Research Article

Analysis of MSME Strategies That Survived the Covid-19 Pandemic (Case Study of MSME in the Culinary Sector, Baturaja Timur District, Oku Regency)

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Abstract

This research aimed to analyse the strategy of MSME in culinary sector, east Baturaja District Oku Regency. The data in this research were obtained by conducting interviews, observations and literature studies. The population in this research were all MSME in the culinary sector, east Baturaja District Oku Regency, which consisted of 60 MSME. This research used a descriptive qualitative analysis technique. Based on the IFAS matrix on the SWOT Analysis, the strengths and weaknesses showed a total score of 2.64. this indicates that MSME were in a such a strong internal position. Furthermore, in the EFAS matrix showed that the opportunity and threat factors have a total score 2.99. this indicated that MSME could respond the existing opportunities in extraordinary ways and avoid threats in their industrial markets.

1. Introduction

The MSME sector is continuously developing, this can be a support for the Indonesian economy. Based on data released by BPS in 2019 there were 59.2 million MSME in Indonesia. Of all types of the MSME sector, the MSME sector in the culinary field is developing very rapidly in Indonesia, including in the East Baturaja District, Ogan Komering Ulu district.

Culinary businesses in East Baturaja District have increased very rapidly from time to time, but since the Covid-19 outbreak emerged and there was an appeal and regulation for the issuance of Government Regulation Number 21 of 2020 concerning Large-Scale Social Restrictions (PSBB). This of course affects many things including MSME. As a result of these regulations, people who usually shop offline now, during this pandemic, have switched to online. This requires MSME actors to prepare an accurate strategy so that the business they are running does not go bankrupt even though their sales turnover has decreased. One of the marketing strategies is a promotional strategy, for example promoting products through the Facebook application on the marketplace, Instagram or other applications because these applications are already known by the wider community.

Marketing strategy is selecting and analyzing the target market which is a group of people that the company wants to reach and creating a marketing mix that is suitable and that can satisfy the...
target market (Alma 2019: 195). Marketing strategy has an important role to achieve business success.

The changing situation during the Covid pandemic made MSME actors change their marketing strategy to be able to sell their products, one of which was from offline to online marketing. From the phenomenon above, the researcher is interested in conducting research with the title Analysis of MSME Strategies that Survived the Covid-19 Pandemic (Case Study of MSME in the Culinary Sector, Baturaja Timur District, OKU Regency).

**Literature Review**

**a. Definition of Entrepreneurship**

According to Rusdiana (2018:46) Entrepreneurship is the spirit, attitude, behavior and ability of a person in handling business or activities that lead to efforts to find, create and implement new ways of working, technology and products by increasing efficiency in order to provide better service and gain greater profits. Meanwhile, according to Ananda and Rafida (2016:4), Entrepreneurship is the result of the process of applying creativity and innovation systematically and regularly to the needs and opportunities that exist in the market to meet consumer needs or solve consumer problems. (Ananda dan Rafida, 2016:).

**b. Definition of MSME**

According to Tanjung (2017:89) Micro, Small and Medium Enterprises can be defined based on criteria and characteristics which can be in the form of the amount of labour used, the amount of capital and turnover from the activities produced, and can also be defined based on the characteristics of MSME, such as business scale, technology used, organization and management, market orientation, and so forth.

**c. Corona Virus-19**

Covid-19 is an infectious disease caused by acute respiratory syndrome corona virus 2 (severe acute respiratory syndrome corona virus 2 or SARS-COV-2). The SARS-CoV-2 virus spreads between people primarily through respiratory droplets produced during coughing.

**d. Marketing Strategy**

According to AMA (American Marketing Association) emphasizes that marketing is the activity, set of institutions, and processes for creating, communicating, and exchanging offerings that have value for customers, clients, partners, and society in general. (Tjiptono, 2019: 29).

The marketing strategy is to select and analyze the target market which is a group of people that the company wants to reach and create a marketing mix that is suitable and that can satisfy the target market. (Alma 2019:195).

According to (Kasmir, 2015:51) the elements in the marketing strategy contained in the Marketing Mix (7P marketing mix), among others, product (product), price (price), promotion (promotion), place and distribution (place), people (people), physical facilities (physical evidence), process (process).

**2. Materials and Methods**

This research was carried out on culinary MSME in East Baturaja District, Ogan Komering Ulu Regency with the scope of discussion on MSME strategy analysis that survived the Covid-19 pandemic (a case study of culinary MSME in East Baturaja District, OKU Regency).

The source of the data in this study was obtained by conducting direct interviews with culinary MSME business owners in East Baturaja District, Ogan Komering Ulu Regency. This research was carried out directly on culinary field MSME in East Baturaja sub-district, Ogan Komering Ulu Regency. To be able to obtain accurate data that can be trusted to be true and relevant to the problem under study, data collection was carried out using several methods, namely interviews, observation, and literature study.

In this study, the population consisted of all MSME in the culinary field in the Baturaja Timur sub-district, Ogan Komering Ulu district, which consisted of 60 MSME (Dinas Cooperatives, MSME
in Ogan Komering Ulu Regency). Because the total population is less than 100, this study is a research population (Purnomo, 2016:15).

**Analysis Method**

In this study, the authors used a descriptive qualitative analysis method. This study uses a descriptive qualitative approach with the aim of exploring or building a proposition behind reality. In the descriptive qualitative method, research procedures will be used that produce data in the form of descriptions of speech or writing and the perpetrators of the object itself. Qualitative research is a research work mechanism that is guided by non-statistical or normative subjective assessments, where the value measure used in this study is not score numbers, but value or quality categorization. (Sugiyono, 2017:53).

**Data Analysis**

The analysis model used in this study is a descriptive qualitative analysis model, while the data analysis technique used to answer the problems will be used SWOT analysis technique which is an important matching tool that helps managers develop four types of strategies: SO (strength-opportunity), Strategy WO (weaknesses-opportunities), ST (strengths-threats), WT (weaknesses-threats) (David, 2009:327). which can be described in the SWOT matrix as follows:

<table>
<thead>
<tr>
<th>Table 3.1. SWOT Matrix</th>
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<tbody>
<tr>
<td><strong>Marketing Strategy</strong></td>
</tr>
<tr>
<td><strong>Strength</strong></td>
</tr>
<tr>
<td>Market strength Factors</td>
</tr>
<tr>
<td><strong>Weakness</strong></td>
</tr>
<tr>
<td>Market Weakness Factor</td>
</tr>
<tr>
<td><strong>Opportunity</strong></td>
</tr>
<tr>
<td>Market Opportunity Factors</td>
</tr>
<tr>
<td><strong>Strategy S-O</strong></td>
</tr>
<tr>
<td>Create a strategy that uses strengths to take advantage of opportunities</td>
</tr>
<tr>
<td><strong>Strategy W-O</strong></td>
</tr>
<tr>
<td>Create strategies that minimize weaknesses to take advantage of opportunities</td>
</tr>
<tr>
<td><strong>Threat</strong></td>
</tr>
<tr>
<td>Market Thread Factors</td>
</tr>
<tr>
<td><strong>Strategy S-T</strong></td>
</tr>
<tr>
<td>Create a Strategy that uses strengths to overcome threats</td>
</tr>
<tr>
<td><strong>Strategy W-T</strong></td>
</tr>
<tr>
<td>Create strategies that use weaknesses to overcome threats</td>
</tr>
</tbody>
</table>

Source: Freddy Rangkiti, 2015:83

3. **Results and Discussion**

Based on the results of the SWOT analysis, it was found that in the IFAS matrix, the strengths and weaknesses showed a total score of 2.64. This indicates that MSME in the Culinary Sector, East Baturaja District, OKU Regency are in such a strong internal position. Furthermore, in the EFAS matrix it shows that the opportunity and threat factors have a total score of 2.99. This indicates that MSME businesses in the Culinary Sector, Baturaja Timur District, OKU Regency can respond to existing opportunities in extraordinary ways and avoid threats in their industrial markets.

For the Cartesian diagram, it is shown that MSME in the Culinary Sector, East Baturaja District, OKU Regency are in the Growth quadrant where this quadrant is a very favorable situation. After combining strengths with SO opportunities or strategies, we obtain strength factors that must be maintained to be able to take advantage of existing opportunities. The ST strategy coupling suggests that the market must maximize its strengths to overcome existing threats. WO strategy, take advantage of existing opportunities by minimizing weaknesses in the company or market. As well as the WT strategy which requires companies or markets to be able to minimize weaknesses and avoid threats.
4. **Conclusion**

Based on the results of the research that the researchers conducted, it can be concluded as follows:

a. **Product strategy**

   The product strategy carried out by MSME in the Culinary Sector, East Baturaja District, OKU Regency is not to change the main product, to maintain the taste and quality of food and to reduce the quantity of food production.

b. **Promotion strategy**

   The promotion strategy carried out by MSME in the Culinary Sector, East Baturaja District, OKU Regency is by placing banners in front of the place of business, using social media such as: Facebook, WhatsApp and Instagram.

c. **Price strategy**

   The prices made by MSME in the Culinary Sector, East Baturaja District, OKU Regency are prices that are adjusted to customer expectations, namely affordable prices and special bonuses.

d. **Place strategy**

   The location strategy carried out by MSME in the Culinary Sector, East Baturaja District, OKU Regency is in a strategic place, available on Google maps and easily accessible.

e. **People strategy**

   The service strategy carried out by MSME in the Culinary Sector, East Baturaja District, OKU Regency is friendly, fast service, and on time, using health protocols such as wearing masks, using hand sanitizers and keeping a safe distance.

f. **Process Strategy**

   The process strategy carried out by MSME in the Culinary Sector, Baturaja Timur District, OKU Regency is easy ordering, order accuracy, and order speed.

g. **Physical Evidence**

   The Physical Evidence strategy carried out by MSME in the Culinary Sector, Baturaja Timur District, OKU Regency is adequate parking space, adequate number of tables and chairs as well as attractive interior and exterior designs.

**References**


