



## Business Development Strategy through Product Diversification of Crispy Bitter Melon in the Reginda Crispy Mushroom Home Industry

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**ABSTRACT:** This study aims to analyze business development strategies through the diversification of crispy bitter melon products at Reginda Jamur Crispy Home Industry. This study was motivated by increasing competition in the snack business and changes in consumer preferences towards innovative food products made from local ingredients. The research method used was a mixed approach (qualitative and quantitative) with a case study method. Primary data was obtained through observation, in-depth interviews with business owners, and questionnaires distributed to employees. Data analysis was performed using SWOT analysis to identify internal and external factors, followed by Quantitative Strategic Planning Matrix (QSPM) to determine priority strategies. The results showed that Reginda Jamur Crispy Home Industry was in Quadrant I (aggressive strategy) with coordinates (0.69; 0.34). The priority strategy was to utilize the unique taste of pare crispy as a competitive advantage with the highest STAS value of 15.08. This strategy was considered capable of increasing business competitiveness and supporting business sustainability.

**Keywords:** Product Diversification, Crispy Bitter Melon, Business Development Strategy, SWOT, MSMEs

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## INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in the national economy because they contribute significantly to job creation, income distribution, and improving the welfare of the community (Mugi Lestari et al., 2024). The Central Statistics Agency (2024) notes that MSMEs contribute more than 60% to the national Gross Domestic Product (GDP), with the processed food sector being one of the subsectors showing significant growth. This condition shows that household agro-industry has great potential to be developed through the utilization of agricultural commodities into value-added products (Noviani et al., 2023). However, MSME players still face challenges such as increased business competition, changing consumer preferences, demands for product quality and innovation, and the need for attractive and informative packaging (Indah Ruwaida, 2024). Therefore, adaptive and sustainable business development strategies are needed so that MSMEs can maintain their position and increase their competitiveness in the market (Kotler & Keller, 2016).

In the agribusiness sector, MSMEs have a significant contribution in increasing the economic value of agricultural products through the expansion of the value chain (Soetriono et al., 2019). However, on a national scale, including in the West Java region, most food MSMEs still depend on one type of product, so diversification has not been optimally utilized. Product diversification is a business development strategy that involves adding product variations that remain related to the main product, whether in terms of raw materials, production processes, or market segmentation (Suryawati & Citrawati, 2022). The implementation of this strategy is expected to expand market share, minimize the risk of dependence on a single commodity, and increase business competitiveness in a sustainable manner (Nuswantoro et al., 2024).

Based on data from the West Java Central Statistics Agency (BPS) in 2024, total vegetable production reached 199,891 tons per year, and bitter melon (*Momordica charantia* L.) is one of the commodities with the potential to be developed as a functional food. Although vegetable production data in Banjar City shows that bitter melon has a relatively low production percentage compared to other commodities, its availability is stable throughout the year and it has not been widely used commercially. Bitter melon contains various bioactive compounds such as antioxidants, vitamin C, and polyphenols that play an important role in maintaining a healthy body, so it has the potential to be developed as a functional food (Bastari et al., 2017). In addition, research (Setya et al., 2020) explains that processing bitter melon with the right techniques can reduce its natural bitterness and produce a distinctive flavor that is attractive to consumers. Therefore, the development of innovative products such as crispy bitter melon is considered to have promising economic prospects, while also opening up new market opportunities for local commodities that were previously of little commercial value (Rohman et al., 2024). At each stage of the product development process, different factors are influenced, and the initial objectives of product development depend on the type of product being developed (Yustia et al., 2021).

Home Industry Reginda Jamur Crispy is an SME engaged in food processing using local raw materials and has been operating since 2017. Initially, the business produced crispy mushrooms, then developed crispy bitter melon as a business diversification strategy in response to increasing competition in the snack market and the availability of raw materials in the local area. The development of these products was influenced by internal factors such as production capacity, owner skills, and marketing networks, as well as external factors such as changes in consumer preferences, competition levels, government support, and developments in digital marketing.

Strategic studies related to the development of crispy bitter melon products on an MSME scale, particularly in the city of Banjar, are still very limited and therefore require more in-depth analysis. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a tool used to evaluate internal and external conditions in formulating business development strategies (Utsalina & Primandari, 2020). This analysis is used to formulate alternative strategies that are in line with internal capacity and external environmental dynamics (Rangkuti, 2017). Therefore, this study aims to analyze business development strategies through the diversification of crispy bitter melon products at the Reginda Jamur Crispy Home Industry based on SWOT analysis, so as to provide applicable and sustainable strategic recommendations for strengthening processed food MSMEs.

## **THEORETICAL REVIEW**

### ***Strategic Management***

Strategic management is an important aspect in the management and development of companies, both large and small. According to Certo (2010), strategic management is a process that includes analysis, decision making, and actions taken by companies to create and maintain competitive advantage. This definition emphasizes that strategic management is an ongoing process, involving the stages of analyzing conditions, making decisions, and implementing strategic actions in a systematic manner.

Strategic management helps management analyze the company's vision, mission, and objectives, as well as understand the internal and external factors that affect organizational performance. Based on the results of this analysis, the company then formulates strategic decisions that include industry selection, resource allocation, and organizational structure design to turn plans into reality.

### ***Product Development***

All processes related to the existence of a product, including all activities from identifying consumer interests to manufacturing, selling, and delivering the product. Product development consists of several stages related to the process. In other words, from the idea to the final stage in the form of product marketing (commercialization). At each stage of the product development process, different factors are influenced, and the initial objectives of product development depend on the type of product being developed (Yustia et al., 2021).

Product development is the process of realizing a product concept into one or more physical forms with the aim of determining the type or attributes

that best suit the specified criteria (Suryawati & Citrawati, 2022). In this case, the dynamism of the business environment influences consumer preferences and changes in preferences. Therefore, companies need to respond to changing business conditions with innovation and creativity. The goal is to improve existing products or develop new products to remain competitive, profitable, and beneficial for the company (Rohman et al., 2024). The product development phase starts from idea generation, idea testing, concept development and testing, marketing strategy, business analysis, product development, market testing, and commercialization phase (Jefri, 2021).

### *SWOT Analysis*

SWOT analysis is the systematic identification of various factors to formulate a company's strategy. The analysis is based on the logic of maximizing strengths and opportunities, while simultaneously minimizing weaknesses and threats. SWOT analysis compares internal factors of strengths and weaknesses with external factors of opportunities and threats. According to (Utsalina & Primandari, 2020), to analyze SWOT more deeply, it is necessary to look at internal and external factors as important parts of SWOT analysis.

### **METHODOLOGY**

This research was conducted at Reginda Jamur Crispy Home Industry, located in Banjar City. The research method used was a case study with a mixed approach (qualitative and quantitative). The population in this study consisted of all business actors directly involved in production and business management activities, namely 10 people consisting of 1 owner and 9 employees. The sampling technique used total sampling.

Primary data was obtained through observation, interviews, and questionnaires, while secondary data was obtained from literature studies and supporting documents. Data analysis was performed using SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and the Quantitative Strategic Planning Matrix (QSPM). The SWOT analysis stage began with the identification of internal factors, which included the strengths and weaknesses of the business, as well as external factors, which included opportunities and threats (David, 2017). These factors were then arranged into an IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrix. Each factor is given a weight based on its level of importance with a value range of 0.00–1.00, as well as a rating based on the actual condition of the business on a scale of 1–4 (Kusumaningrum et al., 2024). The score is obtained from the multiplication of the weight and rating of each factor.

The results of the IFAS and EFAS calculations are then used to determine the position of the business in the SWOT Matrix through the calculation of the internal axis (X) and external axis (Y). This position forms the basis for the formulation of alternative business development strategies consisting of SO, WO, ST, and WT strategies. The resulting alternative strategies are then further analyzed using QSPM.

**RESULTS**

**SWOT Analysis**

Table 1. SWOT Analysis of Reginda Crispy Mushroom Home Industry

<i>Strength (S)</i>		<i>Weakness (W)</i>	
1.	The availability of bitter melon raw materials in the surrounding area greatly supports production.	1.	1. Business capital is still limited for production development
2.	Bitter melon crispy products have a unique taste that is different from other snack products.	2.	2. Production equipment capacity is still limited
3.	The business owner has experience in food processing.	3.	3. Product promotion has not been carried out optimally
4.	An initial marketing network has been established (offline/online).	4.	4. There has not been much innovation in product flavors or sizes
5.	There are consumers who are beginning to recognize and like bitter melon crispy products.	5.	5. Product packaging and branding still need to be improved
<i>Opportunity (O)</i>		<i>Threat (T)</i>	
1.	People are increasingly fond of healthy snacks made from local ingredients	1.	There are other snack products that compete in the market
2.	Government support for MSMEs is quite substantial	2.	Raw material prices may increase
3.	There are marketing opportunities through marketplaces, resellers, and social media	3.	Consumer tastes and trends can change rapidly
4.	The product has the potential to become a regional souvenir	4.	Product distribution requires significant additional costs
5.	There are many MSME bazaars and exhibitions that can be used as promotional media	5.	The quality of raw materials is not always consistent over time

Source: Primary Data, 2025.

**Identification of Internal Factors of Pare Crispy Home Industry Reginda Jamur Crispy**

Table 2. IFAS Matrix (Internal Factor Analysis Summary)

No	Internal Factor	Bobo	Rating	Skor
<i>Strength (S)</i>				
1	The availability of bitter melon raw materials in the surrounding area greatly supports production.	0,19	3,40	0,66
2	Bitter melon crispy products have a unique taste that is different from other snack products.	0,20	3,70	0,74
3	The business owner has experience in food processing.	0,20	3,30	0,66

4	An initial marketing network has been established (offline/online).	0,20	3,10	0,62
5	There are consumers who are beginning to recognize and like bitter melon crispy products.	0,21	2,70	0,55
<b>Sub Total</b>		1,00		3,24
<b>Weakness (W)</b>				
6	Business capital is still limited for production development.	0,21	2,80	0,59
7	Raw material prices may increase.	0,22	3,10	0,68
8	Product promotion has not been carried out optimally.	0,21	2,40	0,51
9	There has not been much innovation in product flavors or sizes.	0,17	1,90	0,33
10	Product packaging and branding still need to be improved.	0,18	2,40	0,44
<b>Sub Total</b>		1,00		2,55

*Source: Primary Data, 2025.*

Based on the results of the IFAS Matrix analysis, it can be seen that the internal conditions of Home Industry Reginda Jamur Crispy are quite strong in supporting business development strategies through the diversification of pare crispy products. The weighted average total score on the IFAS matrix is in the range of 1.0–4.0 with a median of 2.5; a score below 2.5 indicates a weak internal condition, while a score above 2.5 reflects a strong internal condition. This is indicated by the total strength factor score of 3.24, which is higher than the total weakness factor score of 2.55.

The main strength of this business lies in the unique taste of the crispy bitter melon product, which is different from other snacks, as well as the availability of bitter melon raw materials around the business location, so that the production process can run more efficiently and sustainably. In addition, the owner's experience in the food processing business and the initial marketing network that has been established also strengthen the internal position of the business in maintaining quality and reaching consumers.

#### *Identification of External Factors Pare Crispy Home Industry Reginda Jamur Crispy*

Table 3. EFAS Matrix (External Factor Analysis Summary)

No	External Factor	Bobot	Rating	Skor
<b>Opportunity (O)</b>				
1	People are increasingly fond of healthy snacks made from local ingredients.	0,20	3,50	0,72
2	Government support for MSMEs is quite substantial.	0,18	3,70	0,68
3	There are marketing opportunities through marketplaces, resellers, and social media.	0,20	3,30	0,67

4	The product has the potential to become a regional souvenir.	0,20	2,70	0,55
5	There are many MSME bazaars and exhibitions that can be used as promotional media.	0,20	2,70	0,78
<b>Sub Total</b>			1,00	3,39
<b>Threat (T)</b>				
6	There are other snack products that compete in the market.	0.20	2,60	0,51
7	Raw material prices may increase.	0,22	3,60	0,78
8	Consumer tastes and trends can change quickly.	0,22	3,30	0,71
9	Product distribution requires significant additional costs.	0,17	2,50	0,43
10	The quality of raw materials is not always consistent over time.	0,20	3,10	0,61
<b>Sub Total</b>			1,00	3,05

*Source: Primary Data, 2025.*

The results of the EFAS Matrix analysis show that Home Industry Reginda Jamur Crispy has a fairly good capacity to respond to external conditions that affect business development. This can be seen from the total score for the opportunity factor of 3.39, which is higher than the total score for the threat factor of 3.05, so it can be interpreted that current external conditions provide greater market opportunities for the business to grow.

Opportunities that can be optimized include increasing consumer preference for healthy snacks made from local ingredients and high government support for MSME development. In addition, the use of digital marketing channels such as marketplaces, resellers, and social media, as well as participation in various MSME events, are important supporting factors in expanding marketing reach and increasing brand awareness of pare crispy products.

### ***Cartesian Diagram SWOT Analysis***

The strategic positioning of Home Industry Reginda Jamur Crispy is determined based on the total score of internal and external factors obtained from the IFAS and EFAS matrices. The coordinates are determined by adding the strength and weakness scores for the internal axis (X) and adding the opportunity and threat scores for the external axis (Y).

The results of the calculation are as follows:

#### **a. X-axis (Internal Factors)**

$$\begin{aligned} &\text{Total strength score} + \text{total weakness score} \\ &= 3.24 + (-2.55) \\ &= 0.69 \end{aligned}$$

#### **b. Y-axis (External Factors)**

$$\begin{aligned} &\text{Total opportunity score} + \text{total threat score} \\ &= 3.39 + (-3.05) \\ &= 0.34 \end{aligned}$$

Based on these calculations, the coordinates (0.69; 0.34) were obtained. This point was then mapped onto the SWOT Matrix Diagram.

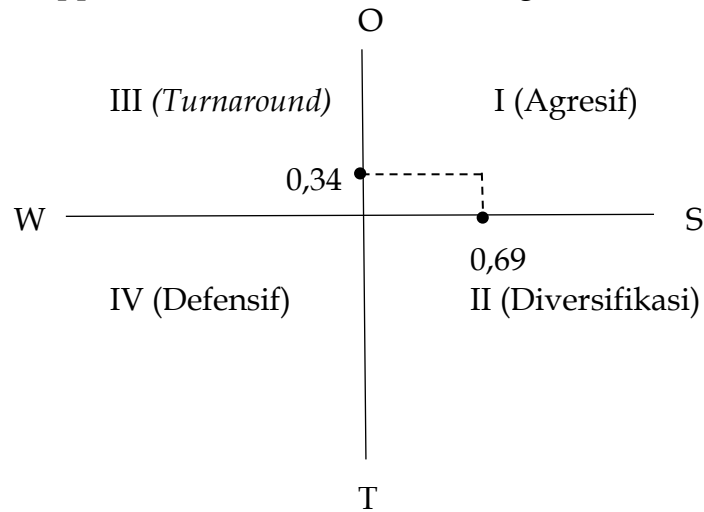


Figure 1. SWOT Analysis Matrix for Pare Crispy Home Industry Reginda Crispy Mushrooms

Based on the results of the SWOT Matrix mapping, Home Industry Reginda Jamur Crispy is in Quadrant I (Aggressive Strategy) with coordinates (0.69; 0.34). This position indicates that the internal conditions of the business are strong, characterized by the dominance of strengths over weaknesses (Windi et al., 2024). On the other hand, the external environment of the business is also quite favorable, as the available opportunities are greater than the threats faced (Sabillah et al., 2025).

The positive value on the internal axis (X) indicates that Home Industry Reginda Jamur Crispy has adequate internal resources and capabilities to support business development. The availability of bitter melon raw materials, which are relatively easy to obtain in the vicinity of the business area, provides advantages in terms of production continuity and cost efficiency. In addition, the unique taste of the crispy bitter melon product and the business owner's experience in the production process are important assets in creating added value for diversified products. The initial marketing network that has been established, both through direct sales and online marketing, also strengthens the internal position of the business in facing market competition (Anggraeni, 2025).

Meanwhile, the positive value on the external axis (Y) indicates that Home Industry Reginda Jamur Crispy still has considerable room to take advantage of market opportunities. The growing public interest in healthy snacks made from local ingredients is a major opportunity that can be responded to through the development of pare crispy products as an alternative snack with nutritional value and product differentiation (Faiqoh Izzati, 2025). In addition, government support for MSME development, whether in the form of guidance, promotional facilitation, or access to capital, is a strategic opportunity that can be utilized to accelerate business growth.

With this strategic position, Home Industry Reginda Jamur Crispy is in a favorable position to implement an aggressive growth strategy, particularly

through the diversification of pare crispy products. An aggressive strategy in this context is not only oriented towards increasing production volume, but also includes product variety development, improved packaging and branding quality, and expanded marketing reach (Ardani et al., 2021). The implementation of this strategy is expected to increase business competitiveness, expand market share, and strengthen business sustainability in the long term.

Internal and external factors obtained from the results of IFAS and EFAS analysis are then combined into a SWOT Matrix to formulate alternative business development strategies through product diversification of crispy bitter melon at Reginda Jamur Crispy Home Industry. The SWOT Matrix produced four strategic alternatives, namely the SO (Strengths–Opportunities) strategy, the WO (Weaknesses–Opportunities) strategy, the ST (Strengths–Threats) strategy, and the WT (Weaknesses–Threats) strategy. The results of the SWOT analysis at Home Industry Reginda Jamur Crispy are presented in Table 4.

Table 4. SWOT Matrix

<i>EFAS</i>	<b>IFAS</b>	<p style="text-align: center;"><b>STRENGTHS (S)</b></p> <ol style="list-style-type: none"> <li>1. The availability of bitter melon raw materials in the surrounding area greatly supports production</li> <li>2. Crispy bitter melon products have a unique taste that is different from other snack products</li> <li>3. The business owner has experience in food processing</li> <li>4. An initial marketing network has been established (offline/online)</li> <li>5. There are consumers who are beginning to recognize and like crispy bitter melon products</li> </ol>	<p style="text-align: center;"><b>WEAKNESSES (W)</b></p> <ol style="list-style-type: none"> <li>1. Business capital is still limited for production development</li> <li>2. Production equipment capacity is still limited</li> <li>3. Product promotion has not been carried out optimally</li> <li>4. There has not been much innovation in product flavors or sizes</li> <li>5. Product packaging and branding still need to be improved</li> </ol>
	<p style="text-align: center;"><b>OPPORTUNITIES (O)</b></p> <ol style="list-style-type: none"> <li>1. People are increasingly fond of healthy snacks made from local ingredients</li> <li>2. Government support for MSMEs is quite substantial</li> <li>3. There are marketing opportunities through</li> </ol>	<p style="text-align: center;"><b>SO STRATEGY</b></p> <ol style="list-style-type: none"> <li>1. The abundant availability of bitter melon raw materials in the surrounding area is utilized to meet the growing public interest in healthy snacks (S1-O1).</li> <li>2. The unique taste of crispy bitter melon is</li> </ol>	<p style="text-align: center;"><b>WO STRATEGY</b></p> <ol style="list-style-type: none"> <li>1. Limited business capital is overcome by utilizing government support for MSMEs in the form of capital assistance and guidance (W1-O2).</li> <li>2. Product promotion, which has not been carried out optimally,</li> </ol>

marketplaces, resellers, and social media 4. Products have the potential to become regional souvenirs 5. There are many MSME bazaars and exhibitions that can be used as promotional media	utilized to expand marketing through marketplaces, resellers, and social media (S2-O3).	is improved by utilizing digital marketing opportunities through social media (W3-O3).
<p style="text-align: center;"><b>THREATS (T)</b></p> 1. There are other snack products that compete in the market 2. Raw material prices may increase 3. Consumer tastes and trends can change rapidly 4. Product distribution requires significant additional costs 5. The quality of raw materials is not always consistent over time	<p style="text-align: center;"><b>ST STRATEGY</b></p> 1. The unique taste of crispy bitter melon is used as a competitive advantage to face competition (S2-T1) 2. The availability of bitter melon raw materials in the surrounding business area is used to anticipate increases in raw material prices (S1-T2)	<p style="text-align: center;"><b>WT STRATEGY</b></p> 1. Increased product innovation to maintain relevance to changing consumer tastes and trends (W4-T3) 2. Limited production equipment capacity and high distribution costs require efforts to plan production (W5-T1)

Source: Primary Data, 2025.

## DISCUSSION

Based on the results of the SWOT Matrix analysis, four business development strategy groups were obtained that can be applied by Home Industry Reginda Jamur Crispy in its efforts to develop its business through the diversification of pare crispy products, namely the SO, WO, ST, and WT strategies. These four strategies were formulated by considering the relationship between internal and external business factors, so that the resulting strategies are applicable and relevant to the actual conditions of the business.

### *SO Strategy (Strengths-Opportunities)*

The SO strategy is a strategy that focuses on utilizing the internal strengths of the business to capture and optimize available external opportunities. This strategy shows that the business is in a relatively advantageous position because it has internal resources that can be used to respond to market opportunities.

1. Optimizing the relatively stable availability of bitter melon for the development of crispy bitter melon products as healthy snacks made from local ingredients

The relatively stable availability of bitter melon raw materials in the surrounding business area is a major strength that can be utilized to respond to the growing public interest in healthy snacks made from local ingredients (Soetriono et al., 2019). This condition allows Home Industry Reginda Jamur Crispy to carry out the production process of bitter melon crispy in a sustainable manner without experiencing raw material supply

constraints. In addition, the use of local raw materials has the potential to reduce production costs, increase business efficiency, and support business sustainability in the long term (Taan & Rasjid, 2024).

2. Utilizing the unique taste of pare crispy to expand marketing and increase product competitiveness

The unique taste of pare crispy is a product differentiation advantage compared to similar snacks on the market. This advantage can be utilized to expand marketing through the use of marketplaces, reseller networks, and social media. With the support of digital marketing, diversified products are not only able to reach a wider market, but also increase product competitiveness through branding as healthy snacks with distinctive flavors (Nurjanah et al., 2023).

### ***WO Strategy (Weaknesses-Opportunities)***

The WO strategy is a strategy aimed at overcoming internal weaknesses by taking advantage of available external opportunities. This strategy emphasizes the importance of adaptation and internal improvement so that businesses can develop optimally.

1. Accessing government capital and coaching support to overcome capital constraints in product diversification

Capital constraints that hinder the development and diversification of crispy bitter melon products can be overcome by utilizing government support for MSMEs. This support can take the form of capital assistance, training, or business mentoring. Utilizing these facilities is expected to increase production capacity, improve business management, and support sustainable product development (Martika Padma et al., 2021).

2. Optimizing digital promotion to expand market reach efficiently.

Product promotion that has not been carried out optimally is a weakness that needs to be addressed immediately by taking advantage of digital marketing opportunities. The use of social media and marketplaces is considered effective because it is relatively cost-efficient, easily accessible, and able to reach consumers on a wider scale (Arum Andini et al., 2025). This strategy is expected to increase sales and strengthen the position of crispy bitter melon products in the market.

### ***ST Strategy (Strengths-Threats)***

The ST strategy is a strategy that utilizes internal strengths to face and minimize external threats that could potentially hinder business development.

1. Utilizing unique flavors as a competitive advantage in the snack market

The unique taste of crispy bitter melon is used as a competitive advantage to face competition from other snack products that are increasingly diverse in the market. Product differentiation is an important factor in maintaining consumer loyalty and creating a stronger market position compared to competing products.

2. Optimizing the availability of local bitter melon to maintain production cost stability

The availability of bitter melon raw materials in the surrounding area is utilized to anticipate potential increases in raw material prices. By relying on local supplies, Home Industry Reginda Jamur Crispy can maintain production cost stability, reduce dependence on suppliers from outside the region, and improve business operational efficiency.

**WT Strategy (Weaknesses-Threats)**

The WT strategy is a defensive strategy that aims to minimize internal weaknesses while avoiding external threats that could negatively impact business continuity.

1. Increasing product innovation to maintain relevance to changing consumer tastes and trends

This strategy emphasizes the importance of developing crispy bitter melon variants in terms of taste, size, and shape to adapt to the ever-changing dynamics of consumer preferences (Adinda et al., 2025). The growing trend of healthy snacks requires businesses to always offer attractive and unique products. Through product variant diversification, Home Industry Reginda Jamur Crispy can expand its market segmentation, increase consumer interest, and reduce the risk of sales decline due to market saturation with monotonous products.

2. Strengthening packaging and branding to increase product appeal in an increasingly diverse snack market

Competition with various snack products in the market requires businesses to have a distinctive product identity. Strengthening packaging design in terms of aesthetics, product information, and shelf life will improve the perception of quality in the eyes of consumers (Arum Andini et al., 2025). In addition, a stronger branding strategy will help reinforce the image of pare crispy as a healthy snack with local characteristics. These efforts can increase product competitiveness and make it easier for consumers to recognize and choose pare crispy in an increasingly competitive market.

Table 5. Alternative STAS Business Development Strategies through Product Diversification of Pare Crispy at Reginda Jamur Crispy Home Industry

No.	Alternative Strategies	Attractiveness Score (STAS)
1.	The unique taste of crispy bitter melon is used as a competitive advantage in the face of increasingly diverse snack products.	15,08
2.	The abundant availability of bitter melon raw materials is used to meet the growing public interest in healthy snacks made from local ingredients through the development of crispy bitter melon products.	14,95
3.	The established marketing network is used to participate in MSME bazaars and exhibitions as a means of promoting the variety of crispy bitter melon products.	14,91

Source: Primary Data, 2025.

The alternative strategy with the highest STAS value of 15.08 is “Utilizing the unique taste of crispy bitter melon as a competitive advantage in facing increasingly diverse healthy snack products.” This strategy is prioritized because the unique taste of crispy bitter melon is a specific product characteristic and a key differentiator from other healthy snack products. In an increasingly competitive market, product differentiation through distinctive flavors plays a strategic role in shaping consumer perceptions and enhancing product competitiveness (Maharani, 2024). These results indicate that internal strengths in the form of product uniqueness contribute most significantly to the overall attractiveness of the strategy, making it worthy of being the main focus in product diversification development (Amsal et al., 2025).

The alternative strategy with the second-highest ranking obtained a STAS value of 14.95, namely the strategy of utilizing the abundant availability of bitter melon raw materials to meet the increasing public demand for healthy snacks made from local ingredients. The high STAS score for this strategy indicates that the availability of raw materials plays an important role in ensuring production sustainability (Nurcahyo et al., 2023). Optimal utilization of local raw materials not only supports production cost efficiency but also strengthens business capacity to respond to increasing market demand in a sustainable manner.

Furthermore, the strategy with an STAS value of 14.91 ranks third, namely the utilization of an established marketing network through participation in MSME bazaars and exhibitions. This strategy is considered quite attractive because it is able to expand market reach and increase the visibility of diversified products directly to consumers (Nurcahyo et al., 2023). Participation in these offline marketing activities also contributes to building consumer trust and strengthening the image of pare crispy as a local healthy snack.

Meanwhile, other alternative strategies, such as utilizing government support, developing flavor variations, expanding digital marketing, and managing production costs, received relatively lower STAS scores, although they remained in the fairly attractive category. This indicates that these strategies serve as supporting strategies, the implementation of which can be carried out gradually after the main priority strategies have been optimally implemented.

Based on the STAS score ranking, it can be concluded that the strategy for developing a diverse range of crispy bitter melon products should focus first on utilizing the internal strengths of the business, particularly the unique taste of the product and the availability of local raw materials. This approach is considered more effective in increasing the competitiveness of the business than strategies that focus only on expanding promotion or cost efficiency. Thus, the STAS analysis results provide a strong basis for determining the priority of sustainable development strategies for the pare crispy home industry.

## CONCLUSIONS AND RECOMMENDATIONS

Diversifying crispy bitter melon products is the right strategy for Home Industry Reginda Jamur Crispy because it is supported by strong internal conditions and significant market opportunities, especially the trend of healthy snacks made from local ingredients. QSPM results show that strengthening the

uniqueness of taste as a competitive advantage is the most effective strategy in increasing competitiveness and supporting sustainable business development. The business needs to strengthen product differentiation through consistent quality, flavor innovation, and improved packaging. The use of digital marketing and MSME networks needs to be optimized to expand the market. In addition, government support and improvements in production capacity can be utilized to overcome capital and promotion constraints, so that the diversification strategy can be implemented sustainably.

### FURTHER STUDY

Further research is recommended to expand the research object and number of respondents so that the results obtained are more comprehensive and can be generalized. In addition, the use of other analysis methods such as AHP or QSPM can be considered to strengthen the determination of business development strategies. Further research can also add other variables, such as business performance and consumer behavior, to support sustainable business development.

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