

STRATEGY OF MICRO BUSINESS DEVELOPMENT TRENDS THROUGH SWOT APPROACH (Qualitative Case Study on Jemursari Beef Foot Soup Business, Surabaya)

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Abstract: Micro, Small, and Medium Enterprises (MSMEs) are a strategic sector in the Indonesian economy, with significant contributions to Gross Domestic Product (GDP) and national workforce absorption. However, MSMEs also face serious challenges in terms of competitiveness, management, access to technology, and adaptation to changing market trends. This study aims to analyze the development strategy of micro businesses through the SWOT approach in the case of Jemursari Beef Foot Soup Business, Surabaya. The method used is a qualitative study with observation techniques, in-depth interviews, and documentation. The results of the study show that the main strengths of this business lie in its distinctive taste, customer loyalty, and strategic location. The weaknesses faced include limited digital promotion and dependence on certain suppliers. Opportunities that can be utilized include the increasing trend of local culinary and the use of social media as a means of promotion. Meanwhile, threats come from competition from similar businesses and fluctuations in raw material prices. Through a SWOT analysis, development strategies are formulated such as increasing digital promotion, menu diversification, and strengthening partnerships with suppliers. This study provides an overview that SWOT analysis can be an important tool in designing adaptive and sustainable business strategies for culinary MSMEs in an era of dynamic competition.

Keywords: MSMEs , Development Strategy , SWOT Analysis , Culinary Business .

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in the Indonesian economy. According to data from the Ministry of Cooperatives and SMEs, MSMEs contribute approximately 61% to the national Gross Domestic Product (GDP) and absorb more than 97% of the Indonesian workforce. With a total of 65.5 million business units, MSMEs are the backbone of the national economy. However, MSMEs often face various challenges in developing their businesses. Limited access to capital, technology, and markets are major obstacles. Furthermore, a lack of managerial skills and appropriate business strategies often hinders MSME growth. In this context, a strategic approach is needed that can identify and utilize internal potential and address external challenges. (Cindy Yolanda, 2024)

SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is an effective tool for formulating business strategies by considering internal and external factors. This approach has been widely used in research related to MSME development. For example, research by Mutiarasari and Manoppo (2024) on the MSME Rumah Kue Arafah in Kotamobagu showed that SWOT analysis can help optimize strengths and opportunities while minimizing existing weaknesses and threats. In the Industry 5.0 era, digitalization is a crucial factor in MSME development. Miradji et al. (2024) emphasized that the integration of digital technology can increase MSME competitiveness through online marketing and operational efficiency. However, adopting this technology requires the right strategy for effective implementation.

Traditional culinary businesses, such as Jemursari Beef Foot Soup in Surabaya, are part of the MSMEs that have great potential in maintaining and developing local culinary heritage. However, intense competition and changing consumer preferences require these businesses to continuously innovate and improve service quality. A SWOT analysis can be used to identify internal strengths and weaknesses, as well as external opportunities and threats, in order to formulate an effective development strategy. (Nurul Renaningtias, 2024) This study aims to analyze the development strategy of Jemursari Beef Foot Soup through a SWOT approach, using a qualitative approach to deeply understand the factors influencing the business's development. The research results are expected to contribute to the development of appropriate strategies for similar MSMEs in facing challenges and exploiting existing opportunities.

LITERATURE REVIEW

1. Micro Enterprises

a. understanding of micro enterprises

Micro Enterprises are part of Micro Enterprises that have a strategic role in the Indonesian economy. According to Law of the Republic of Indonesia Number 20 of 2008 concerning MSMEs, Micro Enterprises are productive businesses owned by individuals and/or individual business entities that meet the criteria of Micro Enterprises. These criteria include business ownership by individuals or individual business entities that are not subsidiaries or branches of medium or large businesses. MSMEs have an important role in the development of the Indonesian economy and analyze the potential and obstacles faced by MSMEs. With the background of the important role of MSMEs in the Indonesian economy, the research method used is a literature review. The results of the study indicate that MSMEs have a significant role in Indonesia's economic development, but still face challenges such as limited access to capital, lack of supporting infrastructure, and obstacles in product marketing and distribution. The conclusion of this study emphasizes the importance of formulating appropriate policies to support the growth and competitiveness of MSMEs so that they can play a more effective role in driving the Indonesian economy in an inclusive and sustainable manner. (Cindy Yolanda, 2024).

b. Characteristics of Micro Enterprises

Micro enterprises have characteristics that distinguish them from other types of small and medium sized enterprises, both in terms of operational scale, management structure, and resources used. Micro-enterprises are generally run by individuals or families without a formal organizational structure. The capital used is relatively small and mostly comes from personal capital. Micro-enterprises also generally lack official permits, are not registered in the tax system, and have limited access to financing from formal financial institutions. However, the journal also emphasizes that the flexibility and adaptability of micro enterprises in facing economic pressures make this sector a crucial buffer, especially during national economic crises. In other words, the characteristics of micro enterprises reflect not only their limitations but also their resilience in surviving and becoming drivers of a people based economy. (Cindy Yolanda, 2024)

c. The Role of Micro Enterprises in the Economy

Micro enterprises play a strategic role in driving national economic growth, particularly through their contribution to job creation, income equality, and strengthening the local economy. Micro enterprises absorb a large workforce, particularly in the informal sector, thus contributing significantly to reducing unemployment in Indonesia. Furthermore, micro-enterprises also play a role in equitable income distribution by providing business opportunities for economically disadvantaged groups and communities in remote areas. The presence of micro-enterprises spread across Indonesia strengthens the local economy and increases national economic resilience to global economic turmoil. In the context of Islamic economics, MSMEs serve as a tool for achieving equality and equitable distribution of wealth. (Angga Syahputra, 2023) The role of micro-enterprises in the economy extends beyond the economic aspect to encompass social aspects and equitable welfare. Therefore, support from various parties, including the government and financial institutions, is needed to address the challenges faced by micro-enterprises and optimize their role in national economic development.

2. Business Strategy

a. Understanding business strategy

A business strategy is a comprehensive plan designed to achieve a company's long-term goals by leveraging its competitive advantages. According to research in the *Journal of Business and Entrepreneurship* by the Bali State Polytechnic, a business strategy encompasses systematic steps that enable a company to adapt to environmental changes and effectively exploit market opportunities. This strategy involves an in-depth analysis of internal and external factors affecting company performance, as well as establishing the right direction and actions to achieve competitive advantage. (Thover Aldi Wijaya, 2024)

b. The purpose of developing a strategy

Strategy development aims to provide a clear direction for an organization in achieving its vision and mission. The *Journal of Strategic Management and Business Applications* states that an effective strategy helps companies optimally allocate resources, identify growth opportunities, and manage potential risks. With a well-planned

strategy, companies can improve operational efficiency, strengthen their market position, and achieve sustainable competitive advantage (Eka Yuniar, 2025).

c. Strategy in the context of micro-enterprises

In the context of micro-enterprises, business strategies must be adapted to the limitations of resources and operational capacity. According to an article in *AdBispreneur: Journal of Thought and Research on Business Administration and Entrepreneurship*, micro-enterprise development requires an approach focused on improving product quality, utilizing simple technology, and strengthening local marketing networks. Adaptive and innovative strategies enable micro-enterprises to survive and thrive amidst intense competition. (Frisca Angel Fricilia, 2022)

3. SWOT Analysis

a. Understanding SWOT Analysis

A systematic method used to identify and evaluate the strengths, weaknesses, opportunities, and threats faced by an organization or individual. The primary goal of this analysis is to formulate effective strategies by maximizing strengths and opportunities and minimizing weaknesses and threats. A SWOT analysis not only aids in strategic planning but also in better decision-making. A SWOT analysis is generally conducted through three stages: data collection, analysis, and decision-making based on the analysis results. (Suripto, 2024)

b. SWOT Components

1) SWOT Analysis as Identification of Internal and External Factors

A SWOT analysis can be defined as a useful tool for systematically identifying various factors for designing a company's strategy. This analysis is based on logic used to maximize strengths and opportunities, while simultaneously minimizing weaknesses and threats (Rangkuti in Irfani et al., 2021). Thus, a SWOT analysis can be used as a systematic guide in determining strategies related to program decision-making by government agencies.

a) Internal Factors

In formulating a trend analysis for micro and small business development through a SWOT analysis, it is necessary to analyze internal factors, namely the strengths and weaknesses of the trend analysis implementation in Surabaya. The internal factors that

contribute to the strengths and weaknesses of the trend analysis implementation in Surabaya are as follows:

❖ Strength

- Authentic and distinctive taste: Beef foot soup has a strong taste, rich in spices, and has been passed down from generation to generation, thus creating customer loyalty.
- Affordable prices: Offering large portions at prices suitable for lower middle class consumers is an attraction in itself.
- Close relationships with customers: Warm and personal interactions with customers encourage repeat purchases and build a loyal customer base.
- Business flexibility: Managed independently and informally, making it easy to adapt to daily operational changes.

❖ Weakness

- Unorganized financial management: The absence of accounting records makes it difficult for business actors to control cash flow and determine financial strategies.
- Minimal use of technology: Not all business actors use social media or online applications optimally for marketing and distribution.
- Service standards are not consistent: The absence of SOPs for service and cleanliness results in fluctuating service quality.
- Limited capital and labor: Generally managed by 1-4 people and with limited personal capital, making it difficult to expand or innovate.

b) External Factors

To analyze the various factors that constitute opportunities and threats within the analysis of development trends in Surabaya, an external factor analysis was conducted. Opportunities can be utilized to optimize the analysis of development trends, while threats are useful for micro-enterprises in Surabaya, helping them identify external obstacles to conducting micro-enterprise development trend analysis.

❖ Opportunities

- The trend of increasing interest in local cuisine: Younger generations and tourists are starting to re-appreciate traditional food as part of the cultural experience.

- Government support for MSMEs: Availability of training programs, capital assistance, and access to digital markets from central and regional governments.
- Digital platforms (GoFood, GrabFood, ShopeeFood): Enable business owners to reach a wider customer base without having to open physical branches.
- Strengthening local identity as a culinary tourism attraction: Beef foot soup can be branded as a typical Surabaya food that strengthens regional promotion.

❖ Threats

- Competition from modern culinary businesses and franchises: Fast food restaurants or franchises that offer faster and more hygienic service are a tough challenge.
- Changes in people's consumption patterns: Consumers now pay more attention to health, hygiene and food packaging.
- Fluctuations in raw material prices: Unstable meat and spice prices can affect business owners' profit margins.
- Limited access to technology and digital literacy: Many micro-entrepreneurs are still technologically illiterate, thus preventing them from optimally exploiting the potential of the digital market.

2) SWOT Analysis as a Micro Business Strategy

According to Purwanti (2015), two models that can be used in a SWOT analysis are the IFAS and EFAS models. To identify potential strengths and weaknesses, an IFAS matrix analysis is used, which measures the ratings, weightings, and scores of each internal factor. To identify potential external opportunities and threats, an EFAS matrix analysis is used, which measures the ratings, weightings, and scores of each external factor.

a) IFAS Matrix Analysis (Internal Factor Analysis System)

Based on the internal factors that have been explained previously to describe the strengths and weaknesses to find out how to analyze the trends of the city of Surabaya, ratings, weightings and scores can be measured which can be summarized in the following table: IFAS stands for Internal Factor Analysis Summary, a strategic analysis tool used to evaluate internal factors within an organization, including strengths and weaknesses. IFAS helps organizations identify their internal position in the face of external challenges and determine appropriate strategies.

Table 1. IFAS Matrix Analysis

Internal Factors		Weight	Rating	Score
Strength	1.			
	2.			
	3.			
	Sub-Total			
Weakness	1.			
	2.			
	3.			
	Sub-Total			

b) EFAS Matrix Analysis (External Factor Analysis Summary)

A strategic analysis tool used to summarize and evaluate external factors that influence an organization's or company's performance. This matrix helps identify opportunities and threats originating from the external environment, such as market conditions, competitors, government policies, technological developments, and social trends.

Table 2. EFAS Matrix Analysis

External Factors		Weight	Rating	Score
Opportunity	1....			
	2....			
	3...			
	Sub-Total			
Threat	1....			
	2...			
	3....			
	Sub-Total			

3) SWOT Matrix

The SWOT matrix is a useful tool for developing possible alternative strategies for a micro-business selling beef foot soup. According to Rangkuti, the SWOT matrix yields four sets of alternative strategies, including (Rangkuti, 2013):

- SO strategy is a strategy designed by utilizing all existing strengths to seize existing opportunities.
- WO strategy is a strategy designed to minimize existing weaknesses to take advantage of existing opportunities.
- ST strategy is a strategy designed by utilizing all existing strengths to overcome the threats faced.
- WT strategy is a strategy designed to minimize existing weaknesses to avoid the threats faced.

Table 3. SWOT Matrix

EFAS \ IFAS	Strength	Weakness
	1.... 2.... 3.... Etc...	1.... 2... 3.... Etc.
Opportunity (O)	SO Strategy	WO Strategy
1.... 2.... 3....	1.... 2.... 3....	1.... 2... 3.....
Threat (T)	ST Strategy	WT Strategy
1..... 2.... 3.....	1..... 2.... 3.....	1.... 2.... 3.....

4. Micro Business Development Trends

a. Understanding Business Trends

Business trends are the direction or pattern of change occurring in the business world, reflecting market dynamics, consumer preferences, and technological and social developments that influence how companies operate and compete. Understanding business trends enables businesses to identify new opportunities, adapt strategies, and innovate to meet evolving market needs. In the context of an increasingly integrated global economy, business trends are influenced not only by local factors but also by changes at the international level. For example, digitalization has become a dominant

trend, driving companies to adopt information technology in their operations, from digital marketing to e-commerce. Furthermore, awareness of sustainability and corporate social responsibility has given rise to business trends that focus on environmentally friendly and ethical practices. (Thover Aldi Wijaya, 2024)

b. Local culinary trends and MSMEs in Surabaya

Surabaya, as one of Indonesia's metropolitan cities, is experiencing rapid growth in the local culinary sector, supported by the development of Micro, Small, and Medium Enterprises (MSMEs). MSMEs in the culinary sector strive to combine traditional flavors with modern innovations to meet increasingly diverse consumer tastes. For example, the development of products such as galangal sticks, which combine local ingredients with modern culinary concepts, demonstrates an effort to adapt to market trends. Furthermore, a strong branding strategy, such as that implemented by the Legendary Spikoe Blonceng MSME, is key to maintaining its existence amidst fierce competition in the culinary business. The implementation of integrated digital marketing techniques also helps culinary MSMEs in Surabaya increase sales and expand market reach.

c. Digitalization and innovation in MSMEs

Digitalization has become a key factor in driving innovation and growth for MSMEs in Surabaya. The adoption of digital technologies, such as e-commerce and social media, enables MSMEs to expand their markets and improve operational efficiency. Mentoring programs involving the creation of Google Maps and WhatsApp Business accounts have helped MSMEs utilize digital platforms for product marketing. (Thover Aldi Wijaya, 2024) Furthermore, the use of technologies such as the Internet of Things (IoT) and Artificial Intelligence (AI) in MSME operations has shown an average increase in sales of 35% and a 20% increase in transaction processing time. However, challenges in digital literacy and technology adoption remain obstacles that need to be addressed to ensure the sustainability and competitiveness of MSMEs in the digital era.

METHOD

This research uses a qualitative case study approach, aiming to gain a deeper understanding of the development strategy implemented by Jemursari Beef Foot Soup Business in Surabaya through a SWOT analysis. This approach was chosen because it allows for in-depth, comprehensive, and contextual data collection, reflecting real-world situations.

1. Research Location and Subjects

The research was conducted at a beef foot soup business located in the Jemursari area of Surabaya. Subjects included the business owner, employees, and several customers, selected using purposive sampling based on their involvement and knowledge of the business.

2. Data collection technique

Data is collected through three main techniques:

- Interviews: Conducted with business owners to obtain information regarding the strengths, weaknesses, opportunities and threats they face.
- Observation: Conducted by directly observing business activities, interactions with customers, and operational processes on site.
- Documentation: Includes collecting secondary data such as financial records, photos, menus, customer testimonials, and reviews from social media or other digital platforms.

3. Data Analysis Techniques

The collected data was analyzed using the Miles and Huberman model, namely through three stages:

- Data reduction: Filtering and simplifying important information that is relevant to the research objectives.
- Data presentation: compiling information in narrative form and SWOT tables
- Conclusion drawing and verification: formulating strategic findings based on a combination of internal and external factors obtained.

4. Data Validity

To ensure data validity, this study employed source and technique triangulation, comparing interview results with observations and documentation. Validity was also strengthened by cross-checking with more than one source.

RESULTS AND DISCUSSION

1. Beef Foot Soup Business Profile in Surabaya

H. Kusnan's Beef Foot Soup is a legendary culinary delight widely known among lovers of traditional Indonesian cuisine in Surabaya. Established in 2000, this stall maintains the authentic taste of beef foot soup with its own unique recipe. Its savory, spice-rich broth and tender beef pieces are the main characteristics that keep loyal customers coming. The most popular menu at H. Kusnan's beef foot soup business is the mixed marrow soup consisting of several pieces of content such as: beef, tripe, tendon, heart, lungs, torpedo, and marrow all served with the best quality ingredients and maintained cooking techniques. Strategically located and always crowded with visitors, H. Kusnan's Beef Foot Soup is a favorite choice for both lunch and dinner, offering a warm culinary experience. Beef foot soup is a typical Jakarta food often known as Soto Betawi, but in Surabaya it is more familiar with the name of beef foot soup. The recipe for beef foot soup is eaten while the broth is still hot mixed with lime and chili sauce to taste.

2. SWOT Analysis

A SWOT analysis of a micro-business selling beef foot soup in Surabaya provides a comprehensive overview of the strengths, weaknesses, opportunities, and threats affecting its development. In terms of strengths, beef foot soup excels in its distinctive flavor, which is already familiar to local consumers. Easily accessible ingredients, authentic, traditional recipes, and affordable prices are key selling points. Furthermore, a close relationship between sellers and customers contributes to strong product loyalty. Several weaknesses pose internal challenges for the business. Most businesses lack well-organized financial management, utilize technology for promotions minimally, and not all maintain consistent standards of cleanliness and service. Limited capital also limits the ability to innovate and significantly expand.

Table 4. IFAS Matrix

Internal Factors		Weight	Rating	Score
Strength	Distinctive and Consistent Taste	0.14	3.33	0.48
	Loyal Customers and Fixed Consumer Base	0.12	3.33	0.39
	Strategic Location	0.16	4.00	0.62
	Long Business Experience	0.13	3.33	0.43
	Sub-Total	0.55	14.00	1.92
Weakness	Digital Promotion is Less Than Optimal	0.14	1.00	0.14
	Dependence on Certain Suppliers	0.13	2.00	0.26
	Not Having a Documented Management System	0.09	3.00	0.27
	Limited Operating Hours	0.09	3.00	0.27
	Sub-Total	0.45	9.00	0.95
Total		1.00	23.00	2.87

Source: Processed Primary Data, 2025

Based on the results of a SWOT analysis of the development of the Jemursari Beef Foot Soup Business, the main strength lies in the availability of adequate business facilities and infrastructure, such as a strategic location, complete cooking equipment, and support from loyal customers, with the highest strength score of 0.62. This indicates that infrastructure and customer support are important factors in supporting smooth, efficient and sustainable business operations. Meanwhile, the highest weakness is found in the lack of digital promotion and limited access to online business information, with a score of 0.27. Therefore, a strategy is needed to increase business socialization through digital platforms and direct approaches to potential consumers through integrated marketing programs. In addition, collaboration with local communities and the use of digital marketing technology are expected to reduce promotional costs and reach customers from a wider segment, especially the younger generation and active users of online services.

Table 5. EFAS Matrix

External Factors		Weight	Rating	Score
Opportunity	The Ever-Growing Local Culinary Trend	0.15	3.00	0.45
	Utilization of Social Media and Applications	0.11	3.33	0.37
	Government Support for MSMEs	0.15	3.67	0.55

	Partnership with Online Motorcycle Taxis and Local Influencers	0.11	2.67	0.29
	Sub-Total	0.52	12.67	1.66
Threat	High Competition in the Traditional Culinary Business	0.14	1.33	0.18
	Fluctuations in Prices and Availability of Raw Materials	0.14	1.33	0.18
	Changes in Consumer Tastes and Lifestyles	0.12	2.33	0.29
	Economic Crisis or Inflation	0.08	2.67	0.22
	Sub-Total	0.48	7.67	0.87
Total		1.00	20.33	2.53

Source: Processed Primary Data, 2025

Based on the EFAS analysis of external factors influencing the development of the Jemursari Beef Foot Soup Business, the total EFAS score was 2.53, consisting of an opportunity score of 1.66 and a threat score of 0.87. The highest opportunity arises from the support of local communities such as MSME associations and the active involvement of academics in providing mentoring and research related to MSME development, with a score of 0.55. This support is a significant potential in strengthening the existence of micro-enterprises, as the community can help disseminate information, increase the capacity of business actors, and encourage cross-sector collaboration in expanding market reach and product innovation. Meanwhile, the highest threat of 0.29 comes from the risk of misuse of data and business identity, such as the use of the business name by other parties for unauthorized purposes. This indicates the importance of strengthening legality and oversight systems, including business identity validation programs and education related to data protection and the importance of having formal legal documents such as a Business Identification Number (NIB). In the context of the Jemursari Beef Foot Soup business, business development strategies must also consider the protection of business rights and increasing digital literacy so that not only business growth but also legal and administrative security.

Table 6. SWOT Matrix

	Strength (S)	Weakness (W)
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IFAS EFAS	1. Distinctive and Consistent Taste 2. Loyal Customers and Fixed Consumer Base 3. Strategic Location 4. Long Business Experience	1. Digital Promotion is Less Than Optimal 2. Dependence on Certain Suppliers 3. Not Having a Documented Management System 4. Limited Operating Hours
Opportunity (O)	SO Strategy	WO Strategy
1. The Ever-Growing Local Culinary Trend 2. Utilization of Social Media and Applications 3. Government Support for MSMEs 4. Partnership with Online Motorcycle Taxis and Local Influencers	1. Using distinctive taste and customer loyalty 2. Maximizing strategic locations 3. Leveraging long business experience 4. Adding operating hours and local-based menu variants	1. Developing digital marketing 2. Participating in MSME management and digitalization training 3. Diversification of raw material supply chain 4. Renovating and rearranging the design of business premises
Threat (T)	ST Strategy	WT Strategy
1. High Competition in the Traditional Culinary Business 2. Fluctuations in Prices and Availability of Raw Materials 3. Changes in Consumer Tastes and Lifestyles 4. Economic Crisis or Inflation	1. Leveraging a loyal customer base and quality taste 2. Adjust prices and portions 3. Uplifting the traditional values of beef foot soup 4. Ensure that business premises meet cleanliness standards and health protocols	1. Create simple financial and operational planning 2. Building partnerships between local communities and similar businesses 3. Allocate a dedicated budget for facility improvements and digital branding 4. Conducting regular surveys of consumers

Source: Processed Primary Data, 2025

Based on the SWOT matrix, it can be concluded that Jemursari Beef Foot Soup's main strengths are its distinctive flavor, customer loyalty, strategic location, and extensive business experience. This provides significant opportunities for growth amidst local culinary trends and support for MSMEs. However, the business also faces weaknesses such as a lack of digital promotion, supplier dependency, and a suboptimal management system. Externally, threats such as competition from traditional culinary businesses,

fluctuations in raw materials, and changes in consumer tastes also need to be anticipated. Therefore, appropriate development strategies include increasing digital promotion, strengthening management, diversifying products, and collaborating with communities and similar businesses to maintain the business's sustainability and competitiveness.

CONCLUSION AND SUGGESTION

1. CONCLUSION

Based on the analysis and discussion, it can be concluded that the development of micro enterprises such as Jemursari Surabaya Beef Foot Soup is strongly influenced by a combination of internal and external factors that can be identified through a SWOT approach. Internally, the business's main strengths lie in consistent flavors, strategic location, and customer loyalty, which are crucial for maintaining competitiveness amidst competition from traditional culinary businesses. However, weaknesses in digital promotion, operational management, and the visual appeal of the business premises remain obstacles that need to be addressed immediately. Externally, significant opportunities arise from the increasing public interest in local culinary delights, support from the MSME community, and advances in digital technology that facilitate promotion and customer service. However, threats such as intense competition, fluctuations in raw materials, and risks to data security and business legality also require vigilance and strategic response.

Through the SWOT analysis, alternative strategies were formulated, including utilizing social media for promotion, improving service quality and business premises, strengthening community networks, and participating in business training and mentoring. This strategy is expected to guide the Jemursari Beef Foot Soup business toward more stable growth and adaptability to market dynamics and technological developments. With a measured and sustainable approach, micro-enterprises like this can continue to develop into resilient local economic players and contribute significantly to strengthening the MSME sector in Surabaya.

2. SUGGESTION

Based on the research results, it is recommended that Jemursari Beef Foot Soup Business increase its promotion through social media and digital platforms to expand its market reach, particularly among the younger generation. Business owners should also participate in training or MSME mentoring programs to strengthen their managerial skills and product innovation. Furthermore, collaborating with MSME communities or associations can be an effective strategy for expanding business networks and gaining access to information and technical assistance. Maintaining consistent product and service quality, as well as improving the appearance of the business premises to make it more attractive and comfortable for consumers, are also important steps in maintaining customer loyalty and facing increasingly competitive business conditions.

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