

BUSINESS DEVELOPMENT STRATEGY USING SWOT AND AHP METHODS IN NURI SNACK MSMES

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Abstract

Indonesia's economy is strongly supported by MSMEs which also play a strategic role in increasing the added value of agricultural products such as sweet potatoes, bananas, and cassava. The form of agricultural product management business that is often found is a variety of chips business, one of the business actors is MSME Nuri Snack. The number of various chip business actors, makes business competition and product sales fluctuate. There needs to be a business development strategy in order to survive and win the market. One of them is with SWOT and AHP analysis. SWOT analysis provides an overview of the condition of a business that allows 4 alternative businesses depicted through a quadrant diagram of SWOT analysis. There needs to be a decision-making method to help formulate the best strategy, namely using the AHP Method. The results of the Priority Vector calculation from AHP are used as weight values in matrix weighting SWOT matrix weighting obtains IFAS values (X axis = 0.31249977) and EFAS (Y axis = 0.40458977.) which results in an Aggressive Quadrant 1 position with an alternative strategy S-O (using strength to seize the opportunities they have).

Keywords: AHP, Business Development, SWOT

Introduction

Indonesia's economy is strongly supported by MSMEs which also play a strategic role in increasing the added value of agricultural products such as sweet potatoes, bananas, and cassava according to the Coordinating Ministry for Economic Affairs (2022). The form of agricultural product management business that is often found is a variety of chips business, one of the business actors is MSME Nuri Snack. The number of various chip business actors, makes business competition and product sales fluctuate. There needs to be a business development strategy in order to survive and win the market. One of them is with SWOT and AHP analysis. SWOT analysis provides an overview of the condition of a business that allows 4 alternative businesses depicted through a quadrant diagram of SWOT analysis. There needs to be a decision-making method to help formulate the best strategy, namely using the AHP Method. The results of the Priority Vector calculation from AHP are used as weight values in the weighting of the SWOT matrix. This study

aims to find out and analyze the best business development strategy for Nuri Snack MSMEs using the SWOT analysis method and the AHP method. The formulation of the problem is how to determine the best business development strategy for MSMEs Nuri Snack Pesanggrahan Village, Kesugihan District, Cilacap Regency through SWOT and AHP analysis.

Literature review

Strategy

Strategy is an approach to direct company operations to sustainable directions and goals now and in the future (Witcher 2020).

Business Development

Business development is a business process carried out by business actors to maximize the efforts of organizational resources that have the opportunity to become a better and more developed business (Giawa Et Al, 2021)

SWOT Analysis

SWOT analysis is an activity carried out as an effort to know and understand the strengths, weaknesses, opportunities, and threats that determine and affect the sustainability of a company through observation of the company's internal and external environment (Juliasyah, 2017)

The factors in the SWOT analysis according to (Mashuri and Nurjannah, 2020) are as follows:

a. Strengths :

Strengths are internal conditions of a business that can provide excellence, uniqueness, surplus value, and characteristics for the company so that it is difficult to be equated or imitated by competitors in the company, market.

b. Weakness:

Weakness is an internal limitation or deficiency that can be an inhibiting factor in improving company performance.

c. Opportunities:

Opportunities are situations that have not been done but can provide benefits if they can maximize them.

d. Threats:

Threats are important situations because they can provide unfavorable conditions for the company, threats can become a disruptor to the company's position in the market.

SWOT analysis diagram is a diagram that provides an overview of the state of a business based on the results of IFAS and EFAS calculations according to Freddy Rangkuti (2018) The SWOT analysis diagram shows four, namely: Quadrant I is an Aggressive strategy.. Quadrant II of the Diversified D strategy, Quadrant III supports the Turnaround strategy, Quadrant IV supports the Diversification strategy.

Menurut Rangkuti (2018) Matriks SWOT merupakan alat yang dapat dipakai untuk menyusun faktor-faktor strategis perusahaan Matriks ini dapat menghasilkan empat set kemungkinan alternatif strategis, yaitu: 1). Strategi SO: Strategi ini dibuat dengan memanfaatkan seluruh kekuatan untuk merebut dan memanfaatkan peluang semaksimal mungkin. 2). Strategi ST: Strategi ST ini dibuat berdasarkan bagaimana perusahaan dalam menggunakan kekuatan untuk mengatasi masalah ancaman yang dimiliki. 3). Strategi WO: Strategi ini diterapkan dengan memanfaatkan peluang yang ada dengan cara meminimalkan kelemahan yang ada. 4). Strategi WT: Strategi ini didasarkan pada kegiatan yang bersifat defensif dan berusaha meminimalkan kelemahan yang dimiliki perusahaan serta menghindari ancaman yang ada.

AHP (Analytical Hierarchy Process)

Analytical Hierarchy Process is a method to support the decision-making process. AHP will break down complex multi-factor or multi-criteria problems into a hierarchy. (Munthafa and Mubarak, 2017).

According to Saaty (2020), the use of the AHP method to analyze research data is carried out with the following steps:

a. Arrange Hierarchies in AHP Hierarchical Structure Chart

Define the situation by formulating the focus of the problem, by including (criteria) and alternatives to be chosen

b. Create a Pairwise Comparison Matrix Between Criteria

This comparison matrix data is used as a form of questionnaire to be filled out by respondents.

c. Respondents' assessment

The assessment of respondents using the Saaty scale, which is as follows:

Score	Definition	Explanation
1	Same Important	Two elements have the same influence on the goal
3	A Little More Important	Judges favor one element less than their partner
5	More Important	Judgment is very partial to one element compared to its counterpart
7	Very Important	One element is very influential and its dominance is evident
9	Absolutely More Important	Evidence that one element is more important than one's partner at the highest level of confidence .
2, 4, 6, 8	Middle Value among criteria	This value is given if there is doubt between 2 adjacent assessments

d. AHP Geomean Calculation

Geomean obtained by formula $G = \sqrt[n]{x_1 \cdot x_2 \cdot x_3 \dots x_n}$. G: geomean, x: Respondent Assessment and n is the multiplicity of factors.

e. Calculation of Comparison Matrix

The data in the comparison matrix between criteria are obtained from the results of previous geomean calculations.

f. Normalization Calculation

The normalization calculation stage is carried out to determine the values of: Priority Vector, X Priority Matrix, Consistency Vector Value, λ maximum, Consistency Index, Random Index, and Consistency Ratio. The way to normalize it is to divide the value of the comparison matrix by the number of comparison matrices in 1 column.

- The Priority Vector value is obtained by means of Σ Normalization Calculation: n means, the number of values normalized in 1 row: the number of criteria
- The X Priority matrix is generated from Pairwise Comparison first x PV i.e. multiplying the value of the initial comparison matrix multiplied by the weight or Priority Vector
- The Consistency Vector value is obtained by the formula: Matrix X Priority X PV
- λ Max is obtained from the number of Consistency Vectors: n (number of criteria)
- Measuring the Consistency Index (CI) by means of λ Max- the number of criteria then divided: (n-1) Number of criteria-1
- Random Index (RI) is obtained according to many criteria by looking at the Average Random Consistency table

- Measuring the Consistency Ratio (CR) by means of CI: RI Value The Consistency Ratio value will determine whether or not a data is consistent. If the consistency ratio (CR) value does not exceed 10% ($CR \leq 0.1$). If the CR value > 0.1 , it is necessary to repeat filling out the questionnaire and then processing the data again.

Research Methods

In this study, the steps to determine the formulation of business strategies with SWOT and AHP analysis are as follows:

a. Data Collection

Researchers collected data on 25 respondents consisting of 2 owners, 2 employees, 3 partners and 18 consumers from Nuri Snack MSMEs. The data collection carried out was interviews (related to advantages, disadvantages, opportunities, threats and other things that are still related to this research) and filling out questionnaires (AHP and SWOT).

b. AHP Geomean Calculation

After obtaining data on the results of filling out the AHP questionnaire, the author will calculate the geomean of the AHP questionnaire.

c. Calculation of Comparison Matrix Between Criteria

Calculate the comparison matrix between criteria from each criterion from internal factors with internal factors (IFAS), and from external factors with external factors (EFAS).

d. Normalization Calculation

This normalization calculation is done using Excel to find out the normalized matrix value. In this calculation, the Priority Vector value will be obtained which will be used as a weight value in the SWOT matrix weighting, as well as the Consistency Ratio which is used to determine the consistency or failure of the data processing, which if the ratio value exceeds 10% or ≤ 0.1 , it is considered consistent if the CR value > 0.1 data is inconsistent and needs to be retrieved and processed again.

e. SWOT Matrix Weighting

SWOT matrix weighting data comes from the average rating value of the 25 respondents against a criterion, the weight value of the results of the AHP Priority Vector value

which is then processed using Microsoft Excel. This SWOT matrix weighting stage will produce coordinate points that will be used in drawing the SWOT analysis matrix quadrant diagram.

f. Create a SWOT Matrix Quadrant Diagram

After obtaining the coordinate points from the results of the SWOT matrix calculation, you will get a quadrant diagram image of these coordinate points, in this SWOT matrix quadrant diagram image, , it will give an idea of how Nuri Snack's business conditions are depicted through the quadrant (Kudran I, II, III, or IV).

g. Strategy Formulation

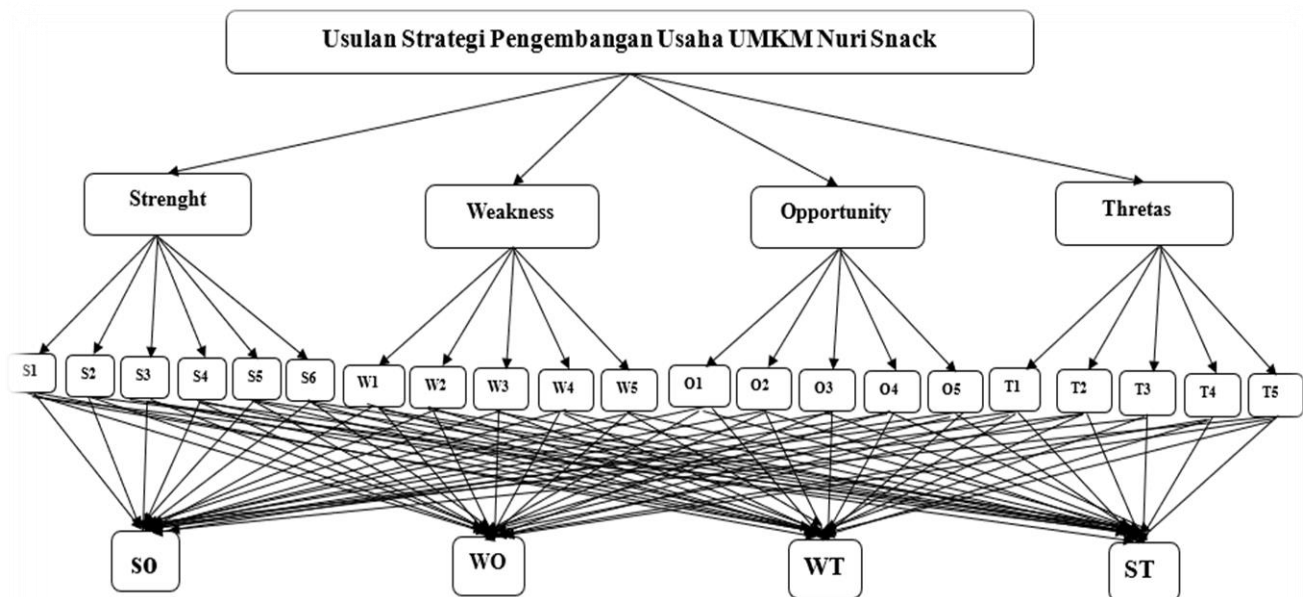
The results of the SWOT Matrix Quadrant provide an overview of how Nuri Snack's business conditions are described through quadrants (Kudran I, II, III, or IV). And will produce about the best business strategy proposal (S-O, W-O, S-T, or W-T) that will be carried out.

Discussion

Based on the results of the interview, Nuri Snack's SWOT factors have been identified as follows:

INTERNAL			
Power (Strenght):		Weakness:	
1. It Tastes Good	S1	1. Inadequate production equipment	W1
2. COD and DO system	S2	2. Inadequate production site.	W2
3. Affordable price	S3	3. Limited capital	W3
4. Product variety and product flavor	S4	4. Human resources only	W4
5. Halal and PIRT certified	S5	5. Durability and shelf life of products	W5
6. Ramah service	S6	are less	
EXTERNAL			
Opportunity:		Threats):	
1. Product and Taste Innovation	O1	1. Raw materials	T1
2. Online sales	O2	2. Similar product competitors	T2
3. Packaging update	O3	3. High frequency of damage to	T3
4. Many enthusiasts	O4	production equipment	
5. Dropship and reseller system	O5	4. Influence of weather	T4
		5. Limited vehicle facilities	T5

And illustrate an AHP hierarchy chart as follows:



Based on the results of processing AHP questionnaire data, it has obtained the value of the pairwise comparison matrix between criteria as follows:

Pairwise Comparison Matrix Between IFAS Criteria

	S1	S2	S3	S4	S5	S6	W1	W2	W3	W4	W5
S1	1	1.088335	1.0809458	1.0885108	1.3516054	0.9442131	0.9573209	0.7154403	0.8646298	0.9254191	1.0101033
S2	0.9188347	1	0.9632332	0.6820193	0.7397414	0.7349599	0.8356778	0.6244312	0.6823532	0.7150903	1.3752666
S3	0.9251158	1.0381702	1	1.0101033	0.679923	0.9123016	1.0206432	0.7150903	0.6248408	1.0879783	0.9378024
S4	0.9186863	1.4662341	0.9899978	1	0.6821328	0.6988155	0.7807834	0.5454447	0.9475879	0.6957578	1.0069985
S5	0.7398609	1.3518237	1.4707548	1.4659902	1	1.1333606	0.7031313	1.1109812	0.9699744	1.3422119	1.398199
S6	1.0590829	1.3606184	1.0961288	1.4309929	0.8823317	1	0.6247369	0.7104681	0.5681966	0.679923	1.37059
W1	1.0445818	1.1966334	0.9797743	1.2807649	1.4222095	1.6006739	1	0.2867594	0.6333073	0.7705979	0.9759648
W2	1.3977406	1.6014575	1.3984248	1.8333665	0.9001053	1.4075227	3.4872443	1	0.3195665	1.1571361	0.5491733
W3	1.1565644	1.4655167	1.6004077	1.0553111	1.030955	1.7599543	1.5790123	3.1292389	1	3.7952901	1.6056091
W4	1.0805915	1.3984248	0.919136	1.4372817	0.7450389	1.4707548	1.2976936	0.8642025	0.2634845	1	0.2591211
W5	0.9899978	0.7271317	1.0663227	0.9930501	0.7152058	0.7296128	1.0246271	1.820919	0.6228166	3.8591992	1
Sum	11.2311	13.6943	12.5651	13.2774	10.1492	12.3922	13.3109	11.523	7.49676	16.0286	11.48883

Pairwise Comparison Matrix Between EFAS Criteria

	O1	O2	O3	O4	O5	T1	T2	T3	T4	T5
O1	1	1.3339734	1.030955	1.0596014	1.5589248	0.9641764	1.1109812	0.9311344	1.0449244	1.1885089
O2	0.7496401	1	0.7972914	0.7550121	1.2718638	1.4657534	1.1335437	2.1128547	1.7480052	0.6731223
O3	0.9699744	1.2542466	1	1.7252021	2.015141	1.1487175	1.3428689	1.6009325	1.1492798	1.7134889
O4	0.9437511	1.3244821	0.5796422	1	1.5690669	0.5456235	2.1638289	1.8582084	1.7962854	1.6446113
O5	0.6414678	0.7862477	0.4962432	0.6373215	1	0.4637206	0.7862477	0.4513319	0.9186863	0.5343264
T1	1.0371546	0.682243	0.8705361	1.8327655	2.1564708	1	2.3227262	2.3706747	0.4217527	2.4860296
T2	0.9001053	0.8821892	0.7446743	0.4621437	1.2718638	0.4305286	1	2.3069561	1.2636427	2.128683
T3	1.0739588	0.4732933	0.624636	0.5381528	2.2156643	0.4218208	0.4334716	1	2.5542693	4.4526119
T4	0.9570071	0.5720807	0.8701101	0.5567044	1.0885108	2.3710576	0.7913629	0.3915014	1	1.3516054
T5	0.8413904	1.4856142	0.5836046	0.6080464	1.8715154	0.4022478	0.469774	0.2245873	0.7398609	1
Sum	9.11445	9.79437	7.59769	9.17495	16.019	9.21365	11.5548	13.2482	12.6367	17.173

After obtaining the values of the matrices in pairs between criteria, the next step is to normalize it by means of the criteria values on the comparison matrix in pairs: the number of matrices in 1 column and produce the results:

IFAS Normalization Value

	S1	S2	S3	S4	S5	S6	W1	W2	W3	W4	W5	JUMLAH
S1	0.08904	0.07947	0.08603	0.08198	0.13317	0.07619	0.07192	0.06209	0.11533	0.05774	0.08792	0.940887
S2	0.08181	0.07302	0.07666	0.05137	0.07289	0.05931	0.06278	0.05419	0.09102	0.04461	0.1197	0.787365
S3	0.08237	0.07581	0.07959	0.07608	0.06699	0.07362	0.07668	0.06206	0.08335	0.06788	0.08163	0.826043
S4	0.0818	0.10707	0.07879	0.07532	0.06721	0.05639	0.05866	0.04734	0.1264	0.04341	0.08765	0.830025
S5	0.06588	0.09871	0.11705	0.11041	0.09853	0.09146	0.05282	0.09641	0.12939	0.08374	0.1217	1.066104
S6	0.0943	0.09936	0.08724	0.10778	0.08694	0.0807	0.04693	0.06166	0.07579	0.04242	0.1193	0.9024
W1	0.09301	0.08738	0.07798	0.09646	0.14013	0.12917	0.07513	0.02489	0.08448	0.04808	0.08495	0.941641
W2	0.12445	0.11694	0.11129	0.13808	0.08869	0.11358	0.26198	0.08678	0.04263	0.07219	0.0478	1.204428
W3	0.10298	0.10702	0.12737	0.07948	0.10158	0.14202	0.11863	0.27157	0.13339	0.23678	0.13975	1.560565
W4	0.09621	0.10212	0.07315	0.10825	0.07341	0.11868	0.09749	0.075	0.03515	0.06239	0.02255	0.864403
W5	0.08815	0.0531	0.08486	0.07479	0.07047	0.05888	0.07698	0.15803	0.08308	0.24077	0.08704	1.076138

EFAS Normalization Value

	O1	O2	O3	O4	O5	T1	T2	T3	T4	T5	Jumlah
O1	0.10972	0.1362	0.13569	0.11549	0.09732	0.10465	0.09615	0.07028	0.08269	0.06921	1.01739
O2	0.08225	0.1021	0.10494	0.08229	0.0794	0.15909	0.0981	0.15948	0.13833	0.0392	1.04517
O3	0.10642	0.12806	0.13162	0.18803	0.1258	0.12468	0.11622	0.12084	0.09095	0.09978	1.23239
O4	0.10354	0.13523	0.07629	0.10899	0.09795	0.05922	0.18727	0.14026	0.14215	0.09577	1.14667
O5	0.07038	0.08028	0.06531	0.06946	0.06243	0.05033	0.06805	0.03407	0.0727	0.03111	0.60412
T1	0.11379	0.06966	0.11458	0.19976	0.13462	0.10853	0.20102	0.17894	0.03338	0.14476	1.29904
T2	0.09876	0.09007	0.09801	0.05037	0.0794	0.04673	0.08654	0.17413	0.1	0.12396	0.94797
T3	0.11783	0.04832	0.08221	0.05865	0.13831	0.04578	0.03751	0.07548	0.20213	0.25928	1.06553
T4	0.105	0.05841	0.11452	0.06068	0.06795	0.25734	0.06849	0.02955	0.07913	0.07871	0.91978
T5	0.09231	0.15168	0.07681	0.06627	0.11683	0.04366	0.04066	0.01695	0.05855	0.05823	0.72196

The sum value is obtained from the result of summing the normalized values in 1 row
The next stage is the calculation of Priority Vector, Matrix X Priority, Consistency Vector.

	Sum	Priority Veector	X Priority Matrix	Consistency Vector		Sum	Priority Veector	X Priority Matrix	Consistency Vector
IFAS	0.940887	0.0855352	0.989692643	11.57058736	EFAS	1.01739	0.101739	1.0955912	10.76864911
	0.787365	0.0715787	0.833406367	11.6432231		1.04517	0.104517	1.1748198	11.24050348
	0.826043	0.0750948	0.877049809	11.67922847		1.23239	0.123239	1.3490952	10.94698529
	0.830025	0.0754568	0.870955209	11.54243637		1.14667	0.114667	1.2732897	11.10423257
	1.066104	0.0969186	1.132712562	11.68726235		0.60412	0.060412	0.6480243	10.72683482
	0.9024	0.0820364	0.94521937	11.52195283		1.29904	0.129904	1.4455069	11.12749763
	0.941641	0.0856037	0.977255904	11.41604636		0.94797	0.094797	1.0718251	11.30658237

1.204428	0.1094935	1.278253108	11.67423895	1.06553	0.106553	1.1901063	11.16919097
1.560565	0.1418696	1.722928197	12.14445186	0.91978	0.091978	1.0082846	10.96224125
0.864403	0.0785821	0.909888961	11.57883807	0.72196	0.072196	0.7565439	10.4790744
1.076138	0.0978307	1.197449921	12.24001908	<i>Number of EFAS Consistency Vectors</i>			109.8317919
<i>Number of IFAS Consistency Vectors</i>			128.69828				

The next stage is λ Max Calculation

The formula λ Max is the Number of Consistency Vectors: The number of factors.

a. λ Max IFAS = Number of IFAS Consistency Vectors: The number of criteria in IFAS

$$= 128.69828: 11 = \mathbf{11.69984407}$$

b. λ Max EFAS = Number of EFAS Consistency Vectors: The number of criteria in EFAS

$$= 109.8317919: 10 = \mathbf{10.983179}$$

After obtaining the λ Max value, the next stage is the calculation of the CI value, by means of the λ Max value-the number of criteria and then divided (:) the number of criteria subtracted (-)1. and obtain the result:

a. Consistency Index (CI) IFAS = $11.69984407 - 11: 10 = \mathbf{0.0699844}$

b. Consistency Index (CI) EFAS = $10.982179 - 10: 9 = \mathbf{0.109242132}$

The value of the Random Index (RI) is determined based on the number or number of criteria in IFAS and EFAS by referring to the table Average Random Consistency Index (RI) Thomas L Saaty (2008)

n	1	2	3	4	5	6	7	8	9	10	11
RI	0	0	0.58	0.9	1.12	1.24	1.32	1.41	1.45	1.49	1.51

From the table above, it is known that the RI value of IFAS is **1.51** the number is obtained because the sum of the IFAS factors is 11. As for the value of the EFAS RI is **1.49** because the number of EFAS factors is 10

After obtaining the CI value, we can calculate the Consistency Ratio (CR) by means of the CR value: RI value. So as to obtain the following results:

CR	= 0.0699844: 1.51	CR	= 0.109242132: 1.49
IFAS	= 0.0463473	EFAS	= 0.0733169

The calculation in the table above obtains the CR value of IFAS is 0.0463473 and for the CR value of EFAS is 0.0733169 or . Because the CR value of both IFAS and EFAS ≤ 0.1 or

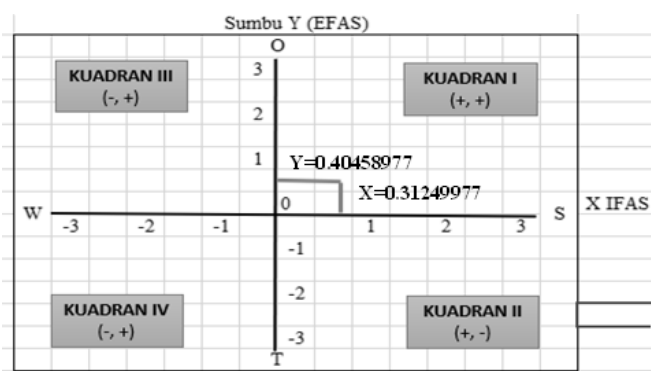
$\leq 10\%$, the calculation is said to be **CONSISTENT**

SWOT Matrix Weighting

The rating value is obtained from the results of the average rating value of respondents in assessing a criterion in the SWOT questionnaire, and the weight value is derived from the Priority Vector value in the AHP calculation and the weight score is obtained from the results of multiplying the rating value by the weight, and obtaining the following results:

IFAS					EFAS				
Strenght		Rating	Weight	Score Weight	Opportunity		Rating	Weight	Score Weight
	S1	3.56	0.0855352	0.30450535		O1	3.4	0.101739	0.34591249
	S2	3.12	0.0715787	0.22332544		O2	3.56	0.1045167	0.37207929
	S3	2.64	0.0750948	0.19825038		O3	3.12	0.123239	0.38450559
	S4	3.12	0.0754568	0.23542519		O4	3.6	0.1146671	0.4128014
	S5	4	0.0969186	0.38767421		O5	2.88	0.0604115	0.17398516
	S6	3.76	0.0820364	0.30845681		Sum Opportunity			1.68928393
	Sum Strenght			1.65763739					
Weakness		Rating	Weight	Score Weight	Threats		Rating	Weight	Score Weight
	W1	2.44	0.0856037	0.20887305		T1	2.96	0.129904	0.38451595
	W2	2.56	0.1094935	0.28030332		T2	2.12	0.0947966	0.20096871
	W3	2.96	0.1418696	0.41993394		T3	2.64	0.1065526	0.28129886
	W4	2.76	0.0785821	0.21688649		T4	2.44	0.091978	0.22442621
	W5	2.24	0.0978307	0.21914082		T5	2.68	0.072195	0.19348443
	Sum Weakness			1.34513761		Sum Threats			1.28469416
Total IFAS (Sum Srenght-Jumlah weakness)				0.31249977	Total FAS (Sum Opportunity-Jumlah Threats)				0.40458977

So, the total IFAS value is 0.31249977 and is used as the X axis, while the total EFAS value is 0.40458977 is used as the Y axis and obtains quadrant results as shown in the image below:



Strategy Formulation

- a. The SWOT Matrix Diagram shows that MSME Nuri Snack is in Quadrant I, namely Aggressive. Quadrant I indicates that a business is in a very profitable situation, because a business has existing strengths and opportunities. Because Nuri Snack MSMEs have quite large strengths and opportunities, the right strategy to implement is the S-O strategy. The things that Nuri Snack needs to do to develop its business are as follows:
- b. Developing a COD and DO system through online sales
- c. Improve the taste and variety of products to increase buyer appeal
- d. Maintaining service quality to attract many enthusiasts
- e. Packaging updates to attract consumer purchasing power
- f. Maintain product quality and price to increase the number of dropshippers and resellers.
- g. Maintain affordable prices for online sales
- h. Include halal and PIRT certificates for inspection in packaging

Conclusion

- a. Based on the matrix weighting, it is obtained that the X axis = 0.31249977 and the Y axis = 0.40458977 and forms a quadrant diagram which is in Quadrant I, which means that Nuri Snack MSMEs are in an aggressive condition. Quadrant I indicates that a business is in a very profitable situation, because a business has existing strengths and opportunities and the proposed strategy is an S-O strategy. So what Nuri Snack needs to do to develop its business is as follows:
- b. Developing a COD and DO system through online sale
- c. Improve the taste and variety of products to increase buyer appeal
- d. Maintaining service quality to attract many enthusiasts
- e. Packaging updates to attract consumer purchasing power
- f. Maintain product quality and price to increase the number of dropshippers and resellers
- g. Maintain affordable prices for online sales
- h. Include halal and PIRT certificates for renewal in packaging

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