

Analysis of Corporate Strategy Formulation of MSMEs Crackers in Tlasi Village, Tulangan District, Sidoarjo, East Java

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ABSTRACT

This study attempts to formulate a corporate strategy for the small-scale cracker industry (MSME) in Tlasi Village, Tulangan District, Sidoarjo Regency, East Java. The research subjects are MSMEs with formal organizations, enabling corporate decision-making through management considerations. The general objective of this study is to identify the internal conditions of MSMEs so that their strengths/advantages and weaknesses can be identified relatively. On the other hand, changes in the external environment are identified so that MSMEs are able to detect opportunities and threats currently facing the Tlasi Village Crackers MSME. Thus, the Tlasi Village Crackers MSME can determine strategies from various alternative strategies that can be used to face competition in these conditions. Meanwhile, the specific objective of this study is to provide recommendations for the most effective corporate strategy for the Tlasi Village Crackers MSME to be able to maintain their business in the face of changes in the external environment and changes in competition. The research object chosen is the Tlasi Village Cracker MSME which has a formal organization intended to know the relative condition of the Tlasi Village Cracker MSME so that it can measure how strong and how weak the condition of the MSME in facing external environmental changes. The Tlasi Village Cracker MSME is also able to seize opportunities with strengths and weaknesses or is able to face threats with the strengths it has. The analysis models used are the IFAS Matrix, EFAS Matrix and SWOT analysis. The research results show that the SWOT analysis results of the Tlasi Village Crackers MSMEs are in quadrant II, which shows that The Tlasi Village Cracker MSME is facing threats but has relative internal strengths. The strategies that must be implemented by the Tlasi Village Cracker MSME are market development and product development.

1. INTRODUCTION

The developments brought about by globalization have brought about significant changes in almost every aspect of people's lives, including how they view products, both goods and services. These profound changes are largely due to the increasingly easy access to information, which has enabled many business activities to be facilitated by information technology and internet access. Marketing and sales activities have become increasingly accessible through numerous platforms, which serve as part of the marketing infrastructure. The internet has helped customers find the products (goods and services) they need, even in other countries (Abidin et al., 2025; Aini et al., 2025; Amirah & Supriyono, 2023).

Micro, Small, and Medium Enterprises (MSMEs) are one of the business organizations impacted by changes in consumer behavior regarding product perceptions. According to the Ministry of Communication and Informatics website, currently 27 million MSMEs in Indonesia have implemented digital technology, and this number is expected to increase to 30 million by 2024, with even more in 2025 (<https://menpan.go.id>). MSMEs are still considered to have low productivity and low technology utilization. Although some have the ability to innovate and develop production technology, MSMEs still face challenges in access to capital, marketing, raw materials, guidance or training, and collaboration/partnerships. To compete with large industries and global competition, MSMEs must have the right strategy to survive in the global environment.

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in Indonesia's economy; however, their competitiveness remains relatively low compared to large-scale industries, particularly in terms of productivity, technology adoption, and strategic management capability (Vikaliana et al., 2021). Recent data indicate that although more than 27 million MSMEs have adopted digital technology, many still face structural challenges such as limited access to capital, weak market expansion strategies, and low managerial capabilities (Kementerian Kominfo, 2024).

In the context of East Java, particularly in Tlasi Village, Sidoarjo Regency, the cracker MSME industry has developed into a local economic center with strong production capabilities and long-standing industrial experience. However, this sector is increasingly exposed to external pressures, including declining purchasing power, increasing competition from large-scale industries, regulatory changes (e.g., VAT increase), and digital transformation challenges. Empirical findings also show increasing Non-Performing Loans (NPL) among MSMEs, indicating financial vulnerability and limited access to sustainable financing.

Despite these challenges, most existing studies on MSME strategy formulation tend to be descriptive and focus only on identifying SWOT conditions without further prioritizing strategic alternatives or integrating quantitative weighting approaches (Rangkuti, 2018). In addition, previous research largely emphasizes general MSME sectors, while agri-food-based MSMEs, such as cracker industries have unique characteristics, including dependency on raw materials, quality consistency, and traditional production systems, which require more adaptive and context-specific strategic approaches.

Sidoarjo Regency is one of the economic centers in East Java province, boasting a number of large industries and a diverse range of MSMEs that continue to thrive. This has positively impacted community income levels and improved the quality and well-being of the community. To survive and continue contributing to improving the community's standard of living, while remaining competitive with other regions, provinces, and countries, the implementation of appropriate strategic policies is essential.

Previous studies have shown that SWOT analysis is one of the most commonly used approaches in strategy formulation for MSMEs, especially to identify internal factors (strengths and weaknesses) and external factors (opportunities and threats) (Freddy Rangkuti, 2018). This approach is considered effective as an initial diagnosis tool in understanding the strategic position of a business. However, most studies that use SWOT tend to stop at the strategy quadrant mapping stage without continuing to prioritize strategies that are quantitative and operational. The strategic management literature confirms that environmental analysis alone is not enough to produce effective strategic decisions. Michael E. Porter (2020) emphasized that competitive advantage can only be achieved if the company is able to choose the most appropriate strategy based on industry conditions and its relative position. In line with that, Thomas L. Wheelen et al. (2018) stated that SWOT should be integrated with advanced analysis tools such as the Quantitative Strategic Planning Matrix (QSPM) in order to produce measurable strategic decisions. However, in practice, such integration is still rarely carried out, especially in the context of MSME research in Indonesia.

Andrew (1980) defines corporate strategy as a pattern of decisions in a company in determining and explaining objectives, purposes, or goals, producing basic policies or plans to achieve these objectives. Corporate strategy focuses on broad, long-term questions about what businesses an organization will enter and what it wants to achieve in those businesses. Corporate strategy directly relates to the choices needed to build and shape a healthy or profitable business portfolio. The following are several corporate strategies used by companies to manage their business units (SBUs). In addition, from a resource-based perspective, Jay B. Barney (2021) explains that sustainable competitive advantage is not only determined by the identification of internal resources, but also by the company's ability to allocate and prioritize strategies effectively. This shows that without a prioritization mechanism, the results of SWOT analysis have the potential to become less applicable in real decision-making.

In the context of Indonesian MSMEs, various studies also show that the problems faced are not only general such as limited capital, low technology adoption, and weak business management, but are also greatly influenced by the characteristics of the business sector (OECD, 2023). Especially in the

food agroindustry sector such as the cracker industry, there are unique characteristics that distinguish it from other sectors, including high dependence on raw materials, sensitivity to product quality, and attachment to traditional production systems. These characteristics demand a more contextual and adaptive approach to strategy. However, research that specifically examines the formulation of strategies for agro-industry based MSMEs in rural industrial cluster areas is still relatively limited. In addition, most studies have not explained in detail the basis for weighting in IFAS–EFAS analysis, thus potentially causing high subjectivity and reducing the validity of the analysis results. In fact, systematic weighting, for example through expert judgment or normalization techniques, is very important to produce a more reliable and accountable analysis.

Based on this synthesis, it can be identified that there are three main gaps in previous research. First, the methodological gap, which is the dominance of the use of SWOT which is descriptive without being followed by an analysis of strategy priorities. Second, the contextual gap, namely the limited research focusing on agro-industrial MSMEs in rural cluster areas with specific characteristics. Third, the analytical gap, which is that it has not been optimally integrated between the analysis of IFAS-EFAS, SWOT, and quantitative methods for determining priority strategies. Therefore, this study is here to fill this gap by integrating IFAS-EFAS analysis based on systematic weighting, SWOT analysis, and Quantitative Strategic Planning Matrix (QSPM) to produce strategies that are not only descriptive, but also measurable, prioritized, and applicable for cracker MSMEs in Tlasi Village.

By combining IFAS–EFAS analysis with systematic weighing, SWOT analysis, and QSPM to produce prioritized and implementable corporate strategies for MSMEs in Tlasi Village, this study offers a more thorough method to close these gaps. It is anticipated that this method will have both practical consequences for MSME sustainability and theoretical advances in strategic management (Ma & Gu, 2024). Thus, the purpose of this study is to:

1. Use IFAS–EFAS analysis to determine the internal and external strategic factors of cracker MSMEs.
2. Use SWOT analysis to determine the strategic position of MSME.
3. Use a methodical, quantitative methodology to develop priority corporate strategies.

2. THE PURPOSED METHOD

This study uses a quantitative descriptive approach (Bukve, 2019) with the aim of formulating a corporate strategy for cracker MSMEs in Tlasi Village through the analysis of measurable internal and external factors. This approach was chosen because it is able to describe the actual condition of MSMEs while producing data-based strategy recommendations.

The population in this study is all cracker MSMEs located in Tlasi Village, Tulangan District, Sidoarjo Regency, which totals 40 business units . The sampling technique uses purposive sampling, with the following criteria: (1) MSMEs have a formal organizational structure, (2) actively operate for at least three years, and (3) owners or managers are directly involved in business decision-making. Based on these criteria, 30 respondents were obtained who were considered representative to provide information related to internal and external business conditions. The sampling technique used in this study was purposive sampling. Purposive sampling is a sampling technique based on certain considerations as described by Sugiyono (2019). The consideration used in selecting the sample was that small-scale industries (MSMEs) have formal organizations for decision-making.

No	No. PNP	Nama	Nama Usaha	Alamat	No. HP	Pekerjaan	No. Lahir	Kunjungan	Perihal
1	89	Ahmad Hidayat	UD Liris	Tlasih 1/1	08174813178	Kepadangan	09951140120		
2	92	Yusuf Nur Hafid	UD Barokah	Tlasih 1/1	08214351856	Kepadangan	081200148062	Senin, 14 Juni 2021	Hakim
3	83	Muhammad	UD Dua Liris	Tlasih 1/1	08221140256	Kepadangan			
4	56	Husni Husni	UD Sumber Mamas	Tlasih 1/1	08127073994	Kepadangan	0995142246114		
5	85	Abdul Wahid	UD Sanbara	Tlasih 1/1	08135715633	Kepadangan			
6	64	Muhlis	UD Dua Putri	Tlasih 2/2	08774638756	Kepadangan			
7	58	Fitri Supriyanti	UD Mantari	Tlasih 2/2	08190718036	Kepadangan			
8	72	M. Rahmatullohman/Utaka Budiana	UD Rahma Jaya	Tlasih 2/2	08124488838	Kepadangan			
9	54	M. Basri	UD Khana Jaya	Tlasih 2/2	08152265148	Kepadangan			
10	68	Nurul Huda	UD Dua Putri	Tlasih 1/2	082231266583	Kepadangan		Selasa, 29 Juni 2021	imam
11	60	Dandi Purnama	UD Hidup baru	Tlasih 1/2	081231230002	Kepadangan	082142091089		
12	71	Sufahidin	UD Jaya	Tlasih 1/2	089534009248	Kepadangan			
13	76	Nur Basri	UD Tiga Dara	Tlasih 1/2	081332348670	Kepadangan			
14	70	M. Dwi Hendra Yudha	UD Langgeng Jaya	Tlasih 2/1	08194518302	Kepadangan			
15	55	Sahri	UD barokah	Tlasih 2/1	082131489752	Kepadangan			
16	57	W. Subadi	UD Langgeng Jaya	Tlasih 2/1	082137250915	Kepadangan		Kamis, 17 Juni 2021	imam
17	61	Rizki Nur	UD Kal Jaya	Tlasih 2/1	087766678444	Kepadangan	08975111180		
18	74	M. Shantari Shalihudin/airi indah fatmawati	UD BAROKAH	Tlasih 2/1	082143944447	Kepadangan			
19	80	Mah. Sulwan Al Anas	UD Barokah	Tlasih 2/1	08150214211	Kepadangan			
20	89	Jaka Sunanda	UD Ring Barokah	Tlasih 2/1	08131917440	Kepadangan			
21	87	M. Amalia	UD Mekar Jaya Abadi	Tlasih 2/1	085230649608	Kepadangan			
22	100	Nurhan	UD Jaya Abadi	Tlasih 3/1	085100420503	Kepadangan			
23	73	Indi Nuraini/Atis haari	UD Sumber Pangan	Tlasih 3/1	082234257278	Kepadangan		Selasa, 29 Juni 2021	imam
24	75	Alfandi	UD Rafi Meia	Tlasih 3/1	088226214221	Kepadangan			
25	63	M. Fauzi Hidayat	UD Setem Jaya	Tlasih 3/1	082142084842	Kepadangan	081393489903		
26	84	Suci	UD Sutris Jaya	Tlasih 3/1	082143091029	Kepadangan			
27	86	Nurandhi	UD Orin Jaya Abadi	Tlasih 3/1	089688153617	Kepadangan			
28	88	Abd. Wahab	Karya mandiri	Tlasih 3/1	081231748545	Kepadangan			
29	95	Achmad Mujahidin Faid	UD Sani Makmur	Tlasih 3/4	08819378238	Kepadangan			
30	59	Her. Kuncih	UD Jaya Abadi	Tlasih 4/2	087863128514	Kepadangan			
31	76	Muhammad Muklis	UD Maja Bersama	Tlasih 4/2	081230344789	Kepadangan		Rabu, 30 Juni 2021	Hakim
32	77	Muhammad Zakariya	Tlasih 4/2	081348429732	Kepadangan				
33	78	M. Rani Alvanis	Sabuk Sriati	Tlasih 6/1	081231318992	Kepadangan			
34	66	Hendri	UD Jaya Baru	Tlasih 6/1	087854924733	Kepadangan	082143264889		
35	85	Muhammad Suparti	UD Jaya Mandiri	Tlasih 6/1	081233902202	Kepadangan			
36	98	Ally	UD Bangkit Jaya	Tlasih 6/1	089641540240	Kepadangan			
37	99	Mah. Wahyu	UD Dua Putri	Kepadangan 1/1, Kepadangan	085911778991	Kepadangan		Kamis, 1 Juli 2021	imam
38	67	Sungai Leko Sampurna	Kajekan 9/2, Tulangan	Janti Krajan 3/1, Janti, Tulangan	08383584978	Kepadangan			
39	62	Yudiarso	UD Mekar Jaya	Janti Krajan 1/1, Janti, Tulangan	08214140904	Kepadangan			
40	81	Sarjono	UD Bintang Jaya	Janti Krajan 1/1, Janti, Tulangan		Kepadangan			
40	81	Sarjono	UD Gotong Royong	Janti Krajan 1/1, Janti, Tulangan		Kepadangan			

Fig. 1. List of Talsih Village Cracker MSMEs
Source: Tlasih Village Cracker MSME Association

Data collection is carried out through three main methods. First, the questionnaire was compiled using a Likert scale of 1–4 to assess the level of importance and condition of each strategic factor. Second, in-depth interviews with MSME owners to gain a more comprehensive understanding of business conditions. Third, a documentation study from relevant reports, literature, and secondary data.

Data analysis is carried out through several systematic stages. The first stage is the identification of internal and external factors, which results in a list of strengths, weaknesses, opportunities, and threats based on the results of questionnaires and interviews. The second stage is the preparation of the Internal Factor Analysis Summary (IFAS) and the External Factor Analysis Summary (EFAS).

MEMBAT MAJUKAN TALSIH					Matriks Internal Factors Analysis Summary (IFAS)				
Faktor Internal	Kekuatan Bobot	Kekuatan Rating	Kelemahan Bobot	Kelemahan Rating	Nilai	Komentar			
FAKTOR INTERNAL	Bobot	Rat.	Bobot	Rat.					
Pemasaran	0.00000000	0.00000000	0.00000000	0.00000000					
Operasi	0.00000000	0.00000000	0.00000000	0.00000000					
S. D. M.	0.00000000	0.00000000	0.00000000	0.00000000					
Keuangan & Akuntansi	0.00000000	0.00000000	0.00000000	0.00000000					
R & D	0.00000000	0.00000000	0.00000000	0.00000000					
Budaya	0.00000000	0.00000000	0.00000000	0.00000000					
Pemasahaan	0.00000000	0.00000000	0.00000000	0.00000000					
TOTAL	0.00000000	0.00000000	0.00000000	0.00000000					

Bobot dari tiap-tiap faktor:
- Sangat penting : 1.0
- Tidak penting : 0.0
(Total bobot tidak boleh lebih dari 1.0)
= A + B = 1.0

Rating: bila kelemahan:
- Sangat besar : 1.0
- Kecil : 2.0

Rating: bila kekuatan:
- Sangat besar : 4.0
- Kecil : 3.0

Nilai: Bobot x Rating
- Besar (outstanding) : 4.0
- Kecil (poor) : 1.0

Komentar: Catatan atas komentar mengenai faktor-faktor

Fig.2. IFAS Matrix
Source: Fredy Rangkuti (2028) (edited by the author)

The determination of weights in the IFAS and EFAS matrix was carried out using an expert judgement approach involving three parties, namely MSME actors, representatives of local government agencies, and academics. Each strategic factor is assigned a value of importance, then normalized using the formula:

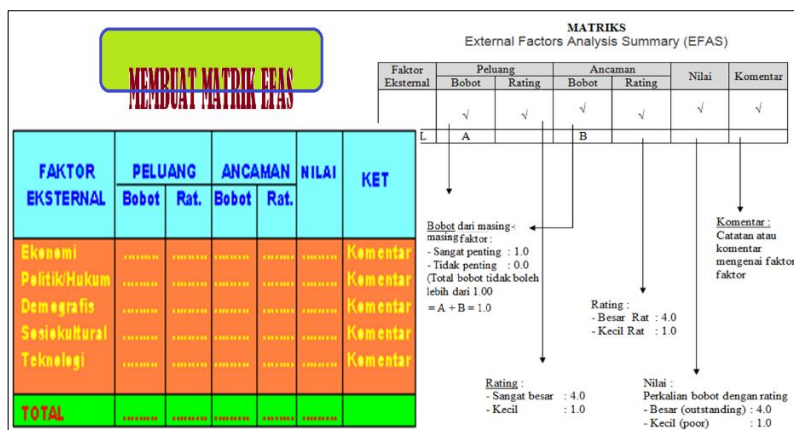


Fig.3. EFAS Matrix
Source: Fredy Rangkuti (2028) (edited by the author)

So that the total weight of all factors is equal to 1.00. This approach is used to reduce subjectivity and increase the validity of the analysis. Furthermore, each factor is rated on a scale of 1 to 4, where a value of 4 indicates a very strong (for strength and opportunity) or very serious (for weakness and threat) condition, while a value of 1 indicates the opposite condition. The score is obtained from the result of multiplication between weight and rating.

The next stage is SWOT analysis, which is carried out by mapping the results of IFAS and EFAS into a quadrant chart to determine the strategic position of MSMEs. This position is then used as the basis for formulating alternative strategies, namely SO, WO, ST, and WT strategies.

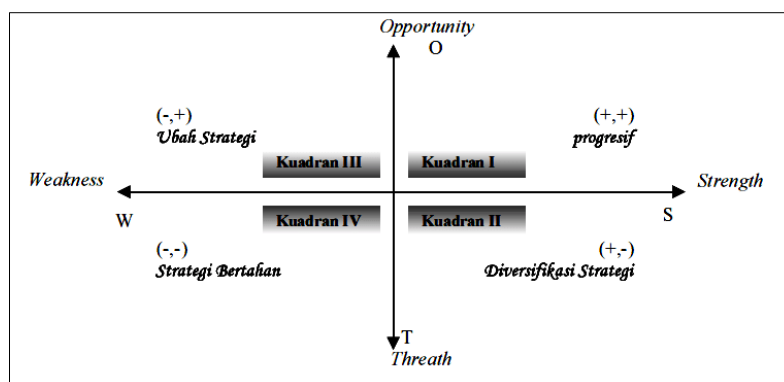


Fig.4. SWOT Analysis Quadrant Diagram
Source: Rangkuti (2018)

To overcome the limitations of descriptive SWOT analysis, this study is continued with the Quantitative Strategic Planning Matrix (QSPM) to determine strategic priorities. In this method, each alternative strategy is assigned an Attractiveness Score (AS) based on its level of attractiveness to each strategic factor, then a Total Attractiveness Score (TAS) is calculated. The strategy with the highest TAS value is set as a priority strategy. With this structured analysis stage, this research not only produces a mapping of the strategic condition of MSMEs, but is also able to provide more measurable, systematic, and applicable strategy recommendations.

4. RESULT AND DISCUSSION

Results

Profile of The Tlasi Village Crackers MSMEs

Sidoarjo Regency is a regency with a flat topography. It is located at an altitude of 0 - 25 meters above sea level. It is divided into three parts (east - central - west). Geographically, Sidoarjo Regency

is located between 112.5° East Longitude - 112.9° East Longitude and 7.3° South Latitude - 7.5° South Latitude with the northern boundaries bordering Surabaya City and Gresik Regency, the south bordering Pasuruan Regency, the west bordering Mojokerto Regency and the east directly bordering the Madura Strait.

Physical development has been ongoing for the past three years, with residents of Sidoarjo Regency and its surrounding areas now able to enjoy all the facilities. Road and bridge construction includes the Sidoarjo-Surabaya toll road, the widening of the Porong highway, the Waru-Tandes flyover, the Geluran-Trosobo bridge, and the rehabilitation of the Sidoarjo-Gresik highway

Tlasi is the name of a village in Tulangan District, Sidoarjo Regency, East Java. Tlasi is a village with high economic independence because many residents have home industries and cracker MSMEs. Various types of crackers can be found in this village. Types of cracker businesses in Tulangan District, Sidoarjo Regency consist of individual businesses and group businesses. Individual businesses are mostly spread in Janti Village, Medalem Village, and Sudimoro Village. Meanwhile, group businesses are mostly found in the cracker industry center, namely Tlasi Village.

The Tlasi community's cracker industry was first established by a resident named H. Nur Ali (deceased). In addition to opening a cracker business, he also tried his luck in the mangrove sector, after his mangrove business experienced ups and downs, which made him think about choosing his cracker business. He was given an insight into the cracker business which had good future prospects. He learned about crackers from his brother who came from Kediri (Fadilah et al, 2019 & Masfufah, 2014). Because of this good insight, he dared to produce in large quantities. The agricultural livelihood system was gradually being abandoned and moving towards industrialization. The Tlasi village community began to dare to take the risk of becoming entrepreneurs as cracker producers.

The development of cracker entrepreneurs in Tlasi Village generally began as workers at existing cracker MSMEs and eventually decided to try opening their own businesses. However, some entrepreneurs inherited their parents' businesses from generation to generation or received guidance from older siblings or relatives who already owned cracker businesses.

The following are some business actors when starting a cracker business until it became a cracker business in Tlasi Village:

1. Subhan, initially he worked as a cracker salesman in Tlasi Village, then on July 20, 2026 Subhan and his wife, Lizza Iltiqow M, tried to start a cracker business and founded the "Jaya Abadi" Cracker MSME with the Arwana and Dua Putri brands.
2. Edi Supriyanto initially worked for a cracker MSME in Tlasi Village. While working, his boss motivated him to try making his own crackers, and he succeeded. On November 15, 2010, he and his wife, Sundari, founded "UD Mentari," producing the Angsa brand of crackers.
3. Abdul Hari Yulianto initially worked in his family's cracker factory. While there, he learned about the cracker business, from production to marketing. On January 12, 2022, he and his partner, Cak Yan, founded their own cracker business, "Firman Berkah," producing tofu crackers.
4. Nur Cholis, with his wife's approval, established the cracker business "UD Makmur Abadi" on March 1, 1995, along with other family members, H. Sukron Adadi and H. Trisna Ningsih. He received guidance from his brother-in-law, who was already involved in the cracker industry, on the production process through to sales. The crackers produced are branded Gajah and Bunga Matahari.
5. Dwi Hendra also initially worked as a laborer in a cracker MSME. On October 18, 2010, he and his wife, Rissa Mulyani, started their own cracker MSME, Tiga Dara. The brand they produce is Tiga Dara.

Internal and External Environmental Analysis

Internal environmental analysis is a process for detecting a company's internal factors. Detecting these internal factors relates to the company's strengths and weaknesses. By understanding these strengths and weaknesses, every company can plan future strategies or policies. Therefore, the importance of internal environmental analysis lies in identifying a company's strengths and weaknesses. Strengths are defined as a company's ability to effectively perform all its tasks due to its resources, skills, or other advantages. Weaknesses, on the other hand, are defined as a company's inability to

effectively perform its tasks due to resources, skills, and capabilities that seriously hinder its effective performance.

Meanwhile, the external environment is an environmental influence that originates from outside the company, both very close to the company and far away, and will directly or indirectly affect the company's activities as a whole. External environmental influences consist of large-scale fundamental forces that shape opportunities and threats/challenges for the company.

General Internal Environmental Conditions of Tlasi Village Crackers

The workforce involved in the operational activities of the MSMEs in Tlasi Village, Tulangan District, Sidoarjo, are generally junior high and high school graduates. They receive various training provided by the owners and Sidoarjo Regency Government agencies related to work in the cracker business. This training makes them experts in mixing dough, molding, and other operational activities. In addition to training provided by the Sidoarjo Regency and East Java Trade Offices (Disperdag Jatim) on the production process and increasing production volume, several agencies also provide assistance, including the Investment and One-Stop Integrated Services Agency (DPMPTSP). Sidoarjo. East Java Food and Drug Monitoring Agency (BPOM), Sidoarjo Cooperative and Micro Enterprises Service and Sidoarjo Health Service.

The primary target market is local consumers, specifically the people of Sidoarjo, whom they distribute through local distributors and shops. However, some also target fryers, specifically cracker fryers, who buy raw crackers and sell cooked crackers. The advantage of selling to fryers is faster cash flow because they pay in cash. Meanwhile, the target market outside Sidoarjo is reached by establishing distributors in East Java and beyond.

Over the past three years, most of the Tlasi Village Cracker MSMEs have consistently made profits, although not as much as expected. To achieve their profit targets in the coming years, they have implemented several programs, including increasing production volume and adding distributors at the local, provincial, and national levels.

The competitors of the Tlasi Village cracker MSMEs in Tulangan District are cracker MSMEs from other districts in Sidoarjo, such as crackers from Jabon, Prambon, Krian, and others. However, the main competitors are crackers from other areas in the East Java province, where they have the advantage of relatively cheaper prices and, even better, they always collaborate in operational activities. However, the Tlasi Village Cracker MSMEs have a relatively higher quality compared to their competitors. This is because their products always use the best ingredients to maintain customer trust, even though they often have difficulty meeting customer demand due to limited production, coupled with the difficulty of raw materials with prices continuing to rise.

The biggest competitors for the Tlasi Village cracker MSMEs are large-scale industries with the best equipment, substantial capital, and well-organized operations, ensuring high-quality products. In many market segments, cracker products from large-scale industries often present challenges for the Tlasi Village cracker MSMEs.

Some of the customer complaints frequently received by the Tlasi Village cracker MSME include: late deliveries, products not being delivered as requested, and consumer demand for price reductions. All complaints are responded to effectively, and requests for price reductions are addressed with thoughtful explanations regarding the MSME's operational conditions.

Capital to support operational activities generally comes from bank loans, loans from the Tlasi Village Cracker MSME Association, loans from business partners (suppliers), assistance from the Sidoarjo Regency Cooperatives and Micro Enterprises Office, and other sources. Meanwhile, assistance from The Sidoarjo Regency Industry and Trade Service in the Mamin (food and beverage) cluster program is in the form of machinery assistance, namely mixing machines, cutting machines and boilers.

Several product innovations were implemented by addressing changing consumer tastes and meeting potential consumer demand. These innovations primarily involved the addition of specific additives (flavors and colorings) and various physical product enhancements. Further innovations

included packaging improvements and optimizing the capabilities of new machines for product development, including mixers, dryers, cutting machines, and more.

External Environmental Conditions of Tlasi Village Cracker MSMEs

The growth in cracker consumption in East Java is quite stable and tends to increase for all types of crackers, in line with the development of the culinary industry in East Java and other regions in Indonesia. This is because crackers have become an integral part of culinary traditions, both as snacks and as accompaniments to rice or other meals, thus enabling many cracker MSMEs in Tlasi to experience increased demand and new segments.

Support from agencies The Health Office, the Investment and One-Stop Integrated Service Office (DPMPTSP) of Sidoarjo Regency. The Food and Drug Monitoring Agency (BPOM) of East Java, the Cooperatives and Micro Enterprises Office and the Sidoarjo Regency Health Office are very helpful in the operational activities of MSMEs. while the Ministry of Industry and Trade provides assistance in the form of halal certificates and Home Industry Food (PIRT) as distribution permits for food products produced by household industries in collaboration with the Sidoarjo Health Office, where the assistance is in the form of administrative assistance, in addition to administrative assistance, the Tlasi Village Crackers MSME also received machinery assistance from the Ministry of Industry and Trade in the form of a dough mixer or molen machine.

The Sidoarjo State Treasury Service Office (KPPN) provides support in the form of empowering the people's economy, which is part of its strategic role as a financial advisor. The KPPN also actively provides financial guidance, business registration consultations, and simple financial education to improve the financial literacy of MSMEs. KPPN assistance is also aimed at helping MSMEs better prepare to access financing from government programs, such as the People's Business Credit (KUR) and other fiscal incentives. KPPN support also includes (<https://djpb.kemenkeu.go.id>):

1. Strengthening business management and financial recording;
2. Improved packaging and branding quality;
3. Facilitating business legality and access to capital;
4. Digital marketing training for market expansion

The Food and Drug Monitoring Agency (BBPOM) in Surabaya also plays a role in the Integrated National Food Safety Advocacy for Safe Food Villages as an effort to mobilize the Regional Government's commitment to implementing food safety in the region. Advocacy from BBPOM Surabaya enables the Tlasi Village Cracker MSME to apply food safety principles and not use hazardous materials in their products, especially the use of borax, which can damage the image of cracker products in Sidoarjo, considering that Sidoarjo is one of the cracker producers from East Java. (<https://www.pom.go.id>).

Meanwhile, the government, through the Ministry of Communication and Information Technology, is committed to advancing the MSME sector through the MSME Level Up Program. This program helps the Tlasi Village cracker MSME prepare to compete in the global market. This program is implemented by providing intensive training and mentoring for the onboarding process to digital platforms, so that the Tlasi Cracker MSME, and indeed MSMEs throughout Indonesia, become digitally empowered, stronger, and more advanced. (<https://www.komdigi.go.id>)

Some of the challenges that must be faced by SMEs, Crackers and SMEs as a whole include those related to policies. Account blocking by PPATK. This policy will prevent MSMEs from accessing funds and losing the potential benefits of banking services, resulting in the disruption of various operational activities, including: disrupted production, disrupted sales, and other activities: (<https://www.tempo.co>).

Overall, MSMEs are impacted by the decline in purchasing power, namely: First, MSME sales have decreased significantly due to declining consumer demand for products. Second, many MSMEs face difficulties covering operational costs such as rent, employee salaries, and production costs, resulting in closures or terminations. Third, MSME competitiveness continues to decline, so MSMEs that cannot adapt to changing market conditions will find it increasingly difficult to survive (<https://www.kompasiana.com>).

The MSME Non-Performing Loan (NPL) ratio as of September 2024 was recorded at 4%. This figure is higher than the 3.88% recorded in the same period the previous year (<https://mahadafinance.co.id>). MSMEs with high NPLs are considered risky by banks, making it difficult for them to obtain additional financing. This risk stems from non-performing MSME loans, which are still subject to interest and late fees, further burdening MSMEs. The mounting debt burden makes it difficult for MSMEs to liquidate and carry out daily operations. Another MSME risk is difficulty accessing various financial services. This situation further complicates the financial situation of MSMEs whose financing is through bank loans.

Another external environmental change is the government's planned increase in VAT to 12% by 2025. This increase will increase operational costs for MSMEs selling both goods and services. If MSMEs raise prices, consumers will lose purchasing power and their competitiveness will decline. If MSMEs are forced to absorb additional costs without raising prices, profit margins will decrease (<https://rewangrencang.com>)

The digital transformation also presents several challenges for MSMEs, including the Tlasi Village Crackers MSME, many of which still do not utilize digital marketing. One of the main challenges is limited resources. The inability to keep up with technological developments can also cause MSMEs to lose relevance. Many MSMEs lack the budget, skills, or knowledge to effectively adopt digital technology (<https://bisnisdigital.umsida.ac.id>)

Sidoarjo Regency has implemented food safety principles and does not use hazardous materials in its food products, especially borax. Sidoarjo Regency is one of the largest cracker producers in East Java. The Sidoarjo Police Criminal Investigation Unit officers' investigation into the use of borax in cracker products in Sidoarjo has reduced the image and reputation of Sidoarjo cracker products as a whole (<https://jatim.antaranews.com>).

Based on the internal and external environmental conditions above, the relative strengths and weaknesses of the Tlasi Village Crackers MSME can be identified. On the other hand, the Tlasi Village Crackers MSME can also identify opportunities and threats that are currently occurring and must be faced. The following are the results of the identification of strengths and weaknesses from the internal environmental analysis and the identification of opportunities and threats from the external environmental analysis of the Tlasi Village Crackers MSME, namely:

Strength:

1. Tlasi Village is a village that has a cracker industry center with a community that has strong economic independence and experience in facing various changes in various business aspects.
2. The government plays a role by providing workforce training so that the Tlasi Village Cracker MSME workforce has special skills in terms of mixing dough, printing and other operational activities.
3. The products produced by the Tlasi Village Crackers MSME have received halal and Home Industry Food (PIRT) certification.
4. Tlasi Village MSMEs Crackers products have better quality compared to competitors because they use the best raw materials.
5. The ability of machines in product development activities to meet changing consumer tastes.
6. In the last 3 years, most of the Tlasi Village Cracker MSMEs have continued to experience profits.
7. The Tlasi Village Crackers MSME continues to innovate by optimizing machine capabilities and other operational activities.

Weaknesses:

1. The education level of the Tlasi Village Cracker MSME workforce is only junior high and high school level, so employee development is rather slow.
2. Competitors' products offer relatively cheaper prices compared to Tlasi Village crackers.
3. Competitors from other regions in East Java are implementing collaboration/cooperation strategies with MSMEs from other regions in their operational activities.
4. Often have difficulty meeting customer demand due to limited production.
5. Still experiencing funding difficulties due to limited access to several financial institutions.

6. There are still customer complaints regarding the services of the Tlasi Village Crackers MSMEs
7. There are competitors from large industries that have modern facilities, machines and large capital.

Opportunity:

1. Regional Organizations (OPD)) Sidoarjo Regency and East Java also play a role in supporting the existence of the Tlasi Village Crackers MSME.
2. The development of demand and new market segments for crackers tends to increase along with the increasingly booming culinary business in Indonesia.
3. The role of regional and central governments in providing funding assistance (Cooperatives and Micro Enterprises Service), machinery assistance from the Sidoarjo Trade and Industry Service and the Ministry of Industry and Trade providing assistance in the form of halal certificates and P-IRT.
4. The government also facilitates MSMEs to be able to access existing financing schemes, such as KUR (People's Business Credit) and other fiscal incentives. and supporting the empowerment of the people's economy. This activity is part of the Sidoarjo KPPN's strategic role as a Financial Advisor.
5. The Food and Drug Monitoring Agency (BBPOM) in Surabaya as the Technical Implementation Unit of the POM Agency carried out the Integrated National Food Safety Advocacy activity of Safe Food Villages in Sidoarjo Regency.
6. The government is committed to increasing the competitiveness of MSMEs in the digital era through intensive training and mentoring programs for the onboarding process to digital platforms.
7. The regional infrastructure and geographical position of Sidoarjo Regency, close to major cities in East Java, facilitates access to markets and supporting raw materials.

Threat:

1. Law Number 8 of 2010 concerning the Prevention and Eradication of Money Laundering (TPPU). The policy of blocking bank accounts that have not had any transactions for at least three months is called dormant.
2. Declining purchasing power has caused consumers to be more selective in their spending. This has had a significant impact on the Small and Medium Enterprises (SMEs) sector, which relies heavily on domestic consumption.
3. The increase in Non-Performing Loans (NPL) causes financial difficulties for MSMEs and hinders their access to credit for business development.
4. Regulatory changes, such as tax rates or product standards, can increase operating costs. MSMEs previously exempted from VAT may face increased operational costs if they have to include the tax in their pricing structure. This could reduce competitiveness, especially for MSMEs that rely on price-sensitive consumers.
5. Many MSMEs have not yet optimally utilized digital technology in their marketing, sales, and business management activities. This has resulted in many The Tlasi Village Cracker MSME is lagging behind competitors who are more advanced in terms of digitalization.
6. A cracker factory in Sidoarjo was discovered using borax as a food additive. This poses a serious threat to consumer health and the overall reputation of Sidoarjo cracker products.
7. Competition with other businesses, both local and from outside the region, presents a challenge. The presence of competitors with more well-known brands can also pose a threat.

IFAS and EFAS Matrix

Internal Factors Analysis Summary (IFAS) Matrix

Based on the results of the internal environmental identification which provides an overview of the relative strengths and weaknesses of the Tlasi Village cracker MSMEs, the Internal Factors Analysis Summary (IFAS) matrix can be explained as follows (Table 2)

Table 2. Internal Factors Analysis Summary (IFAS) Matrix

Tlasi Village Cracker MSME
(Strenght and Weakness)

No.	Strenght Aspect	Weight	Rat.	Score
1	The Kerupuk Center Village has economic independence	0.040	2.5	0.100
2	There are various trainings by OPD Sidoarjo	0.045	2.5	0.113
3	The product has received halal and PIRT certification.	0.070	2	0.140
4	Product quality is better than competitors	0.150	4	0.600
5	Product development according to consumer tastes	0.150	3.5	0.525
6	Continuous profit in the last 3 years	0.025	2	0.050
7	Optimal machine capacity in product development	0.065	3	0.195
		0.545		1,723
No.	Weakness Aspects	Weight	Rat.	Score
1	Kindergarten, Middle School, and High School Education Level	0.035	2	0.070
2	Competitors' product prices are cheaper	0.150	4	0.600
3	Competitor Collaboration Strategy is more effective	0.050	3	0.150
4	Limited production capacity	0.065	3.5	0.228
5	Limited access to funding from financial institutions	0.070	3	0.210
6	There are still customer complaints	0.045	2.5	0.113
7	Competitors from big industries	0.040	2.5	0.100
		0.455		1,470

Source: Processed Primary Data

External Factors Analysis Summary (EFAS) Matrix

Based on the results of the external environmental identification, which provides an overview of the opportunities and threats faced by the Tlasi Village cracker MSME, the External Factors Analysis Summary (EFAS) matrix can be explained as follows (Table 3)

Table 2. External Factors Analysis Summary (IFAS) Matrix

Tlasi Village Cracker MSME
(Opportunity and Threat)

No.	Opportunity Aspect	Weight	Rat.	Score
1	The role of OPD of Sidoarjo Regency and East Java	0.045	2	0.090
2	Demand continues to increase	0.150	3	0.450
3	There is support from the central, provincial and regional governments.	0.035	2.5	0.088
4	Government financing facilities (KUR)	0.090	3.5	0.315
5	Integrated National Food Safety Advocacy for Safe Food Villages by BBPOM	0.050	2.5	0.125

No.	Threat Aspects	Weight	Rat.	Score
6	The government provides intensive training and mentoring programs for the onboarding process to digital platforms.	0.100	3	0.300
7	Regional infrastructure support	0.035	2.5	0.088
		0.505		1,455
1	Law No. 8/2010 concerning TPPU has an impact on the financial problems of MSMEs	0.045	3	0.135
2	Decrease in people's purchasing power	0.150	3.5	0.525
3	Increasing NPLs hamper access to MSME credit for business development.	0.045	2.5	0.113
4	Changes in regulations (tax rates or product standards) can increase the operational costs of MSMEs.	0.070	3	0.210
5	Many MSMEs have not yet used digital marketing	0.075	3.5	0.263
6	Findings of cracker factories using borax	0.045	2.5	0.113
7	The existence of competitors with well-known trademarks	0.065	3	0.195
		0.495		1,553

Source: Processed Primary Data

SWOT Analysis Diagram

The diagram provides an overview of the company's condition based on the results of the IFAS and EFAS analyses. The SWOT analysis diagram for the Tlasih Village Crackers MSME can be illustrated as follows:

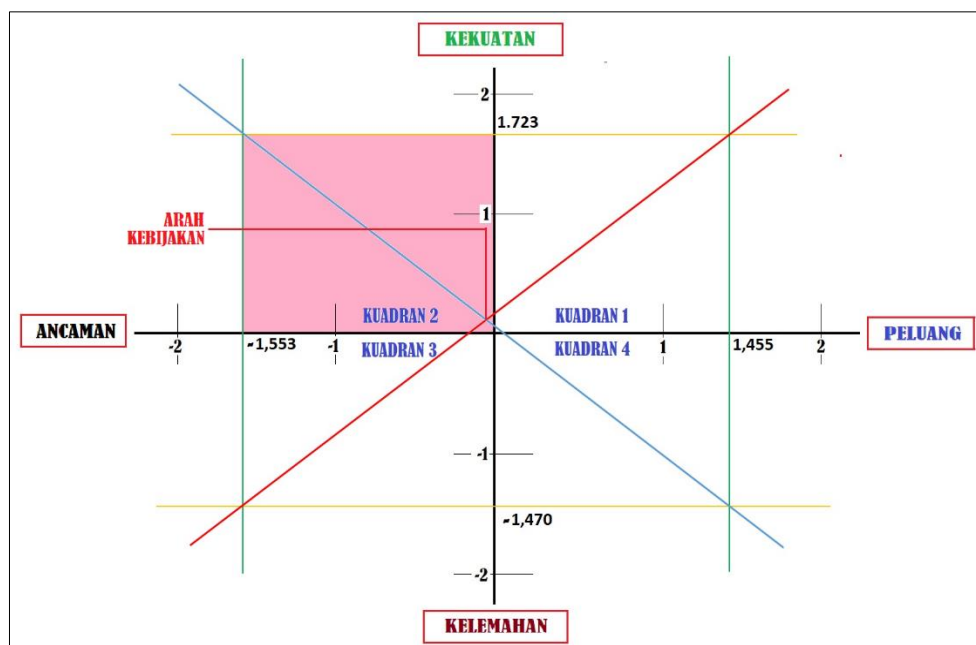


Fig.5. SWOT Analysis Diagram of Tlasih Village Crackers MSME
Source: SWOT Analysis Results

Based on the SWOT analysis diagram above, the Tlasih Village Crackers MSME is in Quadrant II. This indicates that the Tlasih Village MSME is facing numerous challenges and threats from various changes in the external environment. Meanwhile, internally, the MSME still possesses relative strengths

and advantages that it can leverage to address these challenges.

Tlasih Village Crackers MSMEs Strategy

Corporate strategy is a master strategy that plays a role in managing business/generic strategies. Corporate strategy is determined based on the company's situation/condition amidst changes in the external environment by optimizing the company's relative advantages. Some corporate strategies of the Tlasih Village Crackers MSME that can be implemented in facing competition both locally in Sidoarjo, East Java and nationally include:

1. Market Development

This strategy involves introducing products to other areas in East Java, throughout Java, and even beyond. This strategy aims to expand into new market segments and increase sales volume, ultimately driving business growth.

The steps that must be taken to support the market development strategy for the Tlasih Village Cracker MSME are as follows:

- a. Searching for untapped market segments within a geographic area and identifying and developing new opportunities within these unexplored markets is essential. In-depth research is needed to understand the characteristics, needs, and uniqueness of new markets, thereby identifying their preferences for cracker quality, including taste, physical appearance, nutritional content, and other factors.
- b. Adapt cracker products with attractive attributes/characteristics to suit the tastes of new markets (flavor, nutritional content, etc.). This step can begin by offering existing cracker products, followed by new ones.
- c. Determining the best price to attract more customers in a new market. This price is determined by considering the local economic conditions, market demand, production costs, and desired profit margins. Another thing that can be done is to increase production profit margin by means of production efficiency so that it can help reduce the cost of production.
- d. Maximizing digital technology for various business activities, especially marketing and sales, can increase closeness between Tlasih Village's Crackers MSMEs connect with customers, making them more responsive to changing consumer preferences. Utilizing online platforms and various other social media platforms allows them to reach potential consumers and a wider customer base.
- e. Conduct a competitor analysis to assess the prices and quality offered by competitors. This analysis encompasses not only the price and quality of competitors' products but also their product variants, sales systems, and even their service. This can help you understand what consumers are looking for and which cracker products are most appealing to them.

2. Product Development

The product development strategy is primarily aimed at the market segments in East Java and Java, which are already customers of the Tlasih Crackers MSME. This strategy involves developing existing products with various flavors and types, or expanding product lines (shrimp crackers, fish crackers, onion crackers, pork rind/skin crackers, etc.).

The steps that must be taken to support the product development strategy for the Talsih Village Crackers MSME are as follows:

- a. Conduct market research on customers who are market segments Tlasih Village Cracker MSME. This research was conducted to collect and analyze customers of Tlasih Village Cracker MSME in East Java and Java to determine changing customer needs, evaluate business opportunities, and find recommendations for product improvements/development that are consistent with changing consumer tastes.
- b. Conducting a competitor analysis by identifying, reviewing, and discovering the strengths of competitors in the same market (East Java and Java). This analysis is used to study competitors' products (quality, price, uniqueness, packaging, etc.), promotional and distribution activities,

- and other forms of service (sales systems). Observing competitors' cracker products that are successful in attracting customers is then used as a consideration in product development.
- c. Offering new products that have been developed in the form of more attractive cracker variants or product lines in their market segments. Before launch Tlasih Village Crackers MSME can conduct trials on certain customer groups to get feedback and consumer responses.
 - d. Launching the product to its market segment with a new cracker product that has undergone necessary improvements and refinements.

Discussion

The results of the study show that Tlasih Village cracker MSMEs are in Quadrant II (Strength-Threat) in the SWOT matrix, which indicates that despite having relatively good internal strength, MSMEs face significant external pressure. This condition reflects the need for a defensive diversification strategy, in which internal forces are utilized to reduce the impact of external threats (Rangkuti, 2018; Wheelen et al., 2018).

Internally, the main strength of MSMEs lies in the relatively better product quality than competitors, long-lasting production experience, and training support from the government. This finding is in line with the resource-based view perspective put forward by Jay B. Barney (2021), who states that competitive advantage can be achieved through the utilization of internal resources that are valuable, scarce, and difficult to replicate. In this context, product quality and production experience are strategic resources that can be the basis for strengthening the competitiveness of MSMEs. Research by Pires and Trez (2018) also shows that product reputation and quality have a significant influence on business performance and market confidence.

However, the results of the study also show that there are several significant internal weaknesses, such as limited production capacity, low level of workforce education, and limited access to financing. This weakness has the potential to hamper the ability of MSMEs to respond to increasingly competitive market dynamics. This is consistent with the OECD report (2023) which states that limited resources, managerial capabilities, and access to financing are the main obstacles for MSMEs in increasing productivity and competitiveness.

Externally, the main threats faced by MSMEs include increasing competition with large industries, a decrease in people's purchasing power, and regulatory changes such as increased taxes and financing risks (NPLs). In addition, the low adoption of digital technology is also a significant challenge. This condition strengthens the argument that the external environment of MSMEs is increasingly complex and demands a more dynamic adaptation of strategies. According to Michael E. Porter (2020), the intensity of competition and external pressure are the main factors that determine the choice of a company's strategy in maintaining a competitive advantage. These findings are also supported by recent studies that show that digital transformation is a key factor in increasing the competitiveness of MSMEs in the global era (IEA, 2024).

Although SWOT analysis provides an overview of strategic positions, this approach has limitations because it is descriptive. Therefore, this study continues the analysis by using QSPM to determine strategy priorities. This approach is in line with the recommendations of Thomas L. Wheelen et al. (2018), who state that SWOT needs to be integrated with quantitative tools to produce more objective and measurable strategic decisions.

The results of QSPM show that market development strategies have the highest Total Attractiveness Score (TAS) value compared to other strategies, followed by product development strategies. The dominance of market development strategies shows that expanding market access is a top priority over product innovation. This can be explained by the market conditions that are still open and the opportunity to use digital technology to reach a wider range of consumers. These findings are in line with the growth strategy theory put forward by Igor Ansoff, which places market development as an important strategy to increase sales volume through the penetration of new territories.

On the other hand, product development strategies remain relevant as a supporting strategy to maintain business sustainability in the long term. Product innovation is needed to adapt to changing consumer preferences and increase product added value. This is supported by research by Heikkurinen

(2018) which emphasizes that continuous innovation is an important element in a company's strategy to deal with changing market dynamics.

Overall, the results of this study show that the combination of market strengthening and product innovation is the most effective strategy for cracker MSMEs in Tlasi Village. This approach allows MSMEs not only to survive in fierce competition conditions, but also to thrive through the utilization of wider market opportunities.

In terms of theoretical contribution, this study strengthens the importance of integrating SWOT analysis with quantitative methods such as QSPM in producing more objective and measurable strategic decisions. This also enriches the literature related to MSME strategies, especially in the agro-industrial sector. Meanwhile, from the practical side, this study provides practical strategy recommendations for MSME actors in increasing business competitiveness and sustainability.

5. CONCLUSION

Tlasi Village is a village with high economic independence. Many residents, both as groups and individuals, have home industries or MSMEs specializing in crackers. As the industry develops, many workers in the cracker industry are interested in trying their own businesses, leading many to become MSME owners. Numerous internal and external environmental changes across various aspects have impacted their operational conditions amidst intense competition, presenting both challenges and opportunities for the Tlasi Village Cracker MSMEs in general. On the other hand, internal strengths and weaknesses have undergone relative changes amidst all these dynamics.

The results of the Internal Factors Analysis Summary (IFAS) of the Tlasi Village Crackers MSME still have relative advantages/strengths, while the results of the External Factors Analysis Summary (EFAS) show that the position of the Tlasi Village Crackers MSME is experiencing many challenges/threats. The results of the SWOT analysis are outlined in the SWOT Analysis matrix. The Tlasi Village Crackers MSME is in quadrant II. Quadrant II describes the Tlasi Village Crackers MSME facing threats but still has relative advantages/strengths internally.

To overcome all existing threats/challenges, the strategy that must be implemented by the Tlasi Village Cracker MSME is to use strength to defeat or minimize existing threats through a diversification strategy (product/market). These strategies are market development and product development strategies. Market development strategies are carried out to target new market segments, especially outside Java with existing cracker products or adapt to the characteristics of new market segments with various cracker variants needed. While product development is carried out by developing various flavor variants and product types or developing cracker product lines to be offered to existing market segments, namely East Java and all of Java.

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