

Innovations

Quality Improvement and Product Development as a Competitive Strategy for Food SMEs

Dyah Arum Eka Nur Arifah¹, Mohamad Harisudin², Fanny Widadie³,
Kohar Sulistyadi⁴

^{1,2,3} Department of Agribusiness, Faculty of Agriculture, Universitas Sebelas Maret,
Indonesia

⁴ Graduate School Doctoral Program in Communication Sciences, Universitas Sahid
Jakarta, Indonesia

Corresponding Author: [Mohamad Harisudin](#)

Abstract: *This study aims to determine the external and internal factors that influence the success of fruit rojak food SMEs (fruit rojak SMEs), formulate alternative strategies, and determine the priorities of fruit rojak SME business development strategies. The basic analytical descriptive method is used. Determining the location of the research is done deliberately. Determination of key informants using convenience sampling techniques. Data collection techniques are carried out using observation, interview, recording, and triangulation of sources. The data analysis methods used include EFE and IFE Matrix, Grand Strategy Matrix, SWOT Matrix, and QSPM. The competitive position of fruit rojak SMEs is in the position of Strength-Opportunity (S-O). The priority strategy recommended to be applied to fruit rojak SMEs is a strategy to improve quality and product development to increase consumer loyalty. The synergy of the Grand Strategy matrix, SWOT matrix, and QSPM has a narrowed/focused strategy work structure. The results of this study can be used as input for other food SMEs in developing strategies to gain competitive advantage in the market.*

Keywords: *Product development, competitive, Rojak, SME, Grand Strategy, SWOT, QSPM*

Introduction

Fruits are helpful as a source of micronutrients and various vitamins, minerals, and dietary fibre that are important for the body (Widani, 2019; Baidya & Sethy, 2020). Eating fruits is very important for humans because the nutritional content in fruit has many benefits to immune enhancer (Baidya & Sethy, 2020; Litton & Beavers, 2021; Litton & Beavers, 2021). However, fruit consumption is still relatively low (Arbianingsih et al., 2021; Mahmudah & Sari, 2021). WHO recommendation for fruit consumption is 150 grams/person/day (Anggraeni & Sudiarti, 2018). In reality, the average fruit consumption of the population of Indonesia and European Union countries (Germany and France) is also still low (Arbianingsih et al., 2021; Hermina & Prihatini, 2016). This is a paradox with the large number and potential of fruit production in Indonesia and

the world (Limanseto, 2022; BPS, 2023; Augustine Adibroto et al., 2020). This fact encourages several entrepreneurs to make it a business opportunity (Nurlinda et al., 2021), one of which is fruit rojak SMEs.

Fruit rojak is a food made from fruit slices sprinkled with special spices rujak (a mixture of brown sugar, cayenne pepper, salt, and shrimp paste), which is favoured by all circles of Indonesian society (Nurlinda et al., 2021; Hayati et al., 2022). The taste of fruit rojak is very distinctive; It feels spicy, sweet, and accompanied by the taste of the fruit used. Generally, fruit rojak is made from fruits such as pineapple, cucumber, bengkoang, papaya, guava, pomelo orange and other fruits according to taste. In general, fruit rojak is eaten during the day or evening, but some people consume fruit rojak at night. Fresh fruits used as rojak ingredients contain a lot of vitamin A, Vitamin C and various minerals.

Fruit rojak has become a product spread throughout Indonesia. Competition between fruit rojak SMEs is getting tighter, so SMEs are competing to increase the competitiveness of their products. Several efforts to increase competitiveness have been carried out by fruit rojak SMEs (Sofyan et al., 2018), even improvements have also been made to the design of packaging and hygiene processes (Nugraha et al., 2020), modification of rojak seasoning according to the generation Z segment (Maryani et al., 2022), designing fruit rojak product logos to attract consumer attention (Panjaitan et al., 2017). Another thing that fruit rojak SMEs have improved is choosing a strategic sales location (Santiago Bimo & Amir Hidayatulloh, 2019)

Magetan Regency is located on the slopes of a mountain, has fertile soil and can produce various fruits. This district is the largest producer of pamelos in East Java province (Ar-Rozi et al., 2020), as the main raw material for fruit rojak. Based on this potential, Magetan Regency is famous for its fruit rojak. One of the small and medium enterprises (SMEs) that is quite famous is the fruit rojak with the trademark "nyampleng" fruit rojak. The meaning of "nyampleng" is delicious and makes consumers interested in buying back. "nyampleng" fruit rojak SME offers 31 kinds of fruit rojak to consumers, including rujakocol, rujakkuah, rujakserut, rujakice cream, and rujakSingapore.

The success of "nyampleng" fruit rojak SMEs in the market in attracting consumers is also an attraction for other entrepreneurs to open fruit rojak SMEs. The intense competition in the fruit rojak business impacts fluctuations in the revenue of "nyampleng" fruit rojak SMEs. This fluctuation in acceptance, according to (Djordjevic et al., 2022; Harisudin et al., 2020; Wardana et al., 2022) is due to improper business processes. Business process improvement must occur in fruit rojak business management, including in the form of business strategies (Harisudin et al., 2020). Based on the background above, this study aims to determine the external factors and internal factors that affect the success of the development of "nyampleng" fruit rojak SMEs, formulate alternative strategies that can be applied in the development of fruit rojak SMEs, and determine the right strategy priorities applied in developing fruit rojak SMEs. The novelty of this study is the synergy of three analytical tools in determining priority strategies for the development of food SMEs.

Research Methods

Basic Research Methods

The basic method used in this study is the analytical descriptive method. A method used to answer research questions about who, what, where and how of an event and then dig into it in detail (Yuliani, 2018; Karimi et al., 2021; Creswell & Creswell, 2018). The basic method of this study was chosen because the researcher wanted to describe the real problems of fruit rojak SMEs. The mechanism of implementing this method is carried out through several techniques, namely observation, interview, and recording techniques. The collected data is then compiled, analyzed, and explained (Creswell & Creswell, 2018; Hsu, 2005). The research location was chosen deliberately, namely the “nyampleng” fruit rojak SME in Magetan Regency. “nyampleng” fruit rojak SME was chosen as a research location based on consideration because it is a successful fruit rojak SME with a large variety of products (31 product choices), as well as being one of the culinary tourism destinations for tourists visiting Magetan Regency.

Key Informers and Data Analysis Methods

The source of information in this study was obtained from key informants. The determination of key informants is carried out purposively, with consideration of understanding information related to research. Information gathering is done through in-depth interviews based on pre-designed interview guidelines. Information from in-depth interviews with several key informants was then aggregated with source triangulation techniques (Sullivan et al., 2020; Kabir et al., 2018; Sugiyono, 2020). Source triangulation is a technique to gain researchers' understanding of various sources of information through the mechanism of tracing information from various sources carried out interactively through synthesis and analysis to obtain certainty of correct information (Miles et al., 2014; Harisudin, 2019; Harisudin et al., 2022; Sugiyono, 2020). In addition, it is also strengthened by data obtained through observation and recording

The data used in this study are primary data and secondary data. Primary data were obtained from in-depth interviews with key informants by asking the following questions: economic situation, government policies, competitors, technology, consumers, raw material suppliers, human resources, production systems, marketing, and finance. The secondary data used in this study were sourced from literature obtained from the internet, books, journals, the Central Statistics Agency (BPS) of Magetan Regency, and the Cooperatives and Micro Enterprises Office of Magetan Regency. All indicator components are grouped into external and internal factors (F. R. David, 2011; Wheelen & Hunger, 2012).

The analysis technique used is the synergy of three analytical tools (Grand Strategy matrix, SWOT matrix, and QSPM) developed by (Harisudin et al., 2022). Before being analyzed, each critical success factor was given a weight, rank value, and attractiveness value (F. R. David, 2011). Respondents as weight assessors are determined purposively, namely experts consisting of academics and food SME researchers (Dorcheh et al., 2021; Harisudin et al., 2022). Meanwhile, those who provide ranking values, formulate alternative strategies and set strategy priorities are fruit rojak SME owners (David, 2011; Harisudin, 2019). The synergy of these three

analytical tools was chosen because it has the advantages of working structure and methodological elements, resulting in coherent and focused outputs (unbiased).

Results

General Conditions of SMEs "nyampleng" fruit rojak

"nyampleng" fruit rojak SME is a small and medium enterprise (SME) established in 2018, producing various types of fruit rojak in Indonesia. There are 31 fruit rojak menus produced, and the most favourite for consumers is rujakocol kacang which contains several kinds of fruit according to consumer demand and is served with Javanese sugar sauce combined with roasted beans. Over time, the purchase of fruit rojak has increased, so that in September 2021, "nyampleng" fruit rojak SME officially opened its first shop in its production centre located in Dukuh Dungan, Buluharjo Village RT 08 RW 02, Plaosan District, Magetan Regency, East Java Province.

At the beginning of starting a business, only a few variants of fruit rojak were offered. Along with increasing consumer demand, the management of fruit rojak SMEs develops various new products with up to 31 kinds of product variants. Currently, the "nyampleng" fruit rojak SME is well known and known by many consumers out of town. "nyampleng" fruit rojak is currently the mainstay of various institutions in entertaining guests from various cities. Management realizes the importance of social media, so promoting also maximizes the benefits of social media such as Instagram (www.instagram.com) and Facebook (www.facebook.com). The target consumers of "nyampleng" fruit rojak are all segments. For that, it is very reasonable that the management of "nyampleng" fruit rojak provides many product variants (accommodating many consumer segments). The examples of products offered can be seen in Figure 1.



Figure 1. Three examples of 31 variants of fruit rojak products (source: rujak nyampleng)

Strategy Formulation

In responding to the dynamics and competition of the fruit rojak market in Magetan Regency, "nyampleng" fruit rojak SMEs must formulate the right competitive strategy, which is a strategy that pays attention to environmental dynamics (external and internal). The result of environmental evaluation activities (external and internal) is

to obtain information about opportunities, threats, strengths, and weaknesses for SMEs. The results of external and internal evaluations that have been obtained are then analyzed with the help of the External Factor Evaluation (EFE) matrix. The EFE matrix is a useful analytical tool to determine the magnitude of the influence of the external environment on "nyampleng" fruit rojak SMEs. A description of the EFE analysis of "nyampleng" fruit rojak SMEs can be seen in Table 1

Table 1. SME EFE Matrix "nyampleng" fruit rojak

Opportunities	Weight	Rating	Value
Government support in promotional activities	0,13528	3	0,40583
No competitor sells 31 kinds of fruit rojak	0,05683	3	0,17050
Utilization of social media for promotion	0,14347	4	0,57390
The growing number of consumers	0,11544	3	0,34632
There are repeat-order consumers	0,09553	3	0,28660
Consumers become resellers	0,11809	3	0,35426
Cooperation with fruit farmers	0,14526	4	0,58104
Total opportunity value			2,71845
Threat			
Raw material prices are rising	0,07297	2	0,14593
Competitors' fruit rojak prices are lower	0,00986	4	0,03942
Competitor location is more strategic	0,01300	4	0,05201
The emergence of competitors with a similar concept	0,02905	3	0,08715
Fruit is easily damaged on the go	0,06522	2	0,13044
Total of threat values			0,45496
The difference in the value of opportunities and threats			2,26349

Source: Primary Data Analysis

Based on the EFE matrix in table 1, it can be seen that the total difference in the EFE matrix score between opportunity and threat factors in "nyampleng" fruit Rujak SMEs is 2.26349. This score value shows that the external condition of Rujak fruit "nyampleng" SMEs is in a positive position because it has a value of more than 0. This value means that SMEs have more opportunities than the threats that occur (Harisudin, 2019;Arani et al., 2022). This statement can also be interpreted that the opportunities possessed by Rujak fruit "nyampleng" SMEs can overcome threats (Rahim et al., 2021).

After obtaining the EFE matrix value, the next stage is to perform an IFE analysis. The IFE matrix is a useful analytical tool to determine the magnitude of the influence of the internal environment on "nyampleng" fruit rojak SMEs. A description of the IFE analysis of fruit rojak SMEs "nyampleng" can be seen in Table 2.

Table 2. Internal Factor Evaluation (IFE) Matrix of SMEs "nyampleng" fruit rojak

Strength	Weight	Rating	Value
Qualified workforce	0,10963	4	0,43852
Have workforce HR development	0,06923	3	0,20768
Provides 31 kinds of fruit rojak	0,07728	4	0,30913
Product quality and cleanliness are guaranteed	0,10188	4	0,40753
Attractive packaging and labels	0,10355	4	0,41420
The reach of promotions has expanded	0,14409	4	0,57634
Cosy atmosphere	0,10362	4	0,41448
Number of strength values			2,76788
Weaknesses			
Still using simple tools	0,03792	3	0,11377
The shelf life of the product is not durable	0,05755	3	0,17266
The price of fruit rojak is higher than that of competitors	0,01710	4	0,06840
Location away from city centre	0,02002	3	0,06006
Less than optimal operating hours	0,04980	3	0,14939
Less parking space	0,05395	2	0,10791
The bookkeeping system is still manual	0,05437	2	0,10875
Number of weakness values			0,78095
The difference in strength and weakness values			1,98693

Source: Primary Data Analysis

Table 2 shows the total difference in IFE matrix scores between strength and weakness factors in Rujak Buah "nyampleng" SMEs in Magetan Regency is 1.98693. The value of this score indicates that the company's internal condition is in a positive position because it has a value of more than 0. This follows the opinion (Harisudin, 2019;(Arani et al., 2022) that "nyampleng" fruit rojak SMEs have a strength value greater than their weakness value. The statement also shows that the strength of Rujak buah "nyampleng" SMEs in Magetan Regency can overcome weaknesses (Rahim et al., 2021).

Discussion

After obtaining the results of the analysis of the EFE matrix and the IFE matrix, is to synergize both in a new analysis tool, namely the Grand Strategy Matrix. The Grand Strategy matrix is used to determine a business's competitive position (existing), shown in a quadrant. The quadrant formed are intersections between abscissas (IFE matrix; 1.98693) and ordinates (EFE matrix; 2.26349). Thus, the strategic position of "nyampleng" fruit rojak SMEs is in quadrant 1 (Opportunity-Strength; O-S), a combination of 2.26349 and 1.98693. The value of 2.26349 is the result of the difference between opportunity (2.71845) and threat (0.45496), while 1.98693 is the result of the difference between strength (2.76788) and weakness (0.78095). The description of the Grand Strategy matrix as an image (the result of synergy between the EFE matrix and the IFE matrix) can be seen in Figure 2.

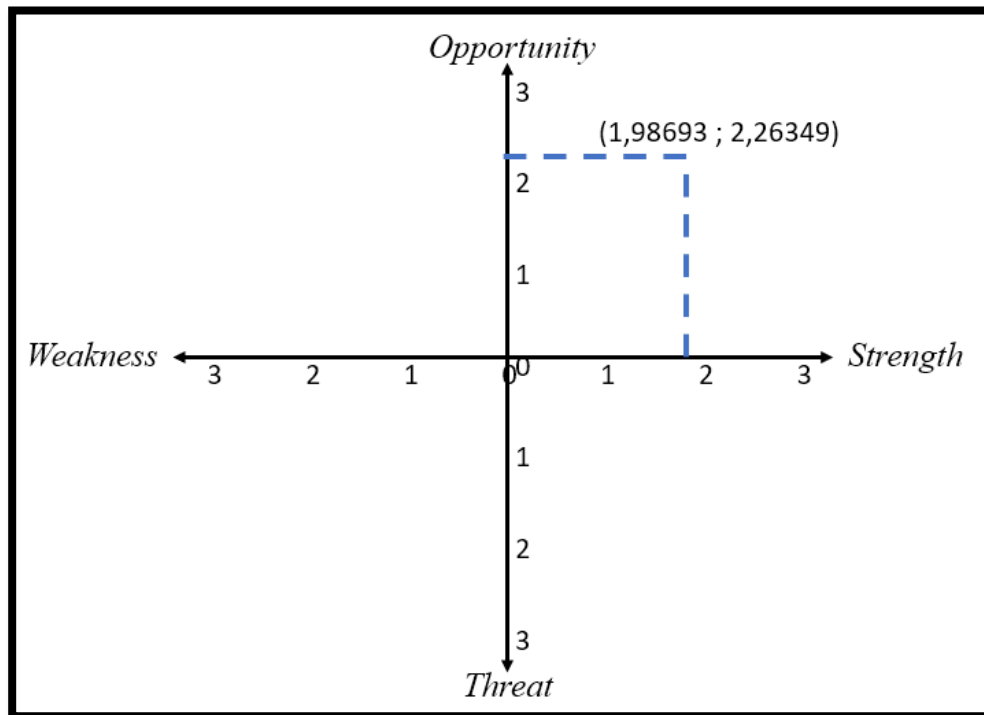


Figure 2. SME Grand Strategy Matrix Quadrant Rujak fruit "nyampleng"

The meaning of quadrant 1 is that the "nyampleng" fruit rojak SMEs are currently in the progressive-active quadrant. The progressive-active quadrant means that "nyampleng" fruit rojak SMEs can develop progressive-active strategies. Strategy is a synthesis made by an organization between external and internal strategic factors in anticipating strategic issues to achieve goals (Harisudin, 2019). The next step is to finalize alternative SME development strategies based on strategic factors (opportunities and strengths) with the help of a swot matrix. SWOT matrix is an analytical tool that can help the management of fruit rojak SMEs in adjusting the dynamics of the environment (external and internal) so that fruit rojak SMEs can achieve their goals. The formulation of alternative strategies in the SWOT matrix can be seen in Table 3.

Table 3. SWOT Matrix Analysis Results

<div> <div>External</div> <div>Internal</div> </div>	Strength <ol style="list-style-type: none"> 1. Qualified workforce 2. Have workforce HR development 3. Provides 31 kinds of fruit rojak 4. Product quality and cleanliness are guaranteed 5. Attractive packaging and labels 6. The reach of promotions has expanded 7. Cosy atmosphere
	Opportunities (O) <ol style="list-style-type: none"> 1. Government support in
	Strategy S-O <ol style="list-style-type: none"> 1. Improve quality and product development to

promotional activities 2. No competitor sells 31 kinds of fruit rojak 3. Utilization of social media for promotion 4. A growing number of consumers 5. There are repeat-order consumers 6. Consumers become resellers 7. Cooperation with fruit farmers	increase consumer loyalty (S1, S2, S3, S4, S5, S7, O4, O5, O6, O7) 2. Create SOPs for raw material management (S1, S3, S4, S5, O2, O4, O5, O6, O7) 3. Utilizing support and cooperation with the government in expanding marketing reach (S3, S4, S5, S6, S7, O1, O3, O4, O5, O7) 4. Market development in a place that is already in great demand (S1, S2, S3, S4, S5, S6, O2, O3, O4, O5, O6, O7)
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Sumber: Analisis Data Primer

Table 3 shows several alternative strategies for developing "nyampleng" fruit rojak SMEs in Magetan Regency can be considered. The first alternative strategy is maintaining and improving quality and product development to increase consumer loyalty. Improving product quality is an essential thing for fruit rojak SMEs to sustain their position in the market. Product quality can be enhanced by determining product specifications that are better than before and better than competitors. Product quality includes hygiene, quality of raw materials, packaging, labels, taste, and consumer service.

The second alternative strategy is to create SOPs for raw material management. The high demand of consumers must be followed by a guarantee of the availability of raw materials, so the owner of the "nyampleng" fruit rojak SME must have a control system related to the guarantee of availability and quality of raw materials (fruit). The system will ensure that the fruit rojak production process continues produce so that it can meet consumer demand. For this reason, owners of "nyampleng" fruit rojak SMEs must have a raw material supply system such as supplier product guarantees and quality control systems. Guaranteed availability of raw materials and quality assurance of raw materials will guarantee the quality of fruit rojak production. It ultimately can increase consumer satisfaction so that consumers will make repeat purchases.

The third alternative strategy is to take advantage of support and cooperation with the government in expanding marketing reach. This can be done with government support and cooperation to facilitate marketing "nyampleng" fruit rojak SME products, for example, promoting "nyampleng" fruit rojak SME products during Magetan Regency government service events. Promotional activities can also be done by utilizing technological advances in the current era, such as using social media Instagram, Facebook, Twitter, and WhatsApp. In addition, government support in the form of official business licenses can also make it easier for "nyampleng" fruit rojak SMEs to carry out promotional activities for the wider community. Include the SME link on the Magetan district government website.

The fourth alternative strategy is market development in places already in great demand. The widespread promotion of "nyampleng" fruit rojak SMEs makes

consumers from various cities around Magetan. A considerable distance constrains consumers who are outside the city, and the purchase of products at the "nyampleng" fruit rojak can only be done through delivery services or come directly to the "nyampleng" fruit rojak SME and cannot be sent by an expedition. This is because fruit rojak has perishable properties. Efforts can be made to overcome this problem by developing markets in places already in great demand so that consumers outside the city can easily reach "nyampleng" fruit rojak SMEs.

Determination of the best Strategy

The last step in strategy analysis is selecting the right strategy to be applied for developing "nyampleng" fruit rojak SMEs. The alternative strategies compared are the formulation of alternative strategies obtained from the results of the SWOT matrix analysis. The analytical tool used to determine strategic priorities in the development of "nyampleng" fruit rojak SMEs in Magetan Regency is QSPM (Quantitative Strategic Planning Matrix)(M. E. David et al., 2017; Banihabib et al., 2017; Harisudin, 2019; Harisudin et al., 2022). QSPM is a quantitative analysis tool that can help a company determine the best strategy (Banihabib et al., 2017). QSPM is believed to function effectively in evaluating strategic alternatives based on previously identified strategic factors(F. R. David, 2011; M. E. David et al., 2017;Harisudin et al., 2022). The rating assessment is carried out by the owner of the "nyampleng" fruit rojak SME to obtain ease of strategic implementation. Alternative strategies generated in the SWOT matrix are given rating values to calculate the Attractiveness Score andTotal Attractiveness Score (TAS). The most appropriate strategy is the strategy with the highest TAS value (F. R. David, 2011; M. E. David et al., 2017). The results of the analysis of prioritizing strategies to be used in developing SMEs Rujak fruit "nyampleng" can be seen in table 4.

Table 4. QSPM Analysis Results

Key Factors	Weight	Alternative Strategies							
		I		II		III		IV	
		A S	TAS	A S	TAS	A S	TAS	A S	TAS
Strength									
Qualified workforce	0,1096 3	4	0,4385 2	3	0,3288 9	1	0,1096 3	2	0,2192 6
Have workforce HR development	0,0692 3	3	0,2076 8	4	0,2769 1	2	0,1384 5	1	0,0692 3
Provides 31 kinds of fruit rojak	0,0772 8	4	0,3091 3	3	0,2318 4	1	0,0772 8	2	0,1545 6
Product quality and cleanliness are guaranteed	0,1018 8	4	0,4075 3	3	0,3056 5	1	0,1018 8	2	0,2037 6
Attractive packaging	0,1035	3	0,3106	4	0,4142	2	0,2071	1	0,1035

and labels	5		5		0		0		5
Expanded promotion reach	0,14409	3	0,43226	2	0,28817	4	0,57634	1	0,14409
Cosy atmosphere	0,10362	3	0,31086	2	0,20724	4	0,41448	1	0,10362
Weaknesses									
Still using simple tools	0,03792	4	0,15169	3	0,11377	2	0,07585	1	0,03792
The shelf life of the product is not durable	0,05755	4	0,23022	3	0,17266	2	0,11511	1	0,05755
Higher prices than competitors	0,01710	3	0,05130	2	0,03420	4	0,06840	2	0,03420
Location away from city centre	0,02002	3	0,06006	2	0,04004	1	0,02002	4	0,08008
Less than optimal operating hours	0,04980	4	0,19919	3	0,14939	2	0,09960	1	0,04980
Less parking space	0,05395	3	0,16186	2	0,10791	1	0,05395	4	0,21581
The bookkeeping system is still manual	0,05437	1	0,05437	4	0,21749	2	0,10875	3	0,16312
Opportunities									
Government support for the promotion	0,13528	2	0,27056	1	0,13528	4	0,54111	3	0,40583
No competitor sells 31 kinds of fruit rojak	0,05683	4	0,22734	3	0,17050	2	0,11367	1	0,05683
Utilization of social media for promotion	0,14347	3	0,43042	1	0,14347	4	0,57390	2	0,28695
The growing number of consumers	0,11544	4	0,46175	3	0,34632	1	0,11544	2	0,23088
There are repeat-order consumers	0,09553	4	0,38213	3	0,28660	1	0,09553	2	0,19106
Consumers become resellers	0,11809	4	0,47235	3	0,35426	1	0,11809	2	0,23617
Cooperation with fruit farmers	0,14526	4	0,58104	3	0,43578	1	0,14526	2	0,29052
Threat									
Raw material prices are rising	0,07297	3	0,21890	4	0,29187	2	0,14593	1	0,07297
Competitors' fruit rojak prices are lower	0,00986	3	0,02957	4	0,03942	2	0,01971	1	0,00986
Competitor location is more strategic	0,01300	3	0,03901	2	0,02601	1	0,01300	4	0,05201
The emergence of	0,0290	4	0,1162	3	0,0871	2	0,0581	1	0,0290

competitors with a similar concept	5		0		5		0		5
Fruit is easily damaged on the go	0,0652 2	3	0,1956 6	2	0,1304 4	1	0,0652 2	4	0,2608 8
Total			6,7502 5		5,3354 6		4,1718 1		3,7595 8

Source:

Primary

Data

Analysis

Based on the QSPM analysis seen in Table 4, the best-recommended strategy to develop Rujak buah "nyampleng" SMEs is **to improve quality and product development to increase consumer loyalty** with a TAS value of 6.75025. With the increasing number of competitors and increasing consumer demands for the products purchased, improving quality and product development is the right strategy to increase consumer loyalty (Cooper, 2019). A combination strategy (improving quality and developing products) results in a better success rate than a single strategy (Mongkol, 2021). Implementing this combination strategy recommendation will result in excellent synergy for fruit rojak in the market. The element of product quality is believed to be the determining factor of a product chosen by consumers (R. G. Cooper, 2019; Iheanachor et al., 2021), while product development is a factor that makes a product more attractive to consumers than other products on the market (Iheanachor et al., 2021; Azanedo et al., 2020; Iheanachor et al., 2021), so that consumers purchase the product.

Thus, the combination strategy (quality improvement and product development) can be rationally accepted as a strategy that can win the competition in the market. The task of SME management of "nyampleng" fruit rojak is to determine what attributes will be improved in quality (Piris & Gay, 2021), as well as what development elements will be improved so that "nyampleng" fruit rojak has a competitive advantage over its competitors (Florén et al., 2018; Dijksterhuis, 2016).

Quality is an attribute that the management of fruit rojak must consider because "nyampleng" fruit rojak is known to have a higher price than competitors. As a consequence of this higher price, consumers expect that the "nyampleng" fruit rojak quality is better than competitors' (Artana et al., 2022). If expectations are not met, it has an impact on consumer dissatisfaction (Ellitan et al., 2022), and ultimately not making repurchase (Artana et al., 2022; Jasin et al., 2023). Quality improvements recommended by consumers include fruit that must be maintained fresh, hygiene, packaging, labels, presentation, product benefits, and comfort of place (Świąder & Marczevska, 2021; Rahayu & Septiani, 2020; Ruenda et al., 2023). For this reason, to ensure the level of consistency of effective business processes and guaranteed quality, SMEs must build a quality system and maintain the quality of the ecosystem that supports the commitment of SMEs (Mutumba et al., 2020; A. Islam et al., 2022).

Given the large number of consumers from outside the region, recommendations for product development can be made by innovating to increase shelf life (Varas Condori et al., 2020). The impact of the success in increasing product shelf life is the stability of product nutritional content (Das et al., 2020), as well as an increase in

market share (Federici et al., 2021) as a result of the opening of products sold in a wider market (Saing et al., 2020).

Conclusion

The results showed that the position of Rujak fruit SMEs "nyampleng" in Magetan Regency based on the Grand Strategy matrix was in the Strength-Opportunity (S-O) strategy. Alternative strategies that can be applied by "nyampleng" fruit rojak SMEs in Magetan Regency based on the SWOT matrix are: 1) improving quality and product development to increase consumer loyalty, 2) making SOPs for raw material management, 3) utilizing support and cooperation with the government in expanding marketing reach, and 4) market development in places that are already in great demand. However, among the four alternative strategies, the most applied strategy in developing Rujak Buah "nyampleng" SMEs in Magetan Regency based on the results of QSPM analysis is to improve quality and product development to increase consumer loyalty. This strategy is recommended because it has the highest total attractiveness value, 6.75205.

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