government; besides that, the training also provides new skills for business owners or employees, for example, in the field of digital marketing.

- c. Utilizing internet technology such as social media to increase profits

Sophisticated media must now be used, such as digital marketing through social media. People tend to use social media in their daily life. This can be used to create social media accounts for Mendoan and Tempe Keripik Eco 21 Sawangan, Purwokerto, such as Instagram and Tik Tok accounts. After creating this account, you can register for advertising promotions on Instagram or Tik Tok. It is more effective and efficient without taking a lot of time to do promotions manually.

4. WO strategy is a strategy obtained from *Weakness and Opportunity*.

The WO strategy is called *Investment Divestment*. This strategy is carried out by minimizing organizational weaknesses from the internal environment to take advantage of opportunities from the external environment. The strategies taken are as follows:

- a. Starting product innovation, please remember that products do not last long

Mendoan, which tends to go stale or wilt quickly, must be improved so that if a tourist wants to buy this product and then wants to take it home, it is still delicious. This innovation that can be done by praying can be used as a *frozen food*, considering that other *frozen foods* are also popular because they are more practical, effective, and efficient.

- b. Promoting in the digital realm with the use of information technology now

Utilizing the google website to list this business and utilizing the concept of SEO (*Search Engine Optimization*), which is a technique of trying to optimize the website so that it gets a top ranking in Google search results. With SEO, the site will be easy for people to find, so it can potentially suck up more *traffic*. That means visitors do not just stop by the website but also participate in achieving its goals, whether increasing branding or boosting transaction numbers.

- c. With the borrowing of capital from the government, capital turnover is used for marketing activities so that it can increase company profits.

Take advantage of capital loans from the government for promotional activities in the digital realm because promotion in the digital realm is more effective and efficient. So if demand increases from this promotion, this is very profitable for this business because it can get requests online and offline.

- d. If you get high demand from the results of marketing or promotions used, buy more modern production tools.

Suppose there is a demand for marketing through digital promotion. In that case, the profit is better recorded separately and allocated for purchasing more modern production technology or buying new equipment if the old equipment is no longer suitable for use.

5. ST strategy is a strategy obtained from *Strengths and Threats*.

This strategy is called *Mobilization*. This strategy is carried out by using the strengths of the organization that comes from the internal environment to avoid or reduce threats from the external environment. The strategies taken are as follows:

- a. Maintain a good relationship with consumers

Keep a good relationship by providing good service and maintaining product quality with consumers so that they can get loyalty.

- b. Maintain product quality to gain consumer loyalty

Keep maintaining the quality and quality of the product, both taste and characteristic of this business, so that consumers or customers stay put.

6. WT strategy is a strategy obtained from *Weaknesses and Threats*.

This strategy is called *Damage Control*. This strategy is carried out by minimizing weaknesses and avoiding threats. The strategies taken are as follows:

- a. Innovate on existing products

It is possible to do product innovation for this chip tempe so that it can be preferred among younger people, most of whom prefer modern food products,

namely being able to provide innovation in the form of tempe Keripik with various flavors and variants.

b. Using internet media to analyze the market

The uncertain economic and business environment means that you must always look at current market conditions. Therefore, utilizing the internet media is very important to know market conditions. By analyzing this market, business owners can choose policies that will be carried out in the future on their business.

Based on the four strategies described above, several alternative strategies emerged to contribute related to the MSME development strategy for the Mendoan and Tempe Keripik industry ECO 21 Sawangan, Purwokerto.

CONCLUSION

Based on the research results, it can be seen that the strategic environment analysis is carried out using SWOT analysis by developing four strategies: SO Strategy, WO Strategy, ST Strategy, and WT Strategy. The strategy for developing MSMEs for the Mendoan and Tempe Keripik industry, ECO 21 Sawangan, Purwokerto, the most strategic strategy that must be implemented at present is the SO (*strength-opportunity*) strategy, which is to improve product quality to get new consumers, participate in counseling from the government to improve business. Product and employee human resources, and utilize internet technologies such as social media to increase profits. Furthermore, there needs to be a focus strategy to be applied in the business strategy, namely an intensive strategy to improve the company's competitive position through existing products by implementing a diversification strategy to make new innovations to increase the selling value of the product or start a new business with the same concept to increase company profits.

It is better to increase promotion, especially on internet technology, to reach a wider market so that it can compete with similar industries from other regions. In addition, it can also increase company profits so that they are active and able to maintain profits without any increase. If profits have increased, this can be used to buy modern machines to help the production process. Make various innovations in the field of Mendoan products, especially because this product is very popular with the community and is able to provide innovations also in tempe Keripik to start being liked by various groups. For further researchers, it is hoped that more sources and references related to development strategies can be used, and the latest analytical tools can also be used to obtain more complete research results. In addition, in the process of collecting and collecting data, it is better for researchers to conduct interviews with all heads of fields to support more complete research results.

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