

Increasing the Competitiveness of Sweet Nutmeg and Papaya Products Owned by MSMEs in Cibeber Village, West Java Province, Indonesia

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Abstract

This study aims to analyze strategies that can be applied to MSMEs producing candied nutmeg and papaya products in Cibeber Village to enhance their market competitiveness. A qualitative research method using in-depth interviews was conducted with 5 MSME actors and 5 regular consumers. The data collected was analyzed using SWOT analysis, with the Internal Factor Analysis Summary (IFAS) component to assess internal strengths and weaknesses, and the External Factor Analysis Summary (EFAS) to identify external opportunities and threats. The findings indicate that the most appropriate strategy is the ST (Strengths-Threats) strategy, which leverages internal strengths to address external threats such as intense competition and raw material price pressures. The novelty of this research lies in identifying the potential for MSMEs producing candied nutmeg and papaya to grow through improved packaging, product diversification, digital marketing, and more efficient supply chain management. The study recommends that MSMEs focus on utilizing technology for digital marketing, improving product quality, and expanding their market reach to mitigate external threats. Overall, this research offers new insights into marketing and product management strategies for local MSME development.

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are important drivers of local economic growth, job creators, and entrepreneurship development. Cibeber Village, which has candied nutmeg and papaya products, has emerged as one of the leading commodities with the potential to develop further. However, despite its uniqueness and high quality, this MSME faces various challenges that hinder its competitiveness. Problems such as unattractive packaging, ineffective branding, and unfocused marketing strategies make it difficult for this product to compete with similar products from other regions. Therefore, this study aims to optimize various aspects, including packaging, branding, marketing, customer service, and product innovation, to increase the competitiveness of candied nutmeg and papaya. Although the potential for candied nutmeg and papaya products in Cibeber Village is quite significant, the MSMEs that produce them face several critical challenges that hinder their growth and competitiveness. First, the unattractive and uninformative packaging of national products makes it difficult to attract consumers in the local market. In addition, weak branding results in low brand recognition, so consumers do not have a positive association with the quality and uniqueness of the product. On the other hand, the less focused marketing strategy and the use of distribution channels do not provide optimal contributions to the low market share. More pressing is the lack of understanding of the importance of good customer service, which is key to building consumer loyalty and satisfaction. These problems directly affect the ability of MSMEs to compete, thus requiring systematic efforts to identify and overcome existing challenges.

This study aims to optimize packaging, branding, marketing, customer service, and product innovation to improve the competitiveness of candied nutmeg and papaya produced by MSMEs in Cibeber Village. Specifically, this study will explore strategies that can be implemented to attract consumer attention, increase brand recognition, and create a better customer experience. Through a holistic approach, this study can provide practical recommendations that MSMEs can apply to maximize the potential of their products. Thus, this study's results are expected to contribute to improving MSME performance and play a role in the development of a sustainable local economy.

Although several studies examine the cessation and development of MSMEs, there is a significant gap in the literature that specifically discusses the optimization of integrated marketing strategies in the speciality food product sector. Most previous studies focus on individual aspects, such as packaging or branding analysis, without considering the interrelationship between these elements in creating comprehensive competitiveness. In addition, existing studies often do not consider local and cultural wisdom that can influence consumer behaviour and marketing strategies. Research conducted by Wang et al. (2023) investigated the effect of packaging design on consumer purchasing decisions for traditional snacks in Indonesia, highlighting the importance of packaging in attracting buyers' attention. Meanwhile, research by Nasri et al. (2023) explored the role of brand image in purchasing decisions for local food products, emphasizing how brand image can influence consumer preferences. Meanwhile, research by Szczyrba and Szataniak (2023) analyzed packaging and branding strategies and their impact on consumer preferences for local culinary products, showing the relationship between packaging and product perception.

Previous studies on MSMEs in Indonesia primarily focus on financial challenges, access to capital, and general operational issues. However, research specifically addressing marketing strategies, packaging innovation, and digital marketing for MSMEs in niche food sectors, such as candied products, remains limited. Additionally, there is a lack of research on MSMEs in rural areas, like Cibeber Village, that face challenges in adopting technology and competing with larger companies. This study aims to fill this gap by focusing on enhancing the competitiveness of MSMEs in the food sector through marketing innovations and technology adoption.

Furthermore, research conducted by Htet et al. (2024) examined the integration of local culture in branding traditional Indonesian and Myanmar foods, underlining the importance of creating brands that reflect local wisdom to increase product appeal. Then, Yeo et al. (2020) research examined the impact of packaging on consumer perceptions and purchase intentions of local food products, providing insight into how packaging can influence consumer decisions. In addition, Mahrinasari et al. (2021) conducted a study discussing the integration of local wisdom in marketing strategies for small businesses, showing that understanding local products can increase marketing effectiveness. By identifying these shortcomings, this study seeks to bridge the gap in the literature and provide a more comprehensive approach so that it can provide deeper insights into optimizing MSMEs in areas based on local potential.

This study offers an innovative approach that integrates various marketing strategies to improve the competitiveness of MSMEs, especially in candied nutmeg and papaya products in Cibeber Village. The new aspects presented include applying a holistic optimization model, which combines packaging, branding, marketing, customer service, and innovation in one integrated framework. This approach not only enriches theoretical studies in the MSME marketing and management field but also provides relevant practical contributions for local industry players. Thus, this study not only has the potential to offer benefits to product development and regional economic development but also fills the gaps in the existing literature, making it a valuable reference for further research in the future.

This research introduces a novel approach by combining packaging innovation, branding strategies, and digital marketing to improve the competitiveness of MSMEs, specifically in the candied food sector in Cibeber Village. Unlike previous studies, it emphasizes the role of localized strategies, such as utilizing simple yet effective packaging and personal branding, to overcome market challenges. Furthermore, it explores the

application of digital marketing tools, like social media, to expand market reach, which has been underexplored in similar contexts, particularly for MSMEs in rural areas.

LITERATURE REVIEW

Micro, Small, and Medium Enterprises (MSMEs)

Micro, Small, and Medium Enterprises (MSMEs) are one of the main pillars of the Indonesian economy. According to Law No. 20 of 2008, MSMEs are defined based on specific criteria, such as the number of assets and turnover, which covers almost 99% of the total business units in Indonesia. MSMEs significantly contribute to Gross Domestic Product (GDP) and employment absorption, thus driving national economic growth. Research shows that MSMEs play a role in creating jobs and increasing competitiveness and innovation in various sectors.

Many MSMEs do not yet understand effective marketing strategies and sound business management, so intervention from the Government and related institutions is needed to increase the capacity and competitiveness of MSMEs through training, access to information, and financial support (Abdurohim, 2023). In globalization and digitalization, MSMEs are required to adapt quickly to remain relevant in a competitive market. Key innovations to take advantage of existing opportunities, such as e-commerce and digital marketing, which can expand the reach of the MSME market by strengthening MSMEs through innovation and access to technology, are very important to ensure their desires and growth in the future (Ningsih & Tjahjono, 2024).

Product Packaging

Attractive and informative packaging design can attract consumers' attention and increase the likelihood of purchase, making it an important element in product marketing (Yung, 2023). Visual aspects of packaging, such as colour, shape, and graphics, can contribute to brand identification and product appeal. Well-designed products can create a positive impression on consumers and help differentiate products from competitors. They can also create an emotional experience for consumers, which can increase brand loyalty (Wang, 2013).

In an era of increasing concern for environmental issues, eco-friendly packaging is a significant concern for manufacturers and consumers, now investing in recyclable or made from biodegradable materials in response to consumer demand for more sustainable products (Popovic et al., 2019). Packaging serves as a tool to provide important product information, such as ingredients, how to use and expiration dates; transparency of information on packaging is also related to increasingly stringent regulations regarding product safety and transparency for consumers (Ibrahim et al., 2022). Adequate packaging can be the key to product marketing success, helping companies achieve a competitive advantage in an increasingly competitive market (Wandosell et al., 2020).

Product Brand

Product branding creates a unique identity for a product that differentiates it from other products in the market. That includes the name and logo and the overall consumer experience with the product, including its quality, value, and associated emotions (Farhana, 2012). Several factors contribute to brand value, including brand awareness, associations, perceived quality, and customer loyalty (Ahada et al., 2024). Furthermore, using social media and other digital platforms has changed how brands interact with consumers, allowing brands to build more direct communities and dialogues, increase consumer engagement, and create more personal experiences (Yang & Battocchio, 2020). Brands that successfully implement this approach gain financial benefits and build a positive image in the eyes of consumers (Rehman et al., 2022). A strong brand can attract consumers and create long-term, mutually beneficial relationships to understand brand evolution and its impact on consumer behaviour in an ever-changing market (Istijanto & Purusottama, 2023).

Product Marketing

Effective marketing involves sales strategies and a deep understanding of consumer needs and wants. This process begins with comprehensive market research, which helps companies identify the right market segments and develop products that suit consumer preferences. Understanding the target audience is essential in designing a successful marketing strategy (Hermayanto, 2023). One important aspect of effective product marketing is using integrated marketing strategies, such as advertising, sales promotions, public relations, and digital marketing, to reach consumers optimally (Julaeha, 2024). Also, digital marketing has a similar meaning to electronic marketing (e-marketing), both describe the management and implementation of marketing using electronic media, digital marketing is the application of digital technology that forms an online channel to the market (website, email, database) (Rafqi Ilhamalimy et al., 2023). Several specific factors exert a significant influence on consumer purchase interest, encompassing brand awareness, social media marketing, brand image, Electronic Word-of-Mouth (e-WoM), brand equity, and trust (Maidha Fitri, A 2024).

Multichannel marketing is becoming increasingly relevant as consumers interact with brands through multiple platforms, allowing companies to create a consistent and comprehensive consumer experience, thereby increasing brand loyalty and sales conversions (Saputro et al., 2023). The use of technology and analytics in marketing is also essential to create an effective strategy; in this way, companies can react more quickly to market changes and consumer needs (Pascucci et al., 2023). Content marketing focuses on creating and distributing valuable and relevant content to attract consumer attention and engagement; high-quality content can effectively educate consumers about products, answer their questions, and build trust in brands (Dwivedi et al., 2021). Effective product marketing involves consumer understanding, integrated strategies, technology utilization, and relevant content marketing (Julaeha, 2024).

Excellent Service

Excellent service is not only about meeting customer expectations but also exceeding them. Excellent service includes various elements such as speed, reliability, and employee attitudes and behaviour (Taufik et al., 2022). Some dimensions often discussed in the literature on excellent service include clarity, responsibility, assurance, empathy, and physical evidence. Reliability refers to the ability to provide the promised service consistently, while responsibility relates to the willingness to help customers and provide prompt service. Assurance includes employee knowledge and attitudes, while empathy shows attention to the individual needs of customers. Physical evidence includes physical elements that customers can see and feel, such as facilities and service aids (Shava, 2021).

Excellent service contributes to customer satisfaction and has implications for customer loyalty and corporate reputation. Satisfied customers are more likely to recommend the service to others and return to the service in the future. Thus, investing in excellent service can generate long-term benefits for the organization (Rita et al., 2019). Excellent service is a crucial component of a successful business strategy. By understanding and applying the dimensions of service and implementing the right strategies, organizations can build strong relationships with customers and increase their competitiveness in the market. Further research on innovation in service and measuring customer satisfaction will further enrich our understanding of creating an exceptional customer experience (Cardoso et al., 2022).

Product Innovation

Product innovation is one of the important pillars of business and industry development. This concept refers to introducing new goods or services or significantly improving existing products. Product innovation not only focuses on technical aspects but also includes design, function, and user experience changes. This is important in maintaining competitiveness in an ever-changing market (Chang-Munoz et al., 2023). By understanding the dimensions of innovation, its role in the economy, and implementing the right strategies, companies can create relevant and attractive products for customers. Further research can help companies adapt and innovate to maintain competitiveness in a dynamic market (Silva et al., 2016).

Product innovation can be divided into several dimensions, such as radical innovation and incremental innovation. Radical innovation refers to the development of products that are very different from existing products, often resulting in significant changes in the market. On the other hand, incremental innovation is a gradual improvement that enhances the performance or features of a product without fundamentally changing it. Both have an important role in a company's innovation strategy (Silva et al., 2016). Companies can better meet customer needs by creating better and more efficient products, which drives demand and economic growth (Janahi et al., 2021).

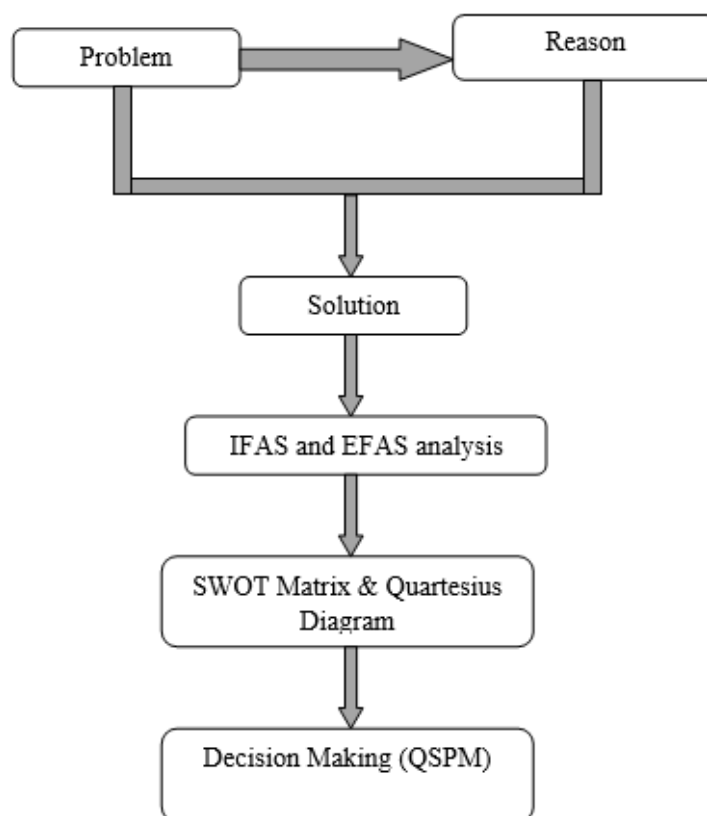


Figure 1. Framework Research

Most previous research has focused on individual aspects such as packaging, branding, or marketing without considering how these elements are interconnected and can work together to enhance product competitiveness. The studies by Wang et al. (2023) and Nasri et al. (2023) provide insights into the importance of packaging design and brand image in attracting consumers, but they do not integrate these with other aspects that influence the overall consumer experience. On the other hand, this research introduces a holistic optimization model that integrates various marketing elements, such as packaging, branding, marketing, customer service, and product innovation, into a comprehensive framework. This approach aims to identify and optimize the potential of each element simultaneously, providing a deeper understanding of how coordinated marketing strategies can enhance the competitiveness of local food products.

Furthermore, this study emphasizes the importance of understanding local wisdom and culture in designing effective marketing strategies. While some previous studies, such as those by Htet et al. (2024), recognize the value of integrating local culture in branding traditional food products, this research delves deeper into how local culture can influence consumer preferences and how it can become a significant differentiating factor in product marketing. Product innovation also plays a crucial role in this study, an aspect often overlooked in previous research. Through continuous product innovation, MSMEs can provide added

value that not only attracts consumers but also fosters stronger loyalty. This study combines various marketing theories with a deeper local perspective to offer practical and relevant recommendations for the development of MSMEs, particularly in the local food product sector, which has great potential but is still hindered by limitations in their marketing strategies.

METHODS

This research employs a qualitative approach with in-depth interviews to gather information from various stakeholders involved in the production and marketing of candied nutmeg and papaya products in Cibeber Village. The research subjects consist of two main groups: first, five MSME actors directly involved in the production and marketing processes, including business owners and employees. They provide insights into daily business operations, challenges faced, and the marketing and product innovation strategies implemented. Second, five regular consumers who frequently purchase the candied nutmeg and papaya products at the local market. These consumers offer perspectives on their experiences with the products, their perceptions of branding, quality, packaging, and the factors influencing their purchasing decisions. The data obtained from the interviews are then analyzed using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis technique. In this analysis, internal factors (Strengths and Weaknesses) are evaluated through the Internal Factor Analysis Summary (IFAS), while external factors (Opportunities and Threats) are assessed using the External Factor Analysis Summary (EFAS). The results of this analysis are integrated into a SWOT matrix to identify the strategic position of the MSME and formulate strategic recommendations to enhance its competitiveness in the market.

RESULT AND DISCUSSION

Candied nutmeg and papaya products face significant challenges, including limited distribution and marketing. Currently, these products are only available in small stalls and for special event orders, which limits market reach. In addition, MSMEs producing candied nutmeg and papaya products also face limitations in the use of technology, which results in inefficient business management and marketing. Another problem is the lack of product innovation and standardization of production processes, which causes variations in quality and taste and limitations in developing new products. These factors hamper the growth potential of candied nutmeg and papaya products.

The leading cause of this problem is the lack of understanding and utilization of technology, especially in digital marketing and business management. Business activities are still carried out manually, and marketing relies on word of mouth and WhatsApp, which limits market reach. In addition, training provided by the Government is still limited, only six times a year, and does not focus on important aspects such as technology, digital marketing, or product innovation. Limitations in production standardization and lack of innovation also hamper product development.

To overcome this problem, more intensive use of technology is needed, such as digital marketing training using platforms such as Instagram and TikTok, as well as implementing an application-based bookkeeping system to improve operational efficiency. In addition, it is important to create standardization in the production process to ensure consistency of taste and product quality and develop innovations such as more attractive flavour variants and packaging. Expanding the distribution network is also important, as it will allow the company to sell products in souvenir shops and restaurants and build a more structured marketing strategy through collaboration with distributors and influencers. Increasing training and ongoing mentoring will help MSMEs manage their businesses more effectively and increase product competitiveness.

Table 1 shows the results of the IFAS analysis for candied nutmeg and papaya products, Cibeber Village, which includes identifying the strengths and weaknesses of the product. The total strength score is 1.91, reflecting the product's potential, such as packaging that can be developed, an existing logo, and adequate ordering via WhatsApp. However, the product also faces several weaknesses with a total score of 1.90, such as less attractive packaging, weak branding, and limitations in marketing and innovation. The total

score for strengths and weaknesses is 3.81, indicating opportunities and challenges that must be considered in product development.

Table 1. IFAS Analysis of Candied Nutmeg and Papaya Fruit Products from Cibeber Village

No	Strength	Weight	Rating	Score
1	Simple packaging that can be further developed to increase appeal	0.12	4	0.48
2	The logo is already there, although it needs to be improved to increase brand recognition	0.11	4	0.44
3	Ordering via WhatsApp is sufficient, and the product is already known locally	0.10	4	0.40
4	More personal service through direct communication provides a good experience for customers	0.09	3	0.27
5	This product has the potential to be developed with new flavour variants, but not much innovation has been done	0.08	4	0.32
Strength Total		0.50		1.91
No	Weakness	Weight	Rating	Score
1	Packaging that is less attractive and not functional enough to attract customer attention	0.11	4	0.44
2	Branding is not yet strong and is still limited in reaching a broader market	0.11	4	0.44
3	Marketing is still limited to word of mouth and WhatsApp without using a broader marketing strategy	0.10	4	0.40
4	There is no system capable of handling customer complaints formally, relying only on direct communication	0.10	3	0.30
5	Lack of innovation in flavour variants, packaging, and inconsistent taste standards can limit the competitiveness of products in the market	0.08	3	0.32
Weakness Total		0.50		1.90
Strength Total + Weakness Total		1.00		3.81

Table 2 shows the EFAS analysis for candied nutmeg and papaya fruit in Cibeber Village, which analyzes the opportunities and threats faced by the products. The total opportunity score is 2.00, reflecting a variety of significant opportunities, such as a rapidly growing market, supportive government policies, and consumer trends that prefer local products with unique flavours. On the other hand, the total threat score is 1.82, with significant challenges, including the entry of new competitors, potential adverse government policies, and economic crises that can reduce consumer purchasing power. Overall, the total opportunity and threat score is 3.82, indicating that many opportunities can be utilized, although some threats need to be considered.

Table 2. EFAS Analysis of Candied Nutmeg and Papaya Products from Cibeber Village

No	Opportunity	Weight	Rating	Score
1	The rapidly growing market provides excellent opportunities for product expansion and increased sales volume	0.10	4	0.40
2	Government policies that support the food and beverage industry can facilitate product development and increase consumer confidence in brands	0.10	4	0.40
3	Technological innovation in production or marketing processes can improve product efficiency and quality, making them more competitive in the market	0.10	4	0.40
4	More and more consumers are looking for local products with unique flavours, which opens up opportunities for MSMEs to grow in the broader market	0.10	3	0.30

No	Opportunity	Weight	Rating	Score
5	The existence of a rapidly growing online platform provides opportunities to increase the reach of marketing and product sales more widely	0.10	3	0.30
Opportunity Total		0.50		1.80
No	Threat	Weight	Rating	Score
1	The entry of new competitors offering similar products can reduce market share and increase competition on price and quality	0.11	4	0.44
2	Government policies that do not support the food and beverage industry, such as increased taxes or strict regulations, can harm existing businesses	0.11	4	0.44
3	An economic crisis can reduce consumer purchasing power, potentially reducing product demand and hampering sales growth	0.10	4	0.40
4	Dependence on fluctuating prices of raw materials such as sugar and fruit can affect profit margins and the stability of product selling prices	0.10	3	0.30
5	Changes in consumer preferences towards modern foods or new trends can threaten demand for traditional products.	0.08	3	0.24
Threat Total		0.50		1.82
Opportunity Total + Threat Total		1.00		3.62

The results of the SWOT Matrix of candied nutmeg and papaya fruit in Cibeber Village show that the most important strategy is the ST (Strengths-Threats) Strategy, with the highest score of 3.73. This indicates that by utilizing existing strengths, such as packaging that can be developed and products that are already known locally, MSMEs can face external threats, such as increasingly tight competition and pressing raw material prices. This primary strategy focuses on utilising internal strengths to reduce the impact of existing threats and maintain competitiveness in the market.

Table 3. SWOT Matrix of Candied Nutmeg and Papaya Fruit Products from Cibeber Village

IFAS	Strength	Weakness
EFAS		
Opportunity	SO Strategy $1.91 + 1.80 = 3.71$ (I)	WO Strategy $1.90 + 1.80 = 3.70$ (III)
Threat	ST Strategy $1.91 + 1.82 = 3.73$ (II)	WT Strategy $1.90 + 1.82 = 3.72$ (IV)

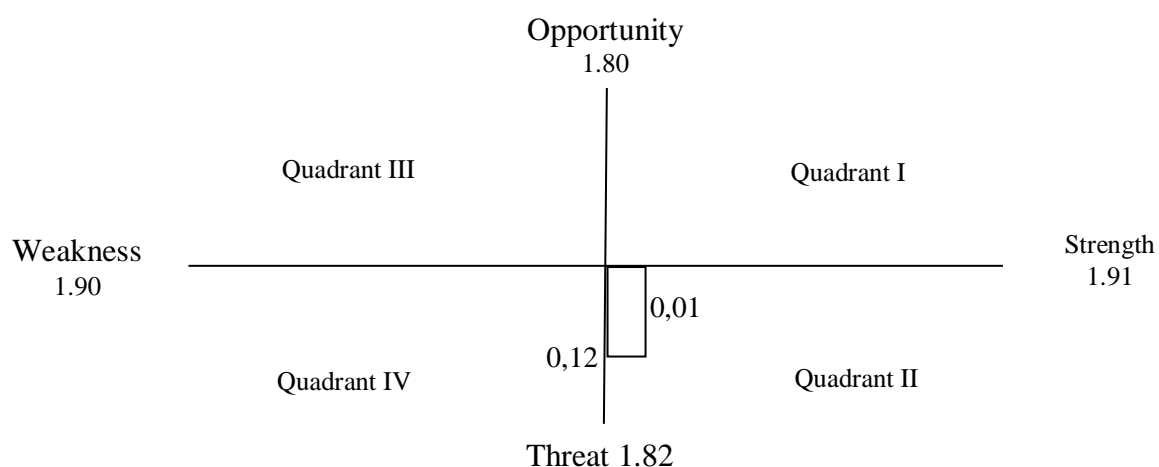


Figure 2. Quartesius of Candied Nutmeg and Papaya Products in Cibeber Village

The results of the Quartesius Diagram of candied nutmeg and papaya in Cibeber Village show that the position of this MSME is in Quadrant II with a value of 0.01 for internal factors and -0.12 for external factors. This shows that although MSMEs have relatively good internal strengths, such as products already known locally, they still face significant external challenges, such as the threat of competition and market restrictions. Therefore, the strategy that needs to be taken is to strengthen internal strengths while overcoming external challenges to increase competitiveness and growth.

Considering the QSPM results analysis, the strategy with the highest score and most suitable for candied nutmeg and papaya MSMEs is the ST Strategy (Strengths-Threats), which obtained a score of 3.73. This strategy shows that although MSMEs faces several external threats, such as tight competition and strengthening raw material prices, there are strong enough internal strengths to deal with them. To implement the ST Strategy (Strengths-Threats) in candied nutmeg and papaya MSMEs in Cibeber Village, several steps can be taken to make the product better and more competitive in the market, include:

1. Improved packaging and branding

Utilizing the power of simple packaging to be developed into more attractive and functional. With more attractive and innovative packaging, candied nutmeg and papaya products can attract more consumers and differentiate themselves from competitors. In addition, strengthening branding to increase brand recognition will help products become better known in the broader market.

2. Product diversification and innovation

Explain new flavour variants and other product innovations to deal with threats from changes in consumer preferences or competing products. By offering a more varied and attractive choice of flavours, candied nutmeg and papaya can expand their target market and attract consumers looking for variety in traditional products.

3. Efficient resource management

Overcoming the threat of raw material prices, such as sugar and fruits, by finding more stable alternative raw materials or establishing closer relationships with suppliers to get more competitive prices. In addition, optimizing the production process to increase efficiency and reduce production costs will also help increase profit margins and product competitiveness.

4. Strengthening marketing and market reach

Utilizing rapidly developing technology and online platforms to expand marketing reach. Broader digital marketing, such as through social media and e-commerce, can help candied nutmeg and papaya reach a larger market while reducing the impact of the threat of intense competition. Marketing through online channels can also help in creating stronger relationships with consumers.

5. Better customer service

Providing more personalized and responsive service to customer complaints or needs can increase customer satisfaction and create loyalty. This is very important in dealing with the threat of competition because satisfied customers are more likely to become repeat customers and provide recommendations to others.

The purpose of this research was to explore and analyze the strengths, weaknesses, opportunities, and threats faced by MSMEs producing candied nutmeg and papaya products in Cibeber Village. The research aimed to identify areas for improvement in packaging, branding, marketing strategies, product innovation, and service excellence, and provide strategic recommendations to increase the competitiveness of these MSMEs.

The findings from the field revealed several key issues that hinder the growth potential of these MSMEs. One of the major challenges identified was the limited distribution and marketing reach of the products. Currently, candied nutmeg and papaya products are only available in small stalls or through special orders for events, restricting their market reach. This limited exposure, combined with reliance on traditional word-of-mouth marketing and platforms like WhatsApp, hinders the broader dissemination of these products to a larger

consumer base. Additionally, a significant gap in the use of technology for business management and marketing was identified. The MSMEs in this study have yet to adopt digital marketing tools, which restricts their ability to expand beyond local consumers. Furthermore, product innovation and the standardization of production processes are areas where MSMEs in Cibeber Village have room for improvement. This lack of innovation and inconsistent quality were seen as limitations in developing new flavors or variations to meet changing consumer preferences.

The research also discovered that training programs provided by the government, while beneficial, are infrequent and do not fully address crucial aspects such as digital marketing and product innovation. As a result, MSMEs lack the knowledge and resources to adopt new technologies, which further limits their ability to compete in an increasingly digital and competitive marketplace. In light of these findings, the research proposes several new strategies for overcoming these challenges. Firstly, intensive digital marketing training using platforms like Instagram and TikTok should be provided to MSMEs, enabling them to increase brand awareness and engage with a broader audience. Additionally, implementing an application-based bookkeeping system would help improve operational efficiency. Developing product innovations, such as new flavor variants and improved packaging, is another key recommendation to increase the competitiveness of the products. The research also emphasizes the importance of expanding the distribution network and creating strategic partnerships with distributors and influencers to help MSMEs increase their market reach.

Ultimately, this study provides new insights into how MSMEs in Cibeber Village can leverage their internal strengths and external opportunities to overcome existing challenges. By adopting new technologies, diversifying products, and expanding marketing efforts, these MSMEs can improve their competitiveness and sustainability in the market, paving the way for future growth and success.

CONCLUSION

This study aims to analyze the strengths, weaknesses, opportunities, and threats faced by MSMEs producing candied nutmeg and papaya products in Cibeber Village, as well as provide strategic recommendations to enhance their market competitiveness. Based on the IFAS and EFAS analysis, it was found that these MSMEs possess significant internal strengths, such as locally recognized products and simple packaging that can be further developed. However, they face considerable weaknesses, including limited marketing efforts, lack of product innovation, and dependence on restricted distribution channels. Furthermore, the EFAS analysis revealed substantial opportunities, such as a rapidly growing market, government policy support, and consumer interest in local products with unique flavors. However, the MSMEs also face threats, including increasing competition and dependence on fluctuating raw material prices.

Based on the SWOT analysis, the most appropriate strategy to implement is the ST (Strengths-Threats) Strategy, which focuses on leveraging internal strengths to address external threats. The key recommendations include enhancing packaging and branding, diversifying products with new flavor variants, utilizing digital marketing to expand market reach, and improving operational management through advanced technology. By applying these strategies, these MSMEs can improve their competitiveness, expand market share, and achieve sustainable growth in the future. This research provides valuable contributions to MSME development, particularly in addressing marketing challenges and product innovation, as well as optimizing existing potential to face a more competitive market.

To increase competitiveness and stop the business, it is recommended that MSMEs candied nutmeg and papaya in Cibeber Village focus on developing more attractive and innovative packaging and strengthening branding to increase brand recognition. In addition, the company needs to diversify its products by adding new flavour variants to make them more attractive to consumers and able to compete with similar products in the market. Using online platforms to expand marketing is also highly recommended to reach consumers more widely and reduce the impact of local competition. Furthermore, to overcome the threat of

raw material prices, it is necessary to manage the supply chain more efficiently and find alternative raw materials that are more stable.

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