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SMEs Halal Culinary Strategy During The Pandemic Era In South Tangerang

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Abstract: The aim of this study is to see and to analyze what type of business strategies should be implemented to the halal-certified culinary SMEs named “Nasi Kebuli Bang Moch.” This study uses mixed-method approaches, equipped with its descriptive analysis. The measuring tool used is a SWOT analysis (strengths, weaknesses, opportunities, threats), through the "Internal-External" weighting step, then equipped with a "Four-Step Strategy", in order to be able to determine the most efficient and effective strategy needed. In addition, to the strengths of its company and to achieve the expected sustainable business management, due to the result of the study which shows several weaknesses to be able to capture opportunities while at the same time dealing with threats, digital marketing and product variant innovation, becomes inevitable. Furthermore, its "cost leadership strategy" that had previously been implemented, must be maintained. To sum up, Nasi Kebuli Bang Moch halal SMEs business can continue to be sustainable, by adapting all developments of digital world businesses as well as its product innovation, at any situation and condition.

Keywords: *SWOT Analysis, Internal External Matrix, Four-step Strategy, Cost Leadership, Innovation.*

Abstrak: Tujuan dari penelitian ini adalah untuk melihat dan menganalisis jenis strategi bisnis apa yang harus diterapkan pada UKM kuliner bersertifikat halal bernama “Nasi Kebuli Bang Moch.” Penelitian ini menggunakan pendekatan metode campuran, dilengkapi dengan analisis deskriptif. Alat ukur yang digunakan adalah analisis SWOT (kekuatan, kelemahan, peluang, ancaman), melalui langkah pembobotan “Internal-Eksternal”, kemudian dilengkapi dengan “Strategi Empat Langkah”, agar dapat menentukan strategi yang paling efisien dan efektif. diperlukan strategi yang efektif. Selain itu, untuk kekuatan perusahaan dan untuk mencapai pengelolaan bisnis yang berkelanjutan yang diharapkan, karena hasil penelitian menunjukkan beberapa kelemahan untuk dapat menangkap peluang sekaligus menghadapi ancaman, pemasaran digital dan inovasi varian produk, menjadi tak terhindarkan. Selanjutnya, “strategi kepemimpinan biaya” yang telah diterapkan sebelumnya, harus dipertahankan. Ringkasnya, bisnis UKM halal Nasi Kebuli Bang Moch dapat terus berkelanjutan, dengan mengadaptasi segala perkembangan bisnis dunia digital serta inovasi produknya, dalam situasi dan kondisi apapun.

Kata kunci: Analisis SWOT, Internal External Matriks, Strategi Empat Langkah, Kepemimpinan dalam Biaya, Inovasi.

INTRODUCTION

COVID-19 (Coronavirus Disease-19) decided by the World Health Organization (WHO) with a "pandemic" status due to the wide and virulent spread of the virus throughout the world, including Indonesia (covid19.go.id, 2020). The widespread spread of the virus not only affects health losses but also causes financial losses and national stability in a country. This is because in order to prevent the widespread spread of the virus, all countries are trying to make a policy of restricting human movement as has been done by the Government of the Republic of Indonesia, namely the policy of *Pembatasan Sosial Berskala Besar* (PSBB) or Large-Scale Social Restrictions and *Pemberlakuan Pembatasan Kegiatan Masyarakat* (PPKM) or Enforcement of Restrictions on Community Activities.

Area criteria which apply PSBB, are those who have an increasing number of cases of death caused by disease COVID-19 significantly, and those that quickly spread so that they have epidemiological links to similar events in other regions or countries. PSBB Restriction what is meant, is to include: (1) school and workplace holidays; (2) restrictions on religious activities; (3) restrictions on activities in public places or facilities; (4) restrictions on socio-cultural activities; (5) restrictions on transportation modes; and (6) restrictions on other activities specifically related to defense and security aspects (Kemenkes, 2020).

Restrictions on activities in public places or facilities are implemented in the form of limiting the number of people and setting the distance between people, except specifically for: (1) supermarket; (2) minimarket; (3) traditional market; (4) a shop or place for selling medicines and medical equipment for food needs, basic necessities, essential goods, fuel oil, gas and energy; (5) health service facilities or other facilities in the context of fulfilling health services; and (6) public places or facilities to fulfill other basic needs of the population, including sports activities.

Sectorally, there are three business sectors that have been most affected by the Covid-19 pandemic. The three are the accommodation, food and beverage sector; other service sectors; and the transportation and warehousing sector (BPS RI, 2020). However, the impact of this policy on business performance tends to vary. Based on BPS survey data in 2020, there are 14.6 percent of business actors who have a stable income, and around 2.55 percent admit to experiencing an increase in income in the midst of the pandemic (BPS RI, 2020). But more data point to a decline. As in the data, about 92.47 percent of accommodation, food and beverage business actors experienced a decrease in income (BPS RI, 2020) supported by survey data from Smesco and OK OCE which stated that the culinary business was the business with the most decline in turnover by 43.09 percent, followed by the industrial sector. next is the service sector by 26.02 percent and the fashion sector by 13.01 percent (warta Ekonomi.co.id, 2020). Whereas the creative culinary economy sub-sector has an important role in the contribution of the creative economy's Gross Domestic Product (GDP) of around 41.40 percent or 7.44 percent of the total national economy (Kemenparekraf RI, 2018). Data on the impact of the pandemic on businesses in terms of business location, many business actors in the DKI Jakarta area have complained about a decrease in income, in addition to the Bali area, Yogyakarta Special Region (DIY), and Banten (BPS RI, 2020).

So SMEs players need to have a strategy in dealing with changing economic situations and changing trends due to the Covid-19 pandemic so that they can continue to run their businesses. These include taking advantage of technological sophistication, being flexible and paying attention to new behaviors and habits of the community during the pandemic (Kusumaningrum, Hurdawaty, and Yenny, 2020). The business strategy shows the steps or stages of the company's efforts to become superior and competitive in the business competition arena which is the basic thing that needs to be planned before starting a business (Wardoyo, Rusdianti, and Purwantini, 2015; Permana, 2015). Business strategy is the planning of all business process activities, operations, transactions and all integrated business decisions by taking into account the company's strategic aspects (Wardani and Isbela, 2017)

Previous research conducted by Rifzaldi (2016) on the Fish Streat culinary business concluded that simultaneously Cost Leadership and Differentiation had a positive and significant effect on competitive advantage, and individually Cost Leadership had a greater effect than Differentiation. While Haque, M.G *et al.* (2020) showed that by using the SWOT analysis method to weight the level of importance of each actor and factor, from the IE Matrix test, the competitive position of the SMEs Sate Bebek Cilegon restaurant is obtained in the quadrant or cell IV of IE Matrix, which means that a growth concentration strategy through horizontal integration, by looking at the position: (1) competing; (2) strength; (3) weaknesses; (4) opportunity; and (5) threats, as well as a must use strategies of: (1) market penetration; (2) market development; and also (3) horizontal integration strategies. On the other hand, Hardilawati (2020) concluded that SMEs must use 4 strategies to survive during this pandemic, namely, e-commerce, digital marketing, product innovation, and optimizing the quality of customer service (Kusumaningrum, 2021; Syamsurijal, 2021). Other research related to efforts in SMEs strategy, are by Rohman and Andadari (2021); Rukmana and Sukanta (2020); Zuhijahyanti, Safira, Saputri, and Permana (2021), where their research is an effort being made by processed food businesses during the pandemic by transforming their business online (e-commerce); including a research from Fitriyani, Sudiarti, and Fietroh (2020); and Ali (2020) who researches strategy of 5Ps, as: *plan, ploy, pattern, position, perspective* as an effort to achieve the effectiveness and efficiency of a business, as well as research (Egim, Atsarina, Fermayani, and Harahap, 2021) which examines product innovation strategies and access to capital for SMEs during the pandemic.

Furthermore, researchs related to evaluating the implementation of SMEs strategies, are by Rahmad (2021); Setiawan, Supriyono, and Setiaji (2021); Chasanah, Jahroh, and Dewi (2021); Magfiroh and Rizqi (2020); Widnyani, Astitiani, and Putri (2021); Dewi (2021) which examines the use of information technology or digital media carried out SMEs have a positive and significant impact on SMEs income during Covid-19 era, and reserach by Rosmadi (2021) who researched efforts to change packaging, product logos, adjust prices and give discounts showed positive results for the development of SMEs business.

From several descriptions of previous research, the object of research is different from this research. In Rifzaldi's research (2016), the object is Fish Streat culinary, Hardilawati (2021) looks at SMEs in general, Kusumaningrum (2021) with SMEs as the object of research, general culinary in Jakarta, and Syamsu Rijal (2021) makes several

culinary Coto Makassar objects of research, while Haque, MG *et al.* (2020) used Sate Bebek from Cilegon as their research. In this research, the object is “Nasi Kebuli Bang Moch” with halal certified.

The reason for conducting research on Bang Moch's halal-certified Kebuli Rice, is because: (1) Indonesians are known as a spiritual nation, a religious community (regardless of religion) with a population of about 80 percent of the Muslim community. In Indonesia, Islam is embraced, practiced, and widely spread in almost all regions of the country; (2) Pandemic COVID-19 or the Corona virus that is endemic worldwide, making the majority of Indonesian Muslim communities become increasingly spiritualistic. This then colors the lifestyle of religious awareness to other aspects, which are more *syar'i*. Apart from that, the hijab boom is increasing among women, including the awareness of the importance of only consuming halal products in accordance with Islamic teachings. This research is a synthesis of strategic management science as a way for a company organization to achieve its goals, by compiling and implementing it into appropriate actions according to the internal and external conditions of the SMEs company's organization, which focuses on culinary production only halal ones.

The strategy that has been made carefully in accordance with the vision and mission of the company's organization, will then have a significant influence on the operations of the company's organization, in the form of a strategy of competitive advantage or competitive advantage from the management of a halal culinary SMEs company under study, branded “Nasi Kebuli Bang Moch” in Tangsel, Banten. From the explanation above, the research was conducted to determine the accuracy of the strategy choices that have been carried out, and if it is felt that something is lacking, can provide some recommendations, so that they can continue to get the expected sustainable business management.

THEORITICAL REVIEW

The Halal Principles. The COVID-19 pandemic or the Corona virus that is endemic worldwide, has made most of the Indonesian Muslim community increasingly spiritualistic. This then colors the lifestyle of religious awareness to other aspects, which are more *syar'i*. Apart from that, the hijab boom is increasing among women, including the awareness of the importance of only consuming halal products in accordance with the teachings in Q.S al-Baqarah verse 168, which states that:

“O mankind, eat what is lawful and good from what is on earth, and do not follow the steps of the devil; for verily the devil is a real enemy to you.”

Salvation is something that is prioritized in Islam as the right of every individual, this is looking at the meaning of the sentence or *kalimah* in Islam itself which leads to safety and peace. Matters concerning product safety are discussed in certain chapters in the book of *fiqh*, including in chapters, of: (1) food; (2) buying and selling; and (3) treatment. The term halal is everything that is not forbidden by Allah SWT, so that it includes all actions that are obligatory, *sunnah (mandub)*, *mubah* and *makruh*. In the book of *al-Mausu'ah al-Fiqhiyyah al-Kuwaitiyyah*, it is stated that in terms of halal

according to *jumhur* of uelamas is something that is permissible and *syar'i* permissible to do, included *sunnah*, *mubbah*, *makruh* and which are obligatory.

As for objects, there are only two legal statuses, they are: (1) *halal*; and (2) *haram*. In Islam, basically all objects in the legal world are lawful for consumption unless there is an Islamic legal argument that forbids it. Items that are classified as haram are only those mentioned in the primary sources of Islamic law, they are: (1) al-Quran; following with the (2) *as-Sunnah*; (3) *Ijma'*; and (4) *Qiyas*. Examples those are prohibited in Islam are: (1) pork and all parts thereof; (2) *khamr*; (3) carcass; (4) blood; and (5) animals that are not slaughtered according to Islamic teachings. So it can be concluded that *halal* business is all business that does not contain and involve things that are forbidden by Islamic law.

Business Strategy. The company's strategy is aimed at producing good company performance, especially sales, marketing and financial growth (Wardoyo, Rusdianti, and Purwantini, 2015), and general business development (Ongkorahardjo, 2015). A good SMEs business strategy has a positive and significant impact on improving company performance so that it can create new ideas and opportunities (Mustikowati and Tysari, 2014). Performance measurement in business strategy or business is very diverse on the basis of indications that also vary in various research fields of business (Wardoyo, Rusdianti, and Purwantini, 2015). Therefore, there are quite a lot which can be used as a basis in determining the measurement. Business strategy is a very important component in an effort to compete with other companies by determining business strategies, including penetration strategies, market development strategies, product development strategies and diversification strategies so that in the end the performance achieved by SMEs in carrying out business activities has been fulfilled.

Strategy in business begins with analyzing the external and internal environment of the business owned, planning strategies, implementation stages, and evaluating the results of strategy implementation (Anomsari, 2011). Internal analysis includes the resources owned by the business such as products, people, financial aspects, location, production processes, prices, promotions and physical evidence in the form of equipment in production (Farida, Tarmizi, & November, 2016); (Husen, 2012); (Hutahaean, 2020); (Immanuel, 2021), where eksternal factors covers government policies, socio-cultural and economic as well as the role of related institutions expressed by (Husen, 2012); (Siagian, Kurniawan, and Hikmah, 2019). Followed by the stages of strategic planning, implementation and evaluation by Miller (1986, 1988) in (Wardoyo, Rusdianti, and Purwantini, 2015), which stipulates three strategic dimensions, they are: (1) a *Cost Leadership Strategy* that is oriented towards product quality and the lowest cost compared to competitors; (2) a *Marketing Differentiation Strategy* is oriented to distinguishing special characteristics that are superior compared to competitors; and (3) *Innovative Differentiation Strategy* is oriented towards creativity in new product development.

METHODS

The type of research used in this thesis is descriptive analysis. While Descriptive Analysis has the meaning as an analysis that aims to provide a description of a data, such as the average (*mean*), total (*sum*).

Darmadi (1998) states that descriptive analysis is a method of research carried out

with the aim of systematically stating a situation in a particular field, in accordance with existing facts, in the form of a collection or several of data that answer the problem in accordance with the predetermined objectives. This research was conducted on a halal culinary SMEs company "Nasi Kebuli Bang Moch" in Tangsel, Banten, with results containing quantified qualitative data.

Indriantoro and Supomo (2002) said that a study uses two kinds of data, they are: (1) primary data; and (2) secondary data. Primary Data is data taken by the researcher himself. Primary data is research data obtained directly from the original source (not through intermediary media), which is specifically collected by researchers to answer research questions. This primary data in general can be in the form of interviews, observations, surveys, and so on. By using primary data, researchers get from the first source individually through the results of interviews and or surveys, for example related to: (a) the company's current strategy; and (b) analysis of the company's internal conditions and the company's external conditions. While Secondary Data is data that is already available or has been created by another party or person.

Data collection was carried out by in-depth interviews with the top management of the halal culinary SMEs company "Nasi Kebuli Bang Moch" in South Tangerang, Banten. Interview is a primary data collection technique to obtain data on qualitative methods (Cooper dan Schindler, 2008). The interview technique used in this research is *Individual Depth Interview* (IDI) upon 2 (two) people *key persons* within the company in charge of 4 (four) divisions simultaneously, regarding the company's internal and external factors. For the purposes of formulating corporate strategy, researchers examine the data using the IFE Matrix, and the EFE Matrix.

In the business world, knowledge of the capabilities and position of a company or organization is important. Knowledge is obtained from internal and external parties of the company, in the form of information about: (1) what consumers need during the Covid-19 pandemic; (2) industrial capacity; (3) the state of marketing; (4) main competencies; (5) expansion potential; (6) what competitors will do; and (7) opportunities that may exist which, if managed properly and effectively, the company's competitive advantage can easily be achieved.

RESULT

Through several questions that have been prepared as a tool through the *initial in-depth interview* technique, followed by using a SWOT (*strength, weakness, opportunity, threat*) analysis, where the results from it are then used as an evaluation of both sides of IE (*internal and external*), with the purpose of knowing the company's *key success factors*.

Table 1. Summary of SWOT Results of Two Respondents "Nasi Kebuli Bang Moch" Who were being Researched

SWOT	Bang Moch	Marsya Moch	Total	Average
S	4.8177	4.7574	9.5751	4.7875
W	3.9617	4.8177	8.7794	4.3897
O	4.1716	4.8177	8.9893	4.4946
T	4.3496	4.3236	8.6732	4.3366

Source: Data processed (2020)

Total **S** = Bang Moch + Marsya

$$\begin{aligned} \text{Total} &= 4.8177 + 4.7574 \\ &= 9.5751 \end{aligned}$$

Average = **4.7875**

Total **W** = Bang Moch + Marsya

$$\begin{aligned} \text{Total} &= 3.9617 + 4.8177 \\ &= 8.7794 \end{aligned}$$

Average = **4.3897**

Total **O** = Bang Moch + Marsya

$$\begin{aligned} \text{Total} &= 4.1716 + 4.8177 \\ &= 8.9893 \end{aligned}$$

Average = **4.4946**

Total **T** = Bang Moch + Marsya

$$\begin{aligned} \text{Total} &= 4.3496 + 4.3236 \\ &= 8.6732 \end{aligned}$$

Average = **4.3366**

Therefore, from the results of the weighting of the external and internal factor questionnaires obtained, it can be seen in the quadrant image, as follow:

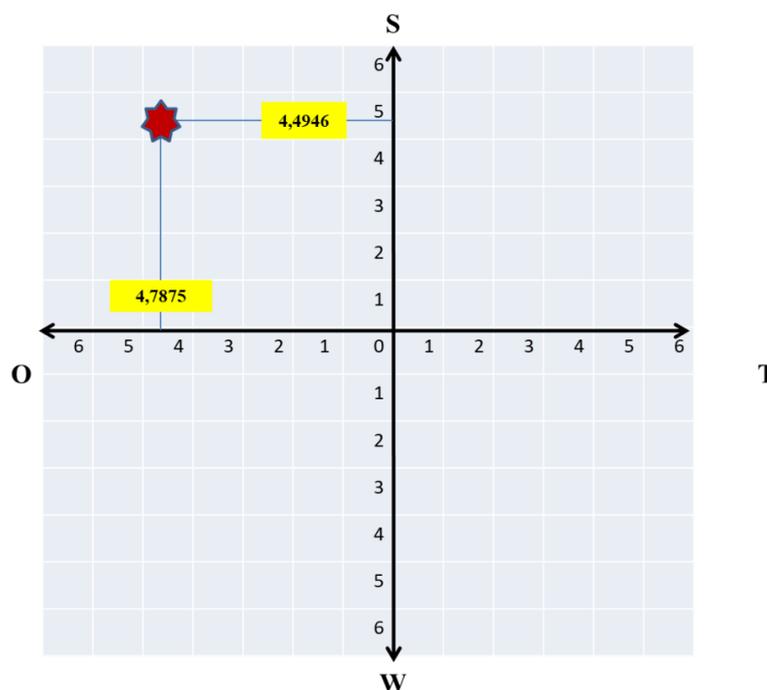


Figure 1. "Nasi Kebuli Bang Moch" SWOT Results
Source: Data processed (2020)

Evaluation of internal factors is used to determine the strengths and weaknesses of the SMEs company "Nasi Kebuli Bang Moch." NKBM needs to implement several strategies to increase strengths and reduce weaknesses in the sense of avoiding losses. Through the EFE and IE matrices, a value or score is obtained where the value will be mapped to the IE matrix quadrant. Through the data that the authors obtained in the process of this research, the average value of EFE is $4.4946 + 4.3366 = 8.8312 : 2 = 4.4156$, where the average value of IFE is $4.7875 + 4.3897 = 9.1772 : 2 = 4.5886$.

Through the IE (Internal External) matrix above, it is clear that the position of NKBM is in quadrant I, which indicates the high strength of internal factors, including external factors. The results of the IE Matrix as a combination of intensive and integration strategies, lead to: (1) SO strategies that can promote appropriate behavior; (2) ST strategy which may be in the form of quality improvement, re-pricing, improving the quality of human resources; (3) The WO strategy may include the expansion of services to regional potentials. The weighting results mentioned above, the meaning is obtained for the results of the Internal Total Score or IFE of 4,5886, being in a position in Field I (Growth). This provides an overview of the potential or good hope for the future to always improve the company's management competence in internal company management.

Meanwhile, the results of Total External Score or EFE 4.4156, are in the same position, namely in field I (Growth), which once again describes

encouraging conditions. Opportunities are open for the emergence of halal demand in Indonesia. With this opportunity, it can be an aspect of business benefits for NKBM. Through the IE (Internal-External) matrix above, it is clear that the position of NKBM is in quadrant I, which indicates the high strength of internal factors, including external factors. The results of the IE Matrix as a combination of intensive and integration strategies, lead to: (1) SO strategy which could promote appropriate behavior; (2) ST strategy which may be in the form of quality improvement, re-pricing, improvement of the quality of human resources; (3) The WO strategy may include the expansion of services to regional potentials. The position of the NKBM from the results of the research carried out, obtained facts that can be read in the IE matrix Picture 2, as follow:

Total Internal Score: 4.5886

		Strong	Medium	Low
		5.00 – 3.44	3.33 - 1.67	1.66 - 1.00
Total External Score: 4.4156	Strong	5.00 – 3.44	I Growth	II Retrenchment
	Medium	3.33 - 1.67	IV Growth	V Retrenchment
	Low	1.66 - 1.00	VII Growth	IX Retrenchment

Source: Data processed (2020)

Figure 2. Internal and External (IE) Matrix

Through the IE (Internal-External) matrix above, it is clear that the NKBM position is in quadrant I, which shows the high strength of its internal factors, including external factors. How to take advantage of the advantages of economies of scale in both production and marketing.

To determine the appropriate alternative business strategy, NKBM conducted an analysis using the SWOT matrix, the results of which were obtained from references to several previous studies, but which were adjusted to the results of the initial in-depth interview conducted before the questionnaire was distributed to the two sources mentioned above, as described in Table 2, as follow:

Table 2. Matrix of Nasi Kebuli Bang Moch SWOT Result

<p style="text-align: center;"><i>Internal Factor</i></p>	<p>S (Strength)</p> <ol style="list-style-type: none"> 1. NKBM products have a good reputation; 2. NKBM products now have a network that has spread to their selling locations in Indonesia morning; 3. NKBM products have superior jargon that is unique compared to similar competitors, namely: "Better to Bully than Bully"; 4. More and more NKBM products have product variants that compete with other similar products online and offline; 5. The ability to make friends with several MSME-friendly public figures can increase the popularity of NKBM Products in a sustainable manner; 6. Pricing of NKBM products is more competitive than other similar products; 7. The pattern of cooperation offered by NKBM management to partners has attracted several investors. 	<p>W (Weakness)</p> <ol style="list-style-type: none"> 1. Lack of public education on awareness of halal MSME culinary products, particularly related to Middle Eastern-style culinary products in Indonesia and Banten Province; 2. Differences in halal perception from the Indonesian Ulema Council with the halal self-claimed logo when marketing NKBM halal MSME products; 3. NKBM products are often limited in product promotion; 4. NKBM halal culinary SME product service products are still limited; 5. Lack of Human Resources who understand the products of NKBM halal culinary SMEs; 6. Branches that sell NKBM halal culinary SME products still often have to deal with some traditional market thugs who like to be rude; 7. Information is not evenly distributed that NKBM's halal culinary SME products are now selling price-friendly products every morning with prices around Rp. 10 thousand and Rp. 15 thousand for each portion.
	<p style="text-align: center;"><i>Eksternal Factor</i></p>	

O (Opportunity)	<u>SO STRATEGY</u>	<u>WO STRATEGY</u>
<ol style="list-style-type: none"> 1. Kebuli rice has long been known in Indonesia; 2. Kebuli rice is also widely favored in Indonesia; 3. Increased awareness of halal consumption of the Indonesian people, in line with Bang Moch's Nasi Kebuli which has passed the halal test, and has obtained the MUI halal certificate; 4. Nasi Kebuli Bang Moch has developed a variety of menu variants; 5. Nasi Kebuli Bang Moch developed an innovative ready-to-cook product that can be stored longer; 6. Nasi Kebuli Bang Moch has developed alternative branches near traditional markets in several locations in South Tangerang, and every morning offers Kebuli porridge breakfast products at a price of Rp. 10 thousand and Rp. 15 thousand with additional eggs and tofu and tempeh with a simple booth equipped with loudspeakers for invites fans, with the jargon "Better to bully than to bully"; 7. Nasi Kebuli Bang Moch increased promotions through various social media, and collaborated with several public figures voluntarily by bartering to send NKBM products free 	<ol style="list-style-type: none"> 1. Opportunities are still very open to increase the number of celebrities who are willing to support the promotion voluntarily, which aims to maintain the popularity that has been achieved by continuing to carry out CRM (customer relation management) on an ongoing basis; 2. Opportunities for partnership with more parties, outside of the market that has been run and fostered so far; 3. Opportunities for support from the Indonesian government, because it is promoting awareness programs for halal consumption in Indonesia, without continuing to maintain the principle of producing only with guaranteed halal products from MUI, and continuing to spread the goodness of life through the unique superior jargon "Better to Bully than Bully"; 4. Opportunities that arise from market demand for product variants that compete with other similar products through online and offline; 5. The Covid-19 pandemic has opened up opportunities for families in Indonesia to store food stocks in the refrigerator as well as "half-ready" food variants as product innovation developments that can be stored longer; 6. Opportunities to develop alternative branches near other traditional markets in several locations, which reach areas outside South Tangerang by relying on the cost leadership principles that have been implemented so far, with competitive product pricing; 7. Opportunity to develop a pattern of cooperation offered by NKBM management to various partners, both celebrities or public figures, as well as other general investors, which will further launch sustainable business endeavors that have been carried out. 	<ol style="list-style-type: none"> 1. Carry out internal improvement of the NKBM management first so that it is ready to face challenges from outside the company; 2. HR development with training; 3. Increasingly increasing promotion and public relations cooperation programs with various reputable parties; 4. specifically to choose management who understands about halal; 5. Development of understanding of the halal industry in all branches and partners; 6. Utilization of technology for intensive promotion to be known by the public; 7. Increase promotional collaboration programs (by involving wider community participation, such as influencers from the millennial generation) and public relations with various competent parties.

T (Threats)	<u>ST STRATEGY</u>	<u>WT STRATEGY</u>
<ol style="list-style-type: none"> 1. The impact of the Covid-19 pandemic affects the purchasing power of the Indonesian people; 2. The online culinary MSME market is increasing in number during the current Covid-19 pandemic; 3. There are still many Indonesian people, especially Muslims who do not have 4. full awareness to choose halal culinary orders through online; 5. More and more culinary entrepreneurs are emerging with similar Middle Eastern nuances via online. There is still a need for socialization of halal culinary for people who choose to order through online for similar Middle-Eastern nuanced culinary; 6. PSBB regulations from the regional governments of Banten and Indonesia are often changing, affecting customer arrivals to NKBM restaurants, as well as orders for NKBM products for large events that gather large crowds, requiring food to be provided many; 7. The level of public understanding to information on the variety of NKBM products and the development of several selling locations in the morning. 	<ol style="list-style-type: none"> 1. Increase promotions by using all available media, especially during pandemic times like today, in order to intensify digital marketing; 2. Internal employee consolidation, regarding the type of halal culinary business being run; 3. To make some appropriate choices for promotion and open new stalls without being disturbed by the presence of market thugs; 4. Take advantage of optimal relationships with more parties (other than artists or public figures); 5. Improve the quality of understanding related to the halal MSME industry; 6. Maintaining that there is a limit where outside shareholders cannot tamper with the company's internal financial management; 7. Stay focused on what you already have, and not be influenced by political problems or provoking political elements. 	<ol style="list-style-type: none"> 1. Maintaining relationships through intensive communication with customer relation management and continuously developing patterns and intensities; 2. Recruitment of reliable human resources in matters related to Islamic and halal principles; 3. Remain independent as the owner; 4. The formation of a management team in order to be better organized; 5. Improve the quality and variety of menu variants; 6. Maintaining that there is a limit where investors cannot tamper with the company's internals; 7. Stay focused on what you already have and not be influenced by political problems or provoking political elements.

Source: Data processed (2020)

Therefore, from there emerged several recommendations for NKBM to create and or add some new strategic steps, in accordance with the Boston Consulting Group Matrix (BCG) theory developed by Bruce Henderson in the 1970s. The “*Four-Step Strategy*” as intended is, as follows:

To Create. (1) Increase the popularity already achieved and increase the number of celebrities willing to support the promotion voluntarily; (2) Forming several new market clusters; (3) Designing additional unique featured jargon after “Better Bullying than Bullying”; (4) Continue to develop product variants that compete with other similar products online and offline; (5) Continuing to design new promotional methods every time there is a development of new ready-to-cook product innovations; (6) Cost leadership that has been implemented so far, with competitive product pricing, reaches areas outside South Tangerang Regency; (7) (g) Designing new cooperation patterns to be offered to new partners from various backgrounds.

To Erase. (1) Eliminating the image that Nasi Kebuli products are only for people of Arab descent in Indonesia; (2) Recruitment of reliable human resources related to Islamic and halal principles, must not appear racist; (3) Eliminating the image that the owner will forever be closed only to the Bang Moch couple; (4) There should be no impression of messy management even if the NKBM company is 'only SMEs';

- (a) There should be no impression that the menu offered is the same;
- (b) Even if investors can't tamper with the company's internals, they don't want to appear authoritarian;
- (c) Remain closed to political issues or provoking political persons.

To Add. (1) Maintaining the popularity that has been achieved by continuing to carry out CRM (customer relation management) on an ongoing basis, as well as increasing the number of celebrities who are willing to support promotions voluntarily; (2) Maintain the principle of producing only with guaranteed halal products from MUI, and continue to spread the goodness of life through the unique superior jargon "Better to Bully than Bully"; (3) Cost leadership that has been implemented so far, with competitive product pricing plus the development of alternative branches near traditional markets in several locations, can then reach areas outside South Tangerang; (4) Increase the understanding of management and employees regarding the science of halal production; (5) Broaden-up the understanding of management and employees regarding the science of halal production in all branches and partners; (6) Keeping-up the understanding of management and employees regarding the use of technology for intensive promotions; (7) Having more competent social media influencers.

To Reduce. (1) Firmly for employees who are not trustworthy to be solid internally in readiness to face challenges from outside the company; (2) Training for human resource development in order to reduce the risk of production errors; (3) Does not add any cost when there is no additional allocation for promotion costs; (4) Reducing the lack of understanding of management and employees regarding the science of halal production; (5) Reducing the lack of understanding of management and employees regarding the science

of halal production in all branches and partners; (6) Reducing the lack of understanding of management and employees regarding the use of technology for intensive promotions; (7) Reducing incompetent influencers.

Therefore, in accordance to the results of the analysis of all the analytical methods and techniques that have been discussed previously, starting from the input stage then at the Matching stage, namely the SWOT matrix and the IE matrix. While the Grand Strategy matrix was not analyzed in this study due to the limited data available from the company, and also considering that some internal financial data are company secrets and cannot be published publicly. For example, data on the relative market share position and the percentage of industry sales growth figures as well as data on the growth rate of numbers and the company's competitive position.

From the matrices in this matching stage, several alternative business strategies will be generated as a design implication of the research results to be applied by NKBM companies, Jakarta as an appropriate business strategy and should be used by the top ranks of NKBM management. Especially considerations in carrying out daily activities and to find out all weaknesses as well as strengths as well as opportunities and threats that exist. NKBM, this year, is included in the category of a healthy and prospective company organization. However, in the future, against possible threats from external factors, it is necessary to evaluate the company's performance. The benchmarking that has been carried out is only limited to competitors from the domestic competitive force.

In Indonesia, the Covid-19 pandemic has changed the entire order, including the choice of awareness of choosing halal consumption. NKBM is willing to accept the challenges of the times (halal challenge) while consistently developing its halal department. With a belief that the pandemic storm will soon pass, while the need for halal consumption of the Indonesian Muslim community remains and is growing along with the increase in halal literacy of the Indonesian people as a whole. Besides, because of the belief in the power of the divine concept based on the Holy Qur'an, belonging to the Islamic community, the world has a universal character or *rahmatan lil alamin*.

DISCUSSION

Interesting findings of this research, give us as an illustration of what happens when a husband and wife do SMEs business together. In their SWOT elements show, as follows: (1) to their "Strength" elements, where Bang Moch shows 4.8177 and Marsya shows 4.7574, shows Bang Moch character as the head of the company (besides being the head of this family), with a stronger belief and a sense of optimism in seeing the opportunities which are still open (even though its niche is narrow), where on the other hand his wife Marsya who maintains the balance from within the company sees it with a little doubt; (2) To their "Weakness" elements, where Bang Moch shows 3.9617 and Marsya shows 4.8177, again showing a stronger character and belief of Bang Moch, who is always followed with a high sense of optimism that sees weakness not as 'weak', while Marsya his wife sees weaknesses more observantly so that immediate corrections are made; (3) but there is something interesting when it comes to pada their "Opportunity" elements, where Bang Moch shows 4.1716 and Marsya shows 4.8177, the belief in many opportunities actually comes from Marsya the wife, not from her husband Bang Moch. It

could be because the wife manages social media more often than her husband, and she is able to maintain good relations with loyal clients, so that steps for customer satisfaction are open, and word of mouth promotions among satisfied customers adds to the belief that great opportunities still exist, and will always be open in the future; (4) Finally, to their “Threat” elements, where Bang Moch shows 4.3496 and Marsya shows 4.3236, meaning that they produce an equal score, even with only a slight difference. It shows that they two are united and agree on the future threats to the company they both run. This study answers the results of the strategic challenges chosen by Nasi Kebuli Bang Moch, which are quite appropriate, but there are several elements that must still be carefully considered, where all of them are listed in the recommendations of 7 pieces of advice in to create, 7 pieces of advice in to add, 7 pieces of advice in to reduce, and 7 pieces of advice in to erase. This is due to the uncertain situation and conditions of the Covid-19 pandemic coupled with the development of Omicron, things will continue to change either slowly or suddenly, therefore as an SMEs business, while continuing to operate, it must be open to all kinds of things, such as up-to-date information that is widely scattered in everyday life. So that this research can provide a new simple picture of other types of SMEs business, especially the halal SMEs industry.

In conclusion, in line with several other studies studied, several strategic steps from NKBM management, in accordance with the “Four-Step Strategy” mentioned above, developed by Bruce Henderson in the 1970s in the *Boston Consulting Group Matrix* (BCG) theory, can be continue to carry out the good intentions of developing the “Micro Outlet Partnership Program by Nasi Kebuli Bang Moch.” In accordance with the vision to make the “Nasi Kebuli” cake a popular breakfast menu at an affordable price for all levels of society, it is based on the historical background where people have known Kebuli rice as a special dish for celebrations of religious holidays and with the price is relatively very expensive, therefore NKBM can focus to make a breakthrough in the form of Nasi Kebuli which can be wider apart from being enjoyed by all levels of society at any time, also for entrepreneurs who intend to participate in running it in the form of a win-win business opportunity, or sustainable mutual benefits.

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