

## SUPERFOOD BUSINESS DEVELOPMENT STRATEGY (CASE STUDY RUMAH KURMA ALBARAKAT)

Siti Safira Damanik, Zenal Asikin, Ani Nuraisyah<sup>1</sup>

School of Business, IPB University  
Jl. Padjajaran, Bogor 16151, Indonesia

### Article history:

Received  
1 March 2024

Revised  
13 May 2024

Accepted  
14 June 2024

Available online  
30 September 2024

This is an open access  
article under the CC  
BY license ([https://  
creativecommons.org/  
licenses/by/4.0/](https://creativecommons.org/licenses/by/4.0/))



### ABSTRACT

**Background:** Superfood is one of the growing businesses since 2021. This research focuses on Rumah Kurma Albarakat (RKA), a business that sells superfood products and is currently experiencing fluctuations in revenue due to intense competition.

**Purpose:** The purpose of this research is to identify RKA's internal and external factors, analyze customer perspectives on RKA's products and brands, and determine alternative strategic priorities that RKA can implement.

**Design/Methodology/Approach:** The analytical tools used are the internal factor evaluation-external factor evaluation (IFE-EFE) matrix, internal-external (IE) matrix, strength-weakness-opportunity-threat (SWOT), and quantitative strategic planning matrix (QSPM) as part of the three-stage formulation analysis as well as 7P analysis to support strategy formulation.

**Findings/Result:** The results obtained twelve alternative strategies with the main priority is amplifying branding through collaboration with other businesses or influential figures and content development on social media. The second priority is to present a new shopping atmosphere or experience for RKA customers.

**Conclusion:** RKA's primary internal strength lies in its commitment to maintaining product quality and consistently conducting promotional activities. However, a weakness of RKA is its failure to record net profits. Priority alternative strategies that RKA can implement include strengthening its branding through collaborations and content, introducing new atmospheres or experiences for customers during their shopping experiences at RKA, and boosting social media traffic by enhancing interaction with the audience.

**Originality/value (state of the art):** Through a comprehensive methodology utilizing analytical tools like the IFE-EFE matrix, SWOT analysis, and QSPM, the research identifies RKA's internal strengths in product quality and promotional efforts, juxtaposed against the weakness of unrecorded net profits. Twelve alternative strategies are proposed, with a primary emphasis on collaborative branding and social media content development, followed by the strategic initiative to enhance the shopping experience. This integrated approach positions RKA to navigate market challenges and foster sustained growth in the competitive superfood landscape.

**Keywords:** customer perspectives, development strategy, alternative strategies, superfood, three-stage formulation analysis

<sup>1</sup> Corresponding author:  
Email: [anynuraisyah@apps.ipb.ac.id](mailto:anynuraisyah@apps.ipb.ac.id)

## INTRODUCTION

The business strategy indicates a strong economic pillar where the strategy represents a large sector of the economy (Abdulwase et al. 2020). In Indonesia, MSMEs have a very important role, contributing to the Gross Domestic Product (61.1%), employment (97.1%), and exports (14.4%) (BI, 2022). In addition, Alansori and Listyaningsih (2020) said that the existence of MSMEs is an alternative effort to reduce poverty. It is proven by the resilience of MSMEs in facing various crises in Indonesia. The number of MSMEs in Indonesia increased from 2018 to 2023, but in 2020, there was a decrease of 2.24% compared to the previous year due to the Covid-19 pandemic. However, the number of MSMEs bounced back in 2021 with an increase of 2.28% (KADIN Indonesia, 2024).

The food and beverage industry is one of the industries with many businesses competing for sales in Indonesia (Kemenkeu, 2022). This industry is one of the sectors that is prioritized for development and expected to implement digital transformation (Kemenperin, 2021). The rise of food applications such as Grab Food, Go-Food, and Shopee Food contribute to the increased food demand and food availability for consumers, thus contributing to the growth of the food and beverage industry (Husin et al. 2021). The food and beverage industry needs to adapt by way of digitalization so that producers, suppliers, and marketers are more efficient in operating and improving food security and sustainability (PSPG UGM, 2020). Superfood is one of the industries in food and beverage that is growing and increasing since 2021 (Safitri, 2021). Superfood is food that contains high nutrients so that it is beneficial for the health of the body (Singh et al. 2021). The number of business actors in the food or beverage sector in Tebing Tinggi City, North Sumatra, is the second highest at 5,685 businesses.

The large number of business actors in the food and beverage sector indicates that competition is getting tougher. Strategy is needed to face intense competition for the continuity of a business (Mardhiyah and Safrin, 2021). Business development strategy is one of the strategies that can be carried out by MSMEs so that they can develop better (Mirani et al. 2022). The business development strategy aims to improve and increase the quality and quantity of production to achieve the goals of a business (Surepi et al. 2021). The implementation of development strategies in MSMEs is important

because it can overcome various problems experienced by MSMEs and can develop the MSME sector (Mirani et al. 2021).

Rumah Kurma Albarakat (RKA) is one of the MSMEs in Tebing Tinggi City. The increasing public interest in healthy food consumption since the pandemic indicates a business opportunity (Madani and Rosiana, 2022). It is an opportunity for RKA, which sells healthy food products. However, in realization, RKA's income has decreased and fluctuated. The products sold by RKA are also unique because they are only sought after at certain times, such as during Ramadan.

As a business whose products are only in high demand at certain times of the year, RKA needs a holistic business development strategy so that its turnover is stable, can withstand various market conditions, and can improve the quality of its products. Based on this background, it can be understood that research on superfood business development strategy that focuses on RKA will discuss how the business can take advantage of business opportunities and meet market needs through the right business strategy. This research was conducted by identifying the condition of the business environment, including internal and external, analyzing customer perspectives, formulating alternative strategies, and prioritizing alternative strategies. Based on the issues, the objectives of this research are (1) to identify internal and external factors in RKA, (2) to analyze consumer perspectives on RKA's products and brand, and (3) to develop and determine alternative priority strategies that RKA can undertake.

## METHODS

This research was conducted at RKA in Tebing Tinggi City, North Sumatra. The location selection was purposive with the consideration that the business was a business that could be used as an object of research and requires a strategy to be developed. This research was conducted from December 2022 - May 2023 which includes field activities and data collection.

This research is qualitative and quantitative, with the data used in this research being primary data. Primary data is obtained from observations, in-depth interviews, and filling out questionnaires by respondents. Respondents consisted of one owner, three employees, one nutritionist, two entrepreneurs, two functional

members of the economy and trade of the Tebing Tinggi Government, and 51 customers of RKA. The method of selecting respondents is a non-probability sampling technique that is purposive sampling with the consideration that the selected respondents have expertise in their fields and have a relationship with RKA. The data collected aims to analyze internal and external factors that will be formulated into a strategy formulation for RKA.

Data collection was conducted through in-depth interviews by researchers with RKA owners and employees, interviews with owners, employees, and experts in the field of superfood/UMKM, and questionnaires filled out by RKA customers. RKA's customers. The questionnaire was filled out through Google form media. According to Sugiyono (2013), a minimum of 30 respondents are appropriate for research. This study involved one owner, three employees, and 51 RKA customers as respondents. The method of selecting respondents was carried out deliberately, namely using non-probability sampling techniques and purposive sampling with the consideration that the selected respondents have expertise in their fields and have a relationship with the RKA.

This study employed data processing and analysis methods using descriptive analysis and three-stage analysis formulation. The descriptive analysis describes qualitative data obtained from the results of in-depth interviews, observations, and questionnaires. The data also includes a general description of the company and the results of the strategy formulation carried out. Three-stage Formulation Analysis (David and David, 2016) consists of three stages, namely the input stage using the IFE-EFE matrix, the matching stage using the IE matrix and SWOT matrix, and the decision stage using the QSPM matrix.

### Input Stage

The input stage focuses on identifying the existing strategies in RKA based on internal and external factor variables. This stage was conducted by distributing questionnaires to RKA's customers and conducting in-depth interviews with the owners and employees of RKA. The results of this stage will be the IFE-EFE matrix.

### Matching Stage

This stage focuses on generating viable strategy alternatives by aligning internal and external factors. Matching internal and external factors is important to effectively generate viable strategy alternatives (David and David, 2016). At this stage, two tools are used, namely the IE matrix and SWOT.

The IE matrix aims to determine the position of the company in order to find the right strategy for the company (Evelyn, 2018). The IE matrix is based on two main dimensions, namely, the total IFE score on the x-axis and the total EFE score on the y-axis. On the x-axis, a total IFE score of 1.0-1.99 indicates a weak internal position; a score of 2.0-2.99 is considered average, and a score of 3.0-4.0 is considered strong. On the y-axis, an EFE total score of 1.0-1.99 is considered low; a score of 2.0-2.99 is considered average; and a score of 3.0-4.0 is considered high.

The IE matrix has three main areas that have different strategic implications different strategies:

1. Grow and Build: found in cells I, II, or IV.

Strategies that can be used are intensive strategies (market penetration market penetration, market development, and product development) and integrative (backward integration, forward integration, and horizontal integration).

2. Hold and Maintain: found in cells III, V, or VII.

Market penetration and product development strategies are two commonly used strategies for this region.

3. Harvest or Divest: found in cells VI, VIII, or IX.

SWOT is an important matching tool in developing strategies. Strategy development is done by matching the key internal and external factors, which is the hardest part of developing a SWOT matrix because it requires good judgment (David and David, 2016). Factors analyzed in SWOT are strengths, weaknesses, opportunities, and threats (Ariani and Utomo, 2017). Results from the SWOT matrix matching there are four types of strategies, namely SO (Strength-Opportunity), WO (Weakness-Opportunity), ST (Strength-Threat), and WT (Weakness-Threat).

#### 4. Decision Stage

After the input stage and the matching stage, the decision stage uses the QSPM matrix to determine the relative attractiveness of the alternative strategies. QSPM combines the weights in the IFE-EFE matrix in the input stage and the strategy alternatives in the IE matrix and SWOT matrix in the matching stage. QSPM aims to objectively prioritize strategy alternatives from the strategies in the previous stage.

Rumah Kurma Albarakat (RKA), a local small and medium enterprise (SME) selling superfood products in Tebing Tinggi, North Sumatra, is the focus of this research due to income fluctuations and unmet online sales targets. In the first part, RKA's business conditions and internal and external factors are identified through interviews with the owner and employees. These factors are then analyzed, weighted, and rated by selected respondents to map them into an IFE-EFE matrix. Subsequently, consumer perspectives on RKA are assessed through an online questionnaire using the 7P marketing mix framework. After mapping internal and external factors using the IFE-EFE matrix, matching is done using IE and SWOT matrices to determine

suitable alternative strategies. Strategy formulation is based on business conditions, internal and external factor analysis, and consumer evaluation. Formulated strategies are then assessed for attractiveness using QSPM, with priority strategy determined by RKA's owner. The best alternative strategy recommendations are based on the final results of the three-stage analysis. The research framework is presented in Figure 1.

#### RESULTS

Rumah Kurma Albarakat (RKA) is a small retail business that sells superfood products, namely dates, nuts, seeds, and nuts and seeds, honey, and herbs. This business was established in 2019 and is located on Jl. Yos Sudarso Tebing Tinggi City, North Sumatra. As a small business, RKA does not have a fixed vision and mission and a clear organizational structure. However, RKA has a tagline, "Eating dates is not only during Ramadan". The tagline means an invitation for the public, especially RKA's customers, to consume dates every day, not only in the month of Ramadan. In addition, RKA consists of one owner and three employees.

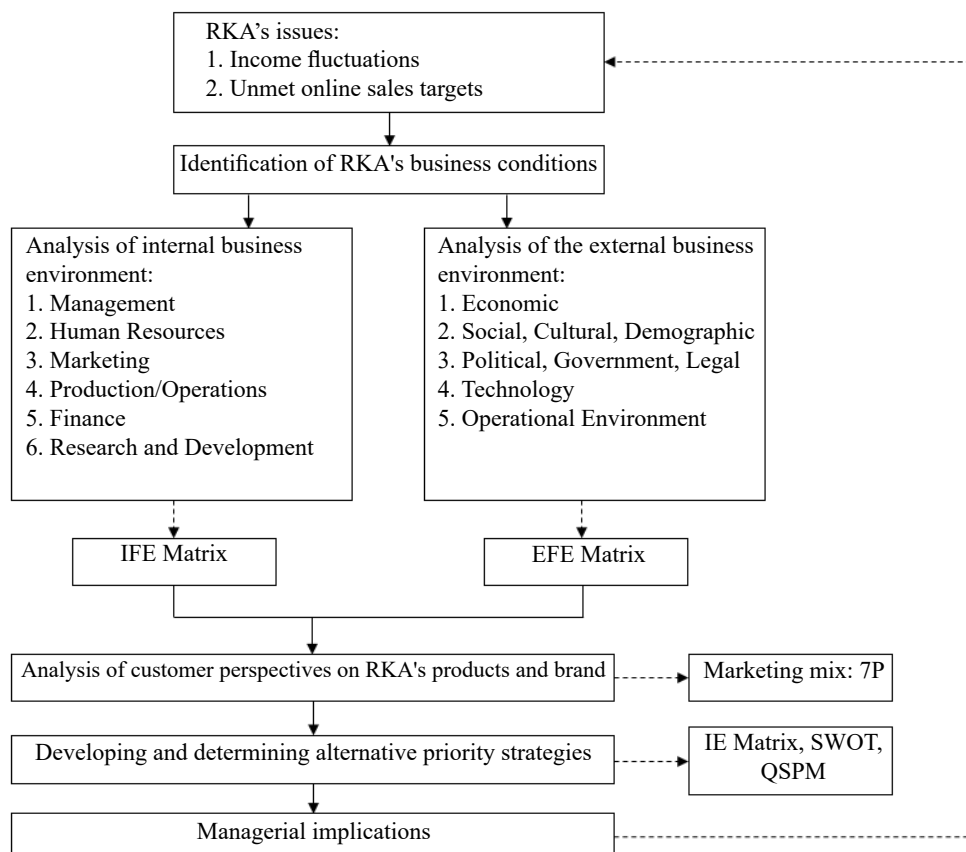


Figure 1. The research framework

RKA always tries to meet consumer demand and maintain the quality of its products, especially since the products are mostly repacked products. RKA's date products consist of 12 types of dates, such as sukkari dates, ajwa dates, khalas dates, and various other dates. Apart from selling dates, other superfood products that RKA sells are nuts, namely almonds, pistachios, almonds, pistachios, walnuts, and chickpeas.

The seeds that are sold are chia seeds, pumpkin seeds, and sunflower seeds. Other dried fruit products include raisins, cranberries, tin fruits, and olives. The honey products sold are very diverse, consisting of Arabic honey to local honey produced in Indonesia.

Internal factor analysis was conducted to identify internal factors, which consist of strengths and weaknesses. This analysis is conducted in an environment that is directly related to the business. The internal environment discussed in this study consisted of management, human resources, marketing, production/operations, finance, and research and development.

### Management

According to David and David (2016), the management function is divided into five basic activities such as planning, organizing, motivating, staffing, and controlling. The aspect of planning aspect includes activities to plan marketing strategies, namely discounts and promotional content. According to Iman (2019), strategic planning that is made effectively illustrates aspects of good management. While in RKA, planning has not been effective because strategies are not planned within a certain period, such as monthly or weekly, but rather suddenly period, such as monthly or weekly, but rather abruptly so the preparation is considered not mature enough, and the results obtained are not as expected.

For the organizing aspect, Iman (2019) argues that good management has a clear organizational structure. RKA does not yet have an organizational structure and division due to limited human resources. RKA also does not have a vision and mission in carrying out its business activities. For the staffing aspect, the recruitment system has been clearly implemented, starting with the Curriculum Vitae (CV) screening

stage, interview stage, and a three-week probation period. RKA has operational working hours of 08.00 - 18.00 WIB every Monday-Saturday. The facilities and infrastructure owned by RKA are enough to support running the business and operational activities such as motorcycles, smartphones, tablets, and computers. The control aspect focuses on evaluating the strategies implemented. Evaluation of strategies and business conditions has been carried out routinely every month by the employees and the owner of RKA. The motivation aspect involves leadership and working relationships, which have been implemented quite well.

### Human Resource

Human resources at RKA consist of one owner and three employees who are quite competent and experienced. Communication between the owner and the employees is face-to-face and through WhatsApp and Telegram Group. RKA has not implemented the job description. According to Agsarini (2015) and Ramdani and Supriyat (2014), the existence of a labor relations policy (training, sanctions, and benefits) illustrates the condition of human resources. RKA has a labor relations policy with its employees, such as allowances, training, and sanctions.

### Marketing

The marketing activities carried out by RKA are continuous promotion in the form of content and shared to various social media. RKA also conducts live shopping on social media and marketplaces. However, she rarely checks the online shop in the marketplace, so the stock of goods is not updated regularly, and there is no advertising in the marketplace. Currently, RKA's distribution channel is limited to consumers (business-to-customer/B2C).

### Production/Operational

RKA controls product quality and inventory. Every product that comes from the distributor will be checked for quality. Inventory is also based on predictions of the number of customer requests. The storage space is adequate. RKA that selling bulk or re-packed dates always tries to ensure the packaging is hygienic and good packaging. RKA sells a wide variety of products and collaborates with local MSMEs to increase product variety, such as the variety of dry snacks.

## Finance

Alyza (2019) and Iman (2019) argue that the existence of clear records of business income and expenses reflects the company's good financial condition. RKA conducts financial records every day but only records income, not profit. So, RKA does not know exactly how much profit she has earned. Recording income is still done manually by handwriting.

## Research and Development

RKA researches to present products that are worth selling and innovative packaging by changing the packaging model regularly. In addition, to increase RKA is developing new business lines in food and beverages and travel. However, market research has not yet been conducted.

External factor analysis was conducted to identify external factors, which consist of opportunities and threats. The external environment discussed in this study consisted of economic, socio-cultural and demographics, politics, government and law, technology, and operational environment.

## Economic

The inflation rate has an impact on the increase in product prices from distributors, resulting in higher selling prices. Interest rates affect business turnover (Astuti 2015), where low interest rates affect the behavior of people who prefer to consume rather than save. The economy of Tebing Tinggi City in 2021 increased by 2.51% (BPS 2022). It has an impact on business conditions because increased regional economic growth also increases the interest and purchasing power of the community.

## Socio-culture and Demographics

Tebing Tinggi City's citizens tend to like something new, like discounts and are loyal to a brand. It is evidenced by the number of RKA members, totaling more than 100 people. However, public awareness of health products has decreased since the pandemic era ended. The area of Tebing Tinggi City, which is 38.44 km<sup>2</sup>, makes RKA easily accessible to the community.

However, Tebing Tinggi, being a second-tier region, has an impact on online sales where shipping costs outside the city are more expensive than within the city. Politics, Government, and Law

Politics in Tebing Tinggi City is conducive and does not adversely affect business continuity. Government includes policies and regulations made by the local government. RKA always tries to comply with regulations, one of which is in applying for halal certification, RKA follows every procedure according to applicable regulations. RKA also gets information about various bazaar events from the local government. However, RKA has not received special guidance from the relevant agencies.

## Technology

The technological aspect greatly influences the condition and sustainability of RKA. RKA follows the rapid development of technology where the use of the internet, smartphones, and various applications are used to facilitate operational processes at RKA. Rapidly developing technology makes it easy to market products and record product stocks. RKA uses a cashier system that is connected to the internet so that inventory recording is done digitally.

## Operational Environment

Other factors that constitute the operational environment consist of three elements namely customers, competitors, and suppliers. RKA's competitors are quite numerous in the Tebing Tinggi City area. However, most competitors do not have physical stores, but only sell products online. RKA's market share and customers also exist outside the Tebing Tinggi City area. RKA's customers come from various regions, such as Tanjung Balai, Aceh, Langkat, Pematang Siantar, and other nearby areas.

The next issue is RKA customer analysis. This analysis includes two parts: identification of characteristics of respondents and analysis of consumer behavior using 7P analysis consisting of product, price, place, promotion, human resources, process, and physical evidence. It is expected to provide a clear picture of the opinions of respondents on the condition of RKA.

## Identification of Respondent Characteristics

### By Age and Gender

The results showed that the age of respondents varied from 21 years old to 61 years old with the highest age range at 31-40 years old (40%) and 20-30 years old (38%). At the same time, the gender of respondents is dominated by women (76.5%) and men (23.5%).

### By Domicile

The respondents' domicile shows that RKA consumers or customers are dominated by Tebing Tinggi City (88.1%), and the rest come from outside Tebing Tinggi City. Areas outside Tebing Tinggi City include Batu Bara Regency, Serdang Bedagai Regency, and Medan.

### By Level of Education and Occupation

The highest level of education of consumers or RKA customers is D4 / S1, which is 60.8%. Respondents' occupations were dominated by civil servants (PNS) at 29.4%, followed by housewives, entrepreneurs, private employees, students, and others.

### By Income and Spending on Health Products

The highest income is in the range of IDR1,000,000-IDR2,000,000. Rahmi and Fajar (2022) stated that income affects people's consumption patterns where the higher the income, the quantity and quality of goods consumed will increase.

Meanwhile, customer spending on health products is highest in the range of >IDR100,000-IDR300,000. Based on the level of education, occupation, income, and expenditure, it can be concluded that customers with middle to upper income dominate RKA customers. The amount of customer expenditure on health products can also be used as a reference by RKA in determining product prices and creating a price strategy when holding discounts.

## Consumer Behavior Analysis

### Product

In terms of products, RKA consumers most favor dates (88.2%), followed by honey (52.9%), nuts (45.1%), grains (23.5%), and herbs (19.6%). The most preferred type of dates was dominated by sukkari dates (62.7%) and followed by ajwa dates (52.9%), medjol dates (25.5%), and khalas dates (13.7%). The most preferred date packaging is the 500-gram re-packing packaging.

### Price

Product prices set by RKA are considered affordable by customers. Although RKA believes that the product prices it sets are more expensive than its competitors, especially competitors in Tebing Tinggi City, customers feel that the prices are quite affordable. The product prices set by RKA are 10-20% higher than the average product prices in the market.

### Place

The location of RKA, which is currently not in the center of the city, is considered strategic by most consumers, with a percentage of 94.1%. The most preferred shopping method for RKA consumers is dominated by in-store shopping (54.9%), followed by shopping via delivery and shopping from social media (WhatsApp or Instagram). Shopping through e-commerce is the least preferred shopping method by consumers at 2%. It is related to the place of residence of RKA consumers, which is still dominated by Tebing Tinggi City residents who can easily buy products at RKA.

### Promotion

RKA customers mostly know information about RKA from family, friends, and neighbors at 60.8%. The type of promotion most favored by RKA customers is different product discounts every day at 52.9%. The type of discount most favored by RKA customers is the discounted price, which is dominated by 88.2%. This representation of respondents can serve as a reference for RKA to design strategies that are in line with the desires of its customers

## People

The services provided by the owners and employees of RKA are considered very friendly by consumers by 66.7% and friendly to consumers by 33.3%.

## Process

98% of RKA customers think that RKA accepts criticism and suggestions from its customers. This percentage illustrates that RKA is sufficiently receptive to criticism and suggestions from its customers even though it does not yet provide a customer complaint service.

## Physical Evidence

RKA has facilities in its physical stores, namely a comfortable room for shopping, air conditioning, and delivery facilities. The facilities provided by RKA are considered very good by 68.6% of consumers and good by 31.4% of consumers.

## Three-Stage Formulation Analysis

### Input Stage

The input stage is carried out by giving weights and ratings to each of the company's internal and external key factors. The results of the study show that in internal factors, RKA's greatest strength is always maintaining product quality and conducting continuous promotions, but RKA's weakness is not recording net profit. For external factors, the biggest opportunity is the development of technology, which can facilitate the dissemination of information and the threats faced by RKA are many competitors. The results of the IFE matrix tabulation can be seen in Table 1.

The results of the IFE matrix calculation show a value of 2.779. The results of the EFE matrix tabulation can be seen in Table 2. The results of the EFE matrix calculation show a value of 2.606. The results of the IFE-EFE matrix calculation are used in the IE matrix.

## Matching Stage

Based on the results of the IFE-EFE matrix tabulation carried out previously, the results obtained in the IE matrix, namely on the horizontal axis or the total score of the IFE matrix, is 2.779, and on the vertical axis or the total score of the EFE matrix is 2.606. It indicates that the RKA business is in cell V, which can be described as hold and maintain, as shown in Figure 2. Alternative strategies based on IE can be seen in Table 3.

The SWOT matrix is used to match the previously analyzed strengths, weaknesses, opportunities, and threats into four types of strategies. The four types of strategies are:

### SO (Strength-Opportunity) Strategy

1. Strengthen branding through collaboration and content.
2. Conduct research to open branches in more strategic locations

### WO (Weakness-Opportunity)

1. Evaluate stock and expired products to plan promotions.
2. Recorded the profit of each product with a computerized system.
3. Presenting a new atmosphere or experience for customers in shopping at RKA.

### ST (Strength-Threat)

1. Maintain product quality and price stability. According to Larasati and Mela (2022), in their research, maintaining product quality and price stability are strategies that MSMEs can use to increase consumer loyalty.
2. Creating exclusivity in the marketplace. According to Aji et al. (2023), products with high prices will attract customers who seek exclusivity.

### WT (Weakness-Threat).

1. Paid advertising on marketplaces.
2. Create divisions or job descriptions for employees and take turns.



Table 1. IFE matrix tabulation results

IFE MATRIX			
STRENGTH			
Factor	Weight	Rating	Score
Facilities and infrastructure are sufficient	0.030	3.778	0.114
Clear recruitment system	0.027	3.778	0.104
Clear working hours	0.027	3.778	0.104
Employees do a variety of work	0.027	3.556	0.094
Smooth communication	0.028	3.778	0.107
Dedicated employees	0.029	3.778	0.110
Clear working relationship	0.026	3.444	0.088
Promotion on social media	0.031	3.778	0.117
Content as a promotional technique	0.030	3.667	0.110
Collaboration with couriers	0.026	3.556	0.091
Maintain product quality	0.031	4.000	0.124
Has an inventory control and product quality system	0.029	3.667	0.107
Adequate storage space	0.029	3.667	0.107
SOP in repackaging	0.028	3.556	0.101
Many product variations	0.026	3.333	0.086
There are other products outside of superfood	0.025	3.333	0.083
Delivery service	0.029	3.556	0.104
Recording of income and expenses daily	0.032	4.000	0.128
Owner's personal and business expenses are recorded separately	0.032	3.889	0.123
Innovate packaging	0.027	3.444	0.095
Developing new business lines to boost revenue	0.028	3.667	0.104
Conduct product research before developing new products	0.028	3.556	0.101
Routinely pay taxes	0.027	3.333	0.089
Total Score of Strength			2.391
WEAKNESS			
Factor	Weight	Rating	Score
No organizational structure	0.022	1.667	0.036
Monthly promotion planning not effective yet	0.023	1.667	0.038
There is no job description yet	0.023	1.778	0.040
Price is more expensive than competitors	0.022	1.444	0.031
Limited products distribution to customers	0.024	1.444	0.035
Promotion not in marketplace	0.024	1.889	0.045
Products in marketplace are not updated regularly	0.025	1.667	0.042
No recording of net profit, only net income	0.025	1.778	0.045
Sales recording is still manual	0.025	1.667	0.042
Total Score of Weakness			1.849
<b>Total IFE Score</b>			<b>2.779</b>

Table 2. EFE matrix tabulation results

IFE MATRIX			
OPPORTUNITY			
Get injection of funds	0.046	3.111	0.142
Emerging regional economic growth has a good impact	0.044	3.667	0.162
Citizens like to try something new affects to business success	0.047	3.556	0.168
Citizens like discounts have an effect on RKA sales	0.052	3.556	0.185
Citizens are loyal to the brand as evidenced by the number of RKA's members	0.050	3.556	0.179
Demographics of Tebing Tinggi City are easy to reach by the community	0.044	3.222	0.142
Get information from government regarding events such as bazaars	0.052	3.444	0.179
Halal certification applications are processed selectively	0.052	3.222	0.168
Information technology makes promotion easier	0.054	3.444	0.185
Information technology makes recording stock easier	0.052	3.667	0.191
Market share is outside Tebing Tinggi	0.047	3.111	0.147
Total Score of Opportunity			1.849
THREAT			
Factor	Weight	Rating	Score
Inflation affects business conditions	0.049	2.222	0.109
High interest rate affect business conditions	0.046	2.222	0.102
Tebing Tinggi City is a second-tier region so out-of-town shipping cost the city is more expensive	0.046	2.111	0.097
There are no coaching activities from related agencies	0.047	2.444	0.116
Similar business traders during month of Ramadhan	0.046	2.556	0.117
Supplier sell their products in the same market as RKA (B2C)	0.044	2.556	0.113
Sellers of processed food (date milk) are competitors	0.043	2.444	0.104
Total Score of Threat			0.756
<b>Total EFE Score</b>			<b>2.606</b>

Table 3. Alternative strategies based on IE matrix

Strategy	Strategy Alternative
Market Penetration	Increase traffic on social media by interact more frequently with audiences
Product Development	Selling processed date products such as date snacks, date milk, and almond milk as regular products
Conglomerate Diversification	Intensify the development of new business lines

### Decision Stage

The decision stage uses the Quantitative Strategic Planning Matrix (QSPM) analysis tool. According to Mahfud and Mulyani (2017), QSPM is a tool that can be used to prioritize alternative strategies objectively. This stage is carried out by analyzing the influence and attractiveness of each key factor on alternative strategies. Based on the IE and SWOT matrices, 12 alternative strategies were obtained that could be implemented by RKA. The twelve strategies were then analyzed using QSPM, and the suggested strategy priorities were obtained based on the order of the Total Attractiveness Score (TAS) value of each strategy, which is listed in Table 4.

### Managerial Implications

Based on the three stages conducted, RKA can prioritize promotional strategies through online media, though these strategies currently do not fully address the weaknesses inherent in MSMEs. The top three alternative strategies that could serve as managerial implications for RKA are as follows: (a) strengthening branding through collaborations and content, (b) creating a unique atmosphere or experience for customers in purchasing dates and products at RKA, and (c) boosting social media traffic by increasing interaction with the audience. Branding through Instagram content is considered the most straightforward approach. However, RKA's current

content creation lacks a distinct identity, which could be rectified by employing consistent colors and fonts to represent the brand better. Furthermore, the coherence of RKA’s social media presence is compromised by the blending of promotional content from various ventures, impacting its brand identity. To address this, RKA should ensure that product photos uploaded are aligned with its Instagram business type. Additionally, collaborating with other businesses or influential individuals could bolster public trust in RKA’s brand.

The current offerings at RKA lack differentiation from competitors; customer service and shopping methods mirror typical stores. Introducing unique experiences like personalized date selection, weight-based pricing for various products, health consultation services, and educational content both offline and on social media could enhance RKA’s appeal. Despite the reliance on local sales through physical stores, RKA has yet to prioritize online sales. Implementing exclusive discounts or promotions on social media platforms like Instagram or TikTok could foster customer engagement and drive online sales.

However, these managerial implications focus predominantly on marketing aspects, neglecting other crucial areas, such as the absence of clear job descriptions, which are essential for scaling operations efficiently. Additionally, while addressing market challenges, RKA should formulate mitigation strategies that consider broader challenges faced by MSMEs, ensuring a holistic approach to overcoming operational and strategic vulnerabilities.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

RKA’s internal factor for strength, the greatest is always maintaining product quality and conducting continuous promotions, but RKA’s weakness is not recording net profit. External factors, namely the biggest opportunity, is the development of technology that can facilitate the dissemination of information and the threats faced by RKA are the many competitors and intense price competition because suppliers also sell their goods to the same market. Based on the customer perspective, RKA’s products and brands are good enough. RKA focuses on promoting its products and maintaining product quality.

## Recommendations

Suggestions for RKA are to innovate in content development so that it can reach areas outside North Sumatra and continue to educate the public about the benefits of superfood products. The priority alternative strategies that RKA can implement are strengthening branding through collaboration and content, presenting a new atmosphere or experience for customers in shopping for dates and products at RKA, and increasing traffic on social media by increasing interaction with the audience. Further studies are recommended using a wider range of superfood products to account for the diversity of the market. Additionally, an analysis of RKA’s competitive landscape is necessary to understand its strategic position.

		IFE Weighted Value		
		Strong 3.0 – 4.0	Medium 2.0-2.99	Weak 1.0-1.99
EFE Weighted Value	High 3.0 – 4.0	I <i>Grow and Build</i>	II <i>Grow and Build</i>	III <i>Hold and Maintain</i>
	Medium 2.0 – 2.99	IV <i>Grow and Build</i>	V <i>Hold and Maintain</i>	VI <i>Harvest or divest</i>
	Low 1.0-1.99	VII <i>Hold and Maintain</i>	VIII <i>Harvest or divest</i>	IX <i>Harvest or divest</i>

Figure 2. IE matrix analysis results

Table 4. Results of QSPM matrix calculation

Strategy Alternative	STAS
Strengthen branding through collaboration and content	3.10
Presenting a new atmosphere or experience for customers in shopping at RKA	4.99
Increasing traffic on social media by increasing interaction with audience	3.04
Maintain product quality and price stability	2.99
Creating exclusivity in the marketplace	2.78
Intensify the development of new business lines	3.69
Make processed or superfood-derived products	3.06
Conduct research to open branches in more strategic locations	3.51
Paid advertising on marketplace	3.20
Evaluate products stock and expired products to plan next promotions	3.51
Record the profit of each product with a computerized system	2.99
Create division or job descriptions for employees	2.54

**FUNDING STATEMENT:** This research did not receive any specific grant from funding agencies in the public, commercial, or not - for - profit sectors.

**CONFLICTS OF INTEREST:** The author declares no conflict of interest.

## REFERENCES

- Abdulwase R, Ahmed FAA, Nasr F, Al-yousofi A, Yan S. 2020. The role of business strategy to create a competitive advantage in the organization. *Open Access Journal of Science* 4(4):135–138. <https://doi.org/10.15406/oajs.2020.04.00162>
- Alansori A, Listyaningsih E, editor. 2020. *Kontribusi UMKM Terhadap Kesejahteraan Masyarakat*. Edisi ke-1. Yogyakarta: ANDI.
- Agsarini I. 2015. Pengaruh faktor internal dan eksternal proyek terhadap kinerja proyek konstruksi di Provinsi Kalimantan Selatan [tesis]. Surabaya: Institut Teknologi Sepuluh Nopember.
- Aji G. Anggraini IA, Mahfudhoh A, Fitriatul N, Khasanah. 2023. Pengaruh strategi operasional, strategi pemasaran, dan strategi keuangan terhadap kinerja perusahaan. *Jurnal Ekonomi dan Manajemen* 3(2): 97-106. <https://doi.org/10.55606/optimal.v3i2.1399>
- Alyza SN. 2019. Pengaruh faktor-faktor internal terhadap kinerja usaha mikro kecil dan menengah (umkm) keripik nenas di Desa Kualu Nenas Kec. Tambang Kampar [skripsi]. Riau: Universitas Islam Negeri Sultan Syarif Kasim Riau.
- Ariani, Utomo MN. 2017. Kajian strategi pengembangan usaha mikro kecil dan menengah (umkm) di Kota Tarakan. *Jurnal Organisasi dan Manajemen*. 13(2): 99-118. <https://doi.org/10.33830/jom.v13i2.55.2017>
- Astuti W. 2015. Pengaruh inflasi dan suku bunga terhadap omset usaha mikro kecil dan menengah (umkm) di Kota Makassar Periode 2010-2014 [skripsi]. Makassar: Universitas Muhammadiyah Makassar.
- [BI] Bank Indonesia. 2022. Framework Pengembangan UMKM Bank Indonesia. <https://www.bi.go.id/id/umkm/program-pengembangan-umkm/default.aspx> [29 Nov 2022].
- [BPS] Badan Pusat Statistik. 2022. Pertumbuhan Ekonomi Kota Tebing Tinggi Tahun 2021. <https://tebingtinggikota.bps.go.id/pressrelease/2022/08/09/121/pertumbuhan-ekonomi-kota-tebing-tinggi-tahun-2021.html> [26 Mei 2023].
- David FR, David FR. 2016. *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*. Edisi ke-16. England: Pearson Education Limited
- Evelyn E. 2018. Analisis manajemen strategi bersaing dengan matriks ie, matriks swot dan matriks qspm pada PT. XYZ. *Jurnal Manajemen Bisnis Dan Kewirausahaan* 2(4): 99-105. <https://doi.org/10.24912/jmbk.v2i4.4869>
- [KADIN Indonesia] Kamar Dagang Industri Indonesia. 2024. UMKM Indonesia. <https://kadin.id/data-dan-statistik/umkm-indonesia/> [20 Mei 2024].
- [Kemenkeu] Kementerian Keuangan, Sari AN. 2022. Kondisi Industri Pengolahan Makanan dan Minuman di Indonesia. <https://www.djkn.kemenkeu.go.id/kanwil-suluttenggomalu/baca-artikel/15588/Kondisi-Industri-Pengolahan-Makanan-dan-Minuman-di-Indonesia.html>. [30 Mar 2023].
- [Kemenperin] Kementerian Perindustrian. 2021. Industri Makanan dan Minuman Diakselerasi Menuju Transformasi Digital <https://kemenperin.go.id/artikel/22485/Industri-Makanan-dan-Minuman-Diakselerasi-Menuju-Transformasi-Digital> [10 Jun 2023].
- Larasati I, Mela E. 2022. Strategi pengembangan usaha kopi kita di Purbolinggo Lampung Timur berdasarkan analisis SWOT. *Indonesian Journal of Food Technology* 1(2): 55-72. <https://doi.org/10.20884/1.ijft.2022.1.2.7237>
- Madani AC, Rosiana N. 2022. Strategi bisnis restoran vegetarian bite n chat pada kondisi pandemi covid 19 dalam meningkatkan pasar konsumen. *Forum Agribisnis* 12(1): 23–34. <https://doi.org/10.29244/fagb.12.1.23-34>
- Mahfud T, Mulyani Y. 2017. Aplikasi metode qspm (quantitative strategic planning matrix) (studi kasus: strategi peningkatan mutu lulusan program studi tata boga). *Jurnal Sosial Humaniora dan Pendidikan* 1(1): 66-76.
- Mardhiyah A, Safrin FA. 2021. Persaingan usaha warung tradisional dengan toko modern. *Jurnal Bisnis dan Manajemen* 8(1): 91-99. <https://doi.org/10.26905/jbm.v8i1.5454>
- Mirani D, Aryansyah JE. Musdalifah F.S. 2022. Efektifitas program palembang go-digital bagi pelaku umkm di masa pandemi covid-19. *Jurnal Administrasi Publik* 8(1): 108-121.

- Husin MM, Kamarudin S, Riza AM. 2021. Food and beverage industry competitiveness and halal logistics: perspective from small and medium enterprises in Malaysia. *Asian Journal of Islamic Management (AJIM)* 3: 1– 10. <https://doi.org/10.20885/ajim.vol3.iss1.art1>
- Iman MN. 2019. Strategi pengembangan usaha beras “cap bunga” pada perusahaan beras Sukoreno Makmur Kecamatan Kalisat Kabupaten Jember. [skripsi]. Jember: Universitas Muhammadiyah Jember
- [PSPG UGM] Pusat Studi Pangan dan Gizi Universitas Gadjah Mada. 2020. Tantangan dan tren pola konsumsi masyarakat di Indonesia Berubah?. <https://cfns.ugm.ac.id/2020/10/06/tantangan-dan-tren-makanan-di-indonesia-berubah/> [17 Jul 2023].
- Ramdani SH, Supriyat F. 2014. Analisis faktor eksternal dan internal untuk menentukan strategi pemasaran pada CV. Certowin multi trading Indonesia. *Jurnal Ilmiah Manajemen dan Akuntansi Fakultas Ekonomi (JIMAFE)* 1: 48-55. <https://doi.org/10.34203/jimfe.v6i1.492>
- Rahmi DM, Fadjar NS. 2022. Pengaruh pendapatan, kesesuaian hargakebutuhan pokok, kebiasaan berbelanja dan kesadaran kesehatan terhadap pola konsumsi. *Journal of Development Economic and Social Studies*. 1(4): 539-549. <https://doi.org/10.21776/jdess.2022.01.4.04>
- Safitri K. 2021. 8 Tahun jualan kurma impor, pria ini catatkan omzet miliaran rupiah per tahun. <https://money.kompas.com/read/2021/04/06/140423726/8-tahun-jualan-kurma-impor-pria-ini-catatkan-omzet-miliaran-rupiah-per-tahun?page=all>. [10 Feb 2023].
- Singh MP, Soni K, Bhamra R, Mittal RK. 2021. Superfood: value and need. *Current Nutrition & Food Science* 18(1): 65–68. <https://doi.org/10.2174/1573401317666210420123013>
- Sugiyono. 2013. *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Edisi ke-19. Bandung: Alfabeta
- Surepi L, Rahmat A, Julita R. 2021. Peranan administrasi bisnis dalam strategi pengembangan usaha. *Jurnal Aghinya Stiesnu Bengkulu* 4(1): 1-6.