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Implementation of Competitive Adaptation and Resilience Strategies Post Covid-19 Pandemic in Halal Food SMEs

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ABSTRACT

SME industry saves the nation's economy, 10.79 million people (7.71 percent) of the Indonesian population work in providing accommodation and food. Knowing the survival ability of industry players on a micro scale is very important. This study used a mixed method, with descriptive analysis to determine the survival ability of the "Pempek Bicara Nina", Palembang, company post-pandemic. Using the SWOT analysis, and internal-external weighting, the Four Step Strategy determines the most appropriate strategy, to be able to overcome challenges by taking advantage of all possible opportunities. Results showed that several weaknesses must be immediately corrected to optimize revenue potential, in the form of more extensive digital marketing, and innovation in product variants, including embracing more public figures as catalysts to leverage. Innovation in product variants is also needed to maintain the attractiveness so that it can continue to attract old customers, as well as attract the interest of new consumers. The cost leadership strategy was maintained. The ability to control costs, and operational efficiency, is very important to maintain profitability and competitiveness. By adapting to all digital world business developments and its product innovation, "PBN", can maintain business continuity. In particular, by combining digital marketing strategies, product innovation, embracing more public figures, and cost leadership strategies, halal SMEs "PBN" can continue to develop and succeed in the halal SME culinary market.

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Introduction

The post-Covid-19 pandemic began to pass after previously being designated by the World Health Organization (WHO) with "pandemic" status due to the widespread and virulent spread of the virus throughout the world, including Indonesia (covid19.go.id, 2020). This was followed by Large-Scale Social Restrictions (PSBB) which limit community activities, plus mass layoffs occurring in many places, which have made many families who have lost their jobs turn their heads by carrying out MSME-scale business activities from their respective homes. Even though, according to BPS RI (2020), at that time it was said that in terms of the sector, three business sectors were most affected by the COVID-19 pandemic, namely the accommodation, food and beverage sectors; other service sectors; and the transportation and warehousing sectors (Wardhana, 2021).

According to the report of the Central Bureau of Statistics (BPS) in 2023 which stated that MSMEs are an industry that saves the nation's economy. At least 10.79 million people (7.71 percent) of the Indonesian population work in providing accommodation and food and drink. One of the well-known brands is "Pempek Bிக Bik Nina" originally from Palembang (abbreviated as "PBN"). However, not all stakeholders of the MSME halal culinary industry understand the company's ability to survive and develop, even though this literacy element is very important. As a result, it requires external research assistance to support it so that business dynamics on this scale can also have a positive impact on the surrounding community (Muflih & Juliana, 2020).

The halal Pempek Palembang MSME business in Indonesia reflects the development of consumer trends which are increasingly increasing demand for halal food products. Pempek, which is a typical food from Palembang, South Sumatra, is known for its delicious taste and unique texture. Furthermore, the halal MSME business Pempek Palembang has several reasons why they have become popular in Indonesia. First was the growth of halal awareness where the majority of the population in Indonesia is Muslim, so they need to consume halal food only. The halal aspect is not just a trend, but also an obligation as a Muslim. The second reason was because of the large market potential. The demand for halal pempek in Indonesia is very high, as the halal food market in Indonesia is expected to continue to grow in recent years. This provides a good opportunity for the Palembang Pempek MSME business to develop and succeed. The third reason was because of the product's uniqueness.

Pempek Palembang has distinct characteristics in terms of taste and texture. Halal pempek which is produced while maintaining its original taste and good quality will attract the attention of consumers who want to enjoy traditional food with the guarantee of being halal. The fourth reason was the existence of government support. The Indonesian government has provided significant attention and support for the development of MSME businesses, including in the halal food sector. Programs such as training, funding, and marketing assistance have been provided to Palembang pempek MSMEs who are trying to meet halal standards (Wargadalem et al., 2023).

In South Sumatra, especially in the city of Palembang, the typical culinary specialty that is closely associated with the local identity of "wong kito galo" is Empek-empek or Mpek-mpek or Pempek, whose recipe has been passed down from generation to generation. According to the recorded history, Pempek was brought by Chinese migrants to Palembang have existed since around the 16th century around the time of Sultan Mahmud Badaruddin II ruled the Palembang Darussalam Pempek sultanate. Pempek Palembang has indeed become a culinary dish that is very popular and loved by many people, both in Palembang and throughout Indonesia. The variety of flavor variants offered by Palembang Pempek is the main attraction for its connoisseurs. With a wide variety of flavors, Palembang pempek not only offers a variety of different flavors but also reflects the rich culture and culinary traditions of Palembang (Wargadalem et al., 2023).

There were several strategies in supporting business strategies in the visual field through digital media is significantly important in promoting Pempek Palembang products. For example, wide reach where digital media allows information about Pempek Palembang to be accessed publicly, both locally and internationally. This will help increase public awareness about the deliciousness and uniqueness of Pempek Palembang. The second strategy was the existence of community involvement. By utilizing social media and other digital platforms, digital actors can invite the public to participate in promoting Pempek Palembang by sharing visual content, such as photos or videos of Pempek Palembang. It can increase public involvement and interest in these culinary delights. The third strategy was using of the keyword "Pempek Palembang" in online searches to increase the visibility and ranking of the website or related content in search engines.

The fourth strategy was using popular supporting media. Visual media such as photos and videos have a strong appeal and can attract the attention of more people than text alone. By sharing interesting visual content about Pempek Palembang, It can build people's interest and desire to try this culinary delight. The fifth strategy was driving tourism. Promotion of Pempek Palembang through digital media can also be a driver of local tourism. Tourists who are interested in regional culinary specialties will usually look for information and recommendations through digital media before visiting an area. By utilizing digital media as part of a supporting business strategy in the visual field, such as sharing visual content and using keywords, Pempek Palembang can become better known and become a regional icon that is getting better in the tourism context (Wargadalem et al., 2023).

The most important thing is mindfulness of the significance of as it were expending halal products that comply with the rules within the Koran al-Karim. A procedure that has been carefully made taking after the vision and mission of the company organization will at that point have a significant impact on the company's organizational operations, within the shape of a competitive advantage procedure or competitive advantage from the administration of a company. inquired about halal culinary MSME company with the brand "PBCN" in Palembang. From the clarification over, this research was conducted to decide the precision of the strategy choices that have been made, and on the off chance that it is felt that there's still something missing, ready to give a few proposals, so that able to proceed to attain economical trade administration as anticipated. (Rahmi et al., 2023).

Differentiating from previous research, what is referred to in this research is the gap, which previously only concerned the general identification of MSMEs and MSME halal culinary products, including market expansion, income growth, product diversification, compliance with halal standards, and others. Meanwhile, this research includes examining market position, product offerings, distribution channels, marketing strategies, financial performance, operational efficiency, and compliance with halal standards. Assess strengths, weaknesses, opportunities, and threats (SWOT analysis) relevant to the halal industry (Wardhana, 2020). This also related to suggestions to the local government, to find out the ideal or desired conditions for Halal SMEs, especially the Halal Pempek industry, to be able to set specific, measurable, achievable, relevant, and time-bound goals that are in line with previously identified goals. So that we can identify performance gaps, namely the current state (*das sein*) and the desired state (*das solen*), which occur in various aspects, namely: (a) market penetration; (b) product quality and innovation; (c) compliance with halal standards and certification; (d) brand visibility and reputation; (e) financial performance and profitability; (f) operational efficiency and resource utilization; and (g) customer satisfaction and loyalty.

Literature Review

MSME Industry

Central Bureau of Statistics (BPS) report in 2023 provided information regarding the state of the workforce in Indonesia, that the five business fields with the most workers in Indonesia are: (a) agriculture, forestry, and fisheries, with 39.45 million people (28.21%); (b) wholesale and retail trade, repair and maintenance of cars and motorbikes by 26.55 million people (18.99%); (c) processing industry of 19.35 million people (13.83%); (d) Provision of accommodation and provision of food and drink for 10.79 million people (7.71%); and (e) construction of 9.25 million people (6.61%). MSMEs are an industry that saves the nation's economy (Loestefani et al., 2022). Micro, Small and Medium Enterprises (MSMEs) face the problem of low productivity levels that can affect business competitiveness both locally, regionally and internationally. (Poernamasari, 2023) Small and Medium Enterprises (SMEs) are part of Indonesian economy's pillars. SMEs come from a small community economic sector with a local scale, local resources, and simple production processes the product sold locally. (Achsa, Verawati, & Novitaningtyas, 2023) SME business players are deemed to have strong commitment, determination and be willing to give all attention to their business, so that half-hearted attitude might bring them business failure. (Agustina, 2021)

Halal Principles

Pempek or Empek-empek products with brands "PBN" have passed the halal test and received halal certification from the MUI or the Indonesian Ulema Council in South Sumatra Province, has also received IPR recognition from the Directorate General of IPR at the Indonesian Ministry of Law and Human Rights. Socialization regarding the importance of halal awareness has been carried out hand in hand by various groups of ordinary people, together with religious organizations, non-religious organizations, including the government. The impact is positive, because now there is increasingly widespread awareness of the importance of consuming only halal products, both from the perspective of consumers and business producers.

Halal recognition in the form of a logo attached to the product packaging given a fatwa by the MUI (Indonesian Ulema Council) along with its registration number, provides "added value" for entrepreneurs and is becoming increasingly spiritual. In line with the opinion of Sari and Sudrajat (2013), who say that halal customers' satisfaction is not just having their hearts stolen by marketers, but also by reasoning, and understanding halal or critical thinking related to halal science which then influences them in making decisions about the consumption they choose. A study conducted by Aziz, YA and Chok, NV (2013) stated that the buying behavior of society is not just a function of taste and price, but also considers religion. They may engage in religious practices more frequently which can be considered as a form of self-awareness and increased piety in living daily life. Including, awareness of the importance of only consuming halal products following the teachings of QS al-Baqarah verse 168 below:

"O people, eat what is halal and good from what is on earth, and do not follow the steps of evil spirits; for indeed Satan is a real enemy to you."

Business Strategy

The company's strategy is aimed at producing good company performance, especially sales, marketing and financial growth (Wardoyo, Rusdianti, & Purwantini, 2015), and general business development (Pratiwi et al., 2022). Various studies have shown that implementing the right business

strategy can have a positive and significant impact on company performance. Performance measurement in the context of SME business strategy can vary depending on the indicators used (Zakik et al., 2022). Choosing the right strategy will help SMEs achieve good performance and meet their business goals (Wardoyo, Rusdianti, and Purwantini, 2015). Thus, SMEs need to understand the importance of business strategy in improving company performance and choose strategies that suit the company's internal and external conditions to achieve success in a competitive market.

Internal and External Matrix

Strategy in business starts with analyzing the external and internal and inside environment of the trade, arranging the technique, and execution stages, and assessing the comes about of procedure usage, culminating in an explanation in the matrix (Wijayanti et al., 2020). The internal analysis incorporates assets possessed by the commerce such as items, individuals, monetary viewpoints, area, generation handle, costs, advancements, and physical prove within the shape of hardware in generation, where outside components incorporate government, socio-cultural and financial arrangements as well as the part of related institutions. (Siagian, Kurniawan, and Hikmah, 2019).

Cost Leadership

Followed by the strategic planning, implementation, and evaluation stages by Miller (1986, 1988) in (Wardoyo, Rusdianti, and Purwantini, 2015), which sets up three strategies measurements, specifically: (1) Taken a toll Authority Technique which is arranged toward item quality and most reduced costs compared to competitors; (2) Showcasing Separation Technique is situated towards recognizing uncommon characteristics that are prevalent to competitors; and (3) Inventive Separation Procedure situated towards creativity in modern item improvement..

Innovation

Various performance indicators are used, such as revenue, profit, market share, customer satisfaction, customer loyalty, operational efficiency, and so on. Therefore, SMES needs to determine performance indicators that suit their business goals and context (Zaki et al., 2024). Business strategy is an important foundation in efforts to compete with other companies. Several strategies that can be implemented by SMEs include market penetration strategies (developing existing products or services into known markets), market development strategies (developing existing products or services into new markets), product development strategies (developing new products for existing markets), and diversification strategies (developing new products for new markets) (Ryandono et al., 2022).

MSME culinary products typical of the city of Palembang, in South Sumatra Province are branded "PBN", which apart from being certified halal by the Indonesian Ulema Council, has also received legal force as "one class of goods" for ten years since its issuance by the Directorate General of Intellectual Property Rights (IPR). Intellectual Property), Ministry of Law and Human Rights of the Republic of Indonesia, which is then expected to be included in product innovation which will also become a catalyst that leverages to achieve sustainable business management (Mendo et al., 2023).

Methodology

This study used descriptive analysis that aims to provide an overview of data, such as average (mean), and total (sum). This research was conducted at the halal culinary SME company "PBN" in Palembang,

with the results in the form of data from mixed quantitative methods which were quantified. The samples were collected using purposive sampling of questionnaires with a Likert scale, to formulate company strategy, researchers examined data using the IFE Matrix and EFE Matrix.

This study also used an in-depth initial interview technique, followed by a SWOT (Strength, Weakness, Opportunity, Threat) analysis, where the results are then used as an evaluation from both sides, internal and external to find out the key factors for the success of halal MSME companies "PBN". The respondents were Mrs. Nina Mutiara Damayanti serves as President and Director HR Director of Marketing and Branch Development and Yulianto (Mrs. Nina's husband) as Finance Director, as well as Director Operational.

The contents of the questionnaire concern internal and external factors of the company. The interview technique used in this research when data collection was carried out was through in-depth interviews in two stages with both parties. The first stage, take an approach or approach to find out directly the existing problems and their developments after the Covid-19 pandemic, where the results then become a reference for developing questionnaires from several previous studies that are referred to. The second stage was asking primary data questions to obtain data using qualitative methods (Cooper and Schindler, 2008), which then contains the contents of the interviews conducted related to strategy, management, and perceptions of economic-business prospects. David (2009) states that to formulate a comprehensive strategy it can be integrated into the decision-making framework as follows:

(1) Input Stage (Input Stage)

This stage contains the required basic input information obtained from direct observations in the field and in-depth interviews at the start of the research with many parties to develop questions, as well as study material from previous researchers, to formulate strategies. This information is stated in 3 (three) types of matrices, namely the External Factors Evaluation Matrix (EFE), and the Internal Factors Evaluation Matrix (IFE).

(2) Matching Stage

This stage focuses on creating reasonable alternative strategies by taking into account key external and internal factors. In this stage, 3 matrices are used, namely: (1) Strengths-Weaknesses-Opportunities-Threats Matrix; or (2) SWOT; and (3) Internal External Matrix (IE).

Results and Discussion

A. Opportunity

1. The taste of Empek-empek (Pempek) is widely and generally liked in Indonesia so that the promotion of "PBN" can be accepted by other ethnic communities in Indonesia;
2. Empek-empek (Pempek) culinary has long been known and is familiar to Indonesians, as well as people from other nations who have local culinary products made from fish in the form of meatballs, for example in countries in South Korea, Thailand, Malaysia, and others;
3. Product innovation in vacuum form means that "PBN" products can remain durable even if they are quite a long shipping journey.
4. There is the possibility that "PBN" products can also be exported outside Indonesia, as long as they can adapt to the hygienic standards of each destination country;
5. This includes the possibility of exporting halal Indonesian culinary products to foreign countries;
6. "PBN" is very open to receiving financial support for capital because the impact of the Covid-19 pandemic has made the Indonesian government think hard that MSME activities throughout the country will continue to thrive, even, if possible, develop;

7. "PBN" also has the opportunity to get MSME tax relief during the current pandemic.

B. Threat

1. The impact of the Covid-19 pandemic has affected the purchasing power of Indonesian people;
2. Competitor promotions of Empek-empek (Pempek) with online marketing is increasing during the current Covid-19 pandemic;
3. Now there are more and more requests online from areas that are too far away, which affects the selling price because costs are more expensive;
4. There is still widespread indifference among Indonesian people who ignore the prohibition of alcoholic products because for them the important thing is that they do not eat pork;
5. PSBB and PPKM regulations from the South Sumatra Provincial Government and the center often change, thus affecting the certainty of ordering services offline or online;
6. Increase in manufacturing raw materials, because we have been at home for too long and there is a shortage of raw material suppliers;
7. When there are no ideas for innovation and product diversification from the "PBCN" type that has been produced so far.

(2) Internal

A. Strength

1. Empek-empek (Pempek) culinary has long been known and is familiar to Indonesians, so introducing "PBN" products is easier;
2. The taste of Empek-empek (Pempek) is widely and generally loved in Indonesia;
3. Empek-empek (Pempek) generally has a price within the community's reach;
4. "PBN" has a unique and easily recognizable logo;
5. "PBN" increases promotions by collaborating with public figures voluntarily (by bartering to send Empek-empek (Pempek) products produced by Bicara Nina for free);
6. "PBN" develops a variety of menu variants that competitors do not yet have or do not have;
7. "PBN" provides delivery services to various areas outside the city of Palembang, so that sales turnover can be increased from new customers outside the city of Palembang;

B. Weakness

1. The lack of understanding among the Indonesian people that Empek-empek (Pempek) can also be haram because Cuko contains khamr (alcohol);
2. There is a lack of understanding among the Indonesian people that halal with the MUI fatwa with a registration number is not the same as the self-claimed halal version made and affixed by MSME entrepreneurs who do not understand so that the MUI halal logo attached to the "PBN" product box still does not feel its full power. for added value products;
3. "PBN" products are still limited in their product promotion strategies and techniques;
4. Starting to increase in demand online from areas that are too far from the city of Palembang, thus affecting the unit selling price of the product;
5. "PBN" has not yet developed a sales system with resellers, so its market development is not able to expand quickly;
6. Capital from "PBN" is still limited;
7. "PBN" products have not yet entered the online marketplace

Table1. Summary of SWOT Results of Two "PBN" Respondents

SWOT	Come on Nina	Yulianto	Σ	Average
S	4.9980	4.9980	9.9960	4.9980
W	4.9980	4.8804	9.8784	4.93920
O	4.9980	4.6875	9.6855	4.84275

Q	4.9980	4.7650	9.7630	4.8815
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Source: Processed data (2024)

Internal factor evaluation is used to determine the company's strengths and weaknesses.” Companies need to implement several strategies to increase strengths and reduce weaknesses to avoid losses. Through the EFE and IE matrices, values or scores are obtained and these values will be mapped to the IE matrix quadrants. Through the data that the author obtained in the process of this research, the average EFE value were $4.84275+4.8815= 9.72425: 2 =4.862125$, while the average IFE value is $4.9980+4.93920= 9.9372: 2 =4.9686$.

Through the IE (Inner Outside) lattice over, it is obvious that tall quality of inner variables, counting outside variables. The IE Lattice comes about as a combination of seriously and integration methodologies, driving to (1) SO techniques that can advance suitable behavior; (2) ST procedures which may incorporate making strides quality, re-pricing, and moving forward the quality of human assets; (3) WO procedures can incorporate extending administrations to territorial potential. From the weighting comes about mentioned above, the meaning for the Full Inner Score or IFE comes about is 4.9686, which was in a position in Field I (Growth). This gives an diagram of the potential or great trust for long term to continuously move forward company administration competence in inner company management.

Meanwhile, the comes about of the Overall Outside Score or EFE 4.862125 were within the same position, specifically in Field I (Development), which once more delineates empowering conditions. Openings are open for the development of halal request in Indonesia, indeed in spite of the fact that the COVID-19 widespread has passed. With this opportunity, it can be a useful angle of trade for “PBN”. The IE Lattice comes about as a combination of seriously and integration methodologies, driving to (1) SO procedures that can advance suitable behavior; (2) ST techniques which may incorporate moving forward quality, re-pricing, moving forward the quality of human assets.

Total Score Internals: 4.9686

Total Score External: 4.862125			Kuat	Rata-rata	Lemah
			5,00 - 3,44	3,33 – 1,67	1,66 – 1,00
		Tinggi	5,00 - 3,44	I <i>Growth</i>	II <i>Growth</i> III <i>Retrenchment</i>
		Sedang	3,33 – 1,67	IV <i>Growth</i>	V <i>Growth</i> VI <i>Retrenchment</i>
		Rendah	1,66 – 1,00	VII <i>Growth</i>	VIII <i>Growth</i> IX <i>Retrenchment</i>

Figure 1. IE Matrix “PBN

Source: Processed data (2024)

Table 2. SWOT Matrix Results of “PBN”

		S (Strengths) Average S = 4.9980	W (Weakness) Average W = 4.9392
	Internal Factor		
	(Internal Total Score: 4.9686)	<ol style="list-style-type: none"> 1. Empek-empek (Pempek) culinary has long been known and is familiar to Indonesians, so introducing "PBN" products is easier; 2. The taste of Empek-empek (Pempek) is widely and generally loved in Indonesia; 3. Empek-empek (Pempek) generally has a price within the community's reach; 4. “PBN” has a unique and easily recognizable logo; 5. “PBN” increases promotions by collaborating with public figures voluntarily (by bartering to send “PBCN” products for free); 6. "PBN" develops a variety of menu variants that competitors do not yet have or do not have; 7. "PBN" provides delivery services to various areas outside the city of Palembang, so that sales turnover can be increased from new customers outside the city of Palembang. 	<ol style="list-style-type: none"> 1. The lack of understanding among the Indonesian people that Empek-empek (Pempek) can also be haram because Cuko contains khamr (alcohol); 2. There is a lack of understanding among the Indonesian people that halal with the MUI fatwa with a registration number is not the same as the self-claimed halal version made and affixed by MSME entrepreneurs who do not understand, so that the MUI halal logo attached to the "PBN" product box still does not feel its full power. for added value products; 3. “PBN” products are still limited in their product promotion strategies and techniques; 4. Starting to increase in demand online from areas that are too far from the city of Palembang, thus affecting the unit selling price of the product; 5. “PBN has not yet developed a sales system with resellers, so its market development is not able to expand quickly; 6. Capital from “PBN” is still limited; 7. “PBN” products have not yet entered the online marketplace.
	External Factor		
	(External Total Score: 4.8621)		
		<u>SO</u>STRATEGY	<u>WO</u>STRATEGY
		Average O = 4.8427	

1. The taste of Empek-empek (Pempek) is widely and generally liked in Indonesia, so that the promotion of "Pempek Bिक Nina" can be accepted by other ethnic communities in Indonesia;
 2. Empek-empek (Pempek) culinary has long been known and is familiar to Indonesians, as well as people from other nations who have local culinary products made from fish in the form of meatballs, for example in countries in South Korea, Thailand, Malaysia and others;
 3. Product innovation in vacuum form means that the "Pempek Bिक Nina" product can remain durable even if it is quite a long time in the shipping journey;
 4. There is an open possibility that the "Pempek Bिक Nina" product can also be exported outside Indonesia, as long as it is able to adapt to the hygienic standards of each destination country;
 5. This includes the possibility of exporting halal Indonesian culinary products to foreign countries;
 6. "PBN" is very open to receiving financial support for capital because the current Covid-19 pandemic has made the Indonesian government think hard that MSME activities throughout the country will continue to thrive, even if possible, develop;
 7. "PBN" also has the opportunity to get MSME tax relief during the current pandemic.
1. The opportunity is still very open to increase the number of celebrities who are willing to support promotions voluntarily, which aims to maintain the popularity that has been achieved by continuing to carry out CRM (customer relations management) on an ongoing basis;
 2. Opportunities for partnerships with more parties, outside of the market that has been implemented and developed so far;
 3. Opportunities for support from the Indonesian government, because it is promoting a halal consumption awareness program in Indonesia, by continuing to maintain the principle of producing only with guaranteed halal products from MUI, and continuing to spread kindness information on the principles of IPR protection for owned trademarks;
 4. Opportunities arising from market demand will product variants that compete with other similar products online and offline;
 5. The Covid-19 pandemic opened p There is an opportunity for families in Indonesia to stock up on food in the refrigerator as well as "ready to half-serve" food variants.as the development of product
1. Carrying out internal improvements to MSME company management "PBN" first so that they are ready to face challenges from outside the company;
 2. Developing human resources who understand halal through training;
 3. Increasingly increasing promotional and public relations cooperation programs with various reputable parties;
 4. Specifically choose a domestic management team that understands halal matters;
 5. Developing understanding of the halal industry in the future for all branches and partners;
 6. Utilization of AI technology for intensive promotion to make it known to the public;
 7. Increase promotional cooperation programs (by involving wider community participation, such as influencers from the millennial generation) and public relations with various competent parties.

- innovations that can be stored longer;
6. Opportunity development of alternative branches near other traditional markets in several locations, which reach areas outside South Tangerang based on principles cost leadership that has been implemented so far, with *pricing* procompetitive;
 7. Opportunities to develop
 - p The cooperation pattern offered by "PBN" management to various partners, including celebrities or public figures, as well as other general investors, will further facilitate the sustainable business efforts that have been implemented.

T(Threats) Average Q=4,881	<u>T.S</u> Strategy	<u>TW</u> Strategy
<ol style="list-style-type: none"> 1. The impact of the Covid-19 pandemic has affected the purchasing power of Indonesian people; 2. Competitor promotions Empek-empek (Pempek) with online marketing is increasing during the current Covid-19 pandemic; 3. Now there are more and more requests online from areas that are too far away, which affects the selling price because costs are more expensive; 4. There is still widespread indifference among Indonesian people who ignore 	<ol style="list-style-type: none"> 1. Increase promotions using all available media, especially during pandemic times like now, to further intensify digital marketing; 2. Internal consolidation of teams; 3. Make some new choices right for promotion; 4. Take advantage of optimal relationships with more parties (parties other than artists or public figures); 5. Further improve the quality of understanding 	<ol style="list-style-type: none"> 1. Caring for relationships through intensive communication with customer relations management continues to be developed; 2. Prepare to recruit reliable human resources in matters related to Islamic and halal principles to develop a network via a reseller system; 3. Remain independent as owner; 4. Formation of a management team to be better organized; 5. Improve quality and expand menu variants; 6. Ensure that there are boundaries where investors will not need to tamper with the company's internal work;

the prohibition of alcoholic products, because for them the important thing is that they do not eat pork;	regarding the halal MSME industry;	7. Stay focused on what you already have and not be influenced by political problems but remain alert to all government regulations that change along with the Covid-19 pandemic which is considered to be over.
5. PSBB and PPKM regulations from the South Sumatra Provincial Government and the center are frequent changes, thereby affecting the certainty of offline or online ordering services;	6. Ensure that there are limits when outside shareholders intend to tamper with the company's internal financial management;	
6. Increase in manufacturing raw materials "PBN", because we have been at home for too long and there is a shortage of raw material suppliers;	7. Remain focused on what you already have, and not be influenced by political problems but remain alert to all government regulations that change along with the Covid-19 pandemic which is considered to be over.	
7. When there are no ideas for innovation and product diversification from the "PBN" type that has been produced so far.		

Source: Processed data (2024)

There were several recommendations emerged for "PBN" to create and/or add several new strategic steps, following the Boston Consulting Group Matrix theory (BCG) developed by Bruce Henderson in the 1970s. The "Four Step Strategy" as intended is:

(1) Create

- (a) Increase the popularity already achieved and increase the number of celebrities who are willing to support the promotion voluntarily;
- (b) Forming several new market clusters;
- (c) Design a unique catchphrase to create additional highlights;
- (d) Continue to develop product variants that compete with other similar products online and offline;
- (e) Continue to design new promotional methods every time there is a development of new ready-to-cook product innovations;
- (f) Cost leadership has been implemented so far, with pricing competitive products, reaching regions throughout Indonesia and abroad;
- (g) Designing new cooperation patterns to be offered to new partners from various backgrounds with a reseller concept.

(2) Clear it

- (a) Eliminate the image that "PBN" was only for local people;
- (b) Recruitment of reliable human resources related to Islamic and halal principles;
- (c) Eliminate image that ownership will forever be closed only to the owner's spouse "Pempek Bicik Nina" just;
- (d) There should be no impression of disorganized management even if the company is involved "PBN" are 'just MSMEs';
- (e) There should be no impression that the menu offered is the same;
- (f) Even if investors cannot tamper with the company's internal affairs, avoid such things as

- authoritarian leadership;
- (g) Remain closed to political issues or political individuals who provoke them.

(3) Add

- (a) Maintaining the popularity that has been achieved by continuing to carry out CRM (customer relations management) on an ongoing basis, as well as increasing the number of celebrities who are willing to support promotions voluntarily;
- (b) Maintain the principle of producing only guaranteed halal products from MUI, and continue to spread the goodness of life through a unique catchphrase flagship;
- (c) Cost leadership has been implemented so far, with pricing competitive products plus the development of alternative branches close to traditional markets in several locations, which can then reach areas outside the Palembang area;
- (d) "Ready to half-serve" food variants as the development of product innovations that can be stored longer;
- (e) Opportunity development of alternative branches close to other traditional markets in several locations, which reach areas outside the Palembang area based on principles of leadership that have been implemented so far, with pricing competitive products;
- (f) Opportunities to develop the cooperation pattern offered by "PBN" management to various partners, including celebrities or public figures, as well as other general investors, will further facilitate sustainable halal business efforts.

(4) Subtract

- (a) Be firm on employees who are not trustworthy when management develops so that they are internally solid in readiness to face challenges from outside the company;
- (b) Training for human resource development to reduce the risk of production errors;
- (c) Avoid adding cost when there is no additional allocation for promotional costs;
- (d) Reducing management's lack of understanding regarding the science of halal production with the latest regional issues;
- (e) Reducing the lack of understanding by management and employees regarding halal production knowledge in all branches and partners;
- (f) Reducing lack of understanding by management and employees regarding the use of technology for intensive promotions;
- (g) Reducing feelings of satisfaction just by promoting what already exists.

Conclusion

According to the result above, it can be concluded that Pempek Palembang has to focus on the marketing strategy to promote that this product is not only for local people. Moreover, the stakeholders of MSMEs of Palembang Pempek also have to collaborate with the local government to create the value of this halal product to the public that this product has a distinct characteristic that can't be found in any other local cuisine in Indonesia. For promotion, Pempek Palembang could use public figures as brand ambassadors to promote one of the potential halal products through local government channels.

Author's Contribution

This research is a single study, until the final manuscript. Starts from the data collections, drafting manuscripts, drafting drawing, drafting key conceptual ideas, to its revisions.

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Declaration of Competing Interest

The author declares that this research was conducted in the absence of any commercial or financial relationship that could be construed as a potential conflict of interest.

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