

**Mie Aceh “M”: A Smes Halal Culinary Strategy in Jakarta****Marissa Grace Haque***marissa.haque@ibs.ac.id**STIE Indonesia Banking School***Abstract**

Mie Aceh “M” is a halal SMEs business, which possible to continue to be sustainable, at any situation and condition, by incorporating all advancements in the digital realm into their operations, businesses can evolve and thrive. This research employs a mixed-method approach, featuring descriptive analysis, to identify the most efficient and effective strategy required. Utilizing a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) as the evaluation tool, with an "Internal-External" weighting step, coupled with a "Four-Step Strategy," the study aims to determine the appropriate business strategies for halal culinary SMEs, specifically "Mie Aceh “M.” The objective is to assess the existing strengths of the SMEs, achieve sustainable business management goals, address identified weaknesses, capitalize on opportunities, and mitigate threats. It underscores the importance of digital marketing and product innovation to adapt to changing market dynamics. Furthermore, it suggests maintaining and expanding the "cost leadership strategy" previously implemented.

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

**INTRODUCTION**

Following the COVID-19 pandemic and the transition into what is termed the "new normal" period, countries worldwide, including Indonesia, have implemented measures to prevent the resurgence of the virus. These measures initially involved restricting human movement but have since transitioned into the new normal phase. Previously, restrictions primarily focused on limiting the number of individuals and enforcing social distancing measures in public spaces. Certain exceptions were made for essential services such as supermarkets, mini markets, traditional markets, pharmacies, health facilities, and other establishments providing essential goods and services. However, as businesses adapt to the post-pandemic landscape, the impact of policies varies, leading to diverse outcomes.

According to survey data from the BPS in 2020, approximately 14.6 percent of business operators reported stable income, while roughly 2.55 percent reported an increase in income despite the pandemic (BPS RI, 2020). The BPS RI (2020) findings highlight three sectors

significantly impacted during the pandemic: (1) accommodation, (2) food and beverage, (3) other service sectors, and (4) transportation and warehousing. Specifically, the data reveals that approximately 92.47 percent of businesses in the accommodation and food and beverage sectors experienced a decline in income (BPS RI, 2020).

According to a statement from the Minister of Tourism and Creative Economy of the Republic of Indonesia (2021), in the webinar "*Inovasi Bisnis F&B Tahunan Mitra Grabfood*" which said that culinary is the sub-sector that makes the biggest contribution to the Gross Domestic Product (GDP) of the creative economy. Culinary is also the sub-sector that absorbs the most workers, absorbing 9.5 million workers and the big impact in the culinary sector is felt in all areas of the Indonesian economy. Furthermore, the Indonesian Ministry of Industry and Creative Economy (2021) noted that the culinary sub-sector contributed IDR 455.44 trillion or around 41 percent of the total GDP of the creative economy, amounting to IDR 1,134 trillion in 2020. And throughout 2020, there were 3.7 million SMEs selling online, so that a total of 11.7 million SMEs have transformed into the digital realm. Where, this figure has met one third of the target of 30 million SMEs, out of the target of 64 million SMEs in Indonesia.

Following with the information from BPS (2024), which is said that, even though nationally the Indonesian economy is not doing well, and there will be a decline to 5.05 percent in 2023 compared to 5.31 percent in 2022, if we look at its components which consist of: (1) household consumption; (2) PMTB or gross fixed capital formation; (3) net exports; and (4) others, compared to the previous two years during the pandemic and the transition in 2020 and 2021, the household consumption component in 2022 and 2023 is the highest. With a figure of 5.31 percent in 2022 and 5.05 percent in 2023.

This involves effectively harnessing technological advancements, adapting to evolving consumer preferences to improve product quality, and remaining vigilant about shifts in people's behaviors and habits during and after the pandemic (Kusumaningrum, Hurdawaty, and Yenny, 2020). Therefore, SMEs must devise strategies to navigate changes in the economic landscape and emerging trends post-COVID-19, ensuring the sustainability of their operations. Business strategy outlines the steps or phases of a company's efforts to attain superiority and competitiveness in the competitive business environment, which is crucial to plan before initiating a business venture (Wardoyo, Rusdianti, and Purwantini, 2015; Permana, 2015). Business strategy entails the coordinated planning of all business processes, operations, transactions, and decisions, taking into account the strategic aspects of the company (Wardani and Isbela, 2017).

The rationale behind researching Mie Aceh “M”, which is widely regarded as halal, stems from several factors. Firstly, Indonesians are known for their spirituality and religious adherence, with approximately 80 percent of the population identifying as Muslim. Aceh, where the dish originates, is a region in Indonesia known for implementing Islamic law as part of the national legal system. Additionally, the COVID-19 pandemic has heightened spirituality among Indonesian Muslims, making halal considerations increasingly significant. This research aims to synthesize strategic management principles, offering a method for corporate organizations like Mie Aceh “M” to achieve their sustainability objectives. By understanding and adapting to internal and external

factors, the company can develop and implement appropriate actions aligned with its goals.

The intricately devised strategy, in alignment with the company's vision and mission, significantly influences its operations, resulting in a competitive edge. This study focuses on analyzing the strategies implemented by Mie Aceh “M” a prominent brand in Jakarta. The research seeks to evaluate the efficacy of these strategies and pinpoint any areas for improvement. Recommendations will be offered to strengthen the company's capacity for achieving sustainable business management. The research object is the authentic Acehese culinary delight Mie Aceh “M” in Jakarta, renowned for its loyal customer base.

## **METHODS**

The research methodology employed in this thesis is descriptive analysis, which aims to provide a detailed description of data including measures such as averages and totals. According to Darmadi (1998), descriptive analysis systematically portrays a situation within a specific field based on existing facts, fulfilling predetermined objectives. This research focuses on the halal culinary SMEs Company Mie Aceh “M” in Jakarta, presenting results that include quantified qualitative data.

Indriantoro and Supomo (2002) describe two types of data commonly used in studies: primary data and secondary data. Primary data is collected directly by the researcher from the original source, often through methods like interviews and surveys. Secondary data already exists and is created by another party.

In this research, in-depth interviews were conducted with top management of Mie Aceh “M” to gather primary data. Interviews are a common primary data collection technique in qualitative research methods (Cooper and Schindler, 2008). The collected data were then analyzed using tools such as the IFE Matrix and the EFE Matrix to formulate corporate strategy.

Understanding a company's capabilities and market position is crucial in the business realm. This knowledge, derived from internal and external sources, provides insights into consumer needs post-COVID-19, when the new normal is coming, to the industrial capacity, marketing dynamics, core competencies, expansion potential, competitors' strategies, and potential opportunities. Effective management and utilization of this information can lead to a competitive advantage, and to make other competitors to become irrelevant.

## **RESULT AND DISCUSSION**

By employing a series of carefully crafted questions as part of the initial in-depth interview technique, followed by conducting a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, companies can assess their internal and external factors comprehensively. The outcomes of this analysis serve as an evaluation tool for both internal and external aspects of the company. The ultimate goal is to identify the key success factors for the organization.

**Table 1. Summary of Mie Aceh “M” Two Respondents SWOT Results**

<b>SWOT</b>	<b>Bang</b>	<b>Marsya</b>	<b>Total</b>	<b>Average</b>
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	<b>Moch</b>	<b>Moch</b>		
<b>S</b>	4.8176	4.7576	9.5752	<b>4.7876</b>
<b>W</b>	3.9616	4.8176	8.7792	<b>4.3896</b>
<b>T</b>	4.3495	4.3238	8.6733	<b>4.3366</b>

Source: Data processed (2024)

Total **S** = Bapak F + Ibu J

Total = 4.8176 + 4.7576  
= 9.5752

Average = **4.7876**

Total **W** = Bapak F + Ibu J

Total = 3.9616 + 4.8176  
= 8.7792

Average = **4.3896**

Total **O** = Bapak F + Ibu J

Total = 4.1715 + 4.8179  
= 8.9894

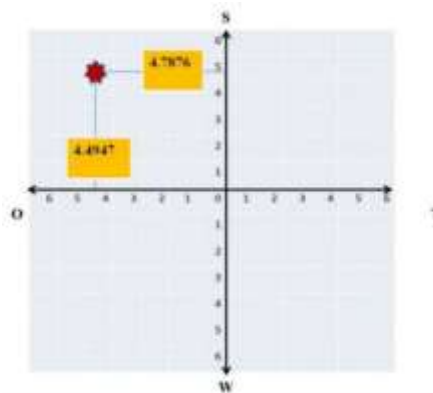
Average = **4.4947**

Total **T** = Bapak F + Ibu J

Total = 4.3495 + 4.3238  
= 8.6733

Average = **4.3366**

The results of weighting the external and internal factor questionnaires can be visualized in a quadrant diagram, which categorizes factors based on their importance and impact on the company's performance. This diagram provides a clear understanding of strategic priorities and areas requiring attention.



**Figure 1. Mie Aceh “M” SWOT Results**

Source: Data processed (2024)

Evaluation of internal factors is crucial to identify the strengths and weaknesses of the SMEs company Mie Aceh “M”. By conducting an Internal Factor Evaluation (IFE) analysis, ATMJ can assess its internal capabilities and shortcomings. This evaluation allows the company to implement strategies aimed at leveraging strengths and addressing weaknesses to mitigate potential losses.

Using the IFE matrix, each internal factor is assigned a weighted score based on its significance and impact on the company's performance. Strengths are assigned higher scores, while weaknesses receive lower scores. These scores are then used to plot the company's position on the IFE matrix quadrant, providing insights into its overall internal strategic position. Mie Aceh “M” can utilize the insights gained from the IFE analysis to formulate strategies aimed at maximizing its strengths and minimizing its weaknesses. By focusing on areas of improvement and leveraging its strengths, Mie Aceh “M” can enhance its competitive advantage and achieve sustainable growth in the market. Through the EFE and IE matrices, a value or score is obtained where the value will be mapped to the IE matrix quadrant.

And, through the data that the authors obtained in the process of this research, the average value of EFE is:

$$4.4947 + 4.3366 = 8.8313 : 2 = \mathbf{4.4157} \text{ (external), where the average value of IFE is}$$
$$4.7876 + 4.3896 = 9.1772 : 2 = \mathbf{4.5886} \text{ (internal).}$$

Based on the IE (Internal External) matrix analysis, Mie Aceh “M” is positioned in quadrant I, indicating high internal strength relative to external factors. This positioning suggests a combination of intensive and integration strategies. The results of the IE Matrix lead to several strategic options:

SO (Strengths-Opportunities) strategies can focus on leveraging internal strengths to capitalize on external opportunities, promoting appropriate behaviors and maximizing market potential; (2) ST (Strengths-Threats) strategies may involve quality improvement, re-pricing, enhancing human resources quality, and obtaining halal certification from Majelis Ulama Indonesia to mitigate potential threats and maintain competitiveness; (3) WO (Weaknesses-Opportunities) strategies could include expanding services to untapped regional markets, leveraging internal strengths to seize external opportunities.

The Internal Total Score (IFE) of 4.5886 positions Mie Aceh “M” in quadrant I, indicating a growth-oriented strategy. This suggests promising prospects for the future, emphasizing the importance of continually enhancing internal management competence to sustain and improve the company's performance.

Based on the results of the Total External Score (EFE) of 4.4157, which also positions Mie Aceh “M” in quadrant I (Growth), encouraging conditions are evident. There are opportunities for the emergence of halal demand in Indonesia, presenting potential business benefits for Mie Aceh “M”. The IE (Internal-External) matrix confirms Mie Aceh “M”'s position in quadrant I, indicating high internal strength relative to external factors. The combination of intensive and integration strategies leads to various strategic options: (1) SO (Strengths-Opportunities) strategy can focus

on leveraging internal strengths to capitalize on external opportunities, promoting appropriate behavior and maximizing market potential; (2) ST (Strengths-Threats) strategy may involve quality improvement, re-pricing, and enhancing human resources quality, considering the national price growth due to the Presidential Election; (3) WO (Weaknesses-Opportunities) strategy could include expanding services to untapped regional markets, leveraging internal strengths to seize external opportunities.

The position of Mie Aceh “M”, as depicted in the IE matrix Figure 2, reflects promising prospects, highlighting the importance of aligning internal strengths with external opportunities to drive growth and success.

**Table 2. Total Internal Score: 4.5886**

		<b>Strong</b>	<b>Medium</b>	<b>Low</b>
		5.00 – 3.44	3.33 - 1.67	1.66 - 1.00
<b>Total External Score: 4.4157</b>	Strong	5.00 – 3.44	<b>I</b> Growth	II Retrenchment
	Medium	3.33 - 1.67	IV Growth	V Retrenchment
	Low	1.66 - 1.00	VII Growth	VIII Retrenchment

Source: Data processed (2024)

Based on the IE (Internal-External) matrix, Mie Aceh “M” is positioned in quadrant I, indicating strong internal factors along with favorable external factors. This presents an opportunity to capitalize on economies of scale in both production and marketing. To determine the most suitable business strategy, Mie Aceh “M” conducted an analysis using the SWOT matrix. The results were obtained from references to previous studies, but were adjusted based on insights gathered from initial in-depth interviews conducted before distributing the questionnaires to the two sources mentioned above. The SWOT matrix, as described in Table 2, outlines the strengths, weaknesses, opportunities, and threats identified for Mie Aceh “M”, providing a comprehensive basis for strategic decision-making

**Table 3. Matrix of Mie Aceh “M” SWOT Result**

<b>S (Strength)</b>	<b>W (Weakness)</b>
1. Having a good reputation for Mie Aceh “M” products is undoubtedly a positive asset for the company. A strong reputation	Lack of public education on awareness of halal SMEs Acehnese style; Differences in halal perception from the Indonesian Ulema Council with the halal

<p><b>Internal Factor</b></p>	<p>can contribute to various aspects of the business;</p> <ol style="list-style-type: none"> <li>Mie Aceh “M” products now have a network that has spread to their selling locations in its social media;</li> <li>Mie Aceh “M” product has superior jargon that is unique compared to similar competitors;</li> <li>Mie Aceh “M” product wrapped in a typically Indonesian bamboo woven box and always been with an eye catching purple colour cover;</li> <li>The ability of Mie Aceh “M” products to establish relationships with public figures can indeed have a significant impact on the brand's popularity and sustainability for several reasons;</li> </ol>	<p>self- claimed logo when marketing Mie Aceh “M” halal MSME products, it needs a clear communication about the certification process and standards can help build trust among consumers; Mie Aceh “M” products are not yet too expansive in using all social media channels, the company should develop a social media strategy tailored to each platform, consistently sharing content, engaging with followers, and utilizing features like stories, live videos, and influencer partnerships to reach a wider audience;</p> <p>Mie Aceh “M” halal culinary SME product service products are still limited of variants;</p> <p>Lack of Human Resources who understand the products of Mie Aceh “M” halal culinary SMEs;</p> <p>There are no branches of restaurants or industrial kitchens for Mie Aceh “M”products yet;</p> <p>Information of its price is not evenly distributed that Mie Aceh “M”'s halal culinary SME products, in their social media.</p>
<p><b>Eksternal Factor</b></p> <p><b>Exter nal Factor</b></p>	<ol style="list-style-type: none"> <li>Positioning Mie Aceh “M” products with more competitive pricing compared to similar products can provide several advantages;</li> <li>Mie Aceh “M” management has link to overseas partners, i.e in South Africa.</li> </ol>	

<b>O (Opportunity)</b>	<b><u>SO STRATEGY</u></b>	<b><u>WO STRATEGY</u></b>
<ol style="list-style-type: none"> <li>Mie Aceh has long been known in Indonesia and it is from Aceh;</li> <li>Mie Aceh is also widely favored in Indonesia;</li> </ol>	<ol style="list-style-type: none"> <li>Celebrity endorsements for promotion: Leveraging celebrities for promotion can significantly enhance brand visibility and credibility. Continuing CRM efforts to maintain relationships with celebrities who support Mie Aceh “M” products voluntarily can help sustain and even</li> </ol>	<ol style="list-style-type: none"> <li>Carry out internal improvement of Internal management improvement: Strengthening internal management capabilities is essential for effectively navigating external challenges. This may involve conducting assessments, implementing best practices, and fostering a culture of continuous improvement to</li> </ol>

<p><b>3.</b> Increased awareness of halal consumption of the Indonesian people, in line with Mie Aceh “M” pursuing halal certified as an Acehnese typical local Muslim tradisional food;</p>	<p>increase popularity over time;</p> <p><b>2.</b> Partnerships with new parties: Exploring partnerships with new parties outside of the current market can open up new distribution channels and reach untapped customer segments. This could include collaborations with retailers, restaurants, online platforms, or even international markets;</p> <p><b>3.</b> Support from the Indonesian government: Government-led awareness programs for halal consumption present an opportunity for Mie Aceh “M” to align with national initiatives and gain support for its halal-certified products. This could involve participation in government-sponsored events, collaborations with relevant agencies, or leveraging subsidies or incentives for halal businesses;</p>	<p>ensure Mie Aceh “M” 's readiness to face external challenges;</p> <p><b>2.</b> HR development with training: Investing in HR development through training programs can enhance employee skills and competencies, particularly in areas relevant to halal certification, culinary expertise, and customer service. This enables Mie Aceh “M” staff to deliver high-quality products and services while maintaining halal standards.</p> <p><b>3.</b> Increased promotion and PR cooperation: Expanding promotion and public relations cooperation with reputable parties can amplify Mie Aceh “M” 's brand visibility and credibility. Collaborating with influencers, media outlets, industry associations, and community organizations can help reach a broader audience and build positive brand perceptions;</p>
<p><b>4.</b> Mie Aceh “M” has developed a variety of menu variants with a Sundanese touch;</p>	<p><b>4.</b> Meeting market demand for product variants: Responding to market demand for a wider range of product variants, both online and offline, allows Mie Aceh “M” to stay competitive and capture a larger share of the market. This could involve introducing new flavors, packaging sizes, or meal options that appeal to different consumer preferences;</p>	<p><b>4.</b> Specifically selecting management with halal understanding: Ensuring that management positions are filled by individuals with a deep understanding of halal principles and practices is crucial for upholding Mie Aceh “M” 's commitment to halal certification and compliance;</p>
<p><b>5.</b> Mie Aceh “M” developed an innovative Ayam Kayu menu wich can be stored longer;</p>	<p><b>5.</b> Utilizing existing networks with Acehnese communities: Leveraging existing</p>	<p><b>5.</b> Development of halal industry understanding: Providing education and training on the halal industry to all branches and partners ensures consistent adherence to halal standards across Mie Aceh “M” 's</p>
<p><b>6.</b> Mie Aceh “M” has promoted bay its overseas partner;</p>		
<p><b>7.</b> Mie Aceh “M” increased promotions</p>		



<p>through various social media, and collaborated with several public figures voluntarily by bartering to send Mie Aceh “M” products free.</p>	<p>connections with Acehese communities outside of Aceh can facilitate market expansion and strengthen brand loyalty among this demographic. Engaging with these communities through targeted marketing and promotional activities can help drive sales and increase brand awareness;</p> <p>6. Developing local traditional Acehese cuisine with competitive pricing: Highlighting the authenticity and quality of traditional Acehese cuisine while maintaining competitive pricing can attract consumers looking for unique and value-driven culinary experiences. Emphasizing the use of high-quality halal ingredients certified by MUI can further enhance consumer trust and confidence;</p> <p>7. Offering cooperation opportunities to partners: Developing a pattern of cooperation with various partners, including celebrities, public figures, and investors, can lead to mutually beneficial business endeavors. Collaborating on marketing campaigns, product development, or expansion initiatives can drive growth and sustainability for Mie Aceh “M” 's business.</p>	<p>operations. This strengthens consumer trust and reinforces Mie Aceh “M” 's reputation as a reliable halal-certified provider.;</p> <p>6. Utilization of technology for promotion: Leveraging technology for intensive promotion, such as social media marketing, online advertising, and e-commerce platforms, can significantly increase Mie Aceh “M” 's visibility and reach among target audiences. Utilizing digital tools and analytics enables Mie Aceh “M” to optimize promotional efforts and track their effectiveness;</p> <p>7. Promotional collaboration programs with wider community participation: Engaging with influencers from the millennial and Gen Z demographics can effectively reach younger consumer segments who are influential in shaping consumer trends. Collaborating with these influencers and involving wider community participation in promotional activities can drive brand awareness and loyalty.</p>
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<b>T (Threats)</b>	<b><u>ST</u> STRATEGY</b>	<b><u>WT</u> STRATEGY</b>
<ol style="list-style-type: none"> <li>1. Post of Covid-19 pandemic, is still affecting the purchasing power of the Indonesians;</li> <li>2. The online culinary SMEs market is increasing in number during the current Covid-19 pandemic, and that creates new competitors;</li> <li>3. There are still many Indonesian people, especially Muslims who do not have full awareness to choose halal culinary orders through online;</li> <li>4. More and more culinary entrepreneurs are emerging with similar Middle Eastern nuances via online, where the Acehnese culinary is very similar;</li> <li>5. Mie Aceh “M” products for large events that</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase promotions through digital marketing: Given the prevalence of digital channels during the pandemic, intensifying digital marketing efforts across various platforms can effectively reach target audiences. This includes social media advertising, email marketing, search engine optimization (SEO), and influencer collaborations to maximize visibility and engagement;</li> <li>2. Internal employee consolidation for halal culinary business: Providing specialized training and education to employees about the halal culinary business ensures that all staff members understand and uphold halal principles in their roles. This fosters consistency in product quality and compliance with halal standards throughout Mie Aceh “M” 's operations;</li> <li>3. Strategic stall openings: When opening new stalls, carefully assess locations and security concerns to mitigate risks from market disturbances or criminal elements. Collaborating with local authorities and community leaders can help ensure a safe and conducive environment for business operations;</li> <li>4. Leverage relationships with diverse partners: Explore partnerships beyond artists or</li> </ol>	<ol style="list-style-type: none"> <li>1. Intensive customer relationship management: Continuously engage with customers through various communication channels to understand their needs, gather feedback, and build long-lasting relationships. Implement CRM systems and strategies to personalize interactions, address concerns promptly, and enhance customer satisfaction;</li> <li>2. Recruitment of reliable HR with Islamic and halal expertise: Prioritize hiring employees who possess knowledge and understanding of Islamic and halal principles, particularly in roles related to food production, procurement, and customer service. Conduct thorough screenings and provide ongoing training to ensure staff members uphold halal standards effectively;</li> <li>3. Maintain independence as the owner: Retain control over the company's strategic decisions, operations, and finances to preserve independence and autonomy. Avoid over reliance on external investors or stakeholders whose interests may conflict with the company's long-term goals and values;</li> <li>4. Formation of a competent</li> </ol>

<p>gather large crowds, requiring food to be provided as many as possible;</p> <p>6. The level of public understanding to information on the variety of Mie Aceh “M” products and the development of several selling locations;</p> <p>7. The combination of Acehnese traditional culinary in the combination with a Sundanese touch perhaps for some adults indigenous Acenese will be rejected.</p>	<p>public figures to expand promotional reach and access new markets. This could involve collaborating with industry associations, halal certification bodies, suppliers, distributors, and local businesses to create mutually beneficial opportunities for growth and expansion;</p> <p>5. Enhance understanding of the halal SMEs industry: Continuously invest in staff training and development to deepen understanding of the halal SMEs industry. This includes staying updated on halal certification requirements, industry trends, consumer preferences, and best practices to maintain a competitive edge in the market;</p> <p>6. Maintain financial management integrity: Establish clear policies and procedures to safeguard internal financial management from external interference. This includes implementing robust internal controls, regular audits, and transparent reporting practices to uphold accountability and trust among shareholders and stakeholders;</p> <p>7. Stay focused amid political challenges: Maintain a steadfast focus on business objectives and operations, avoiding distractions from political issues or provocations. By prioritizing</p>	<p>management team: Establish a dedicated management team comprised of skilled professionals with diverse expertise to drive organizational growth and efficiency. Define clear roles and responsibilities, foster collaboration, and empower team members to make informed decisions aligned with Mie Aceh “M”’s objectives;</p> <p>5. Enhance menu quality and variety: Continuously innovate and expand the menu offerings to cater to evolving consumer preferences and market trends. Introduce new flavors, dishes, and meal options while maintaining the authenticity and quality of Acehnese halal cuisine. Regularly solicit feedback from customers to refine and improve the menu offerings;</p> <p>6. Set limits on investor involvement: Define clear boundaries regarding investor involvement in the company's internal operations and decision-making processes. Ensure that investor agreements and contracts uphold the company's independence and protect its core values and interests;</p> <p>7. Maintain focus amid political challenges: Stay committed to business objectives and</p>
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<p>business continuity and professionalism, Mie Aceh “M” can navigate any external challenges while remaining committed to serving customers and achieving long-term success.</p>	<p>operations, refraining from getting entangled in political issues or controversies that could distract from Mie Aceh “M” 's core mission. Maintain professionalism and integrity in all business dealings, prioritizing the delivery of high-quality products and services to customers.</p>
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Source: Data processed (2024)

The analysis using the Boston Consulting Group Matrix (BCG) has yielded recommendations for Mie Aceh “M” to guide its strategic development. Aligned with the "Four-Step Strategy," the suggestions encompass Market Penetration, Product Development, Market Development, and Diversification. To bolster these recommendations, Mie Aceh “M” is advised to enhance celebrity endorsements, form market clusters, create unique jargon, continue product variant development, employ innovative promotional methods, expand geographically with cost leadership, and forge new partnership patterns. Additionally, steps are outlined to erase the exclusive Acehese perception, promote inclusive recruitment, ensure ownership transparency, maintain professionalism, uphold investor relations, stay politically neutral, and emphasize that Acehese-Sundanese food is for everyone. Further, strategic steps are proposed for continual CRM and celebrity endorsements, halal product guarantee, cost leadership with branch expansion, halal production education for management and employees, extension to all branches and partners, technology utilization for promotions, and engagement with competent social media influencers. To reduce potential issues, recommendations include strengthening internal cohesion, human resource development training, cost-conscious promotion, halal production education, extension of education efforts, technology training for promotions, and influencer quality control. While the study acknowledges limitations in accessing certain data, insights from SWOT and IE matrices offer strategic guidance. The combination of these recommendations, ongoing efforts in internal aspects, and adaptation to market dynamics will position Mie Aceh “M” for sustained success in the competitive market landscape.

## DISCUSSION

The research findings provide fascinating insights into the dynamics of a husband-wife team running an SME business together. Here's a breakdown of their SWOT elements and their implications:

(1) Strengths:

- Bapak F demonstrates strong leadership qualities, serving as both the head of the company and the family. His optimism and belief in opportunities, despite the narrow niche, provide a driving force for the business.

- Ibu J balances Bapak F's optimism with a sense of caution, ensuring a more pragmatic approach to decision-making within the company.

(2) Weaknesses:

- Bapak F's tendency to perceive weaknesses as opportunities may lead to overlooking critical issues that require immediate attention.

- Ibu J's observant nature allows for quick identification and correction of weaknesses, contributing to overall business improvement.

(3) Opportunities:

- Despite Bapak F's role as the head of the company, Ibu J takes the lead in identifying opportunities, particularly through her active management of social media and nurturing relationships with loyal clients.

- Her ability to maintain strong customer relations and facilitate word-of-mouth promotions underscores the belief in ongoing opportunities for business growth.

(4) Threats:

- Both Bapak F and Ibu J demonstrate alignment in recognizing potential threats to the company. Their equal scores indicate a shared understanding of the challenges ahead and a unified approach to addressing them.

Indeed, the collaboration between Bapak F and Ibu J as a husband-wife team brings forth a well-rounded decision-making process within their company. Bapak F's optimistic outlook fuels the exploration of forward-looking initiatives, while Ibu J's practicality serves as a counterbalance, ensuring that risks and weaknesses are promptly identified and addressed. Together, they effectively navigate the opportunities and threats in the business landscape, drawing on their complementary strengths to guide the company towards sustainable growth and success. This synergy between optimism and pragmatism underscores the importance of diverse perspectives in fostering resilience and adaptability in the face of challenges.

This study offers valuable insights into the strategic challenges faced by Mie Aceh "M", highlighting the importance of careful consideration in addressing them. As uncertainties persist, compounded by the emergence of the Omicron variant, adaptability becomes paramount for SMEs like Mie Aceh "M". The recommendations provided, categorized into creating, adding, reducing, and erasing elements, serve as a roadmap for navigating through dynamic business environments. By remaining open to evolving circumstances and staying abreast of up-to-date information, SMEs can effectively respond to changes and seize emerging opportunities.

Furthermore, this research sheds light on the halal SMEs industry, providing a simple yet comprehensive overview that can benefit similar businesses facing similar challenges. By leveraging the insights and recommendations outlined in this study, halal SMEs can enhance their strategic capabilities and position themselves for sustained growth and success amidst shifting market dynamics. Overall, this research contributes to the collective knowledge base of SMEs management, offering practical guidance for navigating uncertainties and driving innovation in the halal industry and beyond.

Based on the analysis from the matching stage, several alternative business strategies can be generated as design implications of the research results to be applied by Mie Aceh “M” in Jakarta. These strategies should be considered by the top management of Mie Aceh “M” to guide their daily activities and to address both strengths and weaknesses, as well as opportunities and threats. While Mie Aceh “M” is currently categorized as a healthy and prospective company organization, it is important to continuously evaluate performance, especially in light of potential threats from external factors. It's worth noting that the benchmarking conducted has been limited to competitors within the domestic competitive landscape. Therefore, the following alternative business strategies are suggested for Mie Aceh “M”: (1) Diversification of Product Offerings: Explore opportunities to introduce new product lines or variants to cater to evolving consumer preferences and expand market reach; (2) Geographic Expansion: Consider expanding operations into new regions or markets to capitalize on untapped opportunities and mitigate risks associated with over reliance on a single market; (3) Strategic Partnerships: Form strategic alliances or partnerships with complementary businesses or industry players to leverage synergies, share resources, and enhance competitive advantage; (4) Digital Transformation: Invest in digital technologies and online platforms to streamline operations, improve customer engagement, and stay competitive in the digital age; (5) Continuous Improvement: Implement a culture of continuous improvement across all aspects of the business, including product quality, customer service, and operational efficiency, to maintain competitiveness and adaptability in a rapidly changing environment; (6) Talent Development: Prioritize talent development initiatives to enhance employee skills, knowledge, and capabilities, fostering a high-performance culture and ensuring organizational resilience; (7) Market Research and Analysis: Conduct regular market research and analysis to stay informed about industry trends, consumer preferences, and competitor strategies, enabling proactive decision-making and strategic positioning.

By adopting these alternative business strategies, Mie Aceh “M” can strengthen its market position, capitalize on growth opportunities, and effectively navigate challenges in the dynamic business landscape. It is essential for Mie Aceh “M” 's management to carefully evaluate and prioritize these strategies based on their alignment with organizational goals, resource availability, and market dynamics. Additionally, regular monitoring and evaluation of strategy implementation are crucial to ensure effectiveness and adaptability in response to changing market conditions. The importance of evaluating a company's performance in the face of potential external threats. While bench-marking against domestic competitors is certainly valuable, it's also crucial to consider broader factors that could impact the company's performance. These external threats may include

global competitors, changes in regulations, economic fluctuations, technological advancements, geopolitical tensions, and more.

Expanding the bench-marking scope to encompass these external factors can provide a more comprehensive understanding of the company's competitive position and resilience. This could involve analyzing industry trends, geopolitical risks, customer preferences, supply chain vulnerabilities, and other relevant factors.

By evaluating performance in the context of both domestic and global forces, companies can better anticipate challenges, identify opportunities for improvement, and develop strategies to mitigate risks. This broader perspective enables more informed decision-making and enhances the company's ability to adapt to changing market conditions.

In the wake post of the Covid-19 pandemic, Indonesia has witnessed significant shifts in various aspects, including the heightened awareness and importance placed on choosing halal consumption. Despite the challenges posed by the pandemic, Mie Aceh "M" is committed to embracing these changes, particularly the "halal challenge," by continuously developing its halal department. There is a steadfast belief within Mie Aceh "M" that, while the pandemic may be temporary, the demand for halal consumption among the Indonesian Muslim community will persist and even grow over time. This trend is further supported by the increasing halal literacy among the Indonesian populace as a whole.

Moreover, Mie Aceh "M" draws strength from the universal concept of *rahmatan lil alamin*, rooted in the teachings of the Holy Qur'an, which emphasizes compassion and mercy for all beings. This universal principle guides Mie Aceh "M"'s approach to business, ensuring that its offerings cater to diverse audiences while upholding the values of integrity, inclusivity, and social responsibility. By aligning its operations with these principles and adapting to the evolving needs of consumers, Mie Aceh "M" aims to navigate through the challenges of the post-pandemic era while continuing to serve its customers with halal, high-quality products.

In summary, Mie Aceh "M" 's management has devised strategic steps aligned with the "Four-Step Strategy" outlined by Bruce Henderson in the Boston Consulting Group Matrix theory. This includes the development of the "Micro Outlet Partnership Program by Mie Aceh "M"," aimed at realizing the vision of making "Mie Aceh" with "Kopi Aceh" a popular and affordable lunch and dinner option for all segments of society.

Historically, "Mie Aceh" has been regarded as a special dish reserved for religious celebrations, often priced at a premium. Mie Aceh "M" seeks to challenge this notion by introducing innovations that broaden its accessibility, making it available to a wider audience at any time. Additionally, by extending opportunities for entrepreneurs to participate in the Micro Outlet Partnership Program, Mie Aceh "M" aims to create a mutually beneficial ecosystem where sustainability and shared prosperity are prioritized.

By leveraging strategic initiatives and collaborative partnerships, Mie Aceh "M" endeavors to redefine the perception of "Mie Aceh" and enhance its market presence, ultimately realizing its vision of becoming a widely enjoyed and affordable culinary option across diverse segments of society.

## CONCLUSION

In conclusion, the research provides insightful observations into the collaborative dynamics of a husband-wife team managing an SME. The SWOT analysis reveals Bapak F's strong leadership and optimism, complemented by Ibu J's caution and keen observation of weaknesses. Their shared recognition of threats indicates a unified approach. The synergy between optimism and pragmatism in decision-making positions Mie Aceh “M” for sustainable growth. The study offers valuable strategic recommendations, categorized as creating, adding, reducing, and erasing elements, providing a roadmap for navigating uncertainties. Additionally, alternative business strategies, such as diversification, geographic expansion, strategic partnerships, digital transformation, continuous improvement, talent development, and market research, are proposed for Mie Aceh “M” to enhance its position in the market. The importance of evaluating performance against both domestic and global factors is emphasized, especially in the context of external threats. Mie Aceh “M”'s commitment to adapting to post-pandemic changes and embracing the "halal challenge" aligns with the growing demand for halal consumption in Indonesia. The Micro Outlet Partnership Program reflects strategic steps in line with the "Four-Step Strategy," aiming to make Mie Aceh a widely enjoyed and affordable culinary option. Overall, the study contributes valuable insights to SME management, emphasizing adaptability and innovation in navigating challenges.

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