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Developing Strategies for Msmes in Semarang City Using Swot Analysis

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ABSTRACT: This study aims to formulate appropriate development strategies for Micro, Small, and Medium Enterprises (MSMEs) in Semarang City, with a focus on Tembalang, Pedurungan, and Banyumanik Districts. Using a descriptive quantitative approach, data were collected from 120 MSME respondents through structured questionnaires and analyzed using internal analysis, external analysis, and SWOT analysis. The findings show that MSMEs in Semarang City are positioned in Quadrant I of the SWOT matrix, indicating strong internal strengths and favorable external opportunities. The recommended strategy is an aggressive Strength-Opportunity (SO) approach, emphasizing the use of internal advantages—such as product quality and strategic location—to capture market opportunities. Practically, this study suggests that MSMEs should improve product quality, enhance brand visibility, build strong supplier relationships, and develop wider distribution channels. Future growth may also be supported through digital marketing and expansion along the supply chain. These insights can assist MSME actors and policymakers in designing more targeted and sustainable development efforts.

Keywords: Business Development, SWOT Analysis, UMKM

INTRODUCTION

MSMEs have proven to be resilient to crises and able to survive (Kusumasari & Retnandari, 2021). The role of micro, small and medium enterprises in the country's economy can at least be seen from their position as major players in economic activities in various sectors (Varga, 2021), the largest providers of employment, important players in the development of local economic activities and community empowerment, creators of new markets and sources of innovation, and their contribution to maintaining the balance of payments through export activities (Rahmawati, 2025).

The weaknesses of MSMEs are not few, this is reflected in the obstacles faced by the business (Khatri, 2019). The obstacles generally experienced by MSMEs are limited capital, difficulties in

marketing and providing raw materials, minimal knowledge about the business world, limited mastery of technology, low quality of human resources (formal education), poor financial management, no clear division of tasks, and often relying on family members as unpaid workers (Arifin et al., 2021; Maheshkar & Soni, 2021).

According to the Head of the Central Java Cooperatives and MSMEs Service, Ema Rachmawati, the contribution of Central Java MSMEs is quite large. "If you look at [the resilience of MSMEs], it is very rapid. For example, during the pandemic, there were many layoffs. Like it or not, [MSMEs] have to survive. They also don't lay off employees," said Ema when talking to Solopos, Wednesday (8/24/2022). The contribution of MSMEs to gross domestic product (GDP) has become increasingly apparent after being faced with the Covid-19 pandemic. Since 2019, the contribution of MSMEs has continued to increase, including in 2021 increasing by 27 percent. The efforts of the Central Java Provincial Government to increase and empower the role of MSMEs include the distribution of KUR, according to the Governor of Central Java (Jateng) Ganjar Pranowo, Central Java is the province with the largest distributor of People's Business Credit (KUR) for MSMEs in Indonesia in 2022. The distribution value is IDR 55.27 trillion. Nationally, the Ministry of Finance's Credit Program Information System (SIKP) as of Wednesday (10/26/2022) stated that the national KUR distribution value reached IDR 295.2 trillion. This value increased by 4.2% compared to 2021 which was IDR 283.34 trillion.

Semarang One Data Portal (https://data.semarangkota.go.id/data/list/9) on Saturday, February17, 2024 showed that the total number of MSMEs in 2021 was 22,242, increasing to 29,611 in 2022, meaning there was a growth of 33.13%. Furthermore, the Semarang Satu Data Portal also informed that the recorded business sectors experienced a decline from 2021 to 2022. The culinary sector decreased by 59.13% (7,392 to 3021), the fashion sector decreased by 66.83% (1,010 to 335). These two business sectors have a fairly large portion, namely 37.78% of all MSMEs registered with the Semarang City Compensation and MSME Service. Based on the conditions above, it is necessary to choose the right MSME development strategy in Semarang City.

Several previous studies have explored the development strategies of MSMEs using various analytical approaches. For instance, research by Anggraeni et al. emphasized the role of internal potential and external support in improving MSME performance, highlighting that collaboration with stakeholders and capital accessibility are key drivers of growth. Similarly, Islami et al., (2024) focused on digital branding and marketing strategies, stressing that effective brand positioning significantly enhances competitiveness. Meanwhile, Lesmana (2023) examined the economic resilience of MSMEs during the post-pandemic period and found that adaptive strategies, such as diversification and digital transformation, are crucial for survival. These studies collectively indicate the importance of aligning internal capacities with external opportunities, which supports the relevance of SWOT analysis in formulating development strategies tailored to MSME conditions.

Although MSMEs contribute significantly to the regional economy, many MSME actors in Semarang City continue to face various challenges, such as limited capital, weak branding, and restricted market access (Sundaro et al., 2024). On the other hand, technological advancements, shifting consumer lifestyles, and government support offer considerable opportunities for growth (Sima et al., 2020). However, not all MSMEs are capable of identifying and strategically leveraging

these opportunities (Cohen, 2016). Therefore, this research focuses on formulating development strategies for MSMEs based on a systematic analysis of internal and external factors using the SWOT approach. By understanding their strengths, weaknesses, opportunities, and threats, MSMEs are expected to develop relevant and targeted strategies to cope with market dynamics.

Based on this context, the central research question posed in this study is: "What are the most appropriate development strategies for MSMEs in Semarang City based on internal and external factor identification using SWOT analysis?" The study also aims to determine the strategic position of MSMEs within the SWOT and IE matrices and explore how internal strengths can be utilized to seize external opportunities effectively.

Considering the matters presented above, a research will be conducted with the title "Strategy for Developing Micro, Small and Medium Enterprises in Semarang City (Case Study in Tembalang District, North Semarang District, Ngaliyan District, Pedurungan District and Banyumanik District)".

METHOD

This study employs a descriptive quantitative method to capture respondents' perceptions through structured questionnaires. Although the approach is quantitative, descriptive techniques are used to explain the data systematically and factually.

The sampling method used in this study is purposive sampling, a non-probability sampling technique in which respondents are selected based on specific characteristics that align with the objectives of the research. The selected respondents are MSME owners or managers who meet the following criteria: they operate within the five target districts of Semarang City (Tembalang, North Semarang, Ngaliyan, Banyumanik, and Pedurungan), have been running their business for at least one year, and are actively engaged in daily operations. This method ensures that the data collected is relevant and reflects the conditions of MSMEs with sufficient experience and stability to provide meaningful insights into internal and external business factors.

The research population consists of 2,559 MSMEs located in five districts of Semarang City: Tembalang, North Semarang, Ngaliyan, Banyumanik, and Pedurungan. The sample comprises 120 respondents selected using purposive sampling, focusing on MSME actors who have operated for at least one year and are located within the specified districts.

Primary data were collected through questionnaires based on key indicators related to internal and external business factors. The data were analyzed using internal analysis, external analysis, and SWOT analysis. SWOT analysis was chosen to develop comprehensive business strategies by identifying strengths, weaknesses, opportunities, and threats that affect MSMEs, allowing the formulation of appropriate development strategies.

RESULT AND DISCUSSION
Descriptive Statistics

Table 1. Respondent Characteristics Based on Location.

	Frequency	Percent
Semarang Utara	21	17.5
Ngaliyan	22	18.3
Pedurungan	22	18.3
Tembalang	25	20.8
Banyumanik	30	25.0
Total	120	100.0

The results of the data processing of respondent characteristics show that the distribution of respondents is spread across several areas in Semarang, with a total of 120 respondents. The Banyumanik area occupies the largest portion with 30 respondents, or around 25% of the total, indicating a high representation of respondents from this area. Followed by Tembalang which has

25 respondents or equivalent to 20.8%. Meanwhile, the Ngaliyan and Pedurungan areas are each represented by 22 respondents, each contributing 18.3% of the total respondents. North Semarang has the fewest number of respondents, namely 21 people, or around 17.5%. Thus, the distribution of respondents is quite even across various areas, although there is a greater dominance in the Banyumanik area.

Table 2. Respondent Characteristics Based on Business Type

	Frequency	Percent
Kuliner	37	30.8
Dagang	68	56.7
Jasa	8	6.7
Manufaktur	4	3.3
Lalinnya	3	2.5
Total	120	100.0

Respondent characteristics based on the type of MSME business show that the majority of respondents run businesses in the trade sector, with 68 respondents or 56.7% of the total respondents. This indicates that trade is the most common type of business among respondents in this study. Culinary businesses are in second place, with 37 respondents or 30.8%, reflecting the great interest in the food and beverage sector among MSME actors. The service sector is followed by 8 respondents or around 6.7%, which is still less than culinary and trade. The manufacturing sector and other business categories have a lower number of respondents, 4 and 3 respondents or 3.3% and 2.5%, respectively. This distribution shows a more dominant focus on trade and culinary businesses, with relatively small participation in the service, manufacturing, and other categories.

Table 3. Respondent Characteristics Based on Length of Business

	Frequency	Perce
0-2 Tahun	29	24.2
3-5 Tahun	21	17.5
>5 Tahun	70	58.3
Total	120	100.0

Respondent characteristics based on business duration show that most respondents have been running their businesses for more than 5 years, with a total of 70 respondents or around 58.3% of the total respondents. This indicates the dominance of MSME actors who are quite experienced and have relatively stable businesses for a long period of time. Meanwhile, there are 29 respondents (24.2%) who have businesses with a time span of 0-2 years, indicating a group of new business actors who are starting their businesses in this period. The other 21 respondents or around 17.5% have businesses that have been running for 3-5 years, which are in the growth phase towards stability. Overall, these data show that most respondents are experienced MSME actors, with a small number of others being newcomers to the business world.

Item Weight Determination

The total weight entered in the tabulation must not exceed one (1), so that to produce a value that is in accordance with the theory, the weight value is calculated as follows: the total weight of internal factors (strengths and weaknesses) is obtained from the total weight of the strength factors and weakness factors which amount to 17.05 + 6.65 = 22.7. While the total weight of external factors (opportunities and threats) is obtained from the total weight of the opportunity factors and threat factors which amount to 18.84 + 6.4 = 26.24.

Table 4. Strength Item Weight Indicators

No	Indicator	Weight
1	Product/Service Quality	3.18
2	Product/Service Variations	2.90
3	Human Resources	2.85
4	Strategic Location	2.97
5	Promotion	2.35
6	Capital	2.79

The results in the item weight column are obtained from the weight value of each strength indicator divided by the total weight of the internal factors, namely the sum of the total weight of the strengths and the total weight of the weaknesses with a total of 17.05 + 6.65 = 22.7. In short, the item weight = (weight: 22.7). The highest item weight of the internal weakness factor is in the Product/Service Quality indicator with a weight of 3.18 and an item weight of 0.14.

Table 5. Weakness Item Weight Indicators

No	Indicator	Weight
1	Employee Limitations	1.33
2	Branding	1.5
3	Service	1.39
4	Internal Problems	1.43

The results in the item weight column are obtained from the weight value of each weakness indicator divided by the total weight of the internal factors, namely the sum of the total weight of strengths and the total weight of weaknesses with a total of 17.05 + 6.65 = 22.7. In short, item weight = (weight: 22.7). The highest item weight of the internal weakness factor is in the Branding indicator with a weight of 1.5 and an item weight of 0.7.

Table 6. Opportunity Item Weight Indicators

No.	Indicator	Weight	Item Weight
1.	Internet Access Availability	3.14	0.12
2.	Lifestyle	3.02	0.11
3.	Business Field Growth	2.97	0.11
4.	Huge Market Opportunity For Superior Products	3.61	0.14
5.	Customer Demands for Product/Service Variation	3.31	0.13
6.	Good Relations With Customers	3.80	0.14

The results in the item weight column are obtained from the weight value of each opportunity indicator divided by the total weight of external factors, namely the sum of the total weight of opportunities and the total weight of threats with a total of 18.84 + 6.4 = 26.24. In short, the item weight = (weight: 26.24). The highest item weight of the external opportunity factor is in the Good Relationship With Customers indicator with a weight of 3.8 and an item weight of 0.14.

Table 7. Threat Item Weight Indicators

No	Indicator	Weight	Item Weight
1	Competition	1.61	0.06
2	Replacement Products/Services	1.41	0.05
3	Consumer Trust	1.48	0.06
4	Economy in Decline	1.91	0.07

The results in the item weight column are obtained from the weight value of each threat indicator divided by the total weight of external factors, namely the sum of the total weight of the threat and the total weight of the threat with a total of 18.84 + 6.4 = 26.24. In short, the item weight = (weight: 26.24). The highest item weight of the external threat factor is in the Declining Economy indicator with a weight of 1.91 and an item weight of 0.07.

Determination of Development Strategy

Identification of internal and external factors in MSMEs in Semarang City after being analyzed then given weight and rating. The following table arrangement is the result of the analysis that can be used in implementing development strategies.

Table 8. Internal Strategic Factor Analysis Summary (IFAS)

No	Indicator	Weight	Rating	Score	Information
Strenght Factor					
1.	Product/Service Quality	0.14	3.73	0.52	Closely related to customer who feel happy and satisfied with the products/services offered.
2.	Product/Service Variations	0.13	3.33	0.42	A variety of products/services can make it easier for customers to choose the products/services offered.
3.	Human Resources	0.13	3.10	0.39	Adequate quality of human resources for both MSME employees and the quality of MSME premises.
4.	Strategic Location	0.13	3.40	0.45	Location that is easily accessible of customers.
5.	Promotion	0.10	2.77	0.29	Using promotions through online, offline, electronic and print media.
6.	Capital	0.12	3.18	0.39	Have fixed assets in the form of land, buildings, vehicles, equipment, etc.
	Amount			**2.46**	
Weakness Factors					
1.	Employee Limitations	0.06	-2.77	- 0.16	The number of employees in MSMEs is inadequate.
2.	Branding	0.07	-2.73	- 0.18	Good branding is still weak in the minds of the public
3.	Service	0.06	-2.74	- 0.17	There are still shortcomings in services and complaints from the public.
4.	Internal Problems	0.06	-2.68	- 0.17	Equipment problems that sometimes error or break down.
Amount				**-0.68**	

The score results obtained from the multiplication of item weight with rating (item weight x rating) of each internal and external indicator used as a reference for internal and external condition points in Semarang City MSMEs. Based on the table above, the most influential factor on MSMEs from the internal side of Semarang City MSMEs is Product/Service Quality with a score of 0.52. Furthermore, the internal factor from the weakness side of Semarang City MSMEs is Branding with a score of -0.18.

Based on the data above, it can be concluded that the internal value of the analysis factor of Semarang City MSMEs for strengths is 2.46, while for weaknesses it gets a value of -0.68.

After completing the internal analysis of Semarang City MSMEs, the next stage is to calculate the weight of the external side of Semarang City MSMEs using EFAS (External Strategic Factor Analysis Summary Matrix) the aim is to see the opportunities and threats of Semarang City MSMEs, see the table below.

**Table 9. External Strategic Factor Analysis Summary (EFAS)**

No.	Indicator	Weight	Rating	Score	Information
1.	Internet Access Availability	0.12	2.98	0.36	Internet access is getting better over time
2.	Lifestyle	0.11	2.98	0.34	A change in mindset about the importance of capturing important moments.
3.	Business Field Growth	0.11	2.83	0.32	Growth of new business fields
4.	Huge Market Opportunity For Superior Products	0.14	3.46	0.48	Superior and quality products can be more in demand in large markets
5.	CustomerDemands for Product/Service Variation	0.13	3.12	0.39	Create new products for certain events or at certain times
6.	Good Relations with Customer	0.14	3.60	0.52	Good relationships with customers make you more familiar
	Amount			**2.41**	
Threat Factors					
1.	Competition	0.06	-3.19	-0.20	The existence of MSMEs in Semarang City is increasing, both on a large and small scale.
2.	Replacement Products/Services	0.05	-3.37	-0.18	Substitute products/services for products offered by MSMEs
3.	Consumer Trust	0.06	-3.31	-0.19	Public perception of the high price of goods from MSMEs compared to online marketplaces.
4.	Economy in Decline	0.07	- 2.98	-0.22	The economic downturn certainly has an impact because it can change people's perceptions of the importance of the needs and desires that are needed at this time.
	Amount			**-0.78**	

Based on the table above EFAS (External Strategic Factor Analysis Summary) found that the most influential factor on UMKM Semarang City is Good Relationships with Customers with a score of 0.52. Furthermore, from the threat side, the most influential comes from the Declining Economy with the same value, namely -0.22. Based on the data above, it can be concluded that the external value of the UMKM Semarang City analysis factor for opportunities is 2.41 while for threats it gets a value of -0.78.

SWOT Diagram

In this SWOT Diagram analysis, the questionnaire processing data is used as listed in the previous table. With both tables, the score of each factor will be obtained, which shows the identification of factors used to formulate the company's strategy.

Figure 1. SWOT Analysis Results Diagram
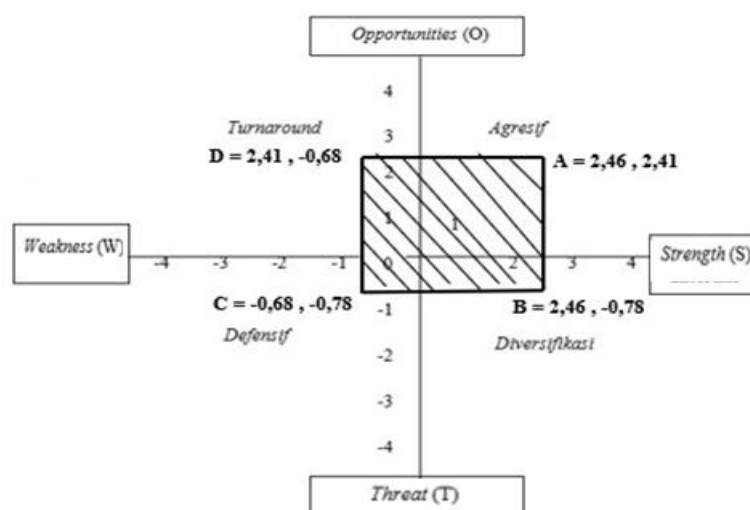
Based on the SWOT diagram source above, it was found that Semarang City MSMEs are in quadrant I, which shows that Semarang City MSMEs are on the right track by continuing to implement (aggressive) development strategies that can increase sales.

This can be seen from the internal factors from the strength side, there is product/service quality, while the internal factors from the weakness side include branding because it is still inferior to big brands. In this case, it is hoped that MSMEs can improve marketing which aims to increase awareness of their brands and products. On the strength side, good product or service quality is one of the important factors that supports the success of MSMEs in attracting and retaining customers. Guaranteed product quality can create consumer trust and improve the positive image of MSMEs in the eyes of the public. According to Fatimah & Tyas, (2022), superior product or service quality will strengthen the position of MSMEs in a competitive market, and encourage customers to make repeat purchases and recommend products to others. This is an important capital for MSMEs in expanding the market and competing with other companies (Sulistyaningsih et al., 2024). However, on the weakness side, many MSMEs still face challenges in terms of branding. Weak or inconsistent branding can make it difficult for MSMEs to be recognized and remembered by the public. Effective branding is very important in creating a strong and different identity from competitors. As stated by Sukesi & Sugiyanto, (2022), less than optimal branding will hinder the development of MSMEs, because people tend to choose products that have better known and trusted brands. Therefore, MSMEs need to invest in effective branding strategies in order to increase product appeal in the market (Sari et al., 2022).

Meanwhile, in terms of external factors from the opportunity side, there is a Good Relationship with Customers to market MSME products/services more widely to the public so that they are better known, while on the threat side, the Economy is Declining due to the post-pandemic and the country's fluctuating economic conditions. In this case, MSMEs must be able to foster

consumer purchasing desires (Yani & Suparwata, 2023). Building good relationships with customers is an important strategy in increasing the marketing of MSME products or services (Damayanti et al., 2024). According to Saad et al., (2022), good relationships with customers can increase customer loyalty and trust, making it easier for MSMEs to expand their market reach and introduce products more widely to the public. This is especially important in the post-pandemic era, where people's consumption patterns have changed significantly (Karundeng et al., 2025). On the other hand, threats to MSMEs come from economic conditions that are declining and fluctuating due to the impact of the COVID-19 pandemic and global economic uncertainty. Jadmiko et al., (2025) stated that an unstable economic situation causes people's purchasing power to decrease, thus impacting the sales of MSME products or services. Economic uncertainty also makes MSMEs more vulnerable to financial risks, so a good adaptation strategy is needed to be able to survive amidst existing economic challenges (Arifin et al., 2021).

Matriks SWOT

The results of the analysis of internal and external environmental factors of MSMEs in Semarang City only provide information on the company's position, but do not provide a picture of the strategy that the company will use to develop MSMEs. This matrix clearly describes how external opportunities and threats faced by MSMEs can be resolved with the strengths and weaknesses they have.

Table 10. SWOT Matrix

IFAS	STRENGTHS (S)	WEAKNESSES (W)
	S1Product/Service Quality **S2**Product/Service Variations **S3**Human Resources **S4**Strategic Location **S5**Promotion **S6**Capital	**W1**Limited Number of Employees **W2**_Branding_ **W3**Service **W4**Internal Problem
EFAS		
OPPORTUNITIES (O) **O1**Internet Access Availability **O2**Lifestyle **O3**New Business Field Growth **O4**Huge Market Opportunity For Superior Products **O5**Customer Demands for Product/Service Variation **O6**Good Relations With	SO STRATEGY - Maintain product/service quality. - Increase product/service variety. - Maintain good relationships with customers. - Maintain good relations	WO STRATEGY - Collaborating with the market to introduce MSME products/services. - Carry out promotions both online and offline to customers

Customers	with the market with superior products. - Improve service - Repair performance of each employee.	
THREATS (T) **T1** Competition **T2** Replacement Products/Services **T3** Consumer Trust **T4** Economy in Decline	ST STRATEGY - Make products that are more attractive than competitors. - Carrying out an attractive policy pricing strategy compared to competitors. - Increase market share.	WT STRATEGY - Improving business strategy for the better. - Providing education to the public and companies about product advantages compared to competitors.

From the strategy above, it is obtained that the most appropriate strategy used by MSMEs in Semarang City to develop the company, namely the formulation of an effective strategy obtained is the SO strategy, namely a strategy that utilizes all strengths. This strategy is made based on the company's way of thinking, namely by utilizing all strengths to seize and utilize opportunities as much as possible. From the strategies that have been formulated above, it can be concluded that the SO strategy is the most appropriate approach to be used by MSMEs in Semarang City in developing their companies. This strategy focuses on utilizing all internal strengths owned by MSMEs to be able to optimally capture opportunities in the market. By combining strength factors such as product/service quality, product variety, human resources, strategic location, promotion, and capital, MSMEs can respond to market demand more effectively and increase their competitiveness (Idolor et al., 2025; Mahohoma & Agbenyegah, 2025).

According to Haque, (2024), SO strategy is one of the most effective approaches in corporate strategy planning because it leverages strong internal assets to pursue available external opportunities. This allows the company to strengthen its position in the market and significantly increase its growth rate. In addition, (Quansah et al., 2022) explains that SO strategy allows companies to be more adaptive to changes in the external environment, especially with the trend of digitalization and increasingly diverse consumer demand.

For MSMEs in Semarang City, the implementation of SO strategy can be done through various steps. For example, by improving product quality to meet consumer lifestyle demands (O2), as well as strengthening relationships with customers through effective promotions and adequate internet access. This strategy not only helps in expanding the market but also increases customer loyalty, which is very important for the sustainability of MSME businesses (Raharjo & Sari, 2020).

Overall, the SO strategy is the right choice for MSMEs in Semarang City because it is able to combine internal strengths with existing opportunities to achieve optimal growth. By focusing on existing strengths, MSMEs can face market challenges and strengthen their position in increasingly tight business competition.

IE Matrix

The internal external matrix aims to obtain a more detailed corporate-level business strategy. The parameters used include the company's internal strength parameters and the external influences faced. The internal external matrix of Semarang City MSMEs can be compiled based on the results of internal factor analysis using IFAS matrix data and the results of external factor analysis using the EFAS matrix.

a. Internal Factors (Strengths + Weaknesses) = 2.46 + (-0.68) = 1.78.
b. Factor External (Opportunities + Threats) = 2.41 + (-0.78) = 1.63.

This value is a score with a scale range between -4 to 4, so that to solve it with the Internal-External Matrix, an interpolation of the scale range value from -4 to 4 is carried out to a scale range of 0 to 4.
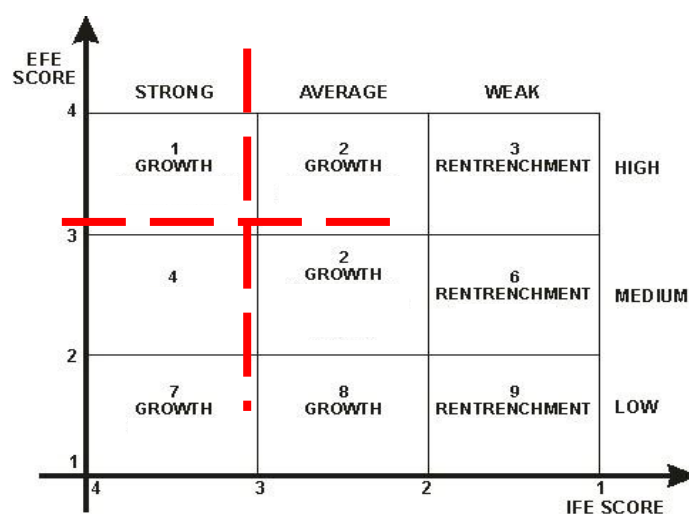
So the results obtained are:

a. Internal Factor = 1.78.
b. FactorExternal = 1.63.

So that the intersection point of the line in the Internal-External Matrix shows the position of MSMEs in the Internal-External Matrix, namely in the Growth position.

Figure 2. Internal-External Results Matrix

The image above shows that Semarang City MSMEs are in cell 1, namely in a state of growth with concentration through vertical integration. This position means that the MSME has good prospects to continue its growth and strengthen its position in the market through a concentration strategy focused on vertical integration. According to Zhang et al., (2023), a vertical integration strategy is an approach that involves controlling the supply chain both upstream (suppliers) and downstream (distribution) with the aim of increasing operational efficiency and competitiveness.

In the context of MSMEs in Semarang City, this strategy can mean strengthening relationships with raw material suppliers to maintain product quality and availability, while developing distribution channels so that products are more easily accessible to consumers. Vertical integration provides a competitive advantage by ensuring stable supply and reducing dependence on third

parties, so that MSMEs can maintain full control over product quality and distribution (Hendijani & Saeidi Saei, 2025).

In addition, with a position in cell 1, MSMEs are expected to remain focused on growth through expansion, both internally and by acquiring other businesses along the supply chain. This strategy will strengthen the position of MSMEs in the market and help them face competition more effectively (Liang et al., 2022). With government support and conducive market conditions, MSMEs in Semarang City have a great opportunity to increase their business scale through this vertical integration strategy.

CONCLUSION

This study aims to reveal the right strategy to develop MSMEs in Semarang City, especially in Tembalang District, Pedurungan District and Banyumanik District. Data obtained from 120 MSMEs as respondents were analyzed using SWOT with the following conclusions: (1) the results of the depiction in the SWOT Matrix, the position of MSMEs in Semarang City in quadrant I means that this position indicates that MSMEs in Semarang City have opportunities and strengths so that they can take advantage of existing opportunities, (2) the strategy that must be implemented is to utilize strengths to seize and take advantage of opportunities as much as possible by means of an Aggressive strategy or SO Strategy (Strength Opportunities Strategy), (3) the strategy that can be implemented is to strengthen relationships with suppliers of raw materials to maintain product quality and availability, while developing distribution channels so that products are more easily accessible to consumers. MSMEs are expected to remain focused on growth through expansion, both internally and by acquiring other businesses along the supply chain. This strategy will strengthen the position of MSMEs in the market and help them face competition more effectively.

This study suggests that MSME actors should focus on improving product quality, strengthening brand awareness, and building reliable distribution channels. Additionally, collaboration with suppliers and expanding digital marketing initiatives are crucial for growth and customer engagement.

Suggestions for future research include exploring sector-specific strategies for MSMEs (e.g., culinary, retail, services) and incorporating technological readiness or digital transformation variables into SWOT-based analyses. Further studies may also benefit from using a mixed-method approach to capture deeper qualitative insights from MSME stakeholders.

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