
UMKM SURVIVAL STRATEGY DURING THE COVID-19 PANDEMIC (CASE STUDY OF KOBER MIE SETAN JEMBER BRANCH)

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Abstract: *The condition of UMKMs is currently starting to improve compared to 2019. In 2020, some have started to move towards recovery, but some other UMKMs are still in decline. The impact of the Covid-19 pandemic is not only on the manufacturing sector, but also on the UMKM sector since April 2020. One of the national economic recovery efforts carried out by the government during the Covid-19 pandemic is to encourage the UMKM sector. The focus of this study is 1) How is the survival strategy at Kober Mie Setan Jember branch, 2) How is the SWOT Analysis of Kober Mie Setan Jember branch), The purpose of this study refers to the results of a field review at the UMKM Campus Environment in Jember Regency which includes: 1) To analyze the survival strategy at Kober Mie Setan Jember branch. 2) To analyze the SWOT of Kober Mie Setan Jember branch. This study uses a qualitative approach method with a type of field research (case study). In the implementation of data collection with several stages such as interviews, observations and documentation. The analysis of research data used is descriptive qualitative research. This qualitative research is based on fieldwork, supported by theory and bibliography. The analysis was conducted through condensation, data presentation, data verification, and triangulation to validate the data. The results of this study indicate that: 1) Kober Mie Setan Jember's survival strategy for maintaining its business during the COVID-19 pandemic includes product, location, pricing, and promotional strategies. 2) The SWOT analysis of Kober Mie Setan indicates that it is highly feasible to operate its business.*

Keywords: UMKMs, Survival Strategy, SWOT Analysis, COVID-19 Pandemic

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INTRODUCTION

The COVID-19 pandemic has become one of the biggest global crises in modern history, having a systemic impact on various sectors of life, including the economy, health, education, and socio-cultural sectors. Since being declared a pandemic by the WHO in March 2020, various countries around the world have experienced a significant economic slowdown, including Indonesia. One of the most impacted sectors is Micro, Small, and Medium Enterprises (UMKMs), which are the backbone of the economy in many developing countries. Data from the Asian Development Bank shows that more than 70% of UMKMs in Southeast Asia experienced a decline in revenue of more than 50% in the second quarter of 2020 (ADB, 2020). This phenomenon underscores the importance of an in-depth study of UMKM survival strategies in the face of the pandemic.

In Indonesia, UMKMs play a crucial role in supporting national economic growth. According to data from the Ministry of Cooperatives and SMEs, there are more than 64 million UMKMs, employing over 97% of the national workforce and contributing over 60% of Gross Domestic Product (GDP) (KemenkopUKM, 2021). However, the COVID-19 pandemic has drastically disrupted UMKM operational activities, particularly in terms of goods distribution and raw material procurement, as well as reduced consumer purchasing power. In this context, the survival of UMKMs depends heavily on their ability to develop adaptive and innovative survival strategies (Dwityapoetra & Sugiharto, 2022).

This situation became even more complex when the government implemented Large-Scale Social Restrictions (PSBB) and Community Activity Restrictions (PPKM) policies as an effort to control the spread of the virus. These policies, while necessary for public health reasons, have led to a drastic decline in economic activity, particularly in the informal sector and UMKMs (Yuliana, 2020). Many UMKMs experienced a decline in turnover, difficulty paying employee salaries, and were forced to lay off employees. Some even had to close their businesses permanently due to their inability to adapt to the rapidly changing situation.

Amid these stressful conditions, some UMKMs have demonstrated remarkable adaptability in developing survival strategies. Some have shifted their business models to online systems, utilized digital platforms, implemented operational efficiencies, and even developed new products to meet market needs during the pandemic. This demonstrates that survival strategies are not uniform but are heavily influenced by local social, economic, and cultural contexts (Sari & Prasetyo, 2022). Therefore, qualitative research is highly relevant for examining the dynamics and complexity of strategies implemented by UMKMs at the local level.

While previous research has focused largely on the quantitative impact of the pandemic on the UMKM sector, few have explored in-depth the adaptation process and the meaning of survival strategies developed by business actors, particularly at the micro level (Putri & Kurniawan, 2021). Yet, understanding this process is crucial for developing more contextual and field-based policy intervention models. This gap in the literature needs to be addressed through an exploratory qualitative approach.

As a concrete example, the culinary UMKM sector was one of the sectors severely impacted during the pandemic, given its high reliance on direct customer interaction. However, not all culinary businesses experienced a drastic decline. One interesting example is the Jember branch of Kober Mie Setan, which remains busy with customers despite the ongoing pandemic. This success raises fundamental questions about the strategies used to survive and how to adapt in a situation full of uncertainty.

This phenomenon indicates differences in how UMKMs face the crisis, which are determined not only by economic factors but also by leadership, creativity, social relationships, and the use of digital technology. Several studies have shown that success during the pandemic is determined not only by financial capital but also by the social capital and adaptive capacity of business owners (Widayanti & Nugroho, 2021). Therefore, it is important to further explore UMKM survival strategies through a phenomenological approach that can capture the subjective meanings and real-life experiences of business owners.

This research also has significant social significance, considering that UMKMs function not only as economic entities but also as an integral part of local communities. In areas like Jember, culinary UMKMs are closely linked to the education, tourism, and lifestyle sectors. With campus closures and reduced student mobility, culinary entrepreneurs are being forced to adapt their business models to remain relevant to the new conditions. In this context, the study of Kober Mie Setan is interesting because it has managed to survive even when many competitors have experienced drastic declines in revenue.

The purpose of this study is to gain a deeper understanding of the survival strategies employed by the Jember branch of Kober Mie Setan during the COVID-19 pandemic. It also aims to identify the factors supporting the success of these strategies and explore the meanings constructed by business actors regarding their experiences facing the crisis. This study focuses on the process and experience dimensions, therefore, a qualitative approach using a case study method was chosen as the primary approach.

This approach is expected to yield a contextual and comprehensive understanding of UMKM survival strategies in crisis situations. This research also seeks to provide theoretical contributions to the literature on UMKM crisis management, as well as practical contributions for local entrepreneurs, policymakers, and communities in formulating strategic steps going forward. The results of this study can serve as a reference for developing economic recovery policies that are more responsive to realities on the ground.

Furthermore, the case study of Kober Mie Setan, Jember branch, is highly relevant because it illustrates the dynamics of culinary businesses with high levels of customer mobility and interaction. Its proximity to educational areas and dense population make this business an ideal representative for examining how UMKMs develop innovation and maintain customer loyalty. The case study approach allows researchers to delve deeply into complex and dynamic social realities (Yin, 2018).

This research will explore the narratives of business actors through in-depth interviews, participant observation, and documentation of business activities before and during the pandemic. The data obtained will be analyzed using a thematic approach to

identify emerging strategic patterns and the meanings inherent in those strategies. Thus, this research will not only answer "what" business actors do, but also "why" and "how" these strategies are developed and implemented.

This study also recognizes its limitations in terms of generalizability, given that the qualitative approach is not intended to generalize the findings to the entire UMKM population. However, the strength of this approach lies in the depth and accuracy in understanding the context and social complexities underlying survival strategies. Therefore, the results of this study are more contextual and interpretive, which can serve as a basis for further study or theory development.

Furthermore, the limitations of previous studies, which focused too heavily on quantitative approaches, make this approach a powerful alternative for broadening perspectives in understanding UMKM resilience. Much existing research focuses on financial aspects, but has not delved deeply into how business actors build resilience from psychosocial perspectives, community networks, and operational flexibility (Nugroho, 2023). Therefore, this study attempts to fill this gap.

By focusing on the lived experiences of UMKMs, this research is expected to build an authentic narrative about resilience, creativity, and innovation that emerges amidst the crisis. This narrative is crucial for broadening understanding of UMKM resilience, not only in the context of the pandemic but also in facing similar future challenges. Such perspectives provide important lessons for other sectors in terms of adaptive management.

Methodologically, a qualitative phenomenological approach allows ample room for the exploration of subjective meanings and concrete experiences. This aligns with the research objective of understanding reality from the perspective of business actors, not solely from macroeconomic indicators. In this study, business actors are positioned as active subjects who shape the meaning of the crisis they face.

This research is also relevant to organizational adaptation and resilience theories, which emphasize the importance of flexibility, learning, and innovation in responding to a changing environment (Lengnick-Hall et al., 2011). From this perspective, UMKMs can be seen as agents of change, not only surviving but also significantly transforming their work methods and business models. Therefore, survival strategies are not only a response to threats but also a form of organizational evolution.

In the local context, this research is expected to serve as a reference for local governments, educational institutions, and the business community in developing strategies for mentoring and empowering UMKMs. The results of this study can serve as a guideline for developing training, capital, and incentive policies that better align with real needs on the ground. Evidence-based support is crucial for ensuring the sustainability of UMKMs post-pandemic.

Finally, the primary contribution of this study is the presentation of rich empirical data and narratives on how one UMKM managed to survive amidst extraordinary pressure. This narrative can serve as inspiration and guidance for other UMKMs in Indonesia facing similar situations. This study also provides a starting point for further research on community-based social and economic innovation during the global crisis.

LITERATURE STUDY

Understanding Covid 19

Covid 19 is a very deadly epidemic in the history of Covid 19, which began in China, namely the city of Wuhan, this new epidemic emerged at the end of 2019. This epidemic is a very dangerous epidemic because it is invisible and spreads quickly so that this virus easily kills many people. This epidemic will not only affect human health but also sectors throughout the world. Based on Law Number 6 of 2018 concerning health quarantine, article 59 paragraph (1) states that PSBB is a response to the health emergency system, and paragraph (2) which states that PSBB aims to prevent the spread of emergency diseases of population diseases that occur between people in certain areas. With the existence of PSBB, it is hoped that it can break the spread of Covid 19 so that people can return to their activities as before and the country's economy will also recover (Yuliana, 2020; Firmansyah & Kurniawan, 2021).

Definition of UMKMs

Micro, Small and Medium Enterprises or abbreviated as (UMKMs). Micro, Small and Medium Enterprises are regulated by Law Number 20 of 2008 concerning UMKMs. In accordance with Law Number 20 of 2008 concerning UMKMs, including: a). Micro Enterprises are productive businesses owned by individuals and/or individual business entities that meet the criteria of Micro Enterprises as regulated in this Law. b). Small Enterprises are independent productive economic enterprises, carried out by individuals or business entities that are not subsidiaries or branches of companies owned, controlled, or become part of directly or indirectly of medium-sized businesses or large businesses that meet the criteria of small businesses as referred to in this Law. c). Medium Enterprises are independent productive economic enterprises carried out by individuals or business entities that are not subsidiaries or branches of companies, owned, controlled, or become part of directly or indirectly of small businesses or large businesses with the amount of net assets or annual sales results as regulated by this Law.

In Islamic economics, micro, small, and medium enterprises (UMKMs) are human endeavors in carrying out life, worship, and pursuing social welfare. These regulations apply to everyone without discrimination. This is permitted by Allah SWT in Islamic economics (Sari & Purnamasari, 2020; Setyowati, 2019).

Strategy

The term strategy has become a term frequently used by the public to describe various meanings, such as planning, tactics, or a method for achieving what is desired. Strategy is essentially planning and management to achieve a goal. However, to achieve a goal, strategy does not merely function as a roadmap that only shows a direction, so it can be able to show how operational tactics. Several other sources state that strategy is an overall approach related to the implementation of ideas, planning, and execution of an activity within a certain period. According to Rangkuti, strategy is a tool to achieve goals. The main goal is for the company to objectively view internal and external conditions, so that the company can anticipate changes in the external environment. Business strategy includes Situation Analysis, Marketing Planning Strategy, Objectives, e-Marketing Strategy, Implementation Plan, Budget, Evaluation Plan. The first in UMKM strategy is the first stage which must be carried out in compiling an e-Marketing development plan.

The purpose of a situation analysis is to understand a company's current and future environment. Strategy is an action plan that aligns an organization's resources and commitments to achieve superior performance. Strategy is the determination of decisions that must be made in facing competitors in an interdependent environment and the determination of an organization's fundamental, long-term goals and objectives. A good strategy includes team coordination, a theme, identification of supporting factors in accordance with the principles of rational implementation of ideas, efficient funding, and tactics to achieve goals effectively. Therefore, strategic planning is important for gaining competitive advantage and having products that meet consumer desires with optimal support from existing resources.

The concept of strategy encompasses five interrelated meanings, including: a. Planning to further clarify the rational direction an organization takes in achieving long-term goals. b. A reference point for assessing the consistency or inconsistency of an organization's behavior and actions. c. The perspective an organization positions itself when carrying out its activities. d. A perspective concerning an integrated vision between the organization and its environment, which serves as a boundary for its activities. e. Details of an organization's tactical steps containing information to outwit competitors. Strategy is crucial for UMKMs because it supports the achievement of goals. Strategy can also influence the success of each company, as strategy can essentially be considered a long-term plan. In this sense, the strategy referred to in this study is the strategy implemented by UMKMs to maintain their businesses during the COVID-19 pandemic and improve their well-being (Nurlatifah et al., 2021; Sudiatmika & Wardhany, 2020).

Competitive Strategy

According to Kotler and Porter, competition in the marketing context is a situation where companies in a particular product or service market will demonstrate their respective advantages, with or without being bound by certain regulations, in order to attract customers. According to Porter, competition will occur among several groups of competitors, not only for similar products or services, but also for substitute products or services, as well as competition upstream and downstream.

Competition is a continuous process of working on a company's ability to find and maintain an advantage. Competitive strategy is developing a plan for how a business will compete, what its goals should be, and what policies are needed to achieve those goals. The essence of formulating a competitive strategy is connecting the company with its environment, although the relevant environment is very broad, including social and economic forces. Competitive strategy (risk control) is an action to save the company from losses. Competitive strategy is implemented using the following methods: 1. Avoiding Risk, 2. Controlling Risk (Loss Control), 3. Separation (Wibowo & Handayani, 2020; Putra & Santosa, 2020).

Competitiveness

Competitiveness is the concept of comparing the capabilities and performance of companies, sub-sectors, or countries to sell and supply goods and/or services in the market. A country's competitiveness can be achieved through the accumulation of strategic competitiveness of each company. The process of creating added value (value-added creation) occurs within the company's scope. Competitiveness is a crucial factor that cannot be separated from the cycle of economic time, especially in the process of

producing goods and services carried out to meet market demand. Competitiveness is defined as productivity, defined as the output produced by the workforce. According to the World Economic Forum, national competitiveness is the ability of a national economy to achieve high and sustainable economic growth. Competitiveness is determined by a company's competitive advantage and is highly dependent on the relative level of resources it possesses, commonly referred to as competitive advantage. Furthermore, Porter explains the importance of competitiveness for the following three reasons: 1. Encouraging productivity and increasing self-reliance, 2. Can increase economic capacity, both in the context of regional economics and the quantity of economic actors so that economic growth increases, 3. The belief that market mechanisms create more efficiency (Ma'arif & Sugiharto, 2020; Nasution & Situmorang, 2021)

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Rivalry among existing competitors takes the form of a race for position using tactics such as price competition, advertising wars, giving prizes, product introductions, and improving service or guarantees to customers. Competition occurs because one or more competitors feel pressure or see an opportunity to improve their competitive position. Effective competitive strategies can be implemented by UMKMs by identifying and assessing key competitors, assessing their goals, strategies, strengths and weaknesses, and their reaction patterns. Then, UMKMs must choose key competitors to attack or avoid. In this way, UMKMs can identify areas of potential competitive advantage and weaknesses. These are things that UMKMs need to analyze competitors (Futri et al., 2022; Hastuti & Santosa, 2021).

RESEARCH METHOD

The research approach used in this study is a descriptive qualitative approach. It is called qualitative because the research aims to understand phenomena experienced by research subjects, such as behavior, perception, motivation, actions, and so on, holistically, and through descriptive means in the form of words and language within a specific, natural context. The researcher selected the object of study as Mie Kober Jember, located in Jember Regency.

RESULTS AND DISCUSSION

Survival Strategy of Jember Branch of Kober Mie Setan during the Covid-19 Pandemic

Based on the research results presented above, it can be seen that the culinary business Kober Mie Setan Jalan Karimata No. 67 Jember City has used several strategic aspects in running its business. The marketing strategy aspects used include product strategy, location strategy, pricing strategy, and promotion strategy. Product strategy is part of the marketing strategy which is to increase sales volume by increasing the number of products and developing variations and innovations of new products which aim to avoid consumer saturation with existing products, so product variations and innovations are needed so that consumers do not get bored.

Kober Mie Setan, which was originally a small outlet on Soekarno-Hatta Street in Malang City, only offered three types of menu, including devil noodles, tuyul ice, and pocong ice. Now the menu offered is more varied, because over time the owner innovated by selling various new products. Initially there were only three menus offered, now Kober Mie Setan innovates in every product menu offered to consumers. As expressed by Assauri (2007:200) product development is carried out by a company to understand the needs and desires of the existing market so that it can satisfy the existing market.

Various types of noodles offered to consumers include, devil noodles, devil noodles, angel noodles, and request chili. Devil noodles are a type of cuimie dish that is boiled accompanied by steamed dumplings, corned beef, fried dumplings, lettuce and sprinkled with spring onions with spiciness levels ranging from level 1 to level 5 with varying amounts of chili at each level. Level 1 chili 12, level 2 chili 25, level 3 chili 35, level 4 chili 45, and level 5 chili 60. The higher the level chosen by the consumer the more chili offered. Devil noodles are noodles that are boiled and then fried with soy sauce accompanied by fried dumplings, corned beef, lettuce and sprinkled with spring onions with spiciness levels S 5 chili, M 10 chili, and L 15 chili with chili varying at each level.

The difference between devil noodles and devil noodles is that devil noodles do not need to use soy sauce, while devil noodles use soy sauce and the level of spiciness of devil noodles and devil noodles is different. Angel noodles are devil noodles or devil noodles without chili, angel noodles are provided for consumers who do not like spicy food. Angel noodles are noodles with a new breakthrough. Angel noodles are usually ordered by consumers who come with their families with small children who usually do not like spicy food or older consumers who do not like spicy food. Requesting chili is the latest innovation from Kober Mie Setan.

Customers can order noodles with the amount of chili they desire, regardless of the amount of chili, and the price remains the same. Request chili is a devil's noodle product, with a level of chili that can be ordered according to the customer's request. Request chili is the right choice for consumers who like spicy food. Various beverage menus are available at various Kober Mie Setan outlets, from the original tuyul ice and pocong ice. Now Kober Mie Setan has a variety of innovative beverage menus.

There are 25 variants of cold drink menus and 20 variants of hot drink menus. This is in accordance with what Kotler (2008:321) said, new product development based on teams or collaboration gets a greater competitive advantage with a faster market. Basically the products offered by Kober Mie Setan with outlets selling similar products

are the same, but what differentiates it from other outlets is the dim sum menu, various noodles that can request chili according to consumer demand and a wider variety of drinks. Kober Mie Setan now has 8 (eight) outlets in various cities including Malang there are 3 (three) outlets, Surabaya 2 (two) outlets, Gresik, Bali, and Jember. From each outlet in various cities there is 1 (one) area manager who is responsible for leading each outlet. Based on the results of the research through interviews, it can be seen that the Kober Mie Setan center plays an important role in selecting the location of the Kober Mie Setan business in various cities, the availability of raw materials, employee recruitment, provision of employee housing, determining product selling prices, and supervising the running of the business in collaboration with investors, Kober Mie Setan managers in various cities and other employees.

Recruitment of Kober Mie Setan employees also has its own criteria such as a minimum of high school/vocational high school education, a 3-month trial or training period, willing to be placed in Kober Mie Setan in various areas/cities, in addition to other advantages of Kober Mie Setan there is a career ladder for Kober Mie Setan employees who can do their jobs well. These advantages are what make investors join and become part of Kober Mie Setan in various areas or cities and the ranks of area managers in various cities along with their employees, so that this culinary business continues to grow and innovate from time to time in order to provide the best products and services to consumers. Consumer response, especially at Kober Mie Setan Jalan Karimata No. 67 Jember City, is very good and the menu offered is very popular with consumers, this is what makes Kober Mie Setan increasingly grow with profits according to targets.

Consumer criticism and suggestions are also used as a form of improvement for Kober Mie Setan in the future. Consumer satisfaction is a responsibility as a form of the best service. This is in accordance with what was stated by Kotler (2008:321) who stated that the most important thing in developing a new product must be customer-centered, which begins with a thorough understanding of customer needs and values and provides a more satisfying experience to customers. Place strategy or distribution channels are one aspect of marketing strategy that plays a crucial role in increasing demand for a product. In this case, place is defined as the location to distribute the resulting product to consumers as the intended target market. Determining the right business location is crucial in the continuity of a business in attracting consumers. This is in accordance with what was stated by Zeithaml (2005:19) who stated that place is a combination of location and distribution related to the way goods are delivered through strategic locations. Based on the results of research through interviews, it can be seen that Kober Mie Setan consumers really like Kober Mie Setan and are comfortable being there with the facilities that have been provided by Kober Mie Setan. It is not surprising that the majority of Kober Mie Setan consumers make repeat purchases.

This proves that Kober Mie Setan is well-received by consumers. Pricing strategy is a very important marketing aspect in a business to achieve profit or benefit in maintaining its business continuity. In terms of setting prices, Kober Mie Setan sets prices appropriately and competitively. This is in accordance with what was stated by Zeithaml (2005:9) that price is an amount of value exchanged by consumers for the benefits of owning or using a product or service whose value is determined by the seller and buyer

through a bargaining process or determined by the seller. Kober Mie Setan's pricing is based on the price of raw materials, the target market share and the selling price of similar competing products that are not much different and are acceptable to consumers. When chili prices soar, Kober Mie Setan also does not immediately raise the price of the product, but sells the product at a fixed price because according to Kober Mie Setan, the increase in chili prices does reduce profits, but the increase in chili prices is temporary. Kober Mie Setan also has its own chili supplier so that various obstacles regarding the increase in chili prices can be overcome well.

So far, consumers have assessed that the price range set by Kober Mie Setan is appropriate and affordable for students, college students, or families. The price is in accordance with the quality of service and the quality of the product offered. Promotional strategy is a persuasive activity of a business to introduce products or services through various promotional methods aimed at making the product or service known to the public. Promotional strategy is very important for a business. This is in accordance with what was stated by Tjiptono (2000:219) promotion is a form of marketing communication in the form of marketing activities that seek to disseminate information, influence or persuade, and remind the market about the company or its products offered by the company concerned.

Kober Mie Setan Jalan Karimata No.67 Jember City introduces its products through various ways to be known to the wider community, including through cyberspace or internet websites; @koberbar.com, social networking sites such as facebook: kober mi setan, and twitter: @kobermiesetan. Promotion through the internet is a very appropriate thing, besides being cheap, promotion through the internet can also reach all levels of society wherever they are. In addition to promoting through the internet, Kober Mie Setan also actively participates in certain events in introducing its products, for example at the Jember color run event, and various events organized by campuses for example which aim to attract consumer interest. Promotion through (gethuk tular) this is also very helpful, promotions like this are unintentional promotional events carried out by consumers who have purchased Kober Mie Setan products and they talk about the product to others about Kober Mie Setan so that new consumers are interested in coming to our place.

Promotions like this are very helpful in the marketing process of Kober Mie Setan products in addition to increasing the number of consumers also increase profits. Based on the results of research conducted by researchers, it can be seen that consumers initially saw Kober Mie Setan as an outlet that sells similar products, but over time the products offered by Kober Mie Setan are different and increasingly varied, thus making consumers trust the products of the Kober Mie Setan culinary business. Thus, the perceived consumer satisfaction can be a distinct advantage for Kober Mie Setan, so that Kober Mie Setan becomes a superior company compared to other culinary businesses.

SWOT Analysis of Kober Mie Setan Jember Branch during the Covid-19 Pandemic

Any institution must consider its environment to determine whether its strategies are effective and efficient, to determine its current capacity, and to determine strategies to improve its future performance. These factors, in principle, include internal factors

related to strengths and weaknesses, and external factors related to opportunities and threats.

1. Internal Factor Analysis

According to Irham Fahmi, these internal factors influence the formation of strengths and weaknesses. These factors relate to conditions within the company, which influence company decisions. Strengths are one of the factors that support an effort to achieve a goal. Strengths are resources/capabilities that control or are available to a company, making it relatively superior to other companies in meeting the needs of the customers it serves.

The strengths arise from several competency resources available to the company. including: a. Strategic Location, b. Affordable prices for consumers, c. Differences in menus with others, d. Using a unique menu name concept. According to Sedarmayanti, weakness is an organizational activity that is not running well or a resource that is needed by the organization but is not owned by the organization. Weaknesses are limitations/deficiencies in one or more resources/capabilities of a company relative to its competitors, which become obstacles in meeting customer needs effectively. The weaknesses of Mie Kober in Jember after conducting research include: Unavailability of wifi, lack of available seating, no fan/AC, having 1 cashier serving so the queue is too long, employees who deliver food are less polite to customers.

2. External Factor Analysis

According to Irham Fahmi, external factors influence the formation of opportunities and threats (O and P). These factors relate to conditions occurring outside the company that influence corporate decision-making. These factors include the industrial environment and the macro business environment, economics, politics, law, technology, population, and socio-cultural factors. The purpose of this analysis is to identify opportunities and threats that will affect the company. Opportunities, according to Sedarmayanti, are the main favorable situations within a company's environment. Identification of previously overlooked market segments, changes in competitive conditions, technological developments, and improved relationships with buyers and suppliers can all present opportunities for the company.

In the opportunities owned by the Kober noodle business in Jember after conducting research, among others: a. With the power of innovation and creativity, this business has an opportunity, b. On Saturday nights it becomes a favorite place for young people to hang out with friends, c. Providing employment for local residents, d. There is no noodle food stall with a spicy taste like Kober Mie Setan. Threats are the main unfavorable situations in a company's environment. Threats are the main obstacles for all companies in achieving their current position. Negative factors from the environment that provide obstacles to the development of a business or the running of an organization and program. Threats are one of the environmental factors that are unfavorable to a unit in a business. If the threat is not addressed quickly, it will become an obstacle for a company both now and in the future.

Table 1
SWOT Analysis of Mie Kober Jember

<i>Strength(Strength)</i>	<i>Weakness(Weakness)</i>
strategic location	No wifi available
The price is affordable	Lack of available seating
The menu is unique, because it emphasizes the taste of spicy which is different from the others.	No fan/AC
Using a unique menu name concept	There was only one cashier serving so the queue was too long.
Jember residents tend to like spicy food	The waiter who delivered the food was impolite because he had to shout to call the customer.
<i>Opportunity(Opportunity)</i>	<i>Treats(Threat)</i>
With innovative and creative power, this business has the opportunity	Many shops imitate the concept of spicy noodle food
Saturday night is usually a favorite time for young people to hang out with friends.	If the rainy season comes, the available seating will be reduced because the available places outside are not roofed.
Providing employment opportunities for local residents	Many fast food outlets are popping up everywhere that provide more complete facilities.
There is no other food stall that serves noodles with a spicy taste like Kober Mie Setan.	

IFAS (Internal Factor Analysis Summary) Matrix for Kober Mie Setan Jember Branch

After the internal strategic factors of a business can be identified, in an IFAS table that is prepared to formulate these internal strategic factors in the framework of business strengths and weaknesses, the stages are as follows: a. Determine the factors that are the strengths and weaknesses of the company in column 1, b. Give each factor a weight on a scale ranging from 1.0 (most important) to 0.0 (not important), based on the influence of these factors on the company's strategic position. (All weights must not exceed a total score of 1.00), c. Give a rating of 1 to 4 for each factor to indicate whether the factor has a

major weakness (rating = 1), a minor weakness (rating = 2), a minor strength (rating = 3), and a major strength (rating = 4). So actually, the rating refers to the company while the weight refers to the industry in which the company is located, d. Multiply each weight by its rating to get a score, e. The total number of each variable. Regardless of the number of factors included in the IFAS matrix, the total weighted average ranges from a low of 1.0 to a high of 4.40, with an average of 2.5. A total average below 2.5 indicates a company's internal weakness, while a total value above 2.5 indicates a strong internal position.

Table 2
Internal Strategic Factors

No	Internal Strategic Factors	Weight	Rating	Score
1	Strength			
	The location is strategic	0.2	4	0.8
	The price is affordable	0.2	5	1.0
	The menu is unique, because it emphasizes the taste of spicy which is different from the others.	0.3	5	1.5
	Using a unique menu name concept	0.2	3	0.6
	Jember residents tend to like spicy food	0.1	5	0.5
	Total	1.00		4.40

No	Internal Strategic Factors	Weight	Rating	Score
2	Weakness			
	No wifi available	0.15	-3	-0.45
	Lack of available seating	0.20	-5	-1.00
	No fan/ AC	0.20	-4	-0.80
	There was only one cashier serving so the queue was too long.	0.30	-5	-1.50
	The waiter who delivered the food was impolite because he had to shout to call the customer.	0.15	-4	-0.6
	Total	1.00		-4.35

The IFAS analysis shows that the strengths and weaknesses factor has a score of -4.35. A total score above 4.40 indicates that the Kober noodle business's internal position during COVID-19 is very weak. Strengths - Weaknesses = 4.40 - 4.35 = -0.05

EFAS (External Factor Analysis Summary) Matrix for Kober Mie Setan Jember Branch

There are five stages in compiling an external strategy factor matrix, namely:

- a. Determine the factors that are opportunities and threats,
- b. Assign each factor a weight ranging from 1.0 (very important) to 0.0 (not important). These factors may have an impact on strategic factors. The sum of all weights should equal 1.0.
- c. Calculate a rating for each factor on a scale from 1 to 4, where 4 (very good response), 3 (above average response), 2 (average response), and 1 (below average response). This rating is based on the effectiveness of the company's strategy, so its value is based on the company's condition.
- d. Multiply each weight by its rating to get a score,
- e. Add up all the scores to get the total business score. This total score shows how a particular company reacts to its external strategic factors,

Of course, in the EFAS matrix, the highest possible total score is 4.40 and the lowest is 1.0. A total score of 4.40 indicates that the company is responding to existing opportunities in an extraordinary way and avoiding threats in its industry market. A total score of 1.0 indicates that the company's strategies are not capitalizing on opportunities or avoiding external threats.

Table 3
External Strategic Factors

No	External Strategic Factors	Weight	Rating	Score
3	Opportunity			
	With innovative and creative power, this business has the opportunity	0.20	3	0.60
	Saturday night is usually a favorite time for young people to hang out with friends.	0.30	5	1.50
	Providing employment opportunities for local residents	0.30	5	1.50
	There is no other food stall that serves noodles with a spicy taste like Kober Mie Setan.	0.20	4	0.80
	Total	1.00		4.40

4	Threat			
	Many shops imitate the concept of spicy noodle food	0.30	-4	-1.20
	If the rainy season comes, the available seating will be reduced because the available places outside are not roofed.	0.20	-3	-0.60
	Many fast food outlets are popping up everywhere that provide more complete facilities.	0.50	-3	-1.50
	Total	1.00		-3.30

Based on the SWOT analysis above, the EFAS analysis, the opportunities and threats have a total score of -3.30. Because the total score is half less than 4.40, which means that it indicates that the Kober noodle business responds well to existing opportunities and avoids threats that will come from competitors or from unexpected circumstances (weather), the calculation can be known as follows: Opportunities - Threats = 4.40 - 3.30 = 1.10.

CONCLUSION

This study confirms that the survival strategy implemented by the Jember branch of Kober Mie Setan during the COVID-19 pandemic was a combination of adaptive and innovative product, location, pricing, and promotional strategies. The success of this UMKM in maintaining business continuity amidst the pressures of the crisis demonstrates the importance of understanding market dynamics and managing resources effectively. These findings provide an important contribution to the literature on UMKM crisis management, particularly in the culinary sector, which relies heavily on social interaction.

Theoretically, the results of this study strengthen the relevance of organizational adaptation and resilience theory by demonstrating that the survival success of UMKMs is determined not only by financial capital, but also by the creativity, organizational flexibility, and social capital possessed by entrepreneurs. Practically, these findings provide strategic guidance for UMKMs in designing business models that are more resilient to external shocks. Furthermore, the SWOT analysis in this study also provides a comprehensive overview of the internal and external factors that influence UMKM competitiveness during times of crisis.

The policy implications of this research demonstrate the importance of government and local stakeholder support in providing needs-based training, access to digital marketing, and adaptive financing schemes for UMKMs. To broaden the scope of knowledge, future research could explore UMKM survival strategies in other sectors or

regions, using comparative or longitudinal approaches, to gain a more comprehensive understanding of the resilience dynamics of micro-enterprises in Indonesia.

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