



## Implementation of Digital Marketing Strategy in Strengthening Ngijabule MSME Branding

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### ABSTRACT

This study analyzes the potential of digital marketing for MSME Ngijabule in Surabaya, focusing on strategies to improve competitiveness in a competitive culinary market. Based on a SWOT analysis, MSME Ngijabule has strengths such as product variety, affordable pricing, and rapid expansion, but also faces weaknesses such as slow service and underutilized social media. By leveraging digital opportunities, such as influencer marketing and online promotions, and confronting the threat of intense competition, a more consistent digital marketing strategy can help MSME Ngijabule grow and enhance its competitiveness sustainably.

## INTRODUCTION

The digital era has changed consumer behavior, which now relies more on technology to search for products, compare prices, and make purchasing decisions. According to Arifuddin & Alimudin (2023), digital marketing is a primary need for companies that want to stay competitive. Companies are now utilizing technology, such as social media, applications, and e-commerce, to interact with customers, increase product awareness, strengthen relationships, and provide a more personalized experience. This technology allows companies to reach a wider and more specific audience, and build closer relationships with consumers.

MSMEs, especially in the culinary sector, play a major role in the Indonesian economy, contributing more than 60% to GDP and creating many jobs. However, the COVID-19 pandemic has accelerated the need for MSMEs to shift to digital platforms. Although e-commerce has seen a surge in usage during the pandemic, around 60% of MSMEs still struggle to leverage digital marketing. Digital marketing helps increase brand awareness, generate leads, and build better relationships with customers. In order to compete in an increasingly competitive market, MSMEs need to leverage digital marketing comprehensively. According to the Ministry of Communication and Information of East Java Province (2023), there are around 150 thousand culinary MSMEs in Surabaya, making competition in this sector very tight. Ngijabule managed to attract attention by opening four branches in seven months in Anjasmoro, Gubeng, Unair Campus B, and Unair Campus C. This study focuses on the Ngijabule branch in D'Food City, Gubeng, Surabaya, which is located in the culinary center and near the Unair Campus. Despite its strategic location, Ngijabule faces fierce competition with seven other MSME stands, such as Dapoer Mama, Ayam Kumkum, and Kriuk Kriuk Ayam. Their success depends not only on the location, but also on the marketing and branding strategies used.

Ngijabule MSME has a relatively low number of Instagram followers, only 61 followers, indicating that they may not be utilizing social media optimally as a digital marketing tool to expand their market reach. With a small number of followers, their interaction and brand image among consumers are also limited. If Ngijabule does not immediately improve their digital marketing strategy, they may face difficulties in competing and maintaining their market position. Low followers may reflect a lack of effective strategy or a lack of interesting and interactive content. In comparison, other MSME such as Kriuk Kriuk Ayam has 18,800 followers, indicating their success in building an audience through interesting content and active interaction.

With this condition, the author is interested in learning more about how effective digital marketing strategies can be implemented to support the growth of MSMEs such as Ngijabule, as well as how the use of digital platforms can be optimized to increase their competitiveness in the highly competitive culinary industry in Surabaya. Therefore, the author chose to analyze this topic with the title "Digital Marketing Strategy to Improve Branding in MSMEs Ngijabule in the Era of Culinary Business Competition in Surabaya."

## **LITERATURE REVIEW**

### ***Implementation***

According to Van Meter and Van Horn in (Kaendung et al., 2021) implementation is a series of actions carried out by individuals, officials, or groups in both the government and private sectors, which aim to achieve the goals set in policy decisions. Van Meter and Horn's view in Kaendung explains that implementation involves actions by individuals, officials, or groups that aim to realize the goals set in a particular decision.

### ***Strategy***

According to Iman Mulyana in (Timpal et al., 2021) strategy is a combination of science and art in optimizing capabilities, resources, and effective use of the environment to achieve the best results. In the concept of strategy, there are four main elements that play an important role, namely capabilities, resources, environment, and goals.

### ***Marketing***

According to Laksana in (Bano Seran et al., 2023,) explains that marketing is an activity that involves meetings between sellers and buyers in making product or service transactions. Thus, the market does not only refer to a particular place, but rather to the interaction process that occurs in buying and selling activities.

### ***Digital Marketing***

According to Nadya in (Sri Indrapura & Darul Fadli, 2023) digital marketing is a marketing strategy that utilizes digital technology. One form of digital marketing is internet marketing (e-marketing), which is carried out through electronic media or the internet.

### ***Branding***

According to Neumeier in (Fauzi, 2021), branding is defined as a series of efforts or strategies aimed at increasing the value of a product or service and preventing it from becoming just an ordinary product on the market.

## **METHODOLOGY**

This study obtained data through interviews with several sources, including one owner, one employee, and three consumers who fit the criteria as customers of Ngijabule MSME. The three consumers were chosen because they were considered relevant in supporting this study. The method applied in this study is descriptive qualitative, with data collection techniques through interviews and direct observation. The data that has been collected is then analyzed using the SWOT approach with the help of IFAS and EFAS tables.

## RESEARCH RESULTS

Based on the results of interviews with sources, observations, and documentation, various factors can be identified which are strengths, weaknesses, opportunities, and threats for Ngijabule MSMEs, as follows:

### 1. *Strengths*

- a. The products offered vary with distinctive spice flavors and customers can order the level of spiciness according to taste.
- b. Has opened a total of 4 branches in a relatively short time.
- c. The prices of the food offered are very affordable, ranging from 10 thousand to 20 thousand rupiah.
- d. Having an account on an e-commerce platform, which makes it easier for customers and expands market reach.
- e. Ngijabule MSME operates for 16 hours every day, starting from 8 am to 12 midnight.

### 2. *Weakness*

- a. The long service time makes customers have to wait.
- b. Production capacity is limited because there is only one human resource (HR) in each branch.
- c. The use of social media is still limited and existing branding is not considered strong enough.

### 3. *Opportunities*

- a. Ngijabule MSME utilizes influencers as part of its marketing strategy, which helps attract the attention of many consumers.
- b. Providing a buy 2 get 1 free promo without any special conditions.
- c. Leveraging digital advertising to increase the number of views on social media.

### 4. *Threats*

- a. Fierce competition in the D'Food City culinary area with other MSMEs that have a strong brand image.
- b. Changes in raw material prices can affect selling prices and consumer purchasing interest.

## ***IFAS and EFAS Matrix Factor Analysis***

The company's strategic factors that have been described previously are entered into the IFAS (Internal Factor Analysis Summary) table by giving weight to each strategic factor. Weighting and assessment are carried out to determine the most crucial strategic factors for the company.

Table 1. IFAS Matrix

No.	Strength	Weight	Rating	Score
1.	The products offered vary	0.20	4	0.80
2.	Has opened 4 branches in a relatively short time	0.15	4	0.60
3.	The prices offered are very affordable	0.20	4	0.80
4.	Leveraging e-commerce platforms	0.15	3	0.45
5.	Ngijabule operates 16 hours a day	0.10	4	0.40
<b>Total Power Factor</b>		0.80	-	3.05
No.	Weakness	Weight	Rating	Score
1.	Quite long service time	0.10	3	0.30
2.	Production capacity is limited because there is only one human resource (HR)	0.05	2	0.10
3.	The use of social media is still limited and existing branding is not considered strong enough.	0.05	2	0.10
<b>Total Weakness Factor</b>		0.20	-	0.50
<b>Total Internal Factors</b>		<b>1</b>		<b>3.55</b>

Based on the analysis in table 1 IFAS, Ngijabule MSME obtained a total score of 3.05 for the strength factor, while for the weakness factor it obtained a total score of 0.50. This shows that Ngijabule MSME has more advantages than disadvantages in its internal environment. With a total IFAS score reaching 3.55, it can be concluded that the internal conditions of Ngijabule MSME are quite strong. However, in order to increase competitiveness, it is necessary to improve aspects of service, production capacity, and strengthening marketing and branding strategies through social media.

Table 2. EFAS Matrix

No.	Opportunity	Weight	Rating	Score
1.	Ngijabule utilizes influencers as part of its marketing strategy	0.25	4	1.0
2.	Providing a buy 2 get 1 free promo without any special conditions.	0.20	3	0.60

3.	Leveraging digital advertising to increase the number of views on social media.	0.25	4	1.0
<b>Total Threat Factors</b>		0.65	-	2.60
<b>No.</b>	<b>Weakness</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
1.	Fierce competition in the D'Food City culinary area with other MSMEs	0.15	2	0.30
2.	Changes in raw material prices can affect selling prices and consumer purchasing interest.	0.15	2	0.30
<b>Total Weakness Factor</b>		<b>0.33</b>	-	<b>0.60</b>
<b>Total Internal Factors</b>		<b>1</b>		<b>3.20</b>

Based on the results of the analysis of table 2 EFAS, Ngijabule MSME obtained a total score of 2.60 for the opportunity factor, while the threat factor received a score of 0.60. This indicates that Ngijabule MSME has quite a large potential in responding to changes in the external environment. With a total EFAS score of 3.20, it can be concluded that Ngijabule MSME opportunities are more dominant than existing threats. To optimally utilize this potential, a more effective marketing strategy and better management of raw materials are needed to maintain competitiveness in the market.

### SWOT Diagram

Table 3. Total Score of Internal Factors and External Factors

No	Internal Strategy Factors	Score
1.	Total Power	3.05
2.	Total Weakness	0.50
<b>Total Internal Strategy Factors</b>		<b>3.55</b>
<b>Differences in Internal Factors (Strengths-Weaknesses)</b>		<b>2.15</b>
No	External Strategy Factors	Score
1	Total Chances	2.60
2	Total Threat	0.60

<b>Total External Strategy Factors</b>	<b>3.20</b>
<b>Difference in External Factors (Opportunities - Threats)</b>	<b>2.0</b>

Based on the data listed in Table 3, the next stage is to compile a SWOT matrix diagram to map the position of Ngijabule MSME. In the SWOT diagram, the X-axis represents internal factors, namely strengths and weaknesses, with values sourced from Table 3. Meanwhile, the Y-axis describes external factors, such as opportunities and threats, which are also obtained from the scores in Table 3. The SWOT matrix diagram for Ngijabule MSME can be seen in Figure 1.

**Internal and External Matrix**

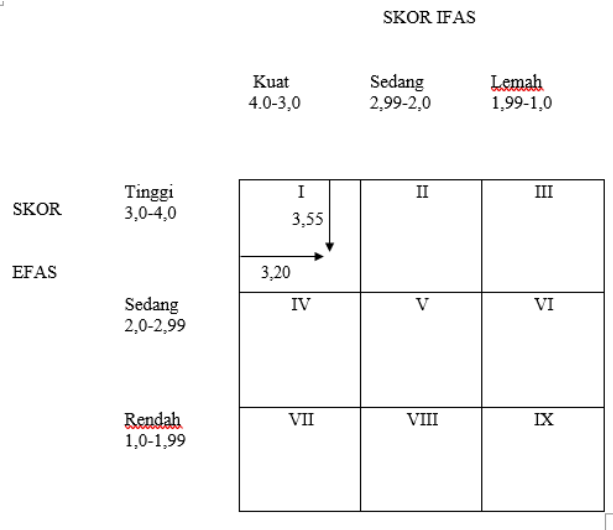


Figure 1. Internal and External Matrix

Ngijabule MSME is in quadrant 1 with IFAS value of 3.55 and EFAS 3.20, indicating a very favorable condition. In SWOT analysis, this position indicates that Ngijabule MSME has great internal strength and broad external opportunities. Therefore, the most appropriate strategy is an aggressive strategy, namely utilizing internal advantages to optimize existing opportunities.

**SWOT Strategy Alternative Matrix**

Table 4. SWOT Strategy Alternative Matrix

Internal Factors	STRENGTHS (S)	WEAKNESS (W)
/	1. Serving a variety of menus with distinctive spice flavors. 2. Has 4 branches in a short time. 3. Affordable prices, starting from 10 thousand to 20	1. Long service makes customers wait. 2. Production is limited because each branch only has one human resource.

<p><b>External Factors</b></p>	<p>thousand rupiah. 4. Active in e-commerce for customer convenience and wide reach. 5. Operates 16 hours a day, from 08.00 to 24.00..</p>	<p>3. Social media is still minimal, branding is not strong yet..</p>
<p><b>OPPORTUNITY (O)</b></p>	<p><b>STRATEGY (SO)</b></p>	<p><b>STRATEGY (WO)</b></p>
<p>1 Using influencers to attract consumers. 2. Offering a buy 2 get 1 free promo with no conditions. 3. Use digital advertising to increase visibility on social media.</p>	<p>1. Add variations of typical foods and introduce them on social media. 2. Increase sales through e-commerce and online promotions by offering special discounts or promotions. 3. Leverage affordable prices and product uniqueness to strengthen the brand, with promotions highlighting the concept of “cheap spicy food” and a choice of spiciness levels.</p>	<p>1. Speed up service with supporting tools. 2. Add employees and train them to maintain the quality of taste. 3. Optimize social media with content that highlights product advantages.</p>
<p><b>THREATSS (T)</b></p>	<p><b>STRATEGY (ST)</b></p>	<p><b>STRATEGY (WT)</b></p>
<p>1 Tight competition with strong MSME in D'Food City. 2. Fluctuating raw material prices can affect selling prices and purchasing interest.</p>	<p>1. Increase competitiveness with unique tastes, affordable prices, and bundling promotions. 2. Expand the market through social media, e-commerce, and collaboration with influencers. 3. Maintain food quality despite long operating hours and limited human resources.</p>	<p>1. Limited production capacity, need alternative suppliers when raw material prices rise. 2. Slow service can make customers move to competitors, the solution is to add human resources or use pre-orders. 3. Improve digital marketing with interesting content, such as testimonials, production processes, and daily promotions.</p>

**DISCUSSION**

This study examines how digital marketing is implemented in one of the MSMEs in Surabaya, namely, MSME Ngijabule. Currently, MSMEs provide significant benefits to the economy in Indonesia. Therefore, MSMEs must also be able to develop their businesses in the midst of an economy that continues to

grow by using digital technology. One of the MSMEs that has used digital marketing is MSME Ngijabule. Through SWOT analysis, it can be seen that MSME Ngijabule has great strengths and opportunities compared to existing weaknesses and threats.

Ngijabule MSME has a stable business condition with more advantages than disadvantages. Its main advantages include product variety, competitive prices, rapid expansion, utilization of e-commerce, and long operating hours. However, there are weaknesses such as slow service, limited production capacity, and less than optimal use of social media and branding. With an IFAS score of 3.55 and EFAS 3.20, Ngijabule MSME is in a favorable position if it continues to maximize its strengths and opportunities, and is able to overcome its threats and weaknesses.

Ngijabule MSMEs need to implement three dimensions in a mutually supportive digital marketing strategy, namely social media marketing, e-commerce marketing, and influencer marketing. By utilizing social media such as Instagram and TikTok, they are trying to increase brand awareness and expand market reach, although they still face challenges in content consistency and quality. The use of e-commerce platforms such as Shopee Food and Grab Food also plays a role in expanding the market and building a better reputation through customer reviews. In addition, the influencer marketing strategy by collaborating with popular accounts on social media has proven effective in reaching a wider audience and strengthening brand image. By strengthening a more consistent and creative digital marketing strategy, it is hoped that Ngijabule MSMEs can increase competitiveness and achieve sustainable business growth.

## **CONCLUSION AND RECOMMENDATION**

Ngijabule MSME has a great opportunity to grow through the implementation of digital marketing. The results of the SWOT analysis show that this MSME has more strengths than weaknesses, such as product variety, competitive prices, and rapid expansion. However, they need to improve aspects of service, production capacity, and utilization of social media. By taking advantage of opportunities in the digital world, such as collaboration with influencers and online promotions, and facing the threat of intense competition, implementing a more consistent digital marketing strategy can help increase competitiveness and create sustainable growth.

## **ADVANCED RESEARCH**

Ngijabule MSME stands at a pivotal juncture where leveraging digital marketing can significantly enhance its market positioning and long-term sustainability. The SWOT analysis reveals a strong foundation, with key strengths including diverse product offerings, competitive pricing, and rapid expansion, which provide a solid competitive edge. However, limitations in service quality, production capacity, and social media engagement indicate areas requiring strategic improvements. By capitalizing on digital opportunities—such as data-driven marketing, targeted advertising, and influencer collaborations—Ngijabule MSME can enhance brand visibility and

customer engagement. Moreover, adopting AI-powered analytics for consumer insights and automating customer service through chatbots can optimize operational efficiency. Given the increasing competition in the digital marketplace, a robust, omnichannel marketing strategy—integrating SEO, content marketing, and e-commerce optimization—will be critical in strengthening market resilience. Through a systematic approach to digital transformation, Ngijabule MSME can not only mitigate external threats but also position itself as a dynamic and adaptable market leader.

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