

Developing Business Strategy: Analysis and Formulation for SMEs Snack in Indonesia

Febby Candra Pratama and Muhammad Rizky Naufal

Entrepreneurship Department

BINUS Business School Undergraduate Program

Bina Nusantara University

Jakarta 11480, Indonesia

febby.pratama@binus.ac.id, Muhammad.naufal011@binus.ac.id

Fairuz Iqbal Maulana

Computer Science Department

School of Computer Science

Bina Nusantara University

Jakarta 11480, Indonesia

fairuz.maulana@binus.edu

Abstract

SMEs that have a competitive advantage can be seen from the ability to build consumer communities, especially agents and store partners. Speed of service, price, number of variants, product quality, and distribution range are the keys to the victory of SMEs in fierce competition. SMEs are proven to be tough if they are proven to be able to operate for a long period. This study aims to identify internal factors, external factors, and formulate alternative strategies for SME snacks. Researchers used a single holistic case study at UD Bintang Agung, which is a snack food SME that has been established for more than 10 years with an annual turnover of 3 billion rupiahs. The analysis used in this study includes Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal-External (IE) Matrix, SWOT Analysis, and determining strategic priorities using the Quantitative Strategy Planning Matrix (QSPM). The results of the IE Matrix show the company's position in the quadrant with recommendations for growth and development strategies. There are several alternative strategies based on SWOT analysis and the recommendation with the highest score is the importance of having a unit that focuses on HR development, from the recruitment, training, to placement phases. This is necessary so that the company works under the system so that the owner can focus on observing to see bigger opportunities.

Keywords

Entrepreneurship, Indonesia, Snack SMEs, Strategy formulation, Strategic planning.

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Biographies

Febby Candra Pratama is a researcher and faculty member of the Entrepreneurship Department, BINUS Business School Undergraduate Program at the Bina Nusantara University, Malang Campus, Malang, Indonesia. He earned a Bachelor of Economics from Universitas Negeri Malang, Indonesia; and a Master of Management from Brawijaya University, Indonesia. He has published several journals and conference papers.

Muhammad Rizky Naufal is a junior researcher of the Entrepreneurship Department, BINUS Business School Undergraduate Program at the Bina Nusantara University, Malang Campus, Malang, Indonesia.

Fairus Iqbal Maulana is a researcher and faculty member of the Computer Science Department, School of Computer Science at the Bina Nusantara University, Malang Campus, Malang, Indonesia. He earned a Bachelor of Engineering from Institut Teknologi Sepuluh Nopember, Indonesia; and dual degree Master of Engineering from Institut Teknologi Bandung, Indonesia, and Master of Engineering from Pukyong National University, South Korea. Mr. Iqbal has published several journals and conference papers.