


## Analysis Of Product Development To Increase Market Share At Roti Gembong Jagoan Mama Samarinda MSMEs

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Article Info	ABSTRACT
<b>Keywords:</b> Product Development, Market Share, Business Competition	This research aims to find out how the product development process is carried out by Roti Gembong Jagoan Mama. This thesis research methodology uses a qualitative approach whose research results are presented in descriptive form. For data collection, the author uses observation, interviews, and documentation. The results of the study are the type of product development carried out by Roti Gembong Jagoan Mama is product development in terms of flavor variants, with the initial stage of finding a product concept which will later create a new product, while the obstacles obtained by Roti Gembong Jagoan Mama in carrying out product development are the lack of benefits of technology and social media, the emergence of similar business competitors, and the increase in raw materials needed in product development, and the results obtained by Roti Gembong Jagoan Mama from carrying out product development are maintaining product quality, increasing the types of products sold, and maintaining consumer loyalty. In the indicator of business competition, namely the role of developing bread products carried out is the right strategy to face business competition, by developing products at Roti gembong Jagoan Mama in order to innovate the products offered to consumers of marketed products, and have good potential to face increasingly strong business competition, especially in the sale of bread in the city of Samarinda.
This is an open access article under the <a href="#">CC BY-NC</a> license 	<b>Corresponding Author:</b> Muhammad Rizal Kurniawan Fakultas Ilmu Sosial dan Ilmu Politik, Program Studi Administrasi Bisnis, Universitas Mulawarman <a href="mailto:mhdrzlkwn@gmail.com">mhdrzlkwn@gmail.com</a>

### INTRODUCTION

In the current industrial era, the business model that is currently developing is the work of private companies that are increasing in various countries in the world, the presence of Micro, Small and Medium Enterprises (MSMEs) participation is very important and significant in economic development. Although MSMEs are classified as small businesses, their role in Indonesia is not only limited to the economic sector, but MSMEs have become one of the platforms for the development of small entrepreneurs and businesses to start and develop businesses (Prijadi, Wulandari, Desiana, Pinagara, & Novita, 2020). Developing a business venture is determined by the ability of a company to develop a marketing plan, in this case not only large companies carry out the planning process, but also small and medium-sized businesses.

The increasingly intense competition between entrepreneurs makes this very important for MSMEs where they must continue to develop their products and services in order to remain competitive in their market. MSME entrepreneurs need to understand and implement specific plans to develop innovations in products and then sell or market the products produced so that they are always in demand by consumers so as to increase profits in sales (Tarigan, Machfud, & Safari, 2019).

Product development is an innovative step taken by bread producers, where producers are required to be able to continue to develop their products, one of which is in adding flavor variants, making the texture of the bread softer, the aroma is good and the color of the bread is able to attract interest and according to the needs of consumers, this is done as the purpose of the development, namely as an increase in quality and to increase sales volume.

Bread is one type of food or culinary product that has promising market opportunities. The need for bread in certain events, both formal and informal, has become a natural thing to fulfill. This will certainly encourage many companies to emerge various kinds of bread to meet the needs of the community.

## METHODS

The research approach used in this research is a type of qualitative research using descriptive methods.

### Research Focus and Data Source

Product development strategy in increasing the market share of UMKM Roti Gembong Jagoan Mama's business on Jalan DI. Panjaitan, Samarinda, the focus of the strategy uses SWOT analysis, namely:

- a. Strengths
- b. Weaknesses
- c. Opportunities
- d. Threats

There are three types of data sources abbreviated as 3P, namely (1) Person (data sources in the form of people), (2) place (data sources in the form of places or areas), and (3) paper (data sources in the form of symbols such as numbers, letters, pictures or other symbols). So that in this study the data sources that become the reference for researchers are:

- a. Person is a data source that can provide data in the form of oral answers through interviews or written answers through questionnaires.
- b. Place is a data source that presents a display in the form of still and moving conditions. Both are objects for the use of the observation method.
- c. Paper is a data source that presents signs in the form of letters, numbers, or other symbols.

### Data Collection Technique

Data collection techniques are very important in a study. In this study, the data collection method used:

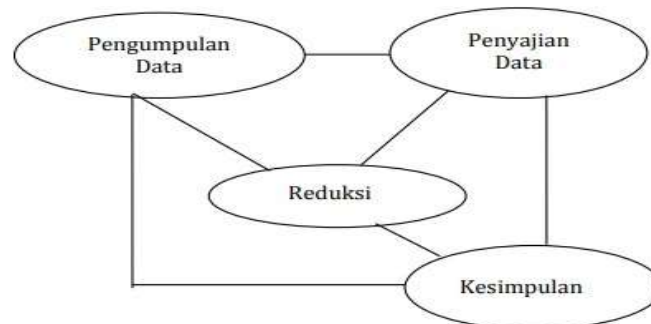
1. Literature study, where research is carried out by collecting theories and data from

libraries in a scientific form which is used as a basis for thought and discussion.

2. Field research, this research requires the author / researcher to collect data directly from the field or research location. Field research can be done in 3 ways, namely:
  - a. Observation, researchers directly observe and collect data on the object being studied to obtain the necessary data.
  - b. Interviews, researchers conduct a question and answer process with respondents to complete the information related to the research.
  - c. Documentation, researchers collect, study and record all the data needed in the research.

### Data analysis technique

In qualitative research, it is possible to analyze data when researchers are in the field or after returning from the field. In this study, data analysis has been carried out simultaneously with the data collection process. The techniques used in analyzing data can be visualized as follows:



**Figure 1.** Data Collection

The analysis process in this research model is carried out in four stages, namely:

- a) Data collection  
Data obtained from interviews, observations and documentation were recorded in field notes which consisted of two parts, namely descriptive and reflective. Descriptive notes are natural notes, (notes on what is seen, heard, witnessed and experienced by the researcher without the researcher's opinion and interpretation of the phenomena experienced.
- b) Data reduction  
After the data is collected, data reduction is then made, in order to select relevant and meaningful data, focusing data that leads to solving problems, discovering, interpreting or answering research questions.
- c) Presentation of data  
Presentation of data can be in the form of writing or words, pictures, graphs and tables. The purpose of presenting data is to combine information so that it can describe the situation that occurs.
- d) Drawing conclusions  
Conclusions are drawn during the research process as well as the data reduction process, after sufficient data has been collected, interim conclusions are drawn, and after the data is completely complete, final conclusions are drawn.

## RESULTS AND DISCUSSION

### Description of Research Characteristics

The data on the profile in this study include brother Muhammad Nur Fauzi as the owner/business owner, brother Razab and sister Fitri as employees, and 2 customers at Roti Gembong Jagoan Mama named brother Shandy and brother Maulani. In this study using qualitative analysis where the data collection method uses observation, interviews, and documentation.

### Business strategy

Based on the results of interviews and observations from researchers, brother Fauzi explained that the business strategy carried out by Roti Gembong Jagoan Mama Samarinda is like moving the place of business to a strategic location. Then for competitive advantages such as maintaining and improving product quality by making new innovations to products such as adding flavor variants, adding types of products so as to be able to adjust the needs and desires of the market, providing good service to customers to maintain customer loyalty, making good communication to customers and utilizing customer feedback. In addition, giving low prices to products so that they can be affordable for all groups, and also providing package prices or promos to new and old customers, then marketing selling products on social media to expand market share.

### Internal factors

#### 1) Strength Factors (Strenghts)

1. The price offered by Roti Gembong Jagoan Mama is affordable compared to other similar competitors in Samarinda.
2. Roti Gembong Jagoan Mama's place of business is located in a very strategic location, in a heavily traveled area and easy to reach by buyers or consumers. Located on the side of the road so it is easy to find.
3. The quality of products at Roti Gembong Jagoan Mama is very well maintained, before the product is put into the display case, the place must be clean from dirt or flying animals. And also, employees are required to use equipment according to SOPs such as aprons and hand shirts.
4. Employees at Roti Gembong Jagoan Mama in carrying out their duties perform in accordance with written Standard Operating Procedures. So, employees in providing services to consumers are polite, well-spoken, informative about their products.
5. Employees at Roti Gembong Jagoan Mama already have their respective job descriptions. This is made so that there is no overlap of work and employees can focus on their respective duties. However, each employee must be able to work together as a team so that each employee can help each other with other jobs.

#### 2) Weakness Factors

1. The size of the place is relatively small measuring 10m x 7m (PxL). Making it difficult for consumers to park their vehicles to buy products.
2. The use of social media at Roti Gembong Jagoan Mama only uses Instagram social media. However, Fauzi as the owner does not use the paid advertising feature on Instagram and does not use other social media to expand market share.

3. The weather factor greatly affects consumer interest in buying our products.

#### External Factors

##### 3) Opportunities

1. The use of social media at Roti Gembong Jagoan Mama will be further expanded by using other social media platforms and will also use paid advertising features on social media to expand market share.
2. Roti Gembong Jagoan Mama provides various promotions to give a good impression to consumers and maintain consumer loyalty.
3. Roti Gembong Jagoan Mama currently sells other products to attract buyers in addition to gembong bread products, namely pizza.
4. The location of the business is now strategic. However, the business owner chose to add a place of business in a different location with a strategic location as well. The business place that is being sought is also to increase market share.

##### 4) Threat Factors (Threats)

1. Less utilization of existing technology and social media.
2. The emergence of competitors in selling similar products at a fairly cheap price requires Roti Gembong Jagoan Mama to continue to maintain product quality and consumer loyalty.
3. The increase in raw material prices is enough to affect the selling price of future products, so Roti Gembong Jagoan Mama is required to find other raw material suppliers.

Based on the results of research conducted on Roti Gembong Jagoan Mama, the business strategy provided has helped increase market share and maintain business. Roti Gembong Jagoan Mama is very concerned about the needs and desires of consumers to maintain consumer loyalty. This is aimed at providing good service and providing comfort to consumers. Business strategies carried out such as:

1. Looking for a more strategic and spacious business place
2. Execute existing SOPs for customer convenience
3. Add to existing products
4. Maintain the quality of existing products
5. Provide affordable prices to consumers
6. Provide good service
7. Utilize and market products on social media
8. Promote by giving product promos to consumers
9. Improving the work structure system

#### SWOT analysis results

The results of the SWOT analysis at Roti Gembong Jagoan Mama Samarinda are described in the following table:

**Table 1.** SWOT Analysis Results

SW	Strengths(s)	Weakness (w)
OT	<ol style="list-style-type: none"> <li>1. Price</li> <li>2. Location</li> <li>3. Quality</li> <li>4. Good service</li> <li>5. Team Building in Work structure</li> </ol>	<ol style="list-style-type: none"> <li>1. Venue Size</li> <li>2. Less Maximal in Social Media</li> <li>3. Weather factors</li> </ol>
Opportunities (o)	(so)	(wo)
<ol style="list-style-type: none"> <li>1. Social Media Usage</li> <li>2. Promotion</li> <li>3. Selling Other Products</li> <li>4. Addition of business premises</li> </ol>	<ol style="list-style-type: none"> <li>1. Using and following technological developments, one of which is for online payments such as the use of qris to reach a wider market. So, in addition to affordable prices, it also makes it easier for consumers in payment transactions.</li> <li>2. Use all social media that can expand market share and make promotions for the purchase of each product sold and use the advertising features in social media. Thus, the quantity of products sold is more.</li> <li>3. Expand the business premises with a larger store size and located in a strategic location.</li> <li>4. Maintain the quality of products to be sold to consumers and provide good service to maintain customer loyalty.</li> </ol>	<ol style="list-style-type: none"> <li>1. Maximize the use of social media to introduce and promote the products sold, not only on the Insagram platform but also through other social media platforms. As well as using paid advertising features to increase market share.</li> <li>2. Utilize technological developments to make it easier to manage data from financial records, employee attendance records, and others.</li> <li>3. Adding a business place with a larger size and yard so that it can expand and increase market share and can expand to other businesses.</li> </ol>
Threats (t)	(st)	(wt)
<ol style="list-style-type: none"> <li>1. Lack of benefits of technology and</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilize technology and social media to introduce and provide promotions for the products</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve quality in the field of technology and social media in</li> </ol>



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<p>social media</p> <p>2. Emergence of similar business competitors</p> <p>3. Increase in raw material prices</p>	<p>being sold and as a way to expand market share.</p> <p>2. Maintain good service delivery, maintain consumer loyalty, provide affordable prices, maintain product quality, provide comfort to consumers and add new types of flavors and types of products.</p> <p>3. Pay attention to and provide types of products based on consumer wants and needs.</p>	<p>order to maximally utilize technology and social media as a step to increase consumer interest.</p> <p>2. Make improvements and improvements to the store and move the place of business to a wider store size so that it can provide comfort to consumers when they want to buy products.</p>
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1. SO (*Strengths - Opportunities*)

SO strategy is a strategy based on the way a company thinks by utilizing all the strengths and opportunities in the company. SO at the Roti Gembong Jagoan Mama company is as follows:

- 1) Using and following technological developments, one of which is for online payments such as the use of qris to reach a wider market. So, in addition to affordable prices, it also makes it easier for consumers in payment transactions.
- 2) Use all social media that can expand market share and make promotions for the purchase of each product sold and use the advertising features in social media. Thus, the quantity of products sold is more.
- 3) Expand the business premises with a larger store size and located in a strategic location.
- 4) Maintain the quality of products to be sold to consumers and provide good service to maintain customer loyalty.

2. ST (*Strengths - Threats*)

The ST strategy is a strategy that uses the company's strengths to overcome threats. ST on Roti Gembong Jagoan Mama is as follows:

- 1) Utilize technology and social media to introduce and provide promotions for the products being sold and as a way to expand market share.
- 2) Maintain good service delivery, maintain consumer loyalty, provide affordable prices, maintain product quality, provide comfort to consumers and add new types of flavors and types of products.
- 3) Pay attention to and provide types of products based on consumer wants and needs.

3. WO (*Weakness - Opportunities*)

The WO strategy is a strategy implemented based on the use of opportunities by minimizing existing weaknesses. WO at Roti Gembong Jagoan Mama is as follows:

- 1) Maximize the use of social media to introduce and promote the products sold, not

only on the Insagram platform but also through other social media platforms. As well as using paid advertising features to increase market share.

- 2) Utilize technological developments to make it easier to manage data from financial records, employee attendance records, and others.

Adding a business place with a larger size and yard so that it can expand and increase market share and can expand to other businesses.

#### 4. WT (*Weakness - Threats*)

The WT strategy is a strategy based on activities that are dimensional in nature and try to minimize existing weaknesses and avoid threats. WT on Roti Gembong Jagoan Mama as follows:

- 1) Improve quality in the field of technology and social media in order to maximally utilize technology and social media as a step to increase consumer interest.
- 2) Make improvements and improvements to the store and move the place of business to a wider store size so that it can provide comfort to consumers when they want to buy products.

## CONCLUSION

Based on this research, the discussion carried out in the following research can be concluded as follows: 1) the business strategy carried out by Roti Gembong Jagoan Mama is to provide good service, move business premises, provide affordable prices, maintain and maintain consumer loyalty, maintain product quality, provide a large selection of product types, do general cleaning for the store at least a day, and introduce products on Instagram social media. 2) In the preparation of the SWOT analysis matrix, there are 4 alternative strategy elements that can be carried out by Roti Gembong Jagoan Mama to increase market share and maintain business from competitors - similar business competitors. SO (Strengths - Opportunities) strategy by following technological developments, using all social media that can expand market share, increasing business premises with a wider store size and maintaining service quality by completing facilities and infrastructure in the store. ST (Strengths - Threats) strategy by utilizing technology and social media to the fullest, maintaining the strategies that have been carried out and developing strategies and providing consumer needs and desires. WO (Weakness - Opportunities) strategy by adding new types of products, utilizing social media to conduct sales promotions and the use of paid advertising features to expand market share, utilizing the use of technology to make it easier to record in stores and improve store facilities. WT (Weakness - Threats) strategy by providing digital marketing training and providing comfort to consumers. The research suggestion is that business owners need to consider maintaining the best possible product quality, increasing the types of products sold and maintaining consumer loyalty and expanding consumer reach by utilizing paid advertising features on Instagram social media, attracting local celebrities to market products, and business owners also need to expand the reach of market share on other social media such as Facebook.



### ACKNOWLEDGMENT

The researcher would like to express appreciation to Mr. Fareis Althalets, S.Par., M.M, Ms. Annisa Wahyuni Arsyad, S.IP., M.M, and Ms. Poppy Alvianolita Sanistasya, S.AB., M.AB for the guidance, input, and support provided during this research process. The researcher would also like to thank Mr. Muhammad Nur Fauzi, Mr. Razab, and Ms. Fitri who have set aside time to conduct interview sessions, thus helping the research to run smoothly.

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