

# **Financing MSME Using Analysis of IFAS and EFAS Matrix: Case Study in Honey Pumpkin Business**

## **Islamiati Hidayah**

Institut Islam Negeri Kediri, Indonesia

Email: [islamiatihidayah.89@gmail.com](mailto:islamiatihidayah.89@gmail.com)

## **M. Kurnia Rahman Abadi**

Universitas Darussalam Gontor, Indonesia

Email: [didikkurnia@unida.gontor.ac.id](mailto:didikkurnia@unida.gontor.ac.id)

## **Ghulam Falach**

Institut Islam Negeri Kediri, Indonesia

Email: [afha71@gmail.com](mailto:afha71@gmail.com)

## **Moh Ismail**

University of the Holy Qur'an and Islamic Science, Sudan

Email: [ismail@quran-univ.edu.sd](mailto:ismail@quran-univ.edu.sd)

## **Abstract:**

*This study aims to find out how the Honey Pumpkin business development strategy is carried out by Honey Pumpkin Farmers in Banyusokah Village, Sampang Regency based on EFAS and IFAS Matrix. The method employed in this study is descriptive qualitative which aims to describe, describe, record, and analyze existing and current conditions. The result of the study showed that the Honey Pumpkin business in Banyoksah Village of Sampang Regency can implement a growth-oriented strategy for developing its business. The suggested strategies are firstly, to distribute the products in the store at Sampang Regency and utilize social media such as IG, WhatsApp, and so on for marketing. Secondly, diverging the processed product from honey pumpkin and turning customers into resellers. Thirdly, the replacement of*

*production technology used with more sophisticated and modern to increase production effectively and efficiently. Lastly, opening several branches of stores that are owned by the company. Meanwhile, financing aspect regarding to growth growth-oriented strategy several financing models could be useful. For example, working capital loans, digital marketing loans, business expansion loans, and equipment loans or leasing arrangements. Therefore, research and the approach of financial institutions, banks, and alternative lenders is necessary to explore specific financing options that suit growth strategies.*

Penelitian ini bertujuan untuk mengetahui bagaimana strategi pengembangan usaha Labu Madu yang dilakukan oleh Petani Labu Madu di Desa Banyusokah Kabupaten Sampang berdasarkan Matriks EFAS dan IFAS. Metode yang digunakan dalam penelitian ini adalah deskriptif kualitatif yang bertujuan untuk mendeskripsikan, mendeskripsikan, mencatat, dan menganalisis kondisi yang ada dan saat ini. Hasil penelitian menunjukkan bahwa usaha Labu Madu di Desa Banyoksah Kabupaten Sampang mampu menerapkan strategi yang berorientasi pada pertumbuhan dalam mengembangkan usahanya. Strategi yang disarankan adalah pertama, dengan mendistribusikan produk di toko yang ada di Kabupaten Sampang dan memanfaatkan media sosial seperti IG, WhatsApp dan lain sebagainya untuk pemasaran. Kedua, melakukan divergensi produk olahan dari labu madu dan mengubah pelanggan menjadi reseller. Ketiga, penggantian teknologi produksi yang digunakan dengan yang lebih canggih dan modern untuk meningkatkan produksi secara efektif dan efisien. Terakhir, membuka beberapa cabang toko milik perusahaan. Sementara itu, aspek pembiayaan mengenai strategi berorientasi pertumbuhan, beberapa model pembiayaan dapat bermanfaat. Misalnya pinjaman modal kerja, pinjaman pemasaran digital, pinjaman perluasan usaha, dan pinjaman peralatan atau sewa guna usaha. Oleh karena itu, penelitian dan pendekatan terhadap lembaga keuangan, bank, dan pemberi pinjaman alternatif diperlukan untuk mengeksplorasi opsi pembiayaan spesifik yang sesuai dengan strategi pertumbuhan.

**Keywords:** MSME; SWOT Matrix; IFAS and EFAS Matrix; Financing.

## **Introduction**

Work in Islam is part of obligation as it is worship to Allah. Allah obligates all Muslims to work and seek a bounty of good deeds from work as well as to remember Allah as the creator of the world, the one and only who gives

sustenance.<sup>1</sup> However, with the current economic conditions that are increasingly difficult, it certainly has a major impact on many areas of people's lives in general and the development of industry in particular. Moreover, with the increasing density of the existing population, people have to compete harder in their work to meet their needs.<sup>2</sup>

The conditions above encourage the breaker to create or build independent businesses in the form of MSMEs as a solution to the community.<sup>3</sup> In the face of increasingly fierce competition in the business world, business actors are required to be able to develop their businesses so that they are advanced and big. Business development requires various strategies to advance its business so that it can last a long time and not go bankrupt.<sup>4</sup>

Business development has several tasks and processes that generally aim to develop and implement growth opportunities. But in reality, to develop a business that was originally started from scratch or just starting a business is very difficult. Islam does not prohibit Muslims from having plans to develop their business through various development strategies to achieve success. However, it must be by the Shari'a and not against the teachings of Islamic Shari'a.<sup>5</sup>

Therefore, developing business skills is not enough, it is also applying the best principles in building and developing a business. When this is done, MSME actors can easily build economic activities. One of them is Banyusokah Village, Ketapang District, Sampang Regency, where the majority of which are farmers of rice, corn, peanuts, and fruit crops such as guava, honey pumpkin, and watermelon.

The innovation carried out in Banyoksah village is a Honey Pumpkin product that has been managed since 2018. This honey pumpkin farm is managed

---

<sup>1</sup> Rahmad Hakim and Adib Susilo, "Makna Dan Klasifikasi Amanah Qur'ani Serta Relevansinya Dengan Pengembangan Budaya Organisasi," *AL QUUDS : Jurnal Studi Alquran dan Hadis* 4, no. 1 (May 11, 2020): 120, <http://journal.iaincurup.ac.id/index.php/alquuds/article/view/041>.

<sup>2</sup> Adib Susilo, "Identifying Factors That Affect Consumer Satisfaction of Parklatz Café in Ponorogo City, East Java, Indonesia: An Application of Exploratory Factor Analysis," *Falah: Jurnal Ekonomi Syariah* 5, no. 1 (2020): 2.

<sup>3</sup> I.A. Cynthia Saisaria Mandasari and I Gede Surya Pratama, "Use of E-Commerce during COVID-19 Pandemic towards Revenue and Volume of MSMEs Sales," *International research journal of management, IT and social sciences* 7, no. 6 (November 6, 2020): 124, <https://sloap.org/journals/index.php/irjmis/article/view/1022>.

<sup>4</sup> Telsy Fratama Dewi Samad, "Pengaruh Persepsi Label Halal Terhadap Preferensi Konsumen Pada Restoran Pizza Hut Dan KFC Di Yogyakarta," *FALAH: Jurnal Ekonomi Syariah* 4, no. 1 (March 26, 2019): 2, <http://ejournal.umm.ac.id/index.php/JES/article/view/7960>.

<sup>5</sup> Burhanuddin et al., "The Influence of Leadership and Organizational Culture on Sharia-Based Business Development in Washliyin in North Sumatera," in *Proceedings of the First International Conference on Science, Technology, Engineering and Industrial Revolution (ICSTEIR 2020)*, 2021, <https://www.atlantispress.com/article/125954078>.

by farmers, and the development process is also carried out by farmers. Banyusokah Village, Ketapang District, Sampang Regency is the center of north coast agriculture, but the process of developing agricultural businesses, especially in honey pumpkins, is still not being programmed properly due to a non-optimal marketing process. In other words, they are still traded at the harvest or not being marketed. In addition, some seeds are not good and are not resistant to pests, so the yield is relatively low.

For this reason, the Honey Pumpkin business needs to design a business strategy model to develop the business. Therefore, it is necessary to analyze various opportunities and threats through the EFAS matrix as well as the strengths and weaknesses through the IFAS matrix from the honey pumpkin business in Banyoksah Village, Ketapang District, Sampang Regency.

EFAS and IFAS matrix is developed based on SWOT analysis which is supported by Business Model Canvas that offers modern business strategies to deal with problems in business. In the process, all matrix aspect is aimed at completing the strategic planning process to create a more mature business concept. Thus, the business model being implemented is more robust and sensitive to any changes in market conditions.

Several studies on IFAS and EFAS as the matrix in developing strategies for business development have been conducted. Setijawibawa with an analysis of SWOT found that there are several elements of the business model to support the business climate. For example, the company can utilize an MLM scheme for the hierarchy of positions in a company, developing special services to the customer through discounts and customer points, and also expanding to tenancy services.<sup>6</sup>

Similarly, Kosasi also evaluated the business model in seafood restaurants with the BMC approach and found that the new segmentation of the restaurant is required especially youth generation with small families as well as developing their product innovation through differentiations. Furthermore, website usage also needed to extend the consumer and inform the customer about the restaurant. Indeed, additional staff for managing an “eye-catching” website is also required.<sup>7</sup>

Alamsyach & Fitriadi studied Gethuk Lawu in Karanganyar with a BMC approach and SWOT analysis. The result of the study shows that to accomplish the BMC on the company WO strategy is required. Therefore, the company needs to

---

<sup>6</sup> Melina Setijawibawa, “Evaluasi Model Bisnis Pada Perusahaan x Menggunakan Business Model Canvas,” *Agora* 3, no. 1 (2015): 305–313.

<sup>7</sup> Velicia Magdalena Kosasi, “Analisis Dan Evaluasi Model Bisnis Pada Pantai Seafood Restaurant Dengan Pendekatan Business Model Canvas,” *Agora* 3, no. 1 (2015): 314–323.

assess its weaknesses and opportunities to develop its business.<sup>8</sup>

Furthermore, Ermaya & Darna investigate business model design through BMC and SWOT analysis. The result found that BMC is applicable in the company and the proper strategy for the company is turnaround strategy.<sup>9</sup> In connection with it, Kurniawan & Abidin developed a SWOT analysis of EFAS and IFAS matrix to determine strategies for developing Durian tourism at Kampung Durian Ponorogo. The study found that Kampung Durian needs to implement the WO strategy, which means, Kampung Durian has to change its current strategy based on the weakness and the opportunity owned.<sup>10</sup>

Along the same line, Anggraini investigates 9 elements of BMC with SWOT analysis on MSMEs. The result found that the strengths of MSMEs are product novelty, online market through social media, and tester for consumers in the store. Meanwhile, the weakness of MSMEs there is no strategy for consumer retention, the product is replicable, and simple tools as well as machine utilization. Moreover, the opportunity for MSMEs is there is no threat in the similar products in the city, unique packaging, and website utilization for the wider market. Lastly, there are competitors from other cities with effective and efficient machines as well as more unique packaging.<sup>11</sup>

Based on the explanation above, this study aims to find out how the Honey Pumpkin business development strategy is carried out by Honey Pumpkin Farmers in Banyusokah Village, Sampang Regency based on EFAS and IFAS Matrix.

## Method

This study is descriptive qualitative study means a study that is descriptive and aims to obtain a complete (descriptive) picture of something being researched. Based on the above understanding, the descriptive understanding that the author means is research that describes events that occur in the field. The descriptive

---

<sup>8</sup> Niko Alamsyach and S. T. Ratnanto Fitriadi, "Strategi Pengembangan Usaha Melalui Business Model Canvas (Studi Kasus: Industri Kecil Gethuk Lawu)" (Universitas Muhammadiyah Surakarta, 2017).

<sup>9</sup> Sir Kalifatullah Ermaya and Nana Darna, "Strategi Pengembangan Bisnis Dengan Pendekatan Business Model Canvas (Studi Kasus: Industri Kecil Kerupuk)," *Business Management and Entrepreneurship Journal* 1, no. 3 (2019): 201-218.

<sup>10</sup> Dhika Amalia Kurniawan and Mohammad Zaenal Abidin, "Strategi Pengembangan Wisata Kampoeng Durian Desa Ngrogung Kecamatan Ngebel Ponorogo Melalui Analisis Matrik IFAS Dan EFAS," *Al Tijarah* 5, no. 2 (January 30, 2020): 93-103, <https://ejournal.unida.gontor.ac.id/index.php/altijarah/article/view/3706>.

<sup>11</sup> Novy Anggraini, "Analisis Usaha Mikro Dengan Pendekatan Business Model Canvas (BMC)," *Ekonomi dan Bisnis* 6, no. 2 (January 21, 2020): 139-156, <https://ejournal.upnvj.ac.id/ekobis/article/view/1313>.

approach is research that aims to describe, describe, record, and analyze existing and current conditions.<sup>12</sup>

Thus, researchers can find out firsthand the actual situation or conditions in the field of the MSME Labu Madu. This information is expected to be the basis for formulating a Labu Madu business development strategy through a business model canvas approach and a SWOT analysis of EFAS and IFAS.

In the presence of the researcher, the researcher acts as an instrument as well as collect data. By observing, researchers know and understand the complete picture of the object of research. This means that the researcher acts fully as a researcher and some researchers know and some parties do not know about the presence of the researcher that the researcher is researching.<sup>13</sup>

The data was collected through observation on the field, interviews, and documentation. The collected data was then analyzed through the triangulation technique. The triangulation technique is a technique that combines various data collection techniques and existing data sources. Testing the validity of the data in qualitative research using triangulation will further increase the strength of the data when compared to one approach.<sup>14</sup>

## Discussion

### IFAS and EFAS Analysis

The results of interviews on the strengths, weaknesses, opportunities, and threats faced by Honey Pumpkin products of Banyoksah, Sampang described based on the SWOT components. The components are then grouped into two factors, namely internal and external factors. The internal factors and the weighting result are described in the table below:

Table 1. Matrix of IFAS analysis

No.	Strength	Weight	Rating	Score
S1	Pumpkin can be consumed by all people	0,06	4	0,24
S2	The taste of the honey	0,06	4	0,18

<sup>12</sup> Lexy J. Moleong, *Metodologi Penelitian Kualitatif*, 38th ed. (Bandung: PT Remaja Rosdakarya, 2018), 6.

<sup>13</sup> Sugiyono, *Metodologi Penelitian Kuantitatif Kualitatif Dan R&D* (Bandung: Alfabeta, 2011), 143.

<sup>14</sup> Sugiyono, *Metodologi Penelitian Kuantitatif Kualitatif Dan R&D*, h. 240–242.

**Financing MSME Using Analysis of IFAS and EFAS Matrix ...**

Islamiati Hidayah, M. Kurnia Rahman Abadi, et al.,

DOI: 10.30863/al-bayyinah.v8i1.4546

	pumpkin is very sweet and has low price			
S3	Owned an outlet	0,06	4	0,24
S4	Source of income only from product sales	0,05	3	0,15
S5	The human resources used have been able to meet the demand for production	0,06	4	0,24
S6	The production process carried out by the honey pumpkin business until the pudding processing is correct sequentially	0,06	3	0,18
S7	The honey pumpkin business cooperates with a supermarket called "Nada Swalayan", which is a shop supplier selling pudding ingredients and tools	0,06	4	0,24
S8	Profits of honey pumpkin products are always donated	0,06	3	0,18
S9	The cost of producing raw materials is cheap so they can make a profit	0,05	3	0,15
	<b>Sub-Quantity</b>	<b>0,52</b>		<b>1,8</b>
<b>No.</b>	<b>Weakness</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
W1	Honey pumpkin pudding can't be consumed by babies	0,06	4	0,24
W2	The product is easy to rot and does not have BPOM	0,04	3	0,12
W3	No delivery services	0,04	3	0,12
W4	Revenue depends only from customers	0,06	3	0,18
W5	Equipment that is still simple, does not create a patent	0,06	4	0,24

<b>W6</b>	The equipment used is still simple, the production process or pudding processing is easy to imitate.	0,06	4	0,24
<b>W7</b>	Partners for seeds and fertilizers are still limited so they can be purchased online.	0,04	3	0,12
<b>W8</b>	Promo only on honey pumpkin pudding processed products	0,06	4	0,24
<b>W9</b>	Farmer and electricity costs inefficient	0,06	3	0,18
	<b>Sub-Quantity</b>	<b>0,48</b>		<b>1,68</b>
	<b>Total Quantity</b>	<b>1.00</b>		<b>3,54</b>

Source: processed data, 2022

The results of the weighting of internal factors, namely strengths and weaknesses in Honey Pumpkin Business, Banhyoksah Village, Sampang showed that the value obtained from several weaknesses that are owned is lower than the number of advantages. This can be interpreted that the Honey Pumpkin business has more advantages to be developed than weaknesses. Circumstantially, the value of the strength item scores is  $S1 = 0.24$ ,  $S2 = 0.18$ ,  $S3 = 0.24$ ,  $S4 = 0.15$ ,  $S5 = 0.24$ ,  $S6 = 0.18$ ,  $S7 = 0.24$ ,  $S8 = 0.18$ ,  $S9 = 0.15$ , the total score of the strength indicator is 1.8. while the scores for the weakness indicators are  $W1 = 0.24$ ,  $W2 = 0.12$ ,  $W3 = 0.12$ ,  $W4 = 0.24$ ,  $W5 = 0.24$ ,  $W6 = 0.24$ ,  $W7 = 0.12$ ,  $W8 = 0.24$ ,  $W9 = 0.18$ , the total score of the weakness indicator is 1.68. So the total score of the strength and weakness indicator is 3.48.

Meanwhile, external factors and weight results of the honey pumpkin business are as follows:

**Table 2. Matrix of EFAS analysis**

No	Opportunity	Weight	Rating	Score
O1	No competitors selling a similar product	0,07	3	0,21
O2	Collaborate with the local health department to maintain product safety quality	0,06	4	0,24

**Financing MSME Using Analysis of IFAS and EFAS Matrix ...**

Islamiati Hidayah, M. Kurnia Rahman Abadi, et al.,

DOI: 10.30863/al-bayyinah.v8i1.4546

O3	Distributing into shops and using other social media as marketing such as IG, and Shopee	0,05	3	0,15
O4	Opening a honey pumpkin business branch to increase sources of income and add variety to the menu of processed products from honey pumpkin, and customer requests to become resellers	0,05	3	0,15
O5	Replacement of more sophisticated technology, participating in marketing training, availability of capital loans to increase business such as cooperatives and BMT.	0,05	3	0,15
O6	More sophisticated honey and pudding production technology.	0,06	4	0,24
O7	Cooperating with the local agriculture department, building good relations with the government so that they included the company in exhibitions, and collaborating with other partners such as sponsors.	0,06	4	0,24
O8	The promo system must also be on honey pumpkin products, implementing a member card system to gain customer loyalty.	0,06	3	0,18
O9	Substituting more modern technology to minimize farmer costs, the Company can streamline all uses at the company such as turning off	0,05	3	0,15

**Financing MSME Using Analysis of IFAS and EFAS Matrix ...**

Islamiati Hidayah, M. Kurnia Rahman Abadi, et al.,

DOI: 10.30863/al-bayyinah.v8i1.4546

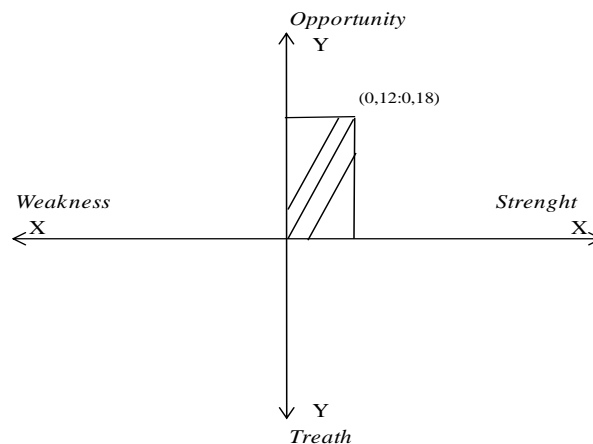
	water and electricity that are not in use.			
	<b>Sub-quantity</b>	<b>0,51</b>		<b>1,71</b>
<b>No</b>	<b>Threats</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
T1	Many competitors sell agricultural processed products such as melon love, cashews, etc.	0,05	3	0,15
T2	There is no BPOM brand for product safety, so customers easily tend to choose other products	0,06	4	0,24
T3	If social media is disturbed, it will affect the sales process of the honey pumpkin business	0,06	3	0,18
T4	Disloyal customers who don't come back.	0,05	3	0,15
T5	There are no patents, so the product is easy to copy	0,05	3	0,15
T6	Competitors from one village or outside the village who can produce more with the latest technology and large capital	0,07	3	0,21
T7	If the relationship is disturbed then the opportunity to advance the honey pumpkin business will be closed.	0,05	3	0,15
T8	Customers are easy to move if there is no promo system for honey pumpkin products	0,05	3	0,15
T9	Farmer and electricity costs are unstable making profits also not fixed.	0,05	3	0,15
	<b>Sub-quantity</b>	<b>0,49</b>		<b>1,53</b>
	<b>Total Quantity</b>	<b>1.00</b>		<b>3,24</b>

Source: processed data, 2022

Based on the table above, it can be seen that the item scores for the opportunity indicator are  $O_1 = 0.21$ ,  $O_2 = 0.24$ ,  $O_3 = 0.15$ ,  $O_4 = 0.15$ ,  $O_5 = 0.15$ ,  $O_6 = 0.24$ ,  $O_7 = 0.24$ ,  $O_8 = 0.18$ ,  $O_9 = 0.15$ , total the score of the opportunity indicator is 1.71. While the value of the threat indicator score items are  $T_1 = 0.15$ ,  $T_2 = 0.24$ ,  $T_3 = 0.18$ ,  $T_4 = 0.15$ ,  $T_5 = 0.15$ ,  $T_6 = 0.21$ ,  $T_7 = 0.15$ ,  $T_8 = 0.15$ ,  $T_9 = 0.15$ , the total score of the threat indicator is 1, 53. So the total score of opportunity and total score of threat is 3.24

Therefore, the result of IFAS is 3.54 (table 1) and EFAS is 3.24 (table 2), which means IFAS factors are higher than EFAS factors. This indicates that the internal factor of the honey pumpkin business has opportunities and strengths rather than weaknesses and threats. Therefore, the strategies for Honey Pumpkin in developing the business can be determined through a matrix SWOT analysis diagram. The diagram is pictured as follows:

Figure 1. Matrix of SWOT analysis for Honey Pumpkin Business



Source: processed data, 2022

The result of the diagram is summarized by examining data through the SWOT diagram by making the intersection point between the X axis and the Y axis, where the value of the X axis is obtained from the difference between total strengths and weaknesses, while the Y value is obtained from the total difference between opportunity and total threat. Determination of the value of the X and Y axes using a formula. The X-axis and Y-axis formula is as follows:

$$\text{IFAS} = \text{Strengths' Total Score} - \text{Weakness' Total Score}$$

$$\text{EFAS} = \text{opportunity's Total Score} - \text{Threats' Total Score}$$

Therefore, the result of the X-axis is as follows:

$$IFAS = 1.8 - 1.68$$

$$X = 0.12$$

The result of the Y-axis is as follows:

$$EFAS = 1.71 - 1.53$$

$$Y = 0.18$$

Based on the above calculations, the X-axis value is equal to (0.12), while the Y-axis value is (0.18). Figure 1 above determines the strategies positioning to be taken by Honey Pumpkin Business. Based on the diagram above, it can be seen that the combination of the X axis which is worth 0.12 with the Y axis which is worth 0.18 results in a strategic position being in quadrant I, meaning that quadrant I according to<sup>15</sup> is a very profitable situation. The company has many opportunities and strengths so that it can take advantage of existing opportunities. The strategy that should be applied in this condition is to support an aggressive growth policy (grow-oriented strategy).

Therefore, the suggested strategies firstly are to distribute the products in the store at Sampang Regency and utilize social media such as IG, WhatsApp, and so on for marketing. Certainly, with the development of Industry 4.0 marketing using social media is inevitable<sup>16</sup>. Moreover, various studies prove that marketing with social media has an impact on sales results<sup>17</sup> and the formation of the brand

<sup>15</sup> Freddy Rangkuti, *Analisis Swot Teknik Membedah Kasus Bisnis*, 7th ed. (Jakarta: Gramedia Pustaka Utama, 2006).

<sup>16</sup> Adib Susilo et al., "The Influence of Service Quality towards Customer Satisfaction on Garuda Airline of Yogyakarta International Airport on Pandemic Covid-19," *Al Tijarah* 8, no. 1 (2022): 12.

<sup>17</sup> Becatien Yao et al., "The Use of New-media Marketing in the Green Industry: Analysis of Social Media Use and Impact on Sales," *Agribusiness* 35, no. 2 (April 28, 2019): 281, <https://onlinelibrary.wiley.com/doi/10.1002/agr.21581>.

image of the company.<sup>18</sup>

Secondly, diverging the processed product from honey pumpkin and turning customers into resellers. Indeed, the variety of products based on the main material that attracts the consumer would increase their interest and retention to buy the product.<sup>19</sup> Moreover, involving consumers as part of the company is one of the marketing strategies that can make consumers feel part of the company family. In turn, sales increase, and company revenue will certainly increase.<sup>20</sup>

Thirdly, the replacement of production technology used with more sophisticated and modern to increase production effectively and efficiently. Lastly, opening several branches of stores that are owned by the company. Indeed, with the current rapid development of industry modern technology is necessary for the company to meet the consumer demand of the product. Whether for producing the product, processing the product, as well as packaging the product is necessary for the company to gain consumer interest to buy.<sup>21</sup> Meanwhile, opening a branch means company expansion to reach the consumer from another regency in Indonesia. In the future, export is also a very possible opportunity for the company.

### **Financing MSMEs Based on IFAS and EFAS Result**

Based on the growth-oriented strategies of the MSME mentioned above, it is best to consider market expansion as a way to achieve the goals of the company.<sup>22</sup> This strategy involves seeking new markets for the current products, which aligns with the first strategy of utilizing social media for marketing and creating a re-seller membership. The company can also consider product development and diversification, which aligns with the second strategy of product diversification. To

---

<sup>18</sup> Reham Shawky Ebrahim, "The Role of Trust in Understanding the Impact of Social Media Marketing on Brand Equity and Brand Loyalty," *Journal of Relationship Marketing* 19, no. 4 (October 1, 2020): 287, <https://www.tandfonline.com/doi/full/10.1080/15332667.2019.1705742>.

<sup>19</sup> Atika Masrifah et al., "Perancangan Sistem Pengelolaan Limbah Durian Layak Kompos Di Agrowisata Kampung Durian Ponorogo," *Engagement: Jurnal Pengabdian Kepada Masyarakat* 5, no. 1 (May 30, 2021): 269, <http://engagement.fkdp.or.id/index.php/engagement/article/view/285>.

<sup>20</sup> Christian Grönroos, "Relationship Marketing: Strategic and Tactical Implications," *Management Decision* 34, no. 3 (April 1, 1996): 8, <https://www.emerald.com/insight/content/doi/10.1108/00251749610113613/full/html>.

<sup>21</sup> Muhammad Sri Wahyudi Suliswanto and Mochamad Rofik, "Digitalization of Micro, Small & Medium Enterprises (MSMEs) in East Java, Indonesia," *Muhammadiyah International Journal of Economics and Business* 2, no. 1 (July 10, 2019): 41, <http://journals.ums.ac.id/index.php/mijeb/article/view/9380>.

<sup>22</sup> Paull Weber, Louis Andre Geneste, and Julia Connell, "Small Business Growth: Strategic Goals and Owner Preparedness," *Journal of Business Strategy* 36, no. 3 (May 18, 2015): 30–36, <https://www.emerald.com/insight/content/doi/10.1108/JBS-03-2014-0036/full/html>.

increase production efficiency, the company needs to invest in machines.<sup>23</sup> Opening new branches can also be a viable option but should be done after careful consideration of the market potential and competition.<sup>24</sup> It's important to note that a well-defined strategy statement should include scope, objectives and goals, resource allocation, competitive advantage, and intensity of competition.<sup>25</sup>

For those strategies, the option of financial product can be implemented to finance the MSME such as the honey pumpkin business as mentioned. For example, for working capital loans, MSMEs such as Honey Pumpkin mentioned above can avail of working capital loans to finance their inventory and distribution expenses. These loans provide short-term funds to manage day-to-day operations, including product distribution.<sup>26</sup> Another financial model that could be utilized is a digital marketing loan which is used to leverage social media for marketing, MSMEs can explore specialized loans that support digital marketing initiatives. These loans can help cover costs associated with advertising campaigns, social media management, and content creation. These financing models can be used to fund the distribution of MSME products and the use of digital marketing through social media.<sup>27</sup> Also, financing for product diversification could utilize a business expansion loan. Additional funds for research and development of products are required to diversify the MSME product range.<sup>28</sup>

Furthermore, the development of product design and manufacturing setup is necessary to be funded. Therefore, business expansion loans can provide the necessary financing to support such initiatives.<sup>29</sup> In line with that, to increase

---

<sup>23</sup> Fred R. David, *Strategic Management: Concepts and Cases*, 13th ed. (New Jersey: Pearson Prentice Inc, 2011).

<sup>24</sup> Weber, Geneste, and Connell, "Small Business Growth: Strategic Goals and Owner Preparedness."

<sup>25</sup> David, *Strategic Management: Concepts and Cases*.

<sup>26</sup> Rajat Deb and Devi Baruah, "Working Capital Financing for MSMEs in the Pandemic Era: Challenges and Opportunities," *SEDME (Small Enterprises Development, Management & Extension Journal): A worldwide window on MSME Studies* 49, no. 2 (June 11, 2022): 131-140, <http://journals.sagepub.com/doi/10.1177/09708464221097224>.

<sup>27</sup> Alan Fatih and Hilda Fachrizah, "Business Coaching of a Local F&B MSME: Building Financial Projection for External Funding and Measuring Digital Marketing Activities," *Journal of International Conference Proceedings* 4, no. 1 (July 22, 2021): 12-27, <http://ejournal.aibpm.org/index.php/JICP/article/view/1121>.

<sup>28</sup> Moinak Maiti, "Scope for Alternative Avenues to Promote Financial Access to MSMEs in Developing Nation Evidence from India," *International Journal of Law and Management* 60, no. 5 (September 10, 2018): 1210-1222, <https://www.emerald.com/insight/content/doi/10.1108/IJLMA-06-2017-0141/full/html>.

<sup>29</sup> Tulus Tambunan et al., "The Development of MSMEs and the Growth of Peer-to-Peer (P2P) Lending in Indonesia," *International Journal of Innovation, Creativity and Change* 15, no. 2 (2021): 585-611.

product selling seller members could support the marketing and selling. Financing options such as trade finance or inventory financing can help MSMEs offer favorable terms to resellers and support their growth.<sup>30</sup> Indeed, membership for sellers is necessary to expand the distribution network.<sup>31</sup> The same financing can also be able to be implemented for opening a branch store since it often involves significant upfront costs, including lease deposits, store setup, and initial inventory procurement. A business expansion loan can provide the necessary capital to establish new branches and facilitate their initial operations. Lastly, MSMEs can secure equipment financing to acquire machinery or upgrade existing equipment.<sup>32</sup> Equipment loans or leasing arrangements allow businesses to spread the cost of machinery over time while benefiting from increased production capacity.<sup>33</sup>

To sum up, MSMEs need to research and approach financial institutions, banks, and alternative lenders to explore specific financing options that suit their growth strategies. Each financing option may have its eligibility criteria, interest rates, repayment terms, and documentation requirements. MSMEs should carefully evaluate their financial needs and consider the potential impact on their cash flow before taking on any debt. Additionally, it can be beneficial to consult with financial advisors or experts to make informed decisions regarding financing options.

## Conclusion

Based on the data analysis, it can be concluded that the Honey Pumpkin business in Banyoksah Village of Sampang Regency can implement a growth-oriented strategy for developing its business. The suggested strategies are firstly, to distribute the products in the store at Sampang Regency and utilize social media such as IG, WhatsApp, and so on for marketing. Secondly, diverging the processed

---

<sup>30</sup> Ibid.; Kalyani Mulchandani, Sahil Singh Jasrotia, and Ketan Mulchandani, "Determining Supply Chain Effectiveness for Indian MSMEs: A Structural Equation Modelling Approach," *Asia Pacific Management Review* (May 2022), <https://linkinghub.elsevier.com/retrieve/pii/S1029313222000124>.

<sup>31</sup> Arash Azadegan and Kevin Dooley, "A Typology of Supply Network Resilience Strategies: Complex Collaborations in a Complex World," *Journal of Supply Chain Management* 57, no. 1 (January 9, 2021): 17–26, <https://onlinelibrary.wiley.com/doi/10.1111/jscm.12256>.

<sup>32</sup> Jelle Van Loon et al., "Scaling Agricultural Mechanization Services in Smallholder Farming Systems: Case Studies from Sub-Saharan Africa, South Asia, and Latin America," *Agricultural Systems* 180 (April 2020): 102792, <https://linkinghub.elsevier.com/retrieve/pii/S0308521X18314914>.

<sup>33</sup> Valdemar João Wesz Junior, "Soybean Production in Paraguay: Agribusiness, Economic Change and Agrarian Transformations," *Journal of Agrarian Change* 22, no. 2 (April 7, 2022): 317–340, <https://onlinelibrary.wiley.com/doi/10.1111/joac.12436>.

product from honey pumpkin and turning customers into resellers. Thirdly, the replacement of production technology used with more sophisticated and modern to increase production effectively and efficiently. Lastly, opening several branches of stores that are owned by the company.

Meanwhile, in the financing aspect regarding growth-oriented strategy several financing models could be useful. For example, working capital loans, digital marketing loans, business expansion loans, and equipment loans or leasing arrangements. Therefore, research and the approach of financial institutions, banks, and alternative lenders is necessary to explore specific financing options that suit growth strategies. Indeed, financial needs should be evaluated carefully considering the potential impact on the cash flow.

This research may need to be accomplished in another aspect, for example, the spirituality aspect or the empowerment aspect of pumpkin farmers. Therefore, future research needs to be conducted in those aspects. Moreover, a quantitative approach may be necessary to measure the impact of the strategies as well as the service provided by the company.

## References

Alamsyach, Niko, and S. T. Ratnanto Fitriadi. "Strategi Pengembangan Usaha Melalui Business Model Canvas (Studi Kasus: Industri Kecil Gethuk Lawu)." Universitas Muhammadiyah Surakarta, 2017.

Anggraini, Novy. "Analisis Usaha Mikro Dengan Pendekatan Business Model Canvas (BMC)." *Ekonomi dan Bisnis* 6, no. 2 (January 21, 2020): 139-156. <https://ejournal.upnvj.ac.id/ekobis/article/view/1313>.

Azadegan, Arash, and Kevin Dooley. "A Typology of Supply Network Resilience Strategies: Complex Collaborations in a Complex World." *Journal of Supply Chain Management* 57, no. 1 (January 9, 2021): 17-26. <https://onlinelibrary.wiley.com/doi/10.1111/jscm.12256>.

Burhanuddin, Alfi Amalia, Abdul Latif, and Irvan Murizal. "The Influence of Leadership and Organizational Culture on Sharia-Based Business Development in Washliyin in North Sumatera." In *Proceedings of the First International Conference on Science, Technology, Engineering and Industrial Revolution (ICSTEIR 2020)*, 2021. <https://www.atlantispress.com/article/125954078>.

David, Fred R. *Strategic Management: Concepts and Cases*. 13th ed. New Jersey:

### Financing MSME Using Analysis of IFAS and EFAS Matrix ...

Islamiati Hidayah, M. Kurnia Rahman Abadi, et al.,

DOI: 10.30863/al-bayyinah.v8i1.4546

Pearson Prentice Inc, 2011.

Deb, Rajat, and Devi Baruah. "Working Capital Financing for MSMEs in the Pandemic Era: Challenges and Opportunities." *SEDME (Small Enterprises Development, Management & Extension Journal): A worldwide window on MSME Studies* 49, no. 2 (June 11, 2022): 131-140. <http://journals.sagepub.com/doi/10.1177/09708464221097224>.

Dewi Samad, Telsy Fratama. "Pengaruh Persepsi Label Halal Terhadap Preferensi Konsumen Pada Restoran Pizza Hut Dan KFC Di Yogyakarta." *FALAH: Jurnal Ekonomi Syariah* 4, no. 1 (March 26, 2019): 1. <http://ejournal.umm.ac.id/index.php/JES/article/view/7960>.

Ebrahim, Reham Shawky. "The Role of Trust in Understanding the Impact of Social Media Marketing on Brand Equity and Brand Loyalty." *Journal of Relationship Marketing* 19, no. 4 (October 1, 2020): 287-308. <https://www.tandfonline.com/doi/full/10.1080/15332667.2019.1705742>.

Ermaya, Sir Kalifatullah, and Nana Darna. "Strategi Pengembangan Bisnis Dengan Pendekatan Business Model Canvas (Studi Kasus: Industri Kecil Kerupuk)." *Business Management and Entrepreneurship Journal* 1, no. 3 (2019): 201-218.

Fatih, Alan, and Hilda Fachrizah. "Business Coaching of a Local F&B MSME: Building Financial Projection for External Funding and Measuring Digital Marketing Activities." *Journal of International Conference Proceedings* 4, no. 1 (July 22, 2021): 12-27. <http://ejournal.aibpm.org/index.php/JICP/article/view/1121>.

Grönroos, Christian. "Relationship Marketing: Strategic and Tactical Implications." *Management Decision* 34, no. 3 (April 1, 1996): 5-14. <https://www.emerald.com/insight/content/doi/10.1108/00251749610113613/full/html>.

Hakim, Rahmad, and Adib Susilo. "Makna Dan Klasifikasi Amanah Qur'ani Serta Relevansinya Dengan Pengembangan Budaya Organisasi." *AL QUDDS : Jurnal Studi Alquran dan Hadis* 4, no. 1 (May 11, 2020): 119. <http://journal.iaincurup.ac.id/index.php/alqudds/article/view/041>.

Kosasi, Velicia Magdalena. "Analisis Dan Evaluasi Model Bisnis Pada Pantai Seafood Restaurant Dengan Pendekatan Business Model Canvas." *Agora* 3, no. 1 (2015): 314-323.

Kurniawan, Dhika Amalia, and Mohammad Zaenal Abidin. "Strategi

### Financing MSME Using Analysis of IFAS and EFAS Matrix ...

Islamiati Hidayah, M. Kurnia Rahman Abadi, et al.,

DOI: 10.30863/al-bayyinah.v8i1.4546

Pengembangan Wisata Kampong Durian Desa Ngrogung Kecamatan Ngebel Ponorogo Melalui Analisis Matrik IFAS Dan EFAS.” *Al Tijarah* 5, no. 2 (January 30, 2020): 93–103. <https://ejournal.unida.gontor.ac.id/index.php/altijarah/article/view/3706>.

Van Loon, Jelle, Lennart Woltering, Timothy J. Krupnik, Frédéric Baudron, Maria Boa, and Bram Govaerts. “Scaling Agricultural Mechanization Services in Smallholder Farming Systems: Case Studies from Sub-Saharan Africa, South Asia, and Latin America.” *Agricultural Systems* 180 (April 2020): 102792. <https://linkinghub.elsevier.com/retrieve/pii/S0308521X18314914>.

Maiti, Moinak. “Scope for Alternative Avenues to Promote Financial Access to MSMEs in Developing Nation Evidence from India.” *International Journal of Law and Management* 60, no. 5 (September 10, 2018): 1210–1222. <https://www.emerald.com/insight/content/doi/10.1108/IJLMA-06-2017-0141/full/html>.

Mandasari, I.A. Cynthia Saisaria, and I Gede Surya Pratama. “Use of E-Commerce during COVID-19 Pandemic towards Revenue and Volume of MSMEs Sales.” *International research journal of management, IT and social sciences* 7, no. 6 (November 6, 2020): 124–130. <https://sloap.org/journals/index.php/irjmis/article/view/1022>.

Masrifah, Atika, Haris Setyaningrum, Adib Susilo, and Imam Haryadi. “Perancangan Sistem Pengelolaan Limbah Durian Layak Kompos Di Agrowisata Kampung Durian Ponorogo.” *Engagement: Jurnal Pengabdian Kepada Masyarakat* 5, no. 1 (May 30, 2021): 268–282. <http://engagement.fkdp.or.id/index.php/engagement/article/view/285>.

Moleong, Lexy J. *Metodologi Penelitian Kualitatif*. 38th ed. Bandung: PT Remaja Rosdakarya, 2018.

Mulchandani, Kalyani, Sahil Singh Jasrotia, and Ketan Mulchandani. “Determining Supply Chain Effectiveness for Indian MSMEs: A Structural Equation Modelling Approach.” *Asia Pacific Management Review* (May 2022). <https://linkinghub.elsevier.com/retrieve/pii/S1029313222000124>.

Rangkuti, Freddy. *Analisis Swot Teknik Membedah Kasus Bisnis*. 7th ed. Jakarta: Gramedia Pustaka Utama, 2006.

Setijawibawa, Melina. “Evaluasi Model Bisnis Pada Perusahaan x Menggunakan Business Model Canvas.” *Agora* 3, no. 1 (2015): 305–313.

**Financing MSME Using Analysis of IFAS and EFAS Matrix ...**

Islamiati Hidayah, M. Kurnia Rahman Abadi, et al.,

DOI: 10.30863/al-bayyinah.v8i1.4546

Sugiyono. *Metodologi Penelitian Kuantitatif Kualitatif Dan R&D*. Bandung: Alfabeta, 2011.

Suliswanto, Muhammad Sri Wahyudi, and Mochamad Rofik. "Digitalization of Micro, Small & Medium Enterprises (MSMEs) in East Java, Indonesia." *Muhammadiyah International Journal of Economics and Business* 2, no. 1 (July 10, 2019): 34-43. <http://journals.ums.ac.id/index.php/mijeb/article/view/9380>.

Susilo, Adib. "Identifying Factors That Affect Consumer Satisfaction of Parklatz Café in Ponorogo City, East Java, Indonesia: An Application of Exploratory Factor Analysis." *Falah: Jurnal Ekonomi Syariah* 5, no. 1 (2020): 1-14.

Susilo, Adib, Muhammad Kurnia Rahman Abadi, Abdullah Sahroni, and Mufti Afif. "The Influence of Service Quality towards Customer Satisfaction on Garuda Airline of Yogyakarta International Airport on Pandemic Covid-19." *Al Tijarah* 8, no. 1 (2022): 1-14.

Tambunan, Tulus, Wimboh Santoso, Ida Busneti, and Sukarela Batunanggar. "The Development of MSMEs and the Growth of Peer-to-Peer (P2P) Lending in Indonesia." *International Journal of Innovation, Creativity and Change* 15, no. 2 (2021): 585-611.

Weber, Paull, Louis Andre Geneste, and Julia Connell. "Small Business Growth: Strategic Goals and Owner Preparedness." *Journal of Business Strategy* 36, no. 3 (May 18, 2015): 30-36. <https://www.emerald.com/insight/content/doi/10.1108/JBS-03-2014-0036/full/html>.

Wesz Junior, Valdemar João. "Soybean Production in Paraguay: Agribusiness, Economic Change and Agrarian Transformations." *Journal of Agrarian Change* 22, no. 2 (April 7, 2022): 317-340. <https://onlinelibrary.wiley.com/doi/10.1111/joac.12436>.

Yao, Becatien, Aleksan Shanoyan, Hikaru Hanawa Peterson, Cheryl Boyer, and Lauri Baker. "The Use of New-media Marketing in the Green Industry: Analysis of Social Media Use and Impact on Sales." *Agribusiness* 35, no. 2 (April 28, 2019): 281-297. <https://onlinelibrary.wiley.com/doi/10.1002/agr.21581>.