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Competitive Strategy Analysis using SWOT and QSPM Matrix: A Case Study on MSMEs Putri Tunggal, Cikurubuk Main Market, Tasikmalaya

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Abstract

This study aims to analyze the competitive strategies of Putri Tunggal MSMEs, a vegetable trading business in the Cikurubuk Main Market, Tasikmalaya, using SWOT and QSPM analysis. A qualitative descriptive approach was applied with purposive sampling of five informants consisting of the business owner, two employees, and two regular customers. Data were collected through in-depth interviews, direct observations, and documentation, then validated through source triangulation to ensure the validity and reliability of the findings.The SWOT analysis identified four strengths, namely product freshness based on direct procurement from farmers, competitive selling prices, friendly and responsive service, and a strong loyal customer base. Four weaknesses were also identified, including stock instability, limited financial recording, absence of formal business legality (NIB), and limited stall conditions. Four opportunities were found, consisting of consistently high demand for fresh vegetables, wholesale market expansion, government support programs for MSMEs, and potential product variations. Four threats were also identified, namely intense price competition, supply instability from farmers, the entry of new competitors, and unpredictable vegetable price fluctuations.The SWOT matrix generated eleven strategy alternatives, which were then evaluated using QSPM analysis to select five priority strategies. The top priority is wholesale segment development (TAS 6.40), followed by product variation addition (TAS 5.87), differentiation through freshness and premium service guarantees (TAS 5.82), scheduled procurement agreements with farmers (TAS 5.68), and NIB management with digital record-keeping (TAS 4.46). These strategic recommendations offer practical guidance for vegetable traders in traditional markets facing intense competition.

INTRODUCTION

Putri Tunggal MSMEs are vegetable trading businesses located in Jongko Open Street Market HPKP 1 Block C, Cikurubuk Main Market, Tasikmalaya. This business was established in 2015 on the initiative of the owner who saw opportunities in the vegetable trade sector by utilizing crops from the family farm (Dhillon & Moncur, 2023; Henning et al., 2024; Mativavarira et al., 2024). With an initial capital of IDR 130,000,000 and five employees, Putri

Tunggal MSMEs now have an average daily turnover of around IDR 9,000,000 and advantages in the form of product freshness that comes directly from the same day harvest.

The strategic role of MSMEs in the Indonesian economy is seen nationally through the dominance of the number of business units they have (Cahya et al., 2025; Fridayani et al., 2024; Habibi et al., 2023; Handoko et al., 2023; Hardyansah & Putra, 2023; Mahfud, 2025; Tambunan, 2023). Most of the labor is successfully absorbed by this sector so that its contribution to the national Gross Domestic Product (GDP) is very significant. However, the large number of business actors in the same sector creates fierce competition, especially for businesses that do not have a structured competitive strategy.

The competition faced by Putri Tunggal MSMEs is also quite real. Based on the results of observations and interviews, in Block C of the Cikurubuk Main Market there are 45 jongko or stalls, with 28 of them selling relatively similar vegetables. Based on the analysis of the data collected, as many as 12 traders were identified as direct competitors for Putri Tunggal MSMEs. These similarities include the scale of operations and the variety of products marketed. This condition shows the high level of competition in one market area, with limited room for differentiation between traders (Chang et al., 2023; Poni, 2025; Wei et al., 2022; Xiao et al., 2023; Yu et al., 2022).

Table 1. Data on the Number of Squatters and Competitors in Block C of the Cikurubuk Tasikmalaya Main Market

Yes	Remarks	Quantity (Units)
1	Total Squats/Stalls in Block C of Cikurubuk Main Market	45
2	Similar Vegetable Traders in Block C	28
3	Direct Competitor of MSMEs Putri Tunggal (Comparable Scale Vegetable Traders)	12

Source: Interview with Sole Putri MSME Owners, March 2026

The data in Table 1 shows that out of a total of 45 squats in Block C, as many as 28 traders or 62.2% sell similar vegetable products. Competition within one market area has become very tight due to these conditions. Price and quality factors then play a role as the main determinant in efforts to attract consumers. The competitive pressure also has a direct impact on the profit margins of traders, including Putri Tunggal MSMEs.

Based on an in-depth interview with Mr. Yanto on March 15, 2026, several strategic problems faced by Putri Tunggal MSMEs were identified. The high number of competitors with similar products causes strong price pressure, while the competitive strategy carried out is still intuitive and has not been formulated systematically. In addition, these businesses also face the risk of dependence on direct supplier networks, so disruptions in the supply chain can affect product availability and business continuity.

In addition to competition between traders, the strategic condition of Putri Tunggal MSMEs is also influenced by the price regulation mechanism at the Cikurubuk Main Market. The selling price of vegetables is not set by a single authority, but rather is formed through a market mechanism between traders and buyers. Market management is only authorized to regulate order, cleanliness, and stall levies, not to set commodity prices. In this condition, Putri

Tunggal MSMEs need to build a competitive advantage through non-price factors such as product quality, service, and a strong supplier network.

The urgency of this research is even greater because MSMEs in the traditional market trade sector are business groups that are vulnerable to competitive pressure, yet they still lack data-based strategic assistance. Data from the Ministry of Cooperatives and SMEs shows that approximately 60% of MSMEs in Indonesia still face obstacles in formulating structured business strategies, which impacts the high failure rate of businesses in their early operational years (Ministry of Cooperatives and SMEs, 2023). This phenomenon indicates a gap between the need for systematic competitive strategies among MSMEs and the availability of adequate assistance, especially for business actors in traditional markets.

Although various studies have applied SWOT and QSPM analysis for MSME strategy formulation (Azzahra et al., 2024; Sitorus et al., 2022; Wahmil et al., 2025), most of these studies focus on the processed food, services, or manufacturing sectors, so not many have specifically examined vegetable traders in traditional markets. In fact, the vegetable trading sector in traditional markets has unique characteristics, namely: (1) high dependence on perishable supply chains, (2) non-standardized pricing mechanisms, and (3) local and intensive competition among traders in one location. This research gap is the basis for the importance of studies that specifically examine the competitive strategies of vegetable traders in traditional markets using an integrated SWOT and QSPM approach.

The novelty of this research lies in three aspects. First, this research is one of the first studies to apply SWOT and QSPM analysis in an integrated manner to vegetable trading MSMEs in traditional markets, thus producing contextual and applicable strategic recommendations. Second, this research does not only identify internal and external factors generically, but also involves source triangulation from business owners, employees, and customers to ensure the validity of strategic data. Third, this research produces specific and measurable priority strategies (through TAS values) that can serve as an implementation guide for similar MSMEs in other traditional markets, thus having replicability value for MSME development in similar sectors.

Practically, this research is expected to contribute to: (1) Putri Tunggal MSMEs in the form of structured and prioritized competitive strategy recommendations, (2) other vegetable traders in traditional markets as a reference in facing intense competition, (3) local governments in formulating evidence-based MSME development programs, and (4) academics as an empirical reference for the application of SWOT-QSPM in a business context that has not been widely studied.

Problem Formulation

The formulation of the problems raised in this study is formulated based on the background description that has been presented, namely:

What are the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that Putri Tunggal MSMEs have in the Cikurubuk Tasikmalaya Main Market?

What is the strategic position of Putri Tunggal MSMEs based on the results of the identification of internal and external factors? What competitive strategies can be formulated based on the SWOT Matrix analysis on Putri Tunggal MSMEs?

What competitive strategies are the top priorities to be implemented based on the QSPM analysis on Putri Tunggal MSMEs?

METHOD

Types and Approaches to Research

A descriptive qualitative approach was applied in this study. Hardani et al. (2020) explained that qualitative research aims to explore a holistic understanding of the phenomenon that the subject is experiencing and pour it into verbal descriptions of natural situations. Instead of focusing on quantitative measurements, the study focused on empirical information gathered through interview, observation, and document tracing techniques. A descriptive approach is applied to present the condition of the research object systematically, factually, and accurately through field data (Azzahra et al., 2024). Meanwhile, QSPM serves as a supporting instrument in setting strategic priorities based on qualitative evaluation.

Research Objects and Subjects

Internal and external factors that affect the performance of Putri Tunggal MSMEs in the Cikurubuk Main Market, Tasikmalaya City, are the main focus of identification in this study. The formulation of various alternative competitive strategies is carried out through the application of SWOT and QSPM analysis as a problem-solving framework. The object of the study itself is the competitive strategy applied by these micro, small, and medium enterprises.

The research subjects in this study consist of Mr. Yanto as the owner of Putri Tunggal MSMEs as a key informant because he has direct knowledge and experience of all operational and strategic aspects of the business, Putri Tunggal MSME employees, namely Iwan and Tono as supporting informants who provide an overview of the daily operational conditions of the business, and regular customers, namely Nani Mulyani and Yati as external informants who provide perspectives on quality of products and services received.

Table 2. Profile of the Research Informant

Yes	Name	Job Title/Status	Role in Research	Interview Date	Location
1	Mr. Yanto	Owner of Putri Tunggal MSME	Key Informants — strategy data sources, internal & external factors, QSPM weighting	March 15, 2026	Cikurubuk Market
2	Iwan	Employees (Drivers & Distribution)	Supporting Informant — confirmation of operational weaknesses & competitive perspective	April 23, 2026	Block C, Cikurubuk Market
3	Command	Employees (Sales & Display)	Supporting Informant — confirmation of product quality, stock management & service	April 23, 2026	Block C, Cikurubuk Market
4	Nani Mulyani	Retail Regular Customer (3 years)	External Informant — a consumer's perspective on quality, price, and service	April 23, 2026	Cikurubuk Market

5	Yati	Wholesale Regular/Retailer Regular Customer (4 years)	External Informant — a wholesale buyer's perspective on supply reliability and price competitiveness	April 23, 2026	Cikurubuk Market

Source: Research data, 2026

Population, Sample, and Sampling Techniques

Sugiyono (2022) explained that the concept of population and sample is statistically not applied in qualitative research. Instead, the focus of the study is directed to the social situation which includes three main elements, namely place, actor, and activity. Vegetable trading activities at Putri Tunggal MSMEs located in Block C of the Cikurubuk Tasikmalaya Main Market are the social situation observed in this study.

The determination of research participants was carried out through a purposive sampling technique that determined the subjects based on a number of specific considerations. Participants must have a direct understanding and involvement in business operations, play an active role in the company's activities, and provide data voluntarily and comprehensively. From these criteria, five people were selected, including a business owner, two employees, and two regular consumers.

Research Instruments

Researchers act as the primary instruments in qualitative studies as they are directly involved in the collection, processing, and interpretation of data through interviews, observations, and documentation. In an effort to maintain consistency and depth of information, semi-structured interview guidelines are also used as a supporting instrument developed from internal and external factor indicators. This guideline is systematically prepared in order to be able to explore the business conditions, strategies applied, and competitive dynamics of Putri Tunggal MSMEs in a manner relevant to the research objectives.

Data Analysis Techniques

David and David (2025) stated that the data analysis in this study follows three systematic steps, namely the input stage, the matching stage, and the decision stage. A qualitative descriptive approach is applied to the entire analysis process. Meanwhile, QSPM serves as a supporting instrument in setting strategy priorities without involving quantitative statistical testing.

a. Input *Stage*

Based on the collected field data, the researcher identifies and evaluates internal and external factors that have an impact on the business. Strengths and weaknesses are included in internal factors while opportunities and threats from the business environment are external factors. The process of identifying factors takes place descriptively through interviews, observations, and documentation without applying statistical weighting procedures.

b. Matching *Stage*

The SWOT matrix was compiled by utilizing findings from the identification of internal and external factors that had been carried out previously. Four categories of alternative strategies resulting from this matrix include Strength-Opportunity (S-O), Weakness-

Opportunity (W-O), Strength-Threat (S-T), and Weakness-Threat (W-T) strategies (Azzahra et al., 2024).

c. Decision *Stage*

David and David (2025) explain that QSPM serves as a quantitative evaluation instrument to measure the attractiveness of each alternative strategy based on key internal and external factors that have been previously identified. This analysis tool is applied at the decision stage to determine the most prioritized strategy from the various options generated through the SWOT Matrix. QSPM is the next stage of SWOT analysis as well as the evaluation of internal and external factors that have been carried out in the input phase.

The Relationship of QSPM to the SWOT Matrix

QSPM uses the internal and external key factors of the input stage as rows in the matrix, while the alternative strategies of the SWOT Matrix are used as columns. Therefore, the strategies included in QSPM are a direct derivative of the S-O, W-O, S-T, and W-T strategies. This process shows a clear link between factor identification, strategizing, and prioritization (David and David, 2025).

Steps to Prepare QSPM

Referring to David and David (2025), the preparation of QSPM in this study was carried out through six steps, namely compiling internal and external key factors, determining the weight of each factor, compiling alternative strategies from the SWOT Matrix, determining the Attractiveness Value (AS), calculating the Total Attractiveness Score (TAS), and determining priority strategies based on the highest TAS value (Sitorus et al., 2022).

Advantages and Complexity of QSPM

The advantage and complexity of QSPM lies in its ability to generate more objective and consistent strategic decisions, but the process is quite complex because it requires an in-depth intuitive assessment of key informants, accuracy in assessing the relevance of factors to the strategy, and the quality of input information in the form of US weights and values. Therefore, the determination of weights and AS in this study was carried out in a structured manner through in-depth interviews with Putri Tunggal MSME owners and confirmed through triangulation of sources with employees to maintain the consistency and validity of the data. This is in line with Umar (2008) who emphasized that the accuracy of QSPM is largely determined by the quality of considerations in determining the US value, not only by its mathematical calculations.

RESULTS AND DISCUSSION

Profile of Single Women's MSMEs as Research Objects

Putri Tunggal MSMEs are vegetable trading businesses located in Jongko Open Market, HPKP 1 Street Market, Block C, Cikurubuk Main Market, Tasikmalaya City. This business was established in 2015 by Mr. Yanto with an initial capital of IDR 130,000,000 and five employees. Putri Tunggal MSMEs have several stalls in the Cikurubuk Main Market with an average daily turnover of around IDR 9,000,000. The products sold include cucumbers, chickpeas, long beans, pakcoy, various types of chili, tomatoes, basil, eggplant, and other vegetables.

Identification of Internal and External Factors of Single Women's MSMEs (Input Stage)

The matching stage in strategy formulation begins with the identification of internal and external factors at the input stage. Strengths and weaknesses as internal factors as well as opportunities and threats as external factors were identified through in-depth interviews with Putri Tunggal MSMEs. Validation of these factors is carried out through source triangulation, so that it becomes the foundation for the next stage.

Identify Internal Factors: Strengths and Weaknesses

This identification includes aspects of product quality and freshness, selling prices, service quality, diversity of vegetable types, competence of human resources, supplier networks, and stall conditions and locations.

a) Strengths

First, the freshness of the product is the main strength because the vegetables are obtained directly from farmers and sold on the same day as the harvest, so that the quality is maintained and difficult for competitors to imitate. Second, competitive selling prices are supported by supply chain efficiency because purchases are made directly from farmers so that procurement costs are lower. Third, the quality of service is considered good because it is friendly, fast, and responsive in helping customers choose vegetables according to their needs. Fourth, Putri Tunggal MSMEs have a strong customer base, both from the retail and wholesale segments, thereby contributing to income stability and the sustainability of business turnover.

b) Weaknesses

First, the instability of stock availability of some types of vegetables occurs when supplies from farmers are not available or there are delays in distribution, so customers sometimes have to buy elsewhere. Second, the limitations of financial recording and operational data cause performance evaluation, stock control, and decision-making to not be optimally data-based. Third, this business does not yet have formal legality like NIB, so access to government programs, financing, and MSME assistance is still limited. Fourth, the limited physical condition of stalls in the traditional market environment has an impact on the arrangement of goods, cleanliness, and customer comfort when shopping.

Identify External Factors: Opportunities and Threats

a) Opportunities Factor

First, the high and consistent demand of fresh vegetables provides a stable market opportunity because vegetables are a basic need. Second, there is the potential for market expansion into new wholesale and retailer segments that are not yet fully affordable, so opportunities to increase sales volume are still open. Third, the existence of government program support for MSMEs can be used if the business has formal legality, especially for financing, coaching, and digitizing businesses. Fourth, the addition of a variety of vegetable products has the opportunity to increase the transaction value per customer while maintaining consumer loyalty.

b) Threat Factors

First, the high intensity of price competition in Block C of the Cikurubuk Main Market can suppress profit margins because some competitors offer more aggressive prices. Second, the instability of supply from farmers as the main source of procurement makes businesses vulnerable to production and distribution disruptions. Third, the entry of new competitors into

Block C has the potential to tighten competition and seize market share, especially from customers who are not yet loyal. Fourth, unpredictable fluctuations in vegetable prices can affect procurement costs and cause profit instability.

Strategy Formulation Using SWOT Matrix (Matching Stage)

Internal and external factors are combined through the SWOT Matrix to produce four alternative strategies, namely S-O, W-O, S-T, and W-T strategies. Each strategy is prepared based on a combination of different conditions in order to produce a comprehensive and relevant alternative for Putri Tunggal MSMEs. Furthermore, the alternative strategy becomes the basis at the decision stage to determine the priority strategy.

Summary of Internal and External Factors

Table 3. Summary of Internal Factors of Single Women's MSMEs

Yes	Internal Factors	Code	Strategic Description
STRENGTHS			
1	Product freshness based on direct procurement from farmers	S1	A major source of competitive advantage
2	Competitive selling prices based on supply chain efficiency	S2	Price Competitiveness
3	Friendly and responsive service quality	S3	Customer loyalty builder
4	Strong fixed customer base (retail and wholesale)	S4	Sustaining income stability
WEAKNESSES			
1	Instability of the availability of certain vegetable stocks	W1	Risk of losing customers
2	Limitations of financial recording and data management systems	W2	Data-driven decision-making barriers
3	Not yet have formal business legality (NIB)	W3	Limited access to MSME programs
4	Limited and poorly organized physical condition of stalls	W4	Affects customer comfort

Source: Interview results, processed by researchers (2026)

Table 4. Summary of External Factors of Single Women's MSMEs

Yes	External Factors	Code	Strategic Description
OPPORTUNITIES			
1	Consistent and high demand for fresh vegetables	O1	Stable market share
2	Market expansion opportunities into new wholesale and retailer segments	O2	Potential for increased sales volume
3	Government program support for formal MSMEs	O3	Opportunities for access to capital and construction
4	Potential for additional variations of vegetable products	O4	Increase transaction value per customer
THREATS			
1	High intensity of price competition in Block C	T1	Profit margin pressure
2	Supply instability from farmers	T2	Risk of stock shortage
3	The entry of new competitors into Block C	T3	The threat of market share
4	Unpredictable fluctuations in vegetable prices	Q4	Cost and profit instability

Source: Interview results, processed by researchers (2026)

Formulation of Alternative SWOT Matrix Strategies

Four groups of strategies are generated from the meeting of strengths, weaknesses, opportunities, and threats in this matrix, namely S-O, W-O, S-T, and W-T strategies. The use of strengths to seize opportunities is the basis for the preparation of the S-O strategy, while the W-O strategy is designed to overcome weaknesses through the optimization of existing opportunities. The S-T strategy is implemented by using strength as a bulwark in the face of threats, while the W-T strategy focuses on minimizing weaknesses while avoiding potential threats.

Table 5. SWOT Matrix of Single Women's MSMEs

	STRENGTH(S) S1: Product freshness S2: Competitive price S3: Friendly service S4: Customers remain strong	**WEAKNESS (W) W1: Unstable stock W2: Weak recording W3: No NIB W4: Limited stalls**
OPPORTUNITY(O)O1: High demand O2: New wholesale market O3: Government program O4: Product variety	S-O STRATEGY 1. Strengthen the direct farmer supplier network to ensure freshness and meet the increasing demand (S1+O1+O2) 2. Develop new wholesale and retailer customer segments by highlighting price and freshness advantages (S2+S4+O2) 3. Increase the variety of vegetable types by utilizing existing farmer networks (S1+O4)	W-O STRATEGY 4. Manage the legality of NIB to open access to the KUR program and government guidance to strengthen capital and management system (W3+O3) 5. Implement simple digital record-keeping to manage stocks and finances more effectively (W2+O3) 6. Improve the layout and appearance of the stall to improve customer comfort and visual appeal (W4+O1+O2)
THREAT (T) T1: Price competition T2: Unstable supply T3: New competitors T4: Price fluctuations	S-T STRATEGY 7. Strengthen differentiation through freshness assurance and premium service to maintain customer loyalty amid price competition (Q1+S3+T1+T3) 8. Diversification of farmers' supplier sources to reduce the risk of supply instability (S1+T2) 9. Build long-term relationships with wholesale regular customers as a bulwark of defense against the attacks of new competitors (S4+T3)	W-T STRATEGY 10. Create scheduled procurement agreements with supplier farmers to stabilize supply and reduce the risk of stock shortages amid stiff competition (W1+T2) 11. Establish a daily buying and selling price recording system to anticipate price fluctuations and protect profit margins (W2+Q4)

Source: Processed by researchers based on interview results (2026)

Prioritizing Strategies Using QSPM (Decision Stage)

Alternative strategies that have been formulated through the SWOT Matrix at the matching stage are evaluated quantitatively to determine the most attractive and prioritized strategies to implement. Prioritization is done through the weight of strategic factors and attractiveness assessments by key informants, resulting in a more objective and data-driven strategy sequence.

Determination of Internal and External Factor Weights

Table 6. Weights of Internal and External Factors

Code	Factors	Weight	Reason for Weighting
INTERNAL FACTORS			
S1	Product freshness based on direct procurement	0,20	Most dominant and difficult to imitate
S2	Competitive selling price	0,15	Real price differentiation
S3	Friendly & responsive service quality	0,10	Loyalty builder
S4	Strong fixed customer base	0,10	Revenue stability
W1	Instability of certain vegetable stocks	0,20	Most critical weaknesses
W2	Limitations of financial recording	0,10	Managerial barriers
W3	Not yet have a formal NIB/legality	0,08	Program access barriers
W4	Limited physical condition of stalls	0,07	Comfort effect
	TOTAL INTERNAL	**1,00**	
EXTERNAL FACTORS			
O1	Consistent & high demand for fresh vegetables	0,20	Stable market base
O2	Market expansion opportunities into new wholesaler/retailer segments	0,15	Great growth potential
O3	Support for formal MSME government programs	0,10	Conditioned odds
O4	Potential for additional variations of vegetable products	0,10	Increase transaction value
T1	The intensity of price competition in Block C	0,20	The most real threats
T2	Supply instability from farmers	0,15	Operationally critical threats
T3	The entry of new competitors into Block C	0,05	Moderate, still under control
Q4	Fluctuations in vegetable prices	0,05	Experienced by all traders
	EXTERNAL TOTALS	**1,00**	

Source: Results of interviews with key informants, processed by researchers (2026)

QSPM Matrix and Strategy Prioritization Results

The QSPM is structured with five key alternative strategies selected from eleven SWOT Matrix alternatives to be included in the QSPM assessment. The five strategies were chosen based on their relevance and potential impact on business success through discussions with Mr. Yanto. The Attractiveness (US) value was determined through an in-depth interview on a scale of 1 (unattractive) to 4 (very attractive). Total Traction Score (TAS) = U.S. × weight.

Table 7. Quantitative Strategic Planning Matrix (QSPM) for Single Women's MSMEs

Strategic Factors	Weight	US	BAG	US	BAG	US	BAG	US	BAG	US	BAG
		Strategy 1: S-T1: Freshness & Service Differentiation		Strategy 2: S-O1: Develop Wholesale Segment		Strategy 3: W-O1: NIB & Digitization of Records		Strategy 4: W-T1: Scheduled Procurement Agreement		Strategy 5: S-O2: Adding Product Variety	
INTERNAL FACTORS											
Q1: Product freshness	0,20	4	0,80	4	0,80	2	0,40	3	0,60	4	0,80
Q2: Competitive selling price	0,15	3	0,45	4	0,60	2	0,30	3	0,45	3	0,45
Q3: Quality of service	0,10	4	0,40	3	0,30	2	0,20	2	0,20	2	0,20
Q4: Customers remain strong	0,10	4	0,40	4	0,40	2	0,20	2	0,20	3	0,30
W1: Unstable stock	0,20	2	0,40	3	0,60	2	0,40	4	0,80	3	0,60
W2: Weak logging	0,10	1	0,10	2	0,20	4	0,40	3	0,30	2	0,20
W3: No NIB	0,08	1	0,08	2	0,16	4	0,32	2	0,16	1	0,08
W4: Limited stalls	0,07	2	0,14	2	0,14	2	0,14	1	0,07	2	0,14
EXTERNAL FACTORS											
O1: High demand	0,20	4	0,80	4	0,80	2	0,40	3	0,60	4	0,80
O2: New wholesale market	0,15	3	0,45	4	0,60	2	0,30	3	0,45	3	0,45
O3: Government programs	0,10	1	0,10	2	0,20	4	0,40	2	0,20	2	0,20
O4: Product variations	0,10	2	0,20	3	0,30	1	0,10	2	0,20	4	0,40
Q1: Price competition	0,20	4	0,80	3	0,60	2	0,40	3	0,60	3	0,60
Q2: Unstable supply	0,15	3	0,45	3	0,45	2	0,30	4	0,60	3	0,45

Q3: New competitors	0,05	3	0,15	3	0,15	1	0,05	2	0,10	2	0,10
Q4: Price fluctuations	0,05	2	0,10	2	0,10	3	0,15	3	0,15	2	0,10
TOTAL BAGS			**5,82**		**6,40**		**4,46**		**5,68**		**5,87**
RATING			**3**		**1**		**5**		**4**		**2**

Note: US = Attractiveness Value (1=unattractive, 2=less attractive, 3=moderately attractive, 4=very attractive); TAS = U.S. × weight

Source: Results of interviews with key informants, processed by researchers (2026)

QSPM Result Interpretation: Strategy Priority Ranking

The alternative hierarchy of strategies is determined based on the *Total Attractiveness Score* (TAS) value from highest to lowest. The first priority is the strategy to develop a new wholesale segment with a TAS of 6.40, because it is considered to have the greatest impact on increasing sales volume at the Cikurubuk Main Market. The second priority is the strategy of adding a variety of vegetable products with a TAS of 5.87, followed by a differentiation strategy through freshness and premium service guarantees with a TAS of 5.82.

Table 8. QSPM Strategy Priority Ranking Recapitulation

Ratings	Strategy	SWOT Group	Total BAGS	Priorities
1	Grow new wholesale and retailer customer segments by highlighting price and freshness advantages	S-O Strategy	6,40	★ **MAIN**
2	Increase the variety of vegetable types by utilizing existing farmer networks	S-O Strategy	5,87	Priority 2
3	Differentiation through freshness and premium service guarantees to maintain loyalty amid price competition	S-T Strategy	5,82	Priority 3
4	Create scheduled procurement agreements with supplier farmers to stabilize supply	W-T Strategy	5,68	Priority 4
5	Manage NIB legality and implement simple digital recording	W-O Strategy	4,46	Priority 5

Source: Results of QSPM calculations, processed by researchers (2026)

Discussion of Internal Factors: Strengths and Weaknesses of Single Women's MSMEs

Strength Analysis: Resource-Based Competitive Advantage

The results of the identification of internal factors show that the main strength of Putri Tunggal MSMEs lies in the freshness of products based on direct procurement from farmers and competitive selling prices. Both strengths reflect the advantages of internal resources that correspond to the Resource-Based View, as they are valuable, difficult to replicate, and support sustainable competitive advantage (Barney, 1991). A long-term network of suppliers is also a barrier to entry for new competitors, while daily procurement, periodic water spraying, and stock rotation maintain product quality.

Weakness Analysis: Internal Barriers Limiting Growth

The most critical weakness factor is stock instability and lack of adequate record-keeping, as the two are interconnected and hinder data-driven decision-making. The weakness of formal legality also has a long-term impact because it restricts access to KUR and MSME development programs. This condition is in line with Azzahra et al. (2024) that MSMEs without a formal management system tend to have difficulty formulating competitive strategies systematically.

Discussion of External Factors: Opportunities and Threats

Opportunity Analysis: Unoptimized Growth Potential

The biggest opportunity factor identified is the high and consistent demand and potential expansion into the unoptimized wholesale segment. Wholesale purchases indicate the existence of a market with high purchasing power and regular demand. With the quality and price they have, Putri Tunggal MSMEs have the competitiveness to expand the segment. However, stock instability is a major obstacle as wholesale customers need consistent availability guarantees.

Threat Analysis: Competitive Pressures That Require a Strategic Response

The most significant threat is the intensity of price competition in Block C that occurs among 28 vegetable traders in the same area. The free market pricing mechanism creates constant competitive pressure, while some competitors attract customers through price reductions. This strategy reduces profit margins without being followed by an increase in efficiency. The next threat is supply instability from farmers, as supply disruptions directly affect stock availability.

SWOT Strategy Discussion: Relevance and Implementation

S-O Strategy: Harnessing Strengths to Seize Opportunities

The S-O strategy is focused on developing the market based on its strengths. The development of the wholesale segment is considered strategic because it utilizes product freshness, competitive prices, and customer base to increase sales volume. The addition of vegetable varieties is also relevant because it can be done by utilizing existing farmer networks.

W-O Strategy: Overcoming Weaknesses by Taking Advantage of Opportunities

The most important W-O strategy is the management of NIB legality and simple digital recording. This strategy is foundational because it supports the use of other opportunities that require business formalities. Digital recording also helps with better stock management and decision-making.

S-T Strategy: Using Power to Confront Threats

The most appropriate S-T strategy is differentiation through freshness guarantees and premium service. This strategy is important to face high price competition by highlighting the quality of products and services. This approach is more effective in building customer loyalty than price competition alone.

W-T Strategy: Minimizing Weaknesses and Avoiding Threats

The most critical W-T strategy is scheduled procurement agreements with supplier farmers. This strategy aims to overcome stock instability while mitigating supply disruptions. Certainty of purchases for farmers also strengthens the sustainability of supply for Putri Tunggal MSMEs.

Discussion of QSPM Results: Justification of the Top Priority Strategy

The QSPM results put the development of the wholesale segment as a top priority as it leverages competitive pricing and direct supply networks. The addition of vegetable variety (ranked 2), differentiation of freshness and premium service (rank 3), and scheduled procurement (rank 4) followed. Strategy 3 combines Strategy 4 (W3+O3) on legality (NIB) and Strategy 5 (W2+O3) on digital record-keeping as they are interdependent; without NIB, KUR access is not optimal, while digital recording makes it easier to meet NIB requirements, so that the union of the two results in more effective execution for Putri Tunggal MSMEs.

CONCLUSION

Based on the SWOT and QSPM analysis of Putri Tunggal MSMEs, four main conclusions can be drawn. First, Putri Tunggal MSMEs possess four principal strengths product freshness, competitive selling prices, friendly and responsive service, and a strong base of regular customers which are supported by four corresponding opportunities, namely high demand for fresh vegetables, market expansion into new wholesale and retail segments, support from government programs, and increased product variety; conversely, the business also faces four weaknesses, namely stock instability, limited recordkeeping, lack of formal business legality, and limited stall conditions, alongside four threats in the form of price competition, supply instability, the entry of new competitors, and fluctuations in vegetable prices. Second, the strategic position of Putri Tunggal MSMEs reflects a condition of fairly strong internal capability, though it continues to face intense price competition pressure within Block C of the Cikurubuk Main Market. Third, the SWOT Matrix analysis generates eleven alternative strategies, categorized into S-O, W-O, S-T, and W-T strategies, designed to maximize strengths, overcome weaknesses, capitalize on opportunities, and mitigate threats. Fourth, the primary priority strategy identified is the development of a new wholesale market segment, with a *Total Attractiveness Score* (TAS) of 6.40, followed by the diversification of vegetable product offerings, differentiation through freshness guarantees and premium service, the establishment of scheduled procurement agreements with farmers, and the pursuit of *Nomor Induk Berusaha* (NIB) registration together with the digitization of business records.

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