



MSME Ontime Digital Service Development Strategy for Farmer-Based Agribusiness

A. Nirawati¹, Musran Munizu², Muhamad Hatta Jamil³

^{1,3}Department of Agricultural Socioeconomics, Hasanuddin University, Makassar, Indonesia

²Department of Economics and Business, Hasanuddin University, Makassar, Indonesia

*Corresponding author's E-mail: andinirawati@yahoo.com

Article History	Abstract
Received: 06 March 2023 Revised: 05 Sept 2023 Accepted: 11 Sept 2023	<i>Ontime UMKM provides digital services for agribusiness products based on farmers and MSMEs. The problems faced by business actors are the level of knowledge of using digital services and the lack of a system that can accommodate production results. This study aims to analyze the form of digital services, strengths and obstacles, and determine appropriate development strategies and priority scales. This research involved 22 farmers and 12 MSMEs as research subjects. Qualitative data analysis was carried out using FGD (focus group discussion) and quantitative analysis using SWOT (Strength, Weakness, Opportunities and Threats) and QSPM (Quantitative Strategic Planning Matrix). Based on the research results, a priority strategy was obtained that was able to improve the company's digital services with a TAS score of 6.11, namely it was proposed to increase the reach of Ontime MSME digital services so that they are more easily accessible to all levels of society by maximizing partnerships with agencies and the government and improving product quality by collaborate with various agencies and companies.</i>
CC License CC-BY-NC-SA 4.0	Keywords: Digital Services, QSPM Matrix, SWOT Matrix.

1. Introduction

Revolution 4.0 is known as the concept of industry in the digital era or the era of information and communication technology, which is currently developing increasingly rapidly and has a broad impact on all activity processes within the organization. Revolution refers to quite fundamental changes in various fields, which affect social and cultural aspects, occur quickly and involve the main points of social life. The industrial revolution itself resulted in rapid changes in the economic sector, for example from agrarian economic activities to an industrial economy using machines to process raw materials into ready-to-use materials in a more efficient time. This industrial revolution also changed the way humans work from using hands to using machines (Khairin, et al., 2021).

Currently in Pangkep Regency there is no system that accommodates all agribusiness production results. In fact, there are many agribusiness sub-sectors that can be managed and marketed using digital services following technological developments, such as agricultural products, plantations, livestock, fisheries and so on. So the development of digital services for marketing agricultural products and MSMEs is very important in increasing the income of farmers and MSMEs so that they can help improve people's lives. Some digital service systems that need to be implemented include providing guidance to the public so that they understand more about online sales so that this method can improve marketing and supply chain value which can make farmers' profits wider and productivity higher.

Currently, researchers have created a digital service system via www.ontimeumkm.com. This system has marketed MSME products and agricultural products such as peanuts, thorn-pulled milkfish, horse floss, and others. Therefore, through this research, researchers are expected to be able to help develop the farmer's business model widely so that it covers all agribusiness products and sub-sectors in South Sulawesi, especially in Pangkajene Regency and the Islands which have natural resource potential.

Considering that the world trade competition system is very tight, it is very important to prepare for the introduction of a modern trade system by paying attention to product quality and satisfying consumers in the market optimally so that farmers and MSMEs can compete with imported products. Willingness to face the era of globalization requires farmers and MSMEs to be independent in terms of competitiveness. This is related to the farmer's ability to run a farming business to ensure product quality and agricultural sustainability. For this reason, researchers aim to conduct research related to Ontime MSME digital services.

Strengths and weaknesses are internal (controllable) factors that support and hinder organizations from achieving their respective missions. Meanwhile, opportunities and threats are external factors that are difficult to predict. By identifying these four factors, an economic digitalization strategy can recognize its role in economic growth, because by recognizing and analyzing the four factors, namely strengths, weaknesses, opportunities and threats of an existing strategy, competence for decision making, planning and development will be obtained. appropriate. The strategic decision making process is always related to the development of the company's mission, goals, strategies and policies. Thus, strategic planning must analyze the company's strategic factors.

The QSPM matrix is the final stage of decision making regarding the best strategy selected from various alternative strategies that have been formulated after going through the input and guidance stages. This technique shows which strategy is best to use in the internal and external conditions of the company concerned (Pratama, 2017). QSPM is designed to determine the relative attractiveness and evaluate alternative strategy options that can be implemented objectively, based on internal and external success factors that have been identified in the previous IFE and EFE matrices (Siregar, 2020).

Therefore, to develop digital services, Ontime MSMEs need to be analyzed further using several methods both internal and external to the research object, namely farmers and MSMEs, taking into account strengths and weaknesses and determining the scale of the company's priority strategies.

2. Methods

Research on the MSME Ontime Digital Service Development Strategy for Farmer-Based Agribusiness and MSMEs was carried out in Labakkang District and Minasatene District, Pangkep Regency, South Sulawesi. This research activity was carried out from January to April 2023.

The method used in this research is a qualitative method with a quantitative approach, which in this research will look for explanations related to the facts or events that are happening, then

carry out data processing and then make decisions based on the results of data analysis. The analysis used is FGD (focus group discussion) as a qualitative analysis and the SWOT (Strength, Weakness, Opportunities, Threats) method to determine the strengths, weaknesses, opportunities and threats of the research object and determine alternative strategies with a priority scale using the QSPM (Quantitative Strategic) method. Planning Matrix).

3. Results and Discussion

Data is the main thing needed by researchers to achieve research objectives. Data collection was carried out using secondary and primary data. The secondary data is a description of Ontime MSME digital services, organizational structure, and sales data from 2020 – 2022. Meanwhile, the primary data obtained is data obtained by surveying the field, and interviewing respondents related to the research

and distributing preliminary questionnaires. Next, the data that has been obtained will be processed to achieve the research objectives.

SWOT Analysis

Table 1. IFAS Analysis (Internal Strategic Internal Factors Analysis Summary)

No	Internal Factors	Weight	Rating	Weight Score
Strength				
1	The required products can be found easily on the MSME Ontime service	0.90	3.5	3.15
2	Simplify work for farmers/MSME actors	0.95	3.2	3.01
3	Price According to quality	0.85	3.2	2.69
4	Increase the knowledge of farmers/MSME actors in the use of digital services	0.90	3.2	2.85
5	Increase customer confidence in product quality	1.00	3.7	3.67
6	Conducting promotional exhibitions on products	0.70	2.8	1.98
7	Price discounts on products	0.70	3.0	2.10
Amount of Power				19.45
Weakness				
1	Digital technology is still not widely known	0.99	2.5	2.48
2	Internet network that is not stable and evenly distributed throughout the region	1.08	2.8	3.06
3	Price competition	0.75	3.2	2.38
4	Lack of maximum promotional activities	0.75	2.0	1.50
5	Limited distribution area	0.64	3.0	1.92
6	It is difficult to obtain quality raw materials	0.84	3.3	2.80
7	Do not have an android/ios-based mobile phone	0.95	2.5	2.38
Number of Weaknesses				16.51
TOTAL IFAS (Strengths-Weaknesses)				2.95

Source: Processed Primary Data, 2023

IFAS factor analysis is carried out on the strategic factors of the company's internal environment, so that key factors are obtained which are included in the company's strengths and weaknesses. The score obtained from this matrix shows the company's ability to utilize its strengths and overcome its weaknesses. IFAS factor analysis consists of assigning weights and ratings. The weighting of each factor is given on a scale ranging from 1.0 (most important) to 0.0 (not important). All these weights must not exceed a total score of 1.00. The rating for each factor is given on a scale ranging from 4 (outstanding) to 1 (poor). Then the Weight and Rating values are averaged to obtain an IFAS result of 2.95.

Table 2. EFAS Analysis

No	External factors	Weight	Rating	Weight Score
Opportunity				
1	The development of internet technology	0.95	3.50	3.33
2	Digital tools that are increasingly easy to obtain	0.97	3.33	3.23
3	Have business potential to grow	1.14	3.17	3.61
4	Undergoing cooperation with government agencies and companies	0.68	3.00	2.04
5	Sources of information are increasingly open and fast	0.88	3.00	2.64
6	Industrial technology changes	0.67	3.00	2.01
7	Changes in the lifestyle of today's society	0.71	2.00	1.42
Number of Opportunities				16.86
Threats				
1	Competitor products are cheaper	0.97	2.33	2.26
2	The emergence of new competitors both from inside and outside	1.21	2.83	3.43

3	Increase in raw material prices	0.97	2.83	2.75
4	Increase against taxes	0.68	2.67	1.81
5	People's desire to always try other products	0.74	2.83	2.10
6	Declining sales results	0.67	2.67	1.79
7	The number of similar products from competitors	0.76	3.33	2.53
Number of Threats				16.67
TOTAL EFAS (Opportunities-Threats)				0.19

Source: Primary Data after processing, 2023

EFAS factor analysis is carried out on strategic factors in the company's external environment, so that key factors are obtained which are included in the company's opportunities and threats. The score obtained from this analysis shows the company's ability to take advantage of opportunities and overcome its threats. EFAS factor analysis consists of giving weights and ratings to Opportunity and Threat factors. The weighting of each factor is given on a scale ranging from 1.0 (most important) to 0.0 (not important). All these weights must not exceed a total score of 1.00. The rating for each factor is given on a scale ranging from 4 (outstanding) to 1 (poor). Then the Weight and Rating values are averaged to obtain an EFAS result of 0.19.

SWOT Diagram



Mapping the position of business units is carried out in order to make it easier for business units to determine appropriate alternative development strategies in facing competition and business growth in the future. Based on the results obtained from the IFAS and EFAS analysis, they can be further arranged in a SWOT diagram. The SWOT diagram is used to analyze the company's position in more detail and see what strategies are appropriate for the company to implement so that the position of MSME Digital Ontime Services can be known. The total average score on the IFAS matrix was 2.95, while the EFAS matrix obtained a total average score of 0.19. It can be seen above which shows that the meeting point between X and Y is in quadrant 1, meaning that the most appropriate and priority strategy to implement is the S-O (Strength-Opportunity) strategy. However, the other three SWOT strategies, namely S-T, W-O and W-T, still need to be implemented in order to achieve optimal Digital Service development.

SWOT Matrix Analysis

	Power (Strength) 1. The products needed can be found easily on the MSME Ontime service 2. Simplify work for Farmers/MSME Actors 3. Price according to quality 4. Increase the knowledge of Farmers/MSME Actors in the use of digital services 5. Increase customer confidence in product quality 6. Conducting promotional exhibitions on products 7. Price discounts on products	Weakness 1. Digital technology is still not widely known 2. Internet network that is not stable and evenly distributed throughout the region 3. Price competition 4. Lack of maximum promotional activities 5. Limited distribution area 6. It is difficult to obtain quality raw materials 7. Do not have an android/ios-based mobile phone
Opportunity Evolving internet technology Digital tools that are increasingly easy to obtain Have business potential to grow Undergoing cooperation with government agencies and companies Sources of information are increasingly open and fast	SO Strategy 1. Increase the reach of MSME Ontime digital services to make them more accessible to all levels of society (S1, O1, O2, O3, O5) 2. Improve product quality by collaborating in various agencies with companies (S3, S4, S5, O2, O4)	WO Strategy 1. Addition and development of new product variations at affordable prices (W1, W3, W4, W5, W6, O2, O4, O5) 2. Facilitating underprivileged farmers and MSME actors in developing their businesses (W2, W7, O1, O3, O6, O7).

Industrial technology changes Changes in the lifestyle of today's society	3. Provide discounts and promotions continuously and utilize technology in selling products (S2,S6,S7,O6,O7)	
Threats Competitor products are cheaper The emergence of new competitors both from inside and outside Increase in raw material prices Increase against taxes People's desire to always try other products Declining sales results The number of similar products from competitors	ST Strategy 1. Provide clear information about the product, which includes a brief description of the main features, price, quality of raw materials, and photographs (S1,S2,S3,S5,S6,T1,T2,T3,T4) 2. Offer good pre-sales customer service and promotions on affiliated sites (S4,S5,T6,T7)	WO Strategy 1. Procurement of training related to the easy use of MSME Ontime digital services for farmers and MSME actors so as to make it easier for them to market their business results (W1, W2, W4, W7, T4, T5, T7) 2. Provide clear information about the company, including company history and goals (W3,W5,T1,T2,T3) 3. Create content on social media regularly. Content is not only about the product but also the value / value contained in the product sold. Create captions that are interesting and evoke consumer emotions (W3,W5,W4,T2)

Based on the results of obtaining the previous SWOT diagram, several alternative results were obtained for the development strategy for Ontime MSME digital services, including; (1) Increase the reach of Ontime MSME digital services so that they are more easily accessible to all levels of society; (2) Improving product quality by collaborating with various agencies and companies; (3) Provide continuous discounts and promotions and utilize technology in selling products; (4) Addition and development of products with new variations at affordable prices; (5) Facilitate farmers and underprivileged MSMEs in developing their businesses; (6) Provide clear information about the product, which includes a brief description of the main features, price, quality of raw materials, and photos; (7) Offer good pre-sales (after service) customer service and promotions on affiliated sites; (8) Providing training related to the easy use of Ontime MSME digital services for farmers and MSME players so that it makes it easier for them to market their business results; (9) Provide clear information about the company, including company history and goals; (10) Create content on social media regularly. Content is not only about the product but also the value contained in the product being sold. Create captions that are interesting and arouse consumer emotions.

Identification and Analysis of the Internal and External Environment of MSMEs

No	Internal Factors	Weight	Rating	Shoes
Strength				
1	The required products can be found easily on the MSME Ontime service	0.084	3.5	0.29
2	Simplify work for farmers/MSME actors	0.076	3.2	0.24
3	Price According to quality	0.076	3.2	0.24
4	Increase the knowledge of farmers/MSME actors in the use of digital services	0.076	3.2	0.24
5	Increase customer confidence in product quality	0.088	3.7	0.32
6	Conducting promotional exhibitions on products	0.068	2.8	0.19
7	Price discounts on products	0.072	3.0	0.22
Debilitation				
1	Digital technology is still not widely known	0.060	2.5	0.15
2	Internet network that is not stable and evenly distributed throughout the region	0.068	2.8	0.19
3	Price competition	0.076	3.2	0.24
4	Lack of maximum promotional activities	0.048	2.0	0.10
5	Limited distribution area	0.072	3.0	0.22
6	It is difficult to obtain quality raw materials	0.080	3.3	0.27
7	Do not have an android/ios-based mobile phone	0.060	2.5	0.15
Total				3.05

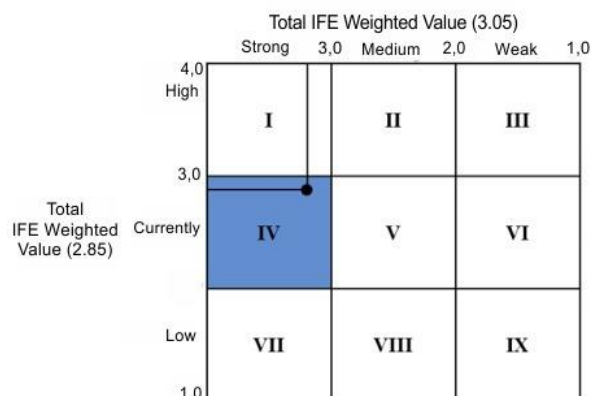
Source: Processed primary data, 2023

IFE factor analysis is carried out on the strategic factors of the company's internal environment, so that key factors are obtained which are included in the company's strengths and weaknesses. The score obtained from this matrix shows the company's ability to utilize its strengths and overcome its weaknesses. The results of the IFE Matrix can be seen in the table above.

No	External factors	Weight	Rating	Shoes
Chance				
1	The development of internet technology	0.084	3.5	0.29
2	Digital tools that are increasingly easy to obtain	0.080	3.3	0.27
3	Have business potential to grow	0.076	3.2	0.24
4	Undergoing cooperation with government agencies and companies	0.072	3.0	0.22
5	Sources of information are increasingly open and fast	0.072	3.0	0.22
6	Industrial technology changes	0.072	3.0	0.22
7	Changes in the lifestyle of today's society	0.048	2.0	0.10
Threat				
1	Competitor products are cheaper	0.056	2.33	0.13
2	The emergence of new competitors both from inside and outside	0.068	2.83	0.19
3	Increase in raw material prices	0.068	2.83	0.19
4	Increase against taxes	0.064	2.67	0.17
5	People's desire to always try other products	0.068	2.83	0.19
6	Declining sales results	0.064	2.67	0.17
7	The number of similar products from competitors	0.080	3.33	0.27
Total				2.85

Source: *Processed Primary Data, 2023*

EFE factor analysis is carried out on strategic factors in the company's external environment, so that key factors are obtained which are included in the company's opportunities and threats. The score obtained from this matrix shows the company's ability to exploit opportunities and overcome its threats. The EFE matrix can be seen in the table above.



Mapping the position of business units is carried out in order to make it easier for business units to determine appropriate alternative development strategies to face competition and business growth in the future. Based on the results obtained from the IFE and EFE matrices, they can be further arranged in the IE (Internal – External) matrix. The IE matrix is used to analyze the company's position in more detail and see what strategies are appropriate for the company to implement so that the position of the MSME Ontime store can be known. The total average score on the IFE matrix was 3.05, while the EFE matrix obtained a total average score of 2.85. These results place the marketing strategy in cell IV. This fourth cell shows that the company's internal strength is in an average position. According to Pratama

(2017), the strategy in cell IV is included in growth and build. Suitable strategies are market penetration and product development or integrative strategies (backward, forward, horizontal integration). The IE matrix can be seen in the figure above. The market penetration strategy emphasizes the similarity of products currently being implemented by considering expertise and skills in operating digital services. Activities to be increased are expanding the reach of digital services, improving product quality, adding distribution channels and company branches, as well as changing advertising and promotion programs. The digital service development strategy is carried out in order to modify existing digital services or create products that are still related to current products. This strategic idea was chosen to be implemented with the aim of providing satisfaction to partners and customers. The emphasis of implementing the digital service development strategy is to increase the attractiveness of partners and customers while maintaining the image of the company's brand and reputation.

Quantitative Strategic Planning (QSPM) Matrix Analysis

The *Quantitative Strategic Planning Matrix* (QSPM) is the final stage of strategy formulation analysis in the form of selecting the best alternatives and making decisions to choose what strategy is most appropriate for the company.

INTERNAL AND EXTERNAL FACTORS	Weight	Strategy																			
		1		2		3		4		5		6		7		8		9		10	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
Strength																					
The products you need can be found easily on the Ontime MSME service	0,084	3,50	0,29	3,17	0,26	3,67	0,31	3,00	0,25	3,17	0,26	2,67	0,22	3,00	0,25	3,33	0,28	3,17	0,26	2,67	0,22
Make work easier for farmers/UMKM players	0,076	3,33	0,25	3,67	0,28	3,17	0,24	2,67	0,20	2,83	0,21	3,17	0,24	3,33	0,25	3,17	0,24	3,00	0,23	3,83	0,29
Price according to quality	0,076	3,50	0,26	3,83	0,29	2,67	0,20	3,50	0,26	2,67	0,20	3,50	0,26	3,17	0,24	2,50	0,19	2,83	0,21	3,50	0,26
Increasing the knowledge of farmers/UMKM players in using digital services	0,076	3,33	0,25	2,83	0,21	2,67	0,20	3,67	0,28	3,00	0,23	3,17	0,24	3,00	0,23	2,50	0,19	3,17	0,24	3,00	0,23
Increase customer confidence in product quality	0,088	3,33	0,29	3,50	0,31	3,50	0,31	2,67	0,23	3,00	0,26	3,17	0,28	3,17	0,28	2,83	0,25	2,83	0,25	3,33	0,29
Conduct promotional exhibitions for products	0,068	3,33	0,23	3,33	0,23	3,50	0,24	3,00	0,20	2,67	0,18	2,67	0,18	2,83	0,19	3,17	0,21	3,00	0,20	2,83	0,19
Price discounts on products	0,072	3,17	0,23	3,33	0,24	2,83	0,20	2,83	0,20	3,17	0,23	3,17	0,23	2,67	0,19	3,00	0,22	3,33	0,24	3,50	0,25
Weakness																					
Digital technology is still not widely known	0,060	3,50	0,21	2,83	0,17	2,83	0,17	2,00	0,12	3,33	0,20	2,67	0,16	3,17	0,19	2,83	0,17	2,83	0,17	3,50	0,21
The internet network is not yet stable and evenly distributed throughout the region	0,068	3,33	0,23	3,33	0,23	3,17	0,21	2,83	0,19	3,00	0,20	2,67	0,18	3,17	0,21	3,17	0,21	2,83	0,19	3,17	0,21
Price competition	0,076	3,17	0,24	3,50	0,26	3,17	0,24	3,00	0,23	2,50	0,19	3,50	0,26	3,17	0,24	3,33	0,25	3,17	0,24	2,50	0,19
Less than optimal promotional activities	0,048	3,00	0,14	3,17	0,15	3,17	0,15	3,00	0,14	2,50	0,12	2,83	0,14	3,33	0,16	3,17	0,15	2,83	0,14	2,50	0,12
Limited distribution area	0,072	3,33	0,24	3,17	0,23	2,83	0,20	3,33	0,24	2,83	0,20	2,83	0,20	2,83	0,20	3,50	0,25	3,00	0,22	2,67	0,19
It is difficult to get quality raw materials	0,080	2,67	0,21	3,00	0,24	2,33	0,19	3,00	0,24	3,17	0,25	3,00	0,24	2,67	0,21	3,17	0,25	3,00	0,24	3,00	0,24
Don't have an Android/iOS based cell phone	0,060	3,33	0,20	3,50	0,21	2,83	0,17	3,17	0,19	2,83	0,17	3,00	0,18	2,83	0,17	2,83	0,17	3,17	0,19	3,17	0,19
Opportunity																					
Development of internet technology	0,084	3,00	0,25	2,17	0,18	3,50	0,29	2,50	0,21	3,00	0,25	3,67	0,31	3,33	0,28	2,83	0,24	3,17	0,26	2,33	0,20
Digital means are increasingly easy to obtain	0,080	3,33	0,27	2,83	0,23	3,50	0,28	2,67	0,21	2,83	0,23	3,83	0,31	3,67	0,29	3,33	0,27	3,17	0,25	2,83	0,23
Has business potential to develop	0,076	3,00	0,23	3,50	0,26	3,83	0,29	3,17	0,24	2,83	0,21	3,83	0,29	2,83	0,21	3,00	0,23	2,83	0,21	3,17	0,24
Collaborating with government agencies and companies	0,072	2,00	0,14	3,00	0,22	3,17	0,23	3,67	0,26	3,17	0,23	3,00	0,22	3,50	0,25	2,50	0,18	2,83	0,20	2,83	0,20
Information sources are increasingly open and fast	0,072	3,00	0,22	2,50	0,18	3,00	0,22	2,83	0,20	3,00	0,22	2,83	0,20	3,33	0,24	2,83	0,20	3,33	0,24	2,50	0,18
Changes in industrial technology	0,072	2,83	0,20	2,67	0,19	2,50	0,18	3,00	0,22	3,33	0,24	3,17	0,23	3,17	0,23	2,83	0,20	3,00	0,22	2,67	0,19

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Changes in people's lifestyles today	0,048	3,17	0,15	3,17	0,15	2,83	0,14	3,50	0,17	2,67	0,13	2,33	0,11	2,83	0,14	2,33	0,11	3,17	0,15	3,67	0,18
Threat																					
Competitor products are cheaper	0,056	3,00	0,17	3,33	0,19	3,00	0,17	3,17	0,18	2,67	0,15	3,00	0,17	2,83	0,16	2,33	0,13	3,33	0,19	3,33	0,19
The emergence of new competitors both from within and outside	0,068	3,00	0,20	3,17	0,21	3,50	0,24	2,67	0,18	3,17	0,21	2,83	0,19	3,17	0,21	2,83	0,19	3,17	0,21	3,17	0,21
Increase in raw material prices	0,068	2,83	0,19	2,67	0,18	2,67	0,18	2,83	0,19	2,67	0,18	3,17	0,21	2,83	0,19	2,67	0,18	2,83	0,19	2,67	0,18
Increase in taxes	0,064	3,00	0,19	2,83	0,18	3,33	0,21	3,17	0,20	2,83	0,18	2,33	0,15	2,67	0,17	3,50	0,22	3,00	0,19	3,00	0,19
People's desire to always try other products	0,068	2,83	0,19	3,00	0,20	3,17	0,21	3,17	0,21	3,83	0,26	3,17	0,21	2,83	0,19	3,33	0,23	2,50	0,17	3,00	0,20
Decreased sales results	0,064	2,83	0,18	3,00	0,19	2,83	0,18	2,67	0,17	2,83	0,18	3,33	0,21	2,33	0,15	3,17	0,20	3,17	0,20	2,67	0,17
The number of similar products from competitors	0,080	3,17	0,25	3,00	0,24	2,67	0,21	3,17	0,25	2,83	0,23	3,33	0,27	3,00	0,24	2,67	0,21	3,00	0,24	3,17	0,25
TOTAL		6,11		6,11		6,05		5,88		5,81		6,09		5,97		5,83		5,95		5,90	

Source: Processed primary data, 2023

Rank	Strategy	Value
1	Increase the reach of MSME Ontime digital services to make them more accessible to all levels of society	6,11
2	Improve product quality by collaborating in various agencies with companies	6,11
3	Provides clear information about the product, which includes a brief description of the main features, price, quality of raw materials and photos	6,09
4	Provide discounts and promotions on an ongoing basis and utilize technology in selling products	6,05
5	Offer good pre-sales customer service and promotions on affiliated sites	5,97
6	Provide clear information about the company, including the company's history and goals	5,95
7	Create content on social media regularly. Content is not only about the product but also the value / value contained in the product sold. Create captions that are interesting and evoke consumer emotions	5,90
8	Product additions and developments with new variations at affordable prices	5,88
9	Procurement of training related to the easy use of MSME Ontime digital services for farmers and MSME actors so as to make it easier for them to market their business results	5,83
10	Facilitating underprivileged Farmers and MSME Actors in developing their businesses	5,81

Source: Processed primary data, 2023

The formulation is based on calculations carried out with AS and TAS values. The AS value shows the attractiveness of each strategy for its key factors. The AS value was obtained through a questionnaire addressed to six respondents who were directly related to the Ontime MSME development process. So the company is considered to have knowledge about company developments. The alternative strategies that have been prepared above are the most interesting strategies to implement.

From the results above, it can be seen that the most interesting alternative strategy to implement is increasing the reach of Ontime MSME digital services so that they are more easily accessible to all levels of society and improving product quality by collaborating with various agencies and companies (SO-1). These two strategies have the highest TAS value among other alternative strategies, namely 6.11.

Improving product quality is one of the most basic elements of the business development mix, because development activities start with product planning aimed at satisfying consumer needs and desires. Ontime UMKM is a forum for MSME players to sell their products, especially in Pangkep Regency which does not yet have its own brand, so according to some consumers the quality of the products marketed is still of low quality. So there needs to be promotion related to quality, such as the ingredients

contained in the product, how to make the product being sold, and better packaging than before. This is in line with the opinion of Syahrul (2016), that consumers like products that offer good quality. Product quality is the company's main focus in increasing product competitiveness so that it can improve the quality of digital services. Product quality means products that comply with predetermined quality standards. Product quality, customer satisfaction and profitability are three things that are closely related. The higher the quality, the higher the customer satisfaction, which can support increased revenue and profits. Improving product quality is an important strategy to face competition with other companies and the increasing number of substitute products.

Based on the results of discussions with the agricultural department and agricultural extension workers, to produce agricultural products of good quality it is necessary to use natural materials. Such as the use of organic fertilizers including compost fertilizer, SP36 fertilizer which can encourage initial root growth, flower and seed growth. Urea fertilizer functions as a nutrient source to meet plant nutritional needs and is able to improve soil structure. Phonska fertilizer is able to make plants resistant to water shortages. KCL fertilizer is able to protect plants from pests and diseases. The extension officer said that, this has been supplied by the government, but there are still some farmers who refuse to use organic fertilizer and prefer to use chemical fertilizer because the production results are greater than using organic fertilizer and the workload is lighter if using chemical fertilizer. . However, this will not last long, land that is fertilized using chemical fertilizers will over time lose the nutrients contained therein and cause productivity to decrease drastically and can make agricultural products toxic due to the continuous use of chemical fertilizers. So there is a need for education regarding the good use of organic fertilizer for production results.

4. Conclusions

Based on the results and discussion that have been explained, it can be concluded that the Ontime MSME digital service makes it easier to market agricultural products and MSME products because it can find more detailed references related to the business being run and makes it easier for business actors to get information regarding the results of their sales. Ontime UMKM has capable human resources consisting of a marketing team that can increase product sales results and an IT team that assists in editing photos and videos of products being marketed as well as running web-based Ontime UMKM digital services which will be developed into applications. From the internal side, the strength factor is that the products needed can be found easily at prices that match the quality. Apart from that, it can increase the knowledge of digital service users. Meanwhile, the factor that is a weakness is digital technology which is still not widely known, especially in Pangkep Regency. From an external perspective, the biggest opportunity for Ontime MSMEs is the development of internet technology so that the business has the potential to continue to grow. Meanwhile, the factor that is the biggest threat is the large number of competing products that have cheaper prices. Based on the results of the IFAS and EFAS analysis, a total IFAS score of 2.95 was obtained and a total EFAS score of 0.19. From these results it can be concluded that Ontime MSMEs are in quadrant 1, meaning that the most appropriate and priority strategy to implement is the S-O (Strength-Opportunity) strategy. The results of the analysis using the QSPM method show two strategies that are suitable for implementation with a TAS score of 6.11, namely increasing the reach of Ontime MSME digital services so that they are more easily accessible to all levels of society and improving product quality by collaborating with various agencies and companies. This is closely related to the main strengths of Ontime MSMEs and also the main opportunities of Ontime MSMEs. Based on the results of research that has been carried out. It is hoped that the results of this research can be useful for development and knowledge, especially in digital service management. For future researchers, the development of digital concepts can be used and developed to support the successful application of the SWOT method and QSPM method to analyze and propose alternative strategies for developing company digital services. For companies, with this research it is hoped that Ontime MSME digital services for farmer-based agribusiness and MSME players can apply the research results obtained to increase the volume of knowledge about accessing digital services.

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