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Potential of MSMEs in the culinary sector: towards community-based economic empowerment

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Article Info	Abstract
<p>Keywords: MSMEs, economic empowerment, SWOT analysis, regional potential</p>	<p><i>MSMEs in Cibeber Village have great potential thanks to superior products from local natural resources, such as nutmeg, mangosteen, papaya and cloves. However, they face challenges in terms of marketing, access to capital, and development of production capacity. This research aims to analyze the potential and challenges faced by MSMEs in Cibeber Village using the SWOT approach, focusing on existing strengths, weaknesses, opportunities and threats. The research method used is a qualitative approach with data collection techniques through surveys, interviews, observations and documentation studies, with samples of culinary MSME actors operating for at least two years. Research findings show that the main strength of MSMEs in Cibeber Village is products based on unique local natural resources. However, weaknesses are related to limited production equipment and marketing that relies on traditional channels. Tremendous opportunities are opening up through market trends for environmentally friendly and organic products, but threats come from intense competition and falling raw material prices. SWOT analysis leads to a WT (Weaknesses-Threats) strategy, which focuses on increasing internal capacity, product diversification and strengthening marketing channels. In conclusion, MSMEs in Cibeber Village need to improve entrepreneurial skills, diversify products, and adapt to changing policies to optimize opportunities and reduce threats. The suggestion of this research is the importance of support from the government and related institutions to increase the capacity of MSMEs in a sustainable manner.</i></p>

1. INTRODUCTION

In sustainable economic development, micro, small, and medium enterprises (MSMEs) play an important role as the central pillar of the village economy (Yansen et al., 2024). Especially in villages in Indonesia, the abundant potential of local resources provides significant opportunities for developing MSMEs. However, various challenges, such as limited market access, limited capital, and lack of managerial skills, often hinder the growth and desire of these businesses (Salsabila et al., 2024). In dealing with these problems, community-based economic empowerment is the key to maximizing the potential of MSMEs and encouraging the welfare of local communities. This study aims to conduct a SWOT analysis of Culinary MSMEs in Cibeber Village, hoping to identify the strengths, weaknesses, opportunities, and threats faced. This approach can produce relevant strategic recommendations for village economic development.



Culinary MSMEs in Cibeber Village face significant challenges in the form of limited production equipment, marketing that still depends on traditional channels, and difficulties in accessing capital and licensing. Community-based solutions are urgently needed to overcome this, such as forming MSME groups that support each other in sharing information, entrepreneurship training, and strengthening marketing through joint digital platforms. In addition, collaboration with local institutions or governments in providing joint production facilities and access to permits will help increase the capacity and competitiveness of MSMEs, expand markets, and reduce dependence on conventional marketing methods.

The main objective of this research is to analyze the potential of Culinary MSMEs in Cibeber Village using SWOT analysis to map internal and external factors that influence business performance. This research aims to identify the strengths, weaknesses, opportunities and threats faced by business actors and provide strategic recommendations to increase the competitiveness of Culinary MSMEs in villages. It is hoped that the research results can contribute to community-based economic empowerment and provide practical guidance for business actors and stakeholders in supporting the growth of MSMEs in Cibeber Village

[Arend's \(2013\)](#) research shows the importance of CSR practices in building competitive advantages for culinary MSMEs. Still, it does not integrate a community-based approach or SWOT analysis, focusing more on financial performance without paying attention to social and environmental aspects. Likewise, research by [Judijanto et al. \(2024\)](#) emphasizes local economic empowerment. Still, it does not review the application of SWOT to culinary MSMEs in-depth and does not involve the community in strategy development. Research by [Hasbullah et al. \(2021\)](#) shows a lack of local community participation in SWOT analysis, a focus on individual performance, and a lack of collaboration between business actors, while research by [Sonia et al. \(2020\)](#) did not involve the community in strategic planning even though they succeeded in identifying internal and external factors for MSMEs.

In addition, [Bernroider's \(2002\)](#) research revealed differences in SWOT analysis factors between types of companies but did not consider the role of local communities in strategic planning. Overall, this research shows the importance of local community involvement in developing and implementing culinary MSME strategies, both in identifying local potential and formulating policies that can support the sustainability and growth of MSMEs at the regional level. However, most of this research has not sufficiently integrated community-based approaches in SWOT analysis and development strategies involving local stakeholders.

The previous research described above shows that MSMEs have not integrated a community-based approach without paying attention to social and environmental aspects and community participation. In contrast, this Cibeber MSME research is the first step to link SWOT analysis with more inclusive business development, such as local community empowerment and environmental sustainability, to support more sustainable growth of MSMEs and positively impact local communities.

Therefore, this study contributes to filling the gap in the literature by offering a holistic and comprehensive perspective. Through an in-depth analysis of the potentials and

challenges faced by Culinary MSMEs in Cibeber Village, this study is expected to provide new insights that are valuable for more effective and relevant economic empowerment development strategies. This study presents significant innovation by adopting a SWOT analysis approach in empowering community-based Culinary MSMEs in Cibeber Village. The new aspect of this study lies in the analysis of internal and external integration that considers local dynamics, allowing for a deeper understanding of the interaction between Culinary MSMEs and their socio-economic environment. This study not only provides an overview of the challenges faced by Culinary MSMEs but also highlights the potential that exists so that it can direct more strategic and sustainable development efforts. The justification for this study is important, considering its contribution to more responsive and evidence-based development policies in supporting the growth of Culinary MSMEs. In addition, the results of this study are expected to be a reference for other researchers interested in economic empowerment, as well as provide practical guidelines for business actors and stakeholders in creating a more supportive ecosystem in rural areas.

2. LITERATURE REVIEW

Community-Based Economic Empowerment

Community-based economic empowerment is a process in which members of a community are actively involved in designing, implementing, and disseminating economic activities aimed at improving their welfare, prioritizing a participatory approach, where decisions are not only determined by outsiders but involve all community members (Lansing et al., 2023). By encouraging active participation, communities can identify potential, formulate appropriate strategies, and implement relevant solutions to address challenges, creating a greater sense of ownership of economic initiatives and increasing the chances of success (Rozie, 2018).

The importance of community participation in local economic development cannot be ignored; this participation creates a sense of collective responsibility and allows for the exchange of information and experiences that strengthen the community's capacity to innovate and adapt to change (Khairani et al., 2021). The success of community-based economic empowerment has been demonstrated in various regions in Indonesia and other countries, with various models and approaches. For example, micro-enterprise development programs in rural areas often involve skills training and access to capital for local entrepreneurs, which allows them to increase their capacity and competitiveness (Waridin et al., 2018). The success of empowering communities to take an active role in economic development not only creates economic benefits but also strengthens social cohesion and community identity. Such initiatives emphasize the importance of a community-based approach to creating inclusive and sustainable economic growth (Giampiccoli & Saayman, 2018).

Research conducted by Mustangin et al. (2017) shows that there is community-based economic empowerment in the Bumiaji Tourism Village, where the community is empowered to manage local potential such as apple orchards, develop processed apple products, and provide homestay and vehicle rental facilities for tourists, to improve

community welfare. The community is actively involved in various economic activities, which increase income and develop micro and small businesses, thereby encouraging the sustainability of the local economy together with the community.

Research conducted by [Pepriyana et al. \(2024\)](#) highlighted community-based economic empowerment through the KUBE Mawar Merah program in Mantang Lama Village, which invites the community to manage local potential independently by strengthening the skills and creativity of community members in producing value-added products, such as crafts and speciality foods. Food can improve the family economy and create economic independence at the village level.

[Adriani et al. \(2020\)](#) research shows community-based economic empowerment in Madiun City, which aims to increase the community's financial independence through various empowerment programs. By involving the agricultural, livestock, home industry and social sectors, this empowerment has created jobs, improved life skills and alleviated poverty. Through various community initiatives, people can develop their businesses and improve their living standards sustainably.

SWOT Analysis

SWOT analysis is a strategic tool used to illuminate the position of an organization or entity by identifying internal and external factors that can affect its performance. By identifying strengths and weaknesses, organizations can develop strategies that utilize their strengths while overcoming challenges ([Gürel, 2017](#)). In MSMEs, SWOT analysis is critical because it can help business actors understand market dynamics and their position in the broader ecosystem so that they can formulate more appropriate and targeted strategic steps ([Wahyudi et al., 2024](#)).

The steps in conducting a SWOT analysis usually begin with collecting relevant data about the MSME. This process involves identifying and grouping information about internal strengths and weaknesses, such as resources, production capacity, and managerial skills. Furthermore, external opportunities and threats are analyzed by considering factors such as market trends, competition, and economic and social conditions in the surrounding environment. After the data is collected, the next step is to compile a SWOT matrix that integrates these four elements, which can help MSMEs determine the strategy to be taken. With this systematic analysis approach, SWOT can provide a clear picture of a business's competitiveness while facilitating more effective planning strategies ([Parameswari et al., 2021](#)). The application of SWOT analysis is expected to provide a strong basis for MSMEs to formulate strategies that are adaptive and responsive to environmental changes, thereby supporting future business growth and desires ([Sari et al., 2023](#)).

The steps for analyzing SWOT, according to [Rangkuti \(2014\)](#), are as follows:

1. Identify relevant factors with strengths, weaknesses, opportunities and threats identified and arranged in their respective categories.
2. Each identified factor is given a weight in the range of 1.0 (very important) to 0.0 (not necessary) to indicate the expected strategic impact of each factor.
3. Each factor is then assessed based on a rating scale that uses values from 4 (outstanding) to 1 (poor) to describe the extent to which the factor affects the business; factors that

are greater or more profitable will be given a higher rating, while those that pose a greater threat or significant will be given a lower rating.

4. After assigning weights and rating assessments, each factor's weight and rating product is calculated to produce a weighting score. This score reflects the level of priority and strategic impact of each factor.
5. All weighting scores for each factor are added up to produce a total score which provides a comprehensive picture of the internal and external factors that influence the business
6. The total score obtained is also used to compare the business's strategic position with other firms in the same industry. It helps to assess whether the company is in a competitive position or needs further development.
7. Based on the SWOT analysis that has been carried out, strategic recommendations are prepared to optimize business potential, overcome existing weaknesses, and utilize identified opportunities more effectively, including concrete steps to improve internal aspects or handle external risks.

Integration of SWOT Analysis in Empowering MSMEs

SWOT analysis is a very effective strategic tool in formulating empowerment strategies for Micro, Small, and Medium Enterprises (MSMEs). This analysis provides a comprehensive picture of their position in the market by identifying the strengths, weaknesses, opportunities, and threats faced by MSMEs (Hidayati, 2024). Through a deep understanding of internal strengths, such as high-quality products or good relationships with customers, as well as possible weaknesses, MSMEs can develop strategies that utilize existing strengths while overcoming the challenges faced (Sudjilah & Rachmawati, 2021). An MSME with advantages in products can develop a marketing strategy that emphasizes the uniqueness and quality of the product. In addition, by capturing external opportunities, such as market trends that lead to demand for local products, MSMEs can direct their efforts to expand market reach and increase competitiveness (Khwarazmita & Churiyah, 2024).

While SWOT analysis is a powerful approach, it is important to compare it with other empowerment methods that can also be applied to MSMEs (Rangkuti, 2014). For example, community-based empowerment models and value chain analysis provide valuable frameworks for understanding market dynamics and encouraging community participation in economic development (Maharani & Mukhlis, 2024). Community-based empowerment models focus on strengthening local capacity and collaboration between business actors. In contrast, value chain analysis focuses on how each stage of production contributes to the product's final value. While each approach has advantages and disadvantages, SWOT analysis offers a more direct and systematic way to surface internal and external factors that affect MSMEs, making it a valuable tool in strategic planning (Yasa et al., 2015).

Integration of SWOT analysis with a community-based approach in Cibeber Village

SWOT integration analysis with a community-based approach is very relevant for the development of culinary MSMEs in Cibeber Village, especially in exploring the potential that exists at the local level. Through SWOT analysis, culinary MSMEs can map the

strengths, weaknesses, opportunities and threats faced in village social and economic activities. A community-based approach allows the identification of strengths that originate from local resources, such as abundant traditional raw materials or unique village culinary skills that are an attraction. This can improve product quality and build a positive image of culinary MSMEs in Cibeber Village.

A SWOT analysis combined with a community-based approach will help identify the challenges culinary MSMEs face in Cibeber Village, such as limited capital, market access, or lack of digital marketing skills. A community-based approach allows for collaboration between stakeholders, such as village government, local communities and MSME actors, to create joint solutions. For example, training or development workshops to improve marketing or business management skills can be a concrete step to overcome weaknesses.

Opportunities for developing culinary MSMEs in Cibeber Village through community-based SWOT analysis can also strengthen relationships between village residents in creating a mutually supportive business ecosystem. Village communities that have high solidarity can collaborate in promoting their typical culinary products, both through social networks and local market activities. This also opens opportunities for MSME culinary delights to access a broader market, including tourists interested in local culinary delights. Thus, the integrated SWOT analysis and community-based approach provide a more holistic approach to strengthening the position of Cibeber Village culinary MSMEs in the local and regional markets.

3. RESEARCH METHOD

This study uses a qualitative approach designed to understand the potential of MSMEs in Cibeber Village, allowing researchers to explore the experiences, perceptions, and challenges that MSME actors face. This study's data collection techniques consisted of surveys, interviews, observations, and documentation studies, each with an approach and procedure designed to obtain comprehensive information about MSMEs in Cibeber Village. The sampling technique used was purposive sampling, focusing on characteristics representing various business sectors culinary in Cibeber Village. The sample consisted of culinary business actors who had been operating for at least two years, and it is expected that they would have sufficient experience to provide in-depth insights. In this research, the number of samples taken was ten informants consisting of five culinary MSME actors, one village head and four consumers. With these informants, it is hoped that the research can reveal the mutually influencing relationship between MSMEs, Village Heads and consumers to provide relevant recommendations for business development in Cibeber Village.

This study's variables include the strengths, weaknesses, opportunities, and threats (SWOT) faced by MSMEs in Cibeber Village. Strengths reflect positive internal aspects that business actors can utilize to increase competitiveness, such as product innovation, customer loyalty, and community support. Weaknesses, on the other hand, are internal constraints that hinder growth, such as lack of capital, limited managerial skills, and low market access. Opportunities represent external factors that can be utilized, including positive market trends and government support. At the same time, threats are external risks that can be detrimental,

such as increased competition and policy changes. Through an in-depth analysis of these variables, the study aims to explore how these factors affect the interest of MSMEs in the village.

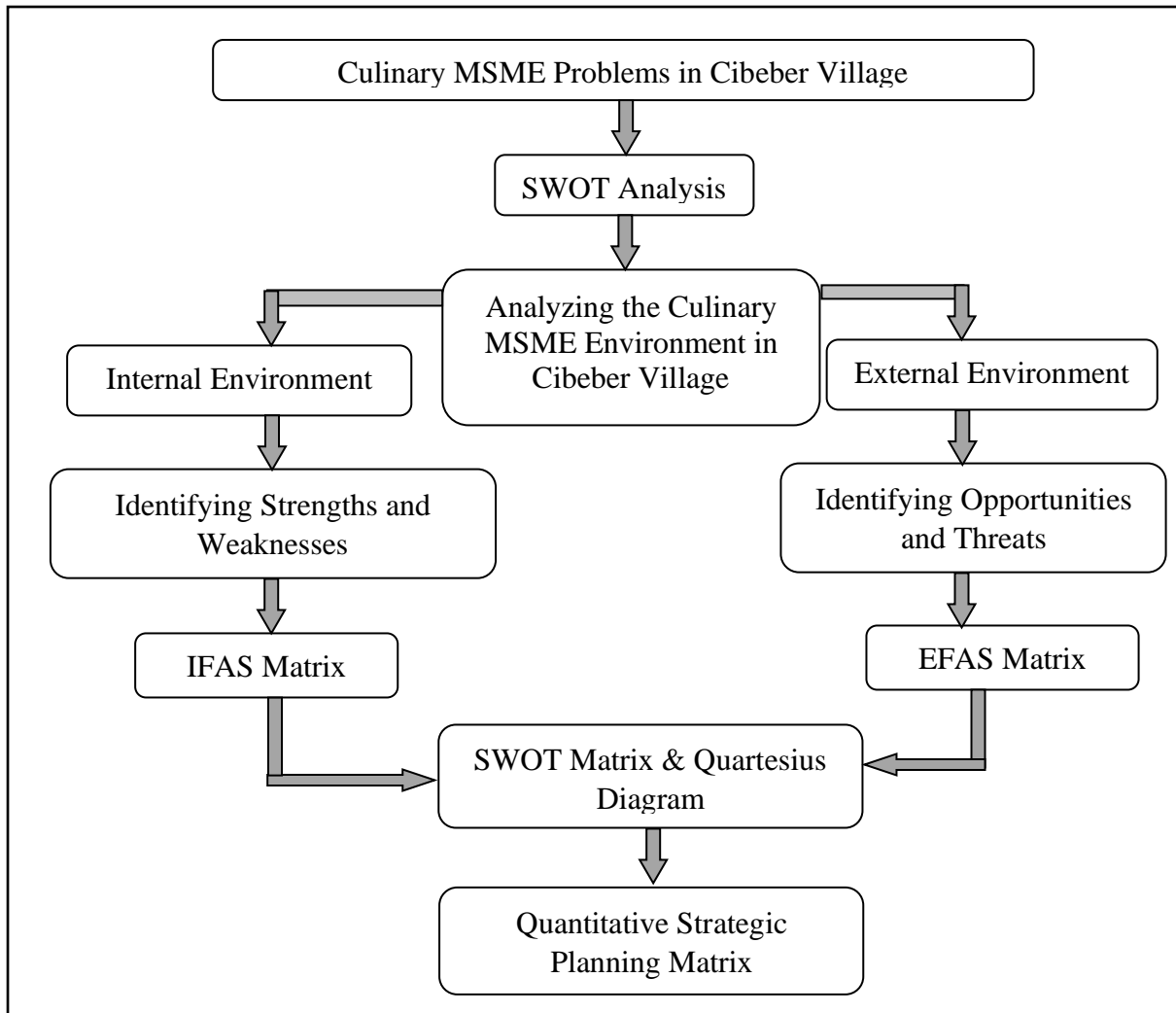


Figure 1. Research Process Flow Diagram

4. RESULT AND DISCUSSION

MSMEs in Cibeber Village have great potential thanks to abundant local natural resource-based products, such as nutmeg, mangosteen, papaya, and cloves. Superior products such as paladang (buah pala dan buah papaya), rempeyek, mangosteen syrup, and candied nutmeg have unique qualities that attract local and out-of-town markets. Although these products are already known as typical village souvenirs, the biggest challenge is the lack of access to entrepreneurial communities that can support business development, marketing, and capital assistance. Marketing of Cibeber MSME products is still limited to traditional methods, such as WhatsApp and local shops. In contrast, using digital platforms such as social media and e-commerce is still not optimal. In addition, licensing constraints and limited production equipment are obstacles to increasing production capacity and quality.

Cibeber MSMEs' superior products, such as paladang (nutmeg and papaya) and mangosteen syrup, have characteristics that differentiate them from similar products in other areas. For example, pleading made from dried mangosteen and papaya is widely known as a typical souvenir that is sought after by tourists from outside regions such as Riau and Singapore, with sales reaching 300 kg per month and a selling price of IDR 50,000/kg, indicating stable market demand. In addition, several MSMEs in Cibeber have received assistance from external institutions with production equipment, which has increased production efficiency. For example, the Cibeber Rempyek MSME, which previously used manual tools, can now produce 500 Rempyek packages daily after receiving a baking machine, increasing production capacity by 30%. However, several weaknesses must be considered, such as limited product variants that depend on seasonal raw materials, such as mangosteen, which is only available in certain seasons. Production of mangosteen syrup, for example, often decreases drastically during the rainy season, causing a shortage of product supply on the market. In addition, even though equipment assistance has been received, most MSMEs still rely on manual tools, which limits production capacity. For example, due to limited drying equipment, the Cibeber Mangosteen Tea MSME, which produces tea from mangosteen peel, can only make 50 packs per week.

Opportunities for Cibeber MSMEs are increasingly opening up along with the increasing global trend towards organic and environmentally friendly products, such as mangosteen peel syrup and natural tea, which can take advantage of this opportunity to penetrate the international market. For example, Cibeber Mangosteen Tea has received a small export order to Malaysia with a volume of around 200 packs per month. In addition, improving infrastructure in Cibeber Village, such as better roads and broader market access, opens up opportunities to expand product distribution, allowing MSMEs to reach larger markets and reducing logistics costs. However, threats also arise from competition with similar products from other regions and large industries, which can affect the market share of Cibeber MSME products. For example, mangosteen syrup produced by Cibeber MSMEs must compete with mangosteen syrup from other regions that are better known on the market. In addition, fluctuations in the price of raw materials, such as mangosteen and papaya, which are highly dependent on season and weather, can affect production stability. For example, during the rainy season, the price of mangosteen can double, which impacts the profit margins of MSMEs.

The success of MSMEs in Cibeber Village is highly dependent on external support, especially in developing an entrepreneurial community and broader market access. The government and related institutions must provide counselling on financial management, digital marketing, and business licensing so that MSMEs can develop legally and sustainably. Assistance with production equipment is also needed to increase efficiency. At the same time, training related to marketing and using digital platforms is essential so that MSME products can reach a broader market. With solutions to these challenges, MSMEs in Cibeber have the opportunity to become the main driver of the village economy. The following is a table of strengths and weaknesses of MSMEs in Cibeber Village:

Table 1. Strengths of MSMEs in Cibeber Village

No	Strength
1	Products based on abundant local natural resources, such as nutmeg, mangosteen, papaya, cloves and tea
2	Products such as paladang, rempeyek, and mangosteen syrup have distinctive characteristics that differentiate them from similar products from other regions.
3	The provision of equipment assistance from external institutions increases production efficiency
4	Production capacity can be increased with more complete and efficient tools
5	Product marketing has been done via WhatsApp and several local stores, with orders from outside the region, such as Riau and Singapore
6	Some products are already known outside the region, such as paladang, which is in demand as a souvenir
7	The existence of MSME groups organized at the village and sub-district levels
8	Several MSMEs already have an Business Identification Number and are currently processing halal labels and other permits

Table 2. Weaknesses of MSMEs in Cibeber Village

No	Weakness
1	Mangosteen is a seasonal product, so its availability is limited throughout the year
2	Products are limited in variety and innovation, with some seasonal products being difficult to produce year-round
3	Still relying on simple tools, even with assistance, the production process is still primarily manual
4	Production capacity is limited due to equipment not being able to meet greater demand
5	Marketing is still limited to traditional channels and has not maximized the use of social media or e-commerce platforms
6	Marketing is limited to the local level, with broader market potential yet to be fully explored
7	The absence of a larger entrepreneurial community in the village, difficulty in accessing support and assistance from the wider community
8	Many MSMEs still have difficulty managing other permits, such as P-IRT, and do not understand the regulations that must be met

MSMEs in Cibeber Village are in an external environment full of opportunities, especially with the increasing awareness of environmentally friendly local and organic products, such as mangosteen peel syrup and natural tea, which align with global trends prioritizing desire and health. The demand for healthy food and beverage products is increasing, both in the local and international markets, opening up opportunities for MSMEs to expand their market reach. Government support through MSME empowerment programs, including financing and training, can accelerate business development. In addition, developing information and communication technology, such as social media and e-commerce, offers excellent opportunities for MSMEs in Cibeber to reach a broader market, provided they acquire digital marketing skills. They can create content that is attractive to young consumers. However, threats from increasingly tight competition with similar products, fluctuations in raw material prices that depend on the season and weather, and

rapidly changing consumer trends can affect their business desires. The following is a table of opportunities and threats to MSMEs in Cibeber Village:

Table 3. MSME Business Opportunities in Cibeber Village

No	Opportunity
1	Increasing public awareness of environmentally friendly local and organic products
2	The existence of an MSME empowerment program from the government, including financial assistance, training, and product development
3	The development of information technology and e-commerce facilitates the marketing and distribution of products to a broader market
4	Opportunity to utilize social media (Instagram, TikTok) and e-commerce platforms (Tokopedia, Bukalapak) to reach a broader market
5	The global trend that increasingly prioritizes healthy and environmentally friendly products is suitable for Cibeber's UMKM products, which are made from natural ingredients
6	Potential to build partnerships with large institutions or companies interested in local and organic products
7	Potential to expand the market overseas, especially with products that have high selling value such as mangosteen skin tea and rempeyek
8	High demand for seasonal products such as paladang and mangosteen syrup during festivals or certain events
9	Training programs offered by educational and government institutions to improve entrepreneurial skills
10	Improved infrastructure in the regions, such as better transportation and market access

Table 4. Threats to MSMEs in Cibeber Village

No	Threat
1	Increasing competition from similar products, both from other MSMEs and large industries
2	Uncertainty about government policies that could affect regulations and assistance provided to MSMEs
3	The limitations of MSMEs in accessing technology and difficulties in following digital trends
4	Reliance on digital platforms that can change algorithms or policies that can disrupt product visibility
5	Rapid changes in consumer preferences, such as trends moving from local to international products or new trends
6	Limited resources to build sustainable partnerships with external parties

The IFAS Matrix for MSMEs in Cibeber Village aims to analyze internal factors influencing the performance and development of micro, small and medium enterprises (MSMEs) in the village.

Tabel 5. Matriks IFAS UMKM Desa Cibeber

No	Strength	Weight	Rating	Score
1	Products based on abundant local natural resources, such as nutmeg, mangosteen, papaya, cloves and tea	0.10	4	0.40
2	Products such as paladang, rempeyek, and mangosteen syrup have distinctive characteristics that differentiate them from similar products from other regions.	0.10	4	0.40
3	The provision of equipment assistance from external institutions increases production efficiency	0.07	4	0.28
4	Production capacity can be increased with more complete and efficient tools	0.06	4	0.24
5	Product marketing has been done via WhatsApp and several local stores, with orders from outside the region, such as Riau and Singapore	0.05	3	0.15
6	Some products are already known outside the region, such as paladang, which is in demand as a souvenir	0.04	4	0.16
7	The existence of MSME groups organized at the village and sub-district levels	0.04	3	0.12
8	Several MSMEs already have a Business Identification Number and are currently processing halal labels and other permits	0.04	3	0.12
Strength Total		0.50		1.87
No	Weakness	Weight	Rating	Score
1	Mangosteen is a seasonal product, so its availability is limited throughout the year	0.07	4	0.28
2	Products are limited in variety and innovation, with some seasonal products being difficult to produce year-round	0.07	4	0.28
3	Still relying on simple tools, even with assistance, the production process is still primarily manual	0.06	4	0.24
4	Production capacity is limited due to equipment not being able to meet greater demand	0.06	4	0.24
5	Marketing is still limited to traditional channels and has not maximized the use of social media or e-commerce platforms	0.07	4	0.28
6	Marketing is limited to the local level, with broader market potential yet to be fully explored	0.07	4	0.28
7	The absence of a larger entrepreneurial community in the village, difficulty in accessing support and assistance from the wider community	0.05	3	0.15
8	Many MSMEs still have difficulty managing other permits, such as P-IRT, and do not understand the regulations that must be met	0.05	4	0.20
Weakness Total		0.50		1.95
Strength Total + Weakness Total		1.00		3.12

Table 5 of the IFAS matrix of Cibeber Village MSMEs shows that MSMEs in the village have more strengths than weaknesses, with a total strength score of 1.87 and a total weakness score of 1.25. The main strengths are abundant local natural resource-based products, product characteristics that differentiate them from other regions, and equipment support from external institutions that increase production efficiency. However, several

weaknesses also need to be fixed, such as limited product variety, dependence on seasonal raw materials, and marketing that is still limited to traditional channels. However, the development opportunities are enormous, especially in increasing production capacity, expanding the market, and utilizing more modern marketing technology. Cibeber Village MSMEs can strengthen their position and increase competitiveness in the broader market by overcoming these weaknesses.

Table 6. EFAS Matrix of Cibeber Village MSMEs

No	Opportunity	Weight	Rating	Score
1	Increasing public awareness of environmentally friendly local and organic products	0.06	4	0.24
2	The existence of an MSME empowerment program from the government, including financial assistance, training, and product development	0.06	4	0.24
3	The development of information technology and e-commerce facilitates the marketing and distribution of products to a broader market	0.05	4	0.20
4	Opportunity to utilize social media (Instagram, TikTok) and e-commerce platforms (Tokopedia, Bukalapak) to reach a broader market	0.05	4	0.20
5	The global trend that increasingly prioritizes healthy and environmentally friendly products is suitable for Cibeber's UMKM products, which are made from natural ingredients	0.05	4	0.20
6	Potential to build partnerships with large institutions or companies interested in local and organic products	0.05	3	0.15
7	Potential to expand the market overseas, especially with products that have high selling value such as mangosteen skin tea and rempeyek	0.05	3	0.15
8	High demand for seasonal products such as paladang and mangosteen syrup during festivals or certain events	0.05	3	0.15
9	Training programs offered by educational and government institutions to improve entrepreneurial skills	0.04	3	0.12
10	Improved infrastructure in the regions, such as better transportation and market access	0.04	3	0.12
Opportunity Total		0.50		1.77
No	Threat	Weight	Rating	Score
1	Increasing competition from similar products, both from other MSMEs and large industries	0.10	4	0.40
2	Uncertainty about government policies that could affect regulations and assistance provided to MSMEs	0.09	4	0.36
3	The limitations of MSMEs in accessing technology and difficulties in following digital trends	0.08	4	0.32
4	Reliance on digital platforms that can change algorithms or policies that can disrupt product visibility	0.08	4	0.32
5	Rapid changes in consumer preferences, such as trends moving from local to international products or new trends	0.08	3	0.24
6	Limited resources to build sustainable partnerships with external parties	0.07	4	0.28
Threat Total		0.50		1.92
Opportunity Total + Threat Total		1.00		3.77

Based on table 6. EFAS matrix of Cibeber Village MSMEs shows that although several opportunities support the development of MSMEs, the threats faced are more significant. The total opportunity score is 1.77, which indicates several positive factors that can be utilized, such as increasing public awareness of local and organic products, government support through MSME empowerment programs, and the development of information technology and e-commerce that opens up wider market access. Other opportunities include global trends that prioritize healthy and environmentally friendly products and the potential to expand markets abroad. However, the threats faced are more significant, with a total threat score of 2.00, which includes increasingly tight competition, intimidation of government policies, limitations in accessing technology, and dependence on digital platforms that can change. Although the opportunities are significant, the threats faced are more dominant, so MSMEs need to manage risks and utilize opportunities carefully to continue growing.

Table 7. SWOT Matrix of MSMEs in Cibeber Village

IFAS	Strength	Weakness
EFAS		
Opportunity	SO Strategy $1.87 + 1.77 = 3.64$ (I)	WO Strategy $1.95 + 1.77 = 3.72$ (III)
Threat	ST Strategy $1.87 + 1.92 = 3.79$ (II)	WT Strategy $1.95 + 1.92 = 3.87$ (IV)

Based on Table 7 of the SWOT Matrix, there are four main strategies that can be implemented. The SO (Strengths - Opportunities) strategy, with a score of 3.64, relies on strengths such as natural products and external equipment support to take advantage of opportunities such as public awareness of local products and technological developments. This strategy encourages MSMEs to increase digital marketing through social media and e-commerce and build partnerships with large institutions. The ST (Strengths - Threats) strategy, with a score of 3.79, utilizes the strength of superior products to face threats such as tight competition and uncertainty of government policies, focusing on improving product quality, production efficiency, and relations with the government. The WO (Weaknesses - Opportunities) strategy, with a score of 3.72, aims to overcome weaknesses such as limited product variety and difficulty accessing technology by taking advantage of training opportunities from the government and improving digital skills and product diversification. Meanwhile, the WT (Weaknesses - Threats) strategy, with a score of 3.87, focuses on reducing dependence on digital marketing channels and technology and strengthening production capacity and knowledge related to regulations to face more significant internal threats and limitations.

Figure 1 below shows each factor's total score: strength is 1.87, weakness is 1.97, and opportunity is 1.77. Furthermore, if the threat is 1.92, then the difference in the total score of strength and weakness is -0.10, and the difference in the total score of opportunity and threat is -0.15. From the SWOT analysis diagram above, it is very clear that MSMEs in Cibeber Village are in Quadrant position IV. Hence, the strategy that will be implemented is the WT (Weaknesses - Threats) strategy, which focuses on minimizing internal

weaknesses and reducing the impact of external threats. This strategy includes improving internal resources by improving entrepreneurial skills, diversifying products, and improving production processes to reduce dependence on seasonal factors. In addition, it is important to diversify marketing channels, reduce dependence on digital platforms, and be more adaptive to changes in government policies. Increasing production efficiency is also needed to face fierce competition and other external threats.

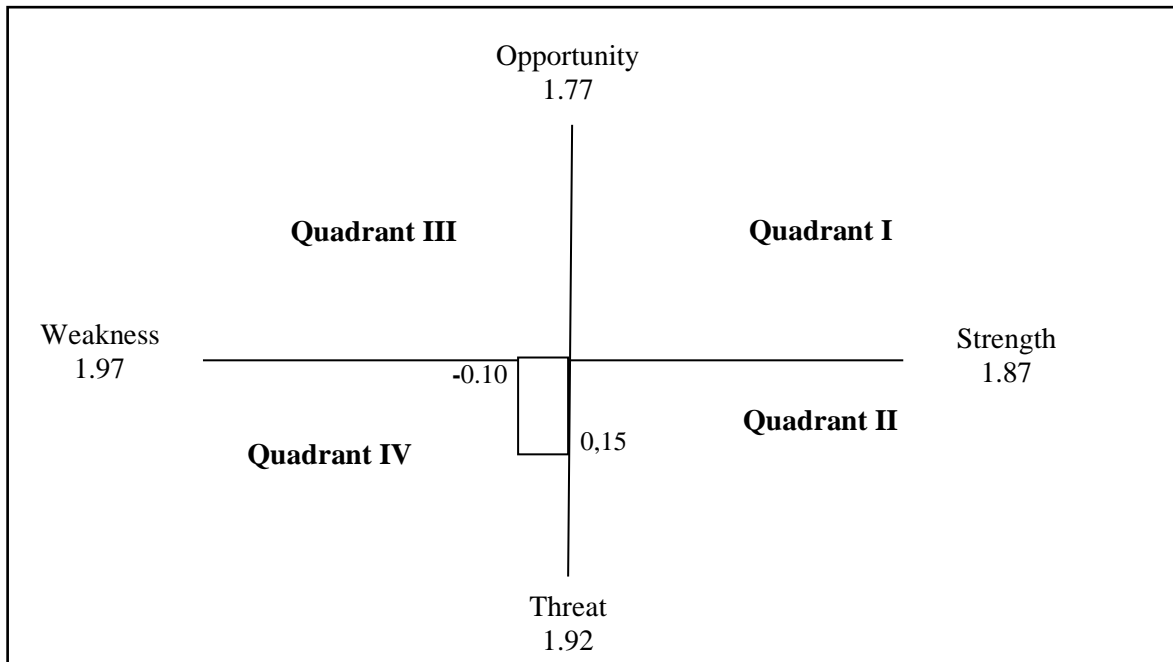


Figure 1. Quartesius in MSMEs in Cibeber Village

Based on the analysis of MSMEs in Cibeber Village, the position of MSMEs in Cibeber Village is in Quadrant IV, known as the WT (Weaknesses-Threats) Strategy. This quadrant shows that MSMEs face an unfavorable situation where they must overcome internal weaknesses while mitigating existing external threats. In this case, the right strategy is to minimize internal weaknesses and reduce the impact of possible external threats. The position in Quadrant IV also reflects that MSMEs have major challenges in developing their business and require significant steps to improve internal conditions and strengthen their competitiveness.

In order to face this position, the strategy implemented by MSMEs in Cibeber Village must focus on increasing internal capacity and efficiency, such as improving the quality of human resources' entrepreneurial skills and updating production tools and processes. Product diversification is also important to overcome dependence on seasonal products, which can disrupt operational stability. MSMEs must find ways to reduce the impact of dependence on products that are only available at certain times, such as palandang and mangosteen syrup, by introducing new products that can be produced throughout the year.

It is important for MSMEs in Cibeber Village to increase their competitiveness by developing more diverse marketing channels. Relying on marketing through social media and digital platforms may not be enough, given the risk of changes in algorithms or policies that can affect product visibility. Therefore, MSMEs must diversify their marketing

channels, such as establishing partnerships with local distributors or expanding offline marketing networks, to reduce dependence on just one marketing channel. In facing external threats, adaptation to changes in government policies and increasingly tight market competition is also the key to the success of MSMEs in the future. The WT strategy for MSMEs in Cibeber Village is improving entrepreneurship is crucial for fostering the growth of Micro, Small, and Medium Enterprises (MSMEs) in Cibeber Village. This can be achieved through various strategies, such as organizing intensive training programs on business management, digital marketing, and financial planning. Additionally, forming study groups among MSME actors can facilitate the exchange of experiences and knowledge. To further enhance entrepreneurial capacity, inviting experts or practitioners to conduct workshops on entrepreneurship and product innovation is essential. These initiatives aim to equip entrepreneurs with the skills and insights needed to navigate competitive markets effectively.

Diversifying products is another critical step in strengthening MSMEs. Conducting comprehensive market research allows businesses to identify potential products beyond their existing seasonal offerings. Following this, new products can be tested on a small scale, such as through local market trials or exhibitions, to assess their viability. Enhancing research and development (R&D) capabilities is equally important, particularly to reduce reliance on specific seasons. For instance, creating processed goods from locally sourced raw materials available year-round can help ensure product sustainability and consistent revenue streams.

Improving the production process is integral to boosting efficiency and quality. This involves identifying outdated production tools that can be replaced with more efficient technologies, such as automatic packaging or processing machines. Training workers to operate these tools and conducting periodic evaluations to monitor improvements in production capacity and quality are also critical measures. These steps ensure that MSMEs can meet market demands while maintaining competitive advantages in terms of product quality and output.

While digital platforms have revolutionized marketing and sales, overreliance on them can pose risks. Reducing dependence on such platforms involves establishing partnerships with local distributors to distribute products directly to markets or stores in the village. Organizing product exhibitions at local markets or community events can also enhance brand visibility without relying solely on digital marketing. Additionally, building offline sales networks through local outlets provides MSMEs with a reliable channel to reach customers in surrounding areas.

Simultaneously, optimizing the use of social media remains essential for increasing market reach. This can be achieved by creating engaging content, such as product tutorials or success stories of MSMEs, to attract online audiences. Utilizing paid advertising features on platforms like Instagram and Facebook can help target specific demographics. Encouraging customers to leave reviews or testimonials further enhances product credibility and builds trust with potential buyers.

Building local partnerships can significantly contribute to the collective growth of MSMEs. Establishing relationships with other small business owners in Cibeber Village allows for mutual support in product marketing. Forming associations or business groups provides opportunities to share resources, such as exhibition spaces or joint promotions. Moreover, entering into product distribution agreements with local stores or traders can help expand sales networks and ensure consistent market presence.

Introducing high-value products is another strategy to enhance competitiveness. Conducting market tests for products with high selling potential, such as mangosteen skin tea, helps gauge consumer interest. Adding value through attractive packaging, such as eco-friendly or premium designs, can further differentiate these products in the market. Developing marketing strategies that highlight product advantages is key to capturing both local and international markets.

To address competition, MSMEs must focus on improving product quality. Organizing training and workshops to enhance skills, such as improving taste and packaging, is essential. Additionally, performing regular quality checks and obtaining product certifications ensures compliance with market standards and builds consumer trust.

Readiness to adapt to changes in government policies is another important aspect of sustaining MSMEs. Monitoring policy developments and adhering to regulations are essential practices. Organizing consultation sessions with legal experts or local government can help MSMEs better understand relevant policies. Developing contingency plans enables businesses to anticipate and respond effectively to changes related to taxes, permits, or subsidies.

Financial systems and capital management play a pivotal role in MSME success. Creating detailed and transparent budgeting plans ensures efficient capital utilization. Exploring alternative financing options, such as microloans or government programs, can provide the necessary funds for business growth. Providing financial management training helps entrepreneurs manage cash flow and expenses more effectively, contributing to long-term stability.

Integrating local government policies into the development of culinary MSMEs in Cibeber Village offers significant opportunities. Submitting cooperation proposals to gain support in the form of facilities, training, or tax incentives is a practical approach. Participating in government programs, such as technical assistance or product development subsidies, can also yield tangible benefits. Establishing a regular communication agenda with local authorities ensures access to information about new policies and opportunities.

Finally, leveraging Corporate Social Responsibility (CSR) programs can support the aspirations of culinary MSMEs. Preparing clear and compelling proposals for companies with relevant CSR programs is a strategic step. Collaborating with these companies can provide MSMEs with training, funding, or production equipment. Forming a dedicated team to manage relationships with CSR-supporting companies and monitor program outcomes ensures that the benefits are maximized and sustained.

5. CONCLUSION AND RECOMONDATION

Based on the results of the IFAS and EFAS Matrix analysis that have been carried out, MSMEs in Cibeber Village show a somewhat challenging position, which is reflected in the results of the Quartesius Diagram in Quadrant IV, Therefore, the right strategy to implement is the WT (Weaknesses-Threats) strategy, which focuses on minimising internal weaknesses while reducing the impact of external threats. The findings show that community-based economic empowerment in Cibeber Village can be improved through several strategies, such as increasing entrepreneurship with business management and digital marketing training, product diversification through market research and testing new products and improving production processes with more efficient technology. In addition, reducing dependence on digital platforms can be done by building local partnerships and expanding offline distribution networks. Optimizing social media, forming regional partnerships, and introducing high-value products are essential to boost sales. Improving product quality, readiness to face changes in government policy, and sound financial management also need to be carried out, while government support and CSR can accelerate the development of MSMEs in villages.

Several strategic steps need to be taken to overcome the challenges faced by MSMEs in Cibeber Village. First, increasing the entrepreneurial abilities of MSME players through training that focuses on business management, digital marketing, and financial management is very important to improve their ability to manage businesses professionally. Second, product diversification must be done immediately to reduce dependence on seasonal products by conducting market research and testing new products to attract consumer interest. Third, improvements to the production process can be made by updating production equipment and adopting more efficient technology to increase capacity and product quality. Fourth, in facing external threats, MSMEs need to expand marketing channels by building partnerships with local distributors and participating in product exhibitions to increase visibility. Finally, MSMEs need to be more adaptive to changes in government policy to adapt to applicable regulations and remain competitive in the market. By implementing these steps, MSMEs in Cibeber Village can be better prepared to face challenges and take advantage of development opportunities.

For future research, it is recommended to focus on a more in-depth analysis of the impact of digital technology on the performance of MSMEs in villages, as well as how government policies can better support the continuity of micro-enterprises. Research can also explore the role of collaboration between MSMEs and external parties, such as financial institutions or large companies, in strengthening the competitiveness of local products. In addition, it is essential to examine the effectiveness of existing entrepreneurship training in improving the skills and adaptability of MSME players to market and technological changes.

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