
Survival Strategies and Utilization of Digital Business the Micro, Small and Medium Enterprises (MSMEs) Yummy Zi Karawang In The Midst of the Covid-19 Pandemic

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Abstract

The purpose of this research is to examine the business strategy of Yummy Zi the Micro Small and Medium Enterprises (MSMEs) and examine the SWOT analysis matrix strategy (Strength, Weakness, Opportunity and Threat) of Yummy Zi MSMEs in the midst of the COVID-19 Pandemic. The research method use descriptive quantitative methods with SWOT analysis techniques, external factors analysis summary, internal factors analysis summary, matrix by conducting in depth interviews on the research object to primary data and secondary data. The results showed that the business strategy by utilizing information technology and digital business through Go Food and social media was not optimal. The defensive strategy applied in this condition is to support an aggressive growth policy (growth oriented strategy). So it is possible to continue to expand, enlarge growth and seize opportunities to the fullest for the advancement of Yummy Zi MSMEs. The results also show that the diversification quadrant, which is also known as the ST strategy, uses its strengths to overcome all existing threats, so it can be concluded that the right strategy to be implemented by Yummy Zi is to improve product quality and innovate products so that they have distinctive characteristics. That are unique and different from other competing businesses.

Keywords: Survival Strategies, Digital Business, Improve Product, Innovate Product.

1. Introduction

Indonesia is currently in the era of the COVID-19 pandemic. This situation certainly has an impact on various sectors, especially in the economic sector. In Indonesia, almost all business sectors have suffered losses due to the impact of the COVID-19 pandemic. The economy is in shock for individuals, households, macro and micro companies and even the economies of countries in the world (Taufik 2020). According to the Organization for Economic Cooperation and Development (OECD 2020), MSMEs have a very significant impact on the Covid-19 pandemic. MSMEs are very vulnerable to the impact of business disruptions. This of course must be addressed immediately with various strategies that can help the sustainability of MSMEs so that they continue to produce and not close.

Yummy Zi is an MSMEs in Karawang in the culinary field that sells banana pastry, which is often favored by young people and teenagers. The development of MSMEs in Karawang which continues to increase is a challenge in business competition, especially for MSMEs Yummy Zi. Digitalization in the business world is expected to be a way out for Yummy Zi's MSMEs in the era of the covid-19 pandemic. Regarding the Covid-19 pandemic, The Role of Government Number 21 of 2020 concerning Large-Scale Social Restrictions was issued with the aim of limiting the movement of people and goods and requiring the public if there is no urgent need to stay at home. This also has an impact on limited operations, Yummy Zi MSMEs only produce if there are orders due to fewer consumers ordering.

With this, MSME Yummy Zi can adapt by opening an online shop/selling through e-commerce. E-commerce is a system of selling, buying and marketing products by utilizing electronics (Kotler, Philip and Armstrong, 2012). In the study (Hardilawati, 2019) and (Setyorini et al., 2019) concluded that e-commerce has a positive and significant influence on increasing the marketing performance and income of MSMEs.

Another way that must be done by business actors apart from opening stalls through e-commerce is that they must also be good at offering their products continuously through social media such as Instagram and Facebook. Designing the Yummy ZI stall as attractive as possible so that consumers are interested in shopping. Yummy ZI can also take advantage of social media as an event, it is considered more effective because it can be directly seen by consumers and can save spending on promotions. Digital marketing can be interpreted as product marketing that is carried out through the internet network or it can also be by using social media. The advantages of digital marketing are of course not limited by distance and time where anyone can access or use it.

The COVID-19 pandemic has caused a shift and change in consumer buying patterns. The decline in sales and consumer trust also greatly affects Yummy Zi's MSME business. For this reason, business actors need to build trust and good relations with consumers or relationship marketing. They should focus more on improving relationships with consumers. Because then customer trust will improve again. (Hardilawati 2020). With this relationship, it is intended that business actors can survive in various conditions and have competitiveness.

Based on the background of this research problem, how is the business strategy of Yumzy Zi Karawang MSMEs and how is the SWOT analysis matrix strategy (Strength, Weakness, Opportunity and Threat) Yummy Zi Karawang.

2. Literature review Business strategy

According to Handriani (2011), strategy is defined as the main action pattern chosen to realize the organization's vision through the mission. Strategy forms a pattern of decision making in realizing the organization's vision. Companies can mobilize and direct all organizational resources effectively with patterned actions to realize the organization's vision. Organizations will find it difficult to realize their vision without the right strategy. The strategy must be implemented effectively, so the strategic plan must be integrated with operational issues.

Meanwhile, according to Solihin (2012: 64), the way to achieve the goal (ways to achieve ends) but also includes the determination of the various goals themselves. According to Wheelen and Hunger (2004:2) in Solihin (2012:64), strategic management is a series of managerial decisions and actions. The purpose of strategic management is to create a competitive advantage for companies that develop these strategies (Solihin, 2012: 67). According to Hill and Jones (2004) in Solihin (2012:78), there are 2 strategic management models, namely the Fit Model and the Strategic Intent Model. Based on the two strategic management models described above, the SWOT analysis method is more inclined to the Fit Model. This is because the Fit Model discusses the design of strategies for a company in the face of environmental changes that are happening in order to survive and be sustainable. Business strategy is the achievement of goals which is often analogous to chess strategy, which is systematic thinking, planning, agility to step, courage, taking risks and passion to calm the match characteristics of the chess game that are relevant to business management practices. Joewono (2012:3)

While business strategy according to (Mahmud and Anomsari, 2011:3) is the ability of entrepreneurs/companies in analyzing the company's external and internal environment, formulating strategies, implementing plans designed to achieve company goals, as well as evaluating for get feedback in formulating future strategies. This variable is measured by 3 dimensions, namely: differentiation, low cost, and focus strategy.

The right business strategy for marketing products during the COVID-19 pandemic is through electronic media where producers and consumers do not meet directly in one place but have a very wide marketing reach. Information technology through social media is the right strategy to market unlimited production while taking into account the company's balance sheet. (Jermias, 2008), and (O'Brien, 2003).

According to Solihin (2012:164), SWOT analysis itself is an analytical tool that lasts the longest and is widely used by companies to conduct situational analysis in strategy formulation

a. EFAS table The EFAS table consists of five columns. To compile the EFAS table, managers must have a record of the analysis of the external environment, both from opportunities and threats. b. IFAS table The IFAS table also consists of five columns. To compile the IFAS table, managers must have a record of internal environmental analysis, both from strengths and weaknesses.

Digital Business

The development of digital-based MSMEs is an alternative to saving the SMEs sector during the COVID-19 pandemic. In this way, the COVID-19 pandemic has made the digital entrepreneurship ecosystem grow. In this context, digital entrepreneurship is a form of business that utilizes the sophistication of digital technology, both processes and marketing of products and services. In other words, all types of businesses that sell their products online, whether using websites or applications, are included in the realm of digital entrepreneurship. The use of e-commerce applications and the use of social media in digital marketing includes the realm of digital entrepreneurship. (Nambisan, 2017).

Social media is a product of information technology that provides optimal benefits for business actors. With social media, business actors can explain product specifications, quality, and prices so that consumers can more freely choose the goods needed according to their abilities (Praditya, 2019);

The results of empirical research conducted by (Grandon, 2004), (Orapin, 2009), and (Kurniawan, 2017) can be concluded that e-business or e-commerce is very useful and beneficial for both producers who have products and consumers who need products quickly. , correct, and as expected.

Micro, Small and Medium Enterprises (MSMEs)

Based on Law Number 20 of 2008, Micro, Small and Medium Enterprises (MSMEs) are a type of small business that has a net worth of at most Rp. 200,000,000 excluding land and buildings where the business is located. and independent business. The existence of MSMEs in Indonesia is very instrumental in reducing the unemployment rate. This is because the development of business actors in Indonesia is increasing every year. Based on data from depko.go.id, data on the development of MSMEs in Indonesia continues to increase in terms of the number of units and total GDP from 2010 to 2017.

The definition of MSMEs according to the Ministry of Cooperatives and UMKM in Aufar (2014: 8): Small Business (UK), including Micro Business (UMI) is a business entity that has a net worth of at most Rp. 200,000,000, excluding land and buildings for business premises and having annual sales of a maximum of Rp. 1,000,000,000. Meanwhile, Medium Enterprises (ME) are business entities owned by Indonesian citizens who have a net worth of more than Rp. 200,000,000 up to Rp. 10,000,000 excluding land and buildings.

MSMEs according to Bank Indonesia in Aufar (2014:9): Small businesses are productive businesses owned by Indonesian citizens, in the form of individual business entities, business entities that are not legal entities, or business entities with legal entities such as cooperatives; is not a subsidiary or branch that is owned, controlled or affiliated, either directly or indirectly, with a medium or large business. Have a maximum net worth of Rp. 200,000,000, excluding land and buildings or having sales proceeds of at most Rp. 200,000,000 per year, while medium-sized businesses are businesses that have fixed asset criteria with a size that is distinguished between the manufacturing industry (Rp. 200,000,000 to Rp. 500,000,000) and non-manufacturing (Rp. 200,000,000 to Rp. 600,000 .000).

According to Rahmana (2009), MSMEs can be classified into 4 groups based on their development perspective: a. Livelihood Activities, are MSMEs that are used as job opportunities to earn a living, known as informal factors. An example is a street vendor. b. Micro Enterprise, are SMEs that have the nature of craftsmen but do not yet have entrepreneurial characteristics. c. Small Dynamic Enterprise, is an MSMEs that has an entrepreneurial spirit and is able to accept subcontract and export work. d. Fast Moving Enterprise, is an SME that already has an entrepreneurial spirit and will transform into a big business. According to Urata in Malano (2011: 170), the role of MSMEs can at least be seen from: a. His position as the main figure in economic activities in various sectors. b. The biggest

job provider. c. An important figure in the development of local economic activities and community empowerment. d. Creator of new markets and also a source of innovation.

Based on the above definition, it can be said that MSMEs are businesses owned by individual business entities that are not subsidiaries or branches of other companies with the criteria of having business capital that has certain limitations.

COVID-19 Pandemic

The COVID-19 pandemic that has hit the world is a global problem that must be addressed by the government. This pandemic first appeared in Wuhan, China in December 2019. The development of this pandemic is very fast, it was recorded that as of April 2020 more than 210 countries in the world have been affected by the spread of this pandemic. The very fast spread of the virus plus the rapid mobility of humans increase the rate of growth of the spread of this virus. Recorded on April 23, 2020, the spread of the COVID-19 Virus has reached 2.7 million worldwide, of which the United States, Spain, and Italy are in the top three countries with the highest cases of Spread of the COVID-19 Virus (Worldmeters 2020).

This pandemic has caused various problems, such as problems economy. Because this pandemic has caused economic paralysis in the world, Especially in Indonesia itself. One of these economic paralysis is in the MSMEs sector. The decline in income turnover experienced by business actors is a problem that must be addressed immediately considering that MSMEs are one of the drivers of the Indonesian economy which absorbs a lot of labor.

Object of research

The object of this research is MSMEs Yummy Zi Karawang and as a research respondent is the owner and manager of MSMEs Yummy Zi Karawang. Researchers used qualitative descriptive research methods. The research location is in Yummy Zi Karawang MSMEs. Sources of data obtained from interviews and supporting documents. Data collection techniques are by conducting interviews, observations, and documentation. According to Maleong (2007:121), in qualitative research, humans have multiple roles, meaning that humans who conduct research do everything themselves, starting from planning research, carrying out data collection, analyzing, processing data, and reporting the results of the research.

The researcher also added interview guidelines to the list of research instruments used in the study. The author uses an interactive analysis method (Miles and Hubberman in Sugiyono 2009:90) which includes data collection, data presentation, data reduction, and drawing conclusions. The validity of the data carried out by researchers is by means of the source triangulation method (Maleong, 2013: 330-332) which is to compare the data from observations with the results of interviews, the perspective of interviewees with real conditions in the field, and the results of interviews with supporting documents.

Data collection techniques used in this study are primary and secondary data, where primary data was obtained from observations and in-depth interviews related to business strategy at Yummy Zi Karawang's MSMEs on the research subject.

In determining the subject of this research, the author uses a purposive sampling technique, because it can get accurate information from sources who understand the research discussion so that the author can present credible data. While the secondary data obtained from data sources from other parties with literature study.

The data analysis techniques used are as follows:

1. SWOT Analysis (Strength, Weakness, Opportunities, Threats)
2. Internal/External IE Matrix
3. EFAS Analysis (External Factor Analysis Summary)
4. IFAS Analysis (Internal Factor Analysis Summary)
5. SWOT Matrix (Strength, Weakness, Opportunities, Threats)

3. Research Result

MSMEs Business Strategy

Based on the results of the study, Yummy Zi's MSMEs have used digital business by utilizing information technology and social media, including using GoFood services. Yummy Zi MSMEs have two factors, namely internal factors and external factors. Identification of internal factors is needed to determine the right strategy for MSMEs in order to maximize their strengths and minimize their weaknesses. The business strategy that has been carried out so far has relied on modest capital and marketing. So there is a lack of innovation and creativity in marketing their products. Other strategies related to products, promotions and prices are also carried out very simply and management is still family-friendly. The price set by MSMEs Yummy Zi is adjusted to the pockets of students and students, namely the minimum price of Rp. 5,000 to the price of Rp. 10,000. The main products that are served are banana pastry and are in demand by young people. The place of production is carried out at the home of MSMEs owner Yummy Zi. Managerial management needs to be done so that MSMEs can survive and be able to compete with other products. Especially in the conditions of the COVID-19 pandemic, where consumers and turnover are decreasing, so that the sustainability of these MSMEs only relies on the sales they make.

SWOT Analysis Matrix

Researchers used SWOT analysis to analyze the data that had been obtained from the research results. The analysis in this study includes an analysis of internal and external factors that have an influence in the preparation. Yummy Zi's internal potential indicators can be explained through the following table:

Table 1. Indicator Potencial Internal

No	Indicator Potential Internal	Analysis SWOT		Score (+/-)
		Strength	Weakness	
1	Product to liked consumers	4,4	--	Very Good
2	Potencial employee	3,9	--	Good
3	Work culture MSMEs	--	2,1	Need increase
4	Product Mix	--	2,4,	Need increase
5	Price product competitiveness	--	3,5	Need competitiveness
6	Promotion activity	--	3,2	Very need increase
7	Packaging product	--	3,3	Very need increase
8	Place distribution	--	3,3	Very need increase
9	Government support and community	4,1	--	Very need increase
10	Capital and supporting donation	--	3,5	Very need increase
11	Market Opportunity	4,2	--	Very optimal
12	Managerial organization MSMEs	4,1	--	Very optimal

Source: Analysis data, 2021.

Yummy Zi's external potential indicators can be explained through the following table:

Table 2. Indicator Potensial Exsternal

No	Indicator Potensial External	Analysis SWOT		Score (+/-)
		Opportunity	Threath	
1	The policy of government Karawang at MSMEs	4,2	--	Support high
2	The policy of government Indonesia at MSMEs	4,5	--	Very support
3	The influence factor condition COVID-19 pandemic to MSMEs	--	2,6	Threath
4	The influence competitorto same product	2,2	--	Support
5	The influence consumers comply to product and services	--	1,4	Threath
6	Media Social dan information technology	4,4	--	Very support
7	Halal guarantee certificate and health	--	4,2	Very threat

Source: Analysis data, 2021.

Hierarchical Analysis The process of internal potential indicators through the Yummy Zi SMEs strength indicator can be explained in the following table:

Table 3. Analysis of Hyrarchi Proces Strength Internal

No	Indicator of Strength MSMEs	Importance Indicator Scale					Total
		1	2	3	4	5	
1	Product to liked consumers	0	1	1	1	1	4
2	Potencial employee	-	0	1	1	1	3
3	Government support and community	-	-	0	0	1	1
4	Peluang pasar	-	-	-	0	1	1
5	Managerial organization MSMEs	-	-	-	-	1	1
-	Total score vertical	0	1	2	2	5	10
-	Total score horizontal	4	3	1	1	1	-
-	Total	4	4	3	3	6	20
-	Probability Score Importance Indicator Strength	20.0%	20.0%	15.0%	15.0%	30.0%	-

Source: Analysis data, 2021

Hierarchy Analysis The process of internal potential indicators through Yummy Zi's MSMEs weakness indicators can be explained in the following table:

Table 4. Analysis Hirarchi Proce Weakness Internal

No	Indicator Weakness UMKM	Importance Indicator Scale							Total
		1	2	3	4	5	6	7	
1	Work culture UMKM	0	1	0	1	0	0	1	3
2	Product Mix	-	0	1	1	1	1	1	5
3	Price product competitiveness	-	-	0	1	0	1	1	3
4	Promotion activity	-	-	-	0	1	1	0	2
5	Packaging product	-	-	-	-	1	0	1	2
6	Place distribution	-	-	-	-	-	1	1	2
7	Capital and supporting donation	-	-	-	-	-	-	1	1
-	Total score vertikal	0	1	1	3	3	4	6	18
-	Total score horizontal	3	5	3	2	2	2	1	-
-	Total	3	6	4	5	5	6	7	36
-	Probability score importance Indicator weakness	8%	17%	11%	14%	14%	17%	19%	-

1 = indicator horizontal more importance than indicator vertical

0 = indicator horizontal less importance than indicator vertical

Source: Analysis data, 2021.

Hierarchy Analysis The process of internal potential indicators through the Yummy Zi SMEs opportunity indicator can be explained in the following table:

Table 5. Analysis Hirarchi Proce Opportunity External

No	Indicator Opprotunity MSMEs	Importance Indicator Scale				Total
		1	2	3	4	
1	The policy of government Karawang at MSMEs	0	1	1	1	3
2	The policy of government Indonesia at MSMEs		0	1	1	2
3	The influence competitor to same product			1	0	1
4	Media social dan information technology				1	1
-	Total score vertikal	0	1	3	3	7
-	Total score horizontal	3	2	1	1	-
-	Total score	3	3	4	4	14
-	Probability Score Importance Indicator Opportunity	21.4%	21.4%	28.6%	28.6%	-

1 = indicator horizontal more importance than indicator vertical

0 = indicator horizontal less importance than indicator vertical

Source: Analysis data, 2021.

Hierarchy Analysis The process of internal potential indicators through the Yummy Zi MSME threat indicator can be explained in the following table:

Table 6. Analysis Hirarchy Process Threat Exsternal

No	Indicator Threat MSMEs	Importance Indicator			Total
		1	2	3	
1	The influence factor condition COVID-19 to MSMEs	1	1	1	3
2	The influence consumers comply to product and services		1	0	1
3	Halal guarantee certificate and health			1	1
-	Total score vertikal	1	2	2	5
-	Total score horizontal	0	0	0	
-	Total score	1	2	2	5
-	Probability score importance indicator threat	20%	40%	40%	

1 = indicator horizontal more importance than indicator vertical

0 = indicator horizontal less importance than indicator vertical

Source: Analysis data, 2021.

Cartesian SWOT Diagram Based on the IFAS Matrix table for the strength factor is 2.99 and the score for the weakness factor is (2.86).

The score for the opportunity factor is 3.43 and the score for the threat factor is (2,58). The value of the strength score turned out to be above the value of the weakness score with a difference of (+) 0.13, while the opportunity score was above the threat score with a difference of 0.85. From the results of the identification of all internal and external factors and the determination of the difference in score scores, then it is described in a Cartesian SWOT diagram, where the strength and opportunity factors are given a positive value (+), in addition to the weakness and threat factors are given a negative value (-). The Cartesian SWOT diagram can be seen in the following figure.

Analysis of the value of the Cartesian SWOT chart score from the internal and external indicators of Yummy Zi SMEs can be explained through the following table:

S	2.99
W	(2.86)
O	3.43
T	(2.58)

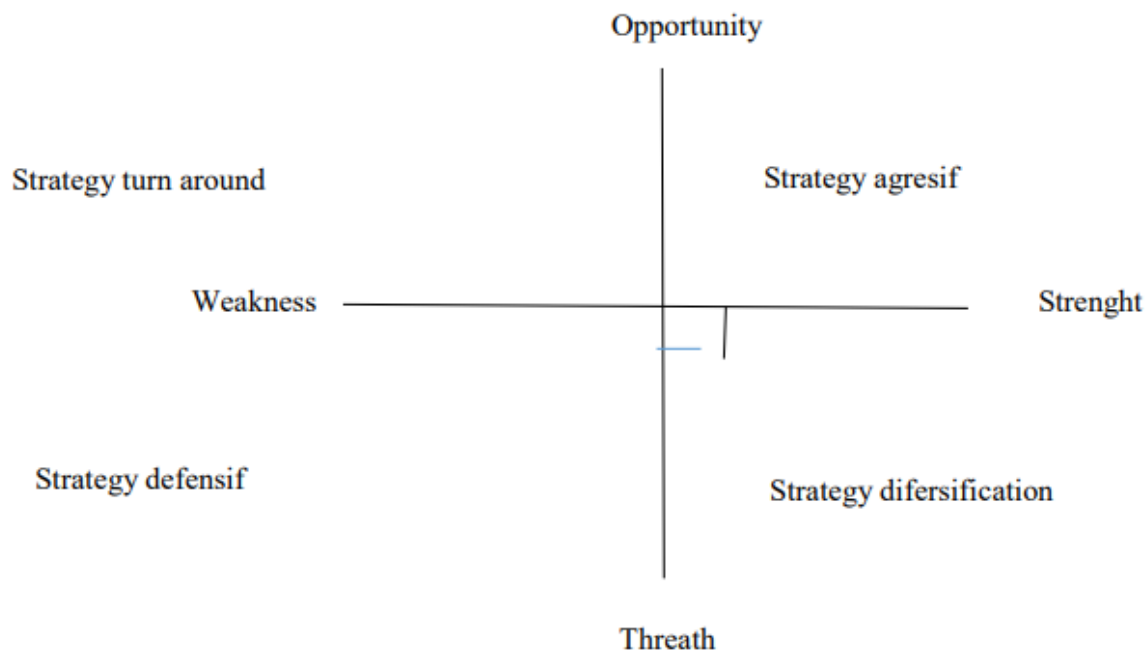
Score :

5 Condition external very opportunity

0 Condition eksternal netral

-5 Condition external very threath

Cartesius diagram analysis SWOT



Skor :

- | 5 Condition internal very strength
- | 0 Condition internal netral
- | -5 Condition internal very weakness

Figure 1 Matrik Analysis SWOT

Source: Analysis data, 2021

Based on the Cartesian SWOT diagram in Figure 3, it can be seen that the strategy used is the Strengths Threats (ST) strategy which is also known as the Diversification strategy. This table also shows that the largest number of scores obtained in the ST strategy is 3.43

If referring to the results of the analysis, namely a strategy that uses strengths to overcome all weaknesses so that the implementation of this strategy is at.

1. Improving product quality in order to be able to compete among other businesses by utilizing:

- a. Raw materials that are always available and provided by suppliers
- b. Requests from consumers who provide input to
- c. Good working relationship between owner and employees.
- d. Good cooperative relationship between owner and distributor.

2. Innovate products so that they have unique characteristics and are different from other businesses by utilizing:

- a. Technological advances to increase knowledge about processing innovation

b. Technological advances to improve service quality not only with offline stores but also with online stores so that

Based on the SWOT analysis matrix above, a business strategy can be formulated as follows:

Table 7. Strategy Business Analysis SWOT

OPPORTUNITY (O) Determine factors opportunity external	STRATEGY S-O Create strategy to use strength for get opportunity	STRATEGY W-O Create strategy to use minimize weakness for get opportunity
THREATS (T) Determine factors threats external	STRATEGY S-T Create strategy to use strength for threat	STRATEGY W-T Create strategy to minimize weakness and avoid threats

Source: Analysis data, 2021.

4. Discussion of Research Results

Based on the results of the calculations, make and formulate the formulation of the strategic direction using the TOWS matrix developed by Wehrich (Wheelen and Hunger, 2004:115 in Solihin, 2012:169). The TOWS matrix is one way to obtain alternative strategies by combining each of the factors, namely the SO (Strengths-Opportunities) strategy, the WO (Weaknesses-Opportunities) strategy, the ST (Strengths-Threats) strategy, and the WT (Weaknesses-Threats) strategy. From the research results, the strategy of the TOWS matrix for Yummy Zi Karawang MSMEs is:

a) SO Strategy The existing SO strategy is a strategy that results from a perspective that certain companies or business units can use their strengths to take advantage of various opportunities (Solihin, 2012: 170).

1. Maintaining product quality. Raw materials for the same manufacturer's products.
2. Maintaining a good and harmonious working relationship between owners and employees and between owners and distributors is a strength that has worked together for a long time.
3. Utilizing online marketing to market products by placing advertisements on tourism sites is a strategy that is used to increase the number of product purchases by taking advantage of opportunities in the form of trends that exist in today's society, namely online marketing.
4. Utilizing promotional strategies, namely through social media, personal selling, and word of mouth. Or even do direct marketing, namely direct contact with customers so that customers will carry out campaigns or promote Yummy Zi products.

b) ST strategies, namely various strategies resulting from a perspective that certain companies or business units use the strengths they have to avoid various threats (threats) (Solihin, 2012: 170). ST Strategy for MSMEs Yummy Zi.

1. Improving product quality in order to compete between businesses.
2. Provide quality service so that consumers remain loyal.
3. Improving product innovation so that it has unique characteristics and is different from other businesses.
4. Provide an emotional approach between the owner and the workforce.

c) **WO Strategy** The WO strategy is a variety of strategies resulting from a perspective that a particular company or business unit can take advantage of various opportunities that exist in the external environment by overcoming all the weaknesses of internal resources owned by the company at this time (Solihin, 2012:170). Yummy Zi SMEs consist of:

1. Utilizing credit capital to increase capital so that the nominal salary of employees also increases.
2. Take advantage of technological advances to improve the ability of both owners and managers to manage finances.
3. Improve promotion strategy.

d) **WT Strategies** WT strategies are various strategies that are defensive in nature, and aim to minimize all weaknesses and threats (Solihin, 2012: 170).

1. Maintaining good employee performance.
2. Maintaining the use of appropriate raw materials to avoid a decrease in product quality.
3. Increase promotions for both products and workforce promotions, so that there is no labor turnover.

5. Conclusion

Based on the results of research and discussion, the following conclusions can be drawn:

1. Based on the results of the SWOT analysis and the SWOT matrix, the business strategy carried out by utilizing information technology and digital business has been carried out through GoFood and social media. But this digital business strategy also still needs to be improved and better exposed. The management of MSMEs Yummy Zi, which is still conventional and familiar in its management strategy, also needs to improve managerially MSMEs management is still very simple and there is no professional management. The strategy that must be applied in this condition is to support an aggressive growth policy (Growth oriented strategy). So it is very possible to continue to expand, increase growth and seize opportunities to the fullest for the progress of Yummy Zi's MSMEs.

2. Based on research conducted in the external as well as internal environment at Yummy Zi MSMEs with a SWOT analysis including the Strength factor in the form of a quality product, the product has many variants of taste, good relationship between owner and employee, good cooperative relationship both with distributors, weakness factors in the form of a lack of

workforce, financial management which is still conventional, Opportunity factors in the form of government concern for MSMEs by providing credit capital. The last factor is the threat factor in the form of high competitiveness among similar MSMEs, the unstable economic situation of the COVID-19 pandemic, tight competition in the online marketing of gift shops. From the results of the research conducted, the diversification quadrant which is also referred to as the ST strategy that uses its strengths to overcome all existing threats, so it can be concluded that the right strategy to be implemented by the MSMEs Yummy Zi is to improve product quality and make product innovations. In order to have a unique and different characteristic among other competing businesses.

Suggestion

Based on the results of the study, suggestions that can be given by researchers are as

Follows:

1. The application of online marketing helps in increasing the number of products sold considering the current trend, namely everything related to the internet. Agar expands network with various business partners. The application of product innovation is in accordance with the development of culinary processing science. So that consumers remain loyal.

2. Product design is further developed to attract buyers, so that consumer purchasing power is wider. Financial management by making financial reports such as balance sheets, income statements, and reports of changes in capital. It is necessary to innovate product designs for further researchers so that they can attract buyers' interest.

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