



MICRO, SMALL AND MEDIUM ENTERPRISES (MSME) DEVELOPMENT STRATEGY IN THE POST-COVID-19 PANDEMIC PERIOD IN MEDAN TEMBUNG DISTRICT

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Abstract

The MSME strategy in Indonesia is currently considered good considering that the results from MSMEs can help the people's economy, especially reducing unemployment. The existence of micro, small and medium enterprises (MSMEs) constitutes the largest part of the national economy and represents community participation in various sectors of economic activity for a country. This research aims to analyze internal and external factors and to determine the appropriate strategy for developing micro, small and medium enterprises (MSMEs) in the post-Covid-19 pandemic period in Medan Tembung District, Sidorejo Village. This research method is qualitative research using SWOT analysis. The results of this research during the COVID-19 pandemic had a serious impact on MSMEs in Medan Tembung District, Sidorejo Village. Despite receiving government support, MSMEs still face economic uncertainty and intense competition. Post-pandemic business continuity requires implementing internal strategies such as product innovation, human resource development and digital marketing, while paying attention to external support in the form of capital and adaptation to economic changes. Awareness of good management, technology and cooperation between MSME actors is the key to success in maintaining its role as a pillar of a competitive local economy. Strategy for developing micro, small and medium enterprises (MSMEs) in the post-covid-19 pandemic period in Medan Tembung sub-district, based on SWOT analysis, there are 20 alternative strategies that can be implemented, namely 5 (five) SO (Strengths-Opportunities) strategies, 5 (five) strategies WO (Weaknesses-Opportunities), 5 (five) ST (Strengths-Threats) Strategies and 5 (five) WT (Weaknesses-Threats) Strategies.

Keywords: Covid-19 Pandemic, Development Strategy, SWOT, MSMEs

1. INTRODUCTION

At the end of 2019, the Covid-19 virus had spread to all corners of the world. The World Health Organization (WHO) designated the Covid-19 virus as a PHEIC on January 30 2020 based on the 2005 International Health Regulation (IHR). The World Health Organization (WHO) has declared Covid- -19 as a pandemic in March 2020. The Covid-19 pandemic is a calamity or disaster that has a huge impact on both global and remote areas. The impact of the decline is felt in all aspects of this pandemic era, especially the economic aspect.

In the city of Medan, it can be seen in general that the economic growth of the city of Medan cannot be separated from the contribution of MSMEs. This can be seen from the large number of MSMEs, with a total of approximately 242,890 MSME units consisting of service trade, craft industry and various other businesses, where the institutions have not been optimally organized, both in terms of licensing and legal aspects, so that the number of MSMEs in The city of Medan is still uncertain (Sundari, 2020). The types of MSMEs in Medan City are businesses in the culinary sector, printing services, making handicrafts and so on. Below is data on MSMEs from several sub-districts in Medan City:



Figure 1. 1 Number of MSMEs and average turnover of MSMEs assisted by the Medan City Cooperatives and SMEs Service in 2021

Source: Medan City Cooperatives and SMEs Service 2021

From the table data above, it can be seen that there are still very few MSMEs under the guidance of the Medan City Cooperatives and SMEs Service. Based on the results of direct observations by researchers, there are at least 150 MSMEs of various types in the Medan Tembung District area. The basic problems faced by MSMEs are weaknesses in obtaining market opportunities and increasing market share, weaknesses in capital structure, weaknesses in organization and human resource management, limited business networks for cooperation between small entrepreneurs, less conducive business climate, lack of guidance. integrated as well as a lack of public trust and concern for small businesses (Vani, 2013). Suci (2020) stated that the problems faced by Micro, Small and Medium Enterprises (MSMEs) that make it difficult to develop include incompetence in management, weak decision-making abilities, lack of experience, and weak financial supervision as well as obstacles that occur beyond the perpetrator's expectations. For example, MSMEs are like what happened during the pandemic or post-pandemic.

Table 1. 1 Income of several MSME players in the culinary sector before the pandemic, during the pandemic and after the pandemic.

No	Name	Type of business	Average Income Before the Pandemic (Rp/Month)	Income During the Pandemic (Rp/Month)	Post-Pandemic Income (Rp/Month)
1	Agam	Aceh Noodles	6,000,000	2,500,000	4,000,000
2	Ismaturrahmi	School Snacks	2,000,000	800,000	1,300,000
3	Fawzah	Fried food	1,500,000	700,000	1,200,000
4	Fanny	Mussel Satay and Soy Milk	2,800,000	2,000,000	2,500,000
5	Joko	Meatball	3,500,000	2,500,000	3,000,000

After the Covid-19 pandemic, many MSME owners still find it difficult to develop their businesses. Losses incurred during the pandemic have not been resolved properly, so they have an impact today. Dwindling capital, people's purchasing power which is still weak and increasing competition mean that MSME owners have to crawl again in advancing their businesses. Thus, every MSME actor must have their own strategy in determining their business policies. So that business actors can maintain and develop their businesses in the post-Covid-19 pandemic period. In particular, MSMEs in the Medan Tembung District area, located in Sidorejo Village, have businesses in the culinary sector. The business strategy implemented is none other than to survive during the Covid-19 Pandemic (2020–2022) and carry out business development in the current post-pandemic period.

2. RESEARCH METHODS

Types of research

The type of research used in this research is qualitative research. Qualitative research does not involve calculations and numbers, because the focus is to provide an actual and systematic description of the factors, properties and relationships between certain phenomena.

Place and time of research

The location and time of the research must be carefully considered so that the required data can be obtained so that the research objectives can be achieved. The location for this research is the MSMEs in the culinary sector in the Medan Tembung District, Medan City, North Sumatra Province and the research time is from October 2023 to January 2024.

Research Sample

The sampling technique used in this research is purposive sampling, which is a non-probability sampling method that uses certain people (specific target groups) as sources of data or information.

3. RESULTS AND DISCUSSION

Analysis of Internal Factors and External Factors for Micro, Small and Medium Enterprises (MSMEs) in the Post-Covid-19 Pandemic Period in Medan Tembung District, Sidorejo Village

The ongoing Covid-19 pandemic is a global phenomenon that has placed the world economy and public health in crisis. This pandemic has caused several local governments to implement Large-Scale Social Restrictions (PSBB) policies which have implications for limiting community activities, including economic activities, educational activities and other social activities. The decline in various activities has an impact on the socio-economic conditions of society, especially vulnerable and poor communities. In this case, the central and regional governments have issued various policies to deal with the spread of Covid-19 as well as policies to deal with the social and economic impact of this pandemic (Vhikry & Muloyani, 2023).

Among the sectors affected by Covid-19, MSMEs are the sector that is considered the hardest hit. The Ministry of Cooperatives and SMEs noted that 43 percent of MSMEs have stopped operating due to the pandemic since April 2020. This has made MSMEs face difficulties in fulfilling their credit obligations, thereby encouraging an increase in non-performing loans (NPL) for MSME banking credit. The OECD said that MSMEs are at the center of a crisis that is more severe than the 2008 global financial crisis. The deterioration in the financial situation of MSMEs could have a systemic effect on the overall economic crisis considering that more than 96 percent of the workforce in Indonesia works in MSMEs with a contribution to GDP reaching 60 percent (Puspitasari et al., 2022).

The development of Micro, Small and Medium Enterprises (MSMEs) in Indonesia is very advanced, and is currently one of the priorities in national economic development. This business is the backbone of the people's economy which is not only aimed at reducing the problem of disparities between income groups and between business actors, or at alleviating poverty and absorbing the workforce. The success of MSMEs has a direct role in economic development, both in developed and developing countries (Ajiutami et al. 2023). It is hoped that the role played by MSMEs will continue, with the assistance and role of the government and other institutions related to developing business performance. Basically, MSME performance is influenced by two main factors, namely internal factors and external factors. Based on the description of the internal factors and external factors of micro, small and medium enterprises (MSMEs) in the post-Covid-19 pandemic period in Medan Tembung District, Sidorejo

Village, it can be seen that these factors influence the continuity of post-pandemic businesses. Micro, small and medium enterprises (MSMEs) in Medan Tembung District, Sidorejo Village, are required to pay attention to the internal factors that arise in order to maintain the continuity and success of their business in the future. Business actors need to innovate the products they market by paying attention to the human resources needed to achieve business targets. Apart from that, marketing must continue to be carried out by following developments in the current technological era in order to maintain the product brand image known to consumers globally. This is also done to meet operational needs that must be available and create and develop new products for consumers.

Micro, Small and Medium Enterprises (MSME) Development Strategy in the Post-Covid-19 Pandemic Period in Medan Tembung District, Sidorejo Village

Strategic management is closely related to competitiveness and achieving the goals of an organization. This can be seen from the understanding of strategic management expressed by previous experts. Strategic management can be described as the identification of organizational goals and the plans and actions to achieve those goals. Meanwhile, strategic management is an integrative management field that combines analysis, formulation and implementation in the search for competitive advantage. Strategic management can be defined as the determination and implementation of actions by an organization aimed at gaining competitive advantage and achieving its goals. The strategic management process usually produces strategic alternatives. Strategy can be defined as an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain competitive advantage (Salsabila et al., 2023).

Since the pandemic hit Indonesia, various government policies have been made to suppress the increase in the outbreak, including the policy of working from home, maintaining distance, to implementing the PSBB. Of course, this will have an impact on the nation's economy which is increasingly declining and weakening, as will be felt by MSMEs in Indonesia. The reduction in community activity and mobility due to this policy has hampered MSME business activities. This crisis situation has made the MSME sector in Indonesia sluggish, which has reduced their daily income significantly (Wahyu et al., 2023). The main challenge faced by MSMEs in Medan Tembung District, Sidorejo Village, is limited access to internal and external factors in the development of micro, small and medium enterprises (MSMEs) in the post-Covid-19 pandemic period. These strategies include strengths, weaknesses, opportunities and threats regarding the development of micro, small and medium enterprises (MSMEs) in the post-Covid-19 pandemic period in Medan Tembung District, Sidorejo Village. Based on the data, it is known that the external opportunity factor matrix that has the highest value is improving services according to consumer interests with a value of 0.105, while the threat external factor matrix that has the highest value is economic uncertainty with a value of 0.105; high level of competition with a value of 0.105; financial crisis with a value of 0.105 and social changes and environmental conditions with a value of 0.105. Based on the findings in table 4.3, it is known that the overall rating value for external factors, opportunities and threats, is included in the rating scale, which is more than 1, so it is said to be low or not good.

Micro, Small and Medium Enterprises (MSME) Development Strategy in the Post-Covid-19 Pandemic Period Based on SWOT Analysis

The SWOT quadrant is a strategic analysis tool used to identify internal and external factors that influence an organization, company, or project. The SWOT quadrant utilizes previous IFE and EFE calculations. However, because we are trying to find coordinates, each aspect of the IFE (Strengths-Weaknesses) and EFE (Opportunities-Threats) will be compared and the differences will be looked for. In

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the SWOT quadrant diagram there are 4 (four) types of quadrants, namely quadrants I, II, III and IV. Quadrant I: This is a profitable situation. The company has opportunities and strengths so it can take advantage of existing opportunities.

The strategy implemented in this condition is to support aggressive growth policies (Growth Oriented Strategy). Quadrant II: Even though it faces various threats, this company still has internal strengths. The strategy that must be implemented is to use strengths to take advantage of long-term opportunities by means of a diversification strategy (product/market). Quadrant III: The company faces huge market opportunities, but on the other hand it faces several internal obstacles/weaknesses. The focus of this company's strategy is to minimize the company's internal problems so that it can capture a better market (turn around) or rationalization. Quadrant IV: Retrenchment This is a very unfavorable situation, the company faces various internal threats and weaknesses. The focus of the strategy is to take rescue actions to avoid greater losses (defensive) (Primadona and Rafiqi, 2019).

Based on the analysis of the SWOT quadrant image above, the results show that MSMEs in Medan Tembung District, Sidorejo Village are in quadrant IV, so the strategy that can be implemented is a defensive strategy, where this defensive strategy MSMEs are required to focus on carrying out rescue actions to avoid greater losses (defensive).). The strategies that can be implemented in implementing defensive strategies are as follows:

1. Organizations can identify tasks and projects that have the greatest impact on goals, conduct regular evaluations of projects and programs to ensure effectiveness, and select technology solutions that are efficient and fit the organization's needs. So it can minimize the impact of resource limitations.
2. Identify critical technology needs, implement technology in stages by prioritizing the most critical solutions first, and join open source communities or initiatives to share and leverage shared resources and knowledge. So that it can minimize the impact of limited access to technology.
3. Conduct thorough market research to understand customer needs and desires, design products with flexibility and scalability to facilitate customization and further development in the future, and facilitate close collaboration between development, marketing and customer teams. So it can minimize the impact of limitations in developing products.
4. Identify common goals and mutually beneficial interests, build partnerships with a focus on long-term relationships, and facilitate joint working sessions to address problems or achieve specific goals. So it can minimize the impact of a lack of cooperation with other partnerships.
5. Leverage digital marketing platforms such as social media, search engines, and online advertising, use e-commerce platforms to expand geographic reach, and offer limited products or services to encourage quick action from consumers. So it can minimize the impact of limited consumer reach.

Research conducted by Inayati et al (2018), the results of analysis using the Internal External (IE) matrix showed that the position of MSMEs for shoe products in Mojokerto was in quadrant IV, which showed a strong position, while the external environmental analysis was in a medium position. This position indicates that Mojokerto shoe MSMEs are in a growing and building condition. The strategy that can be applied is the Strength Opportunity (SO) strategy by maximizing existing strengths and paying attention to market opportunities. This strategy needs to be supported by increasing human resources (performance of human resources), market penetration (market penetration), market development (market development), and product development (product development).

In an effort to determine a strategy, a basic analysis is needed relating to internal and external factors, namely: using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) (Kusbandono, 2019). Based on the results of identifying strengths, weaknesses, opportunities and threats, the researchers compiled a SWOT matrix to obtain the right strategy formulation for the Development Strategy for micro, small and medium enterprises (MSMEs) in the post-Covid-19 pandemic period in Medan Tembung sub-district. The formulation of a strategy for developing micro, small and medium enterprises (MSMEs) in the post-Covid-19 pandemic period in Medan Tembung District can be seen in table 4.1 below:

Table 3.1 SWOT Matrix

IFAS	STRENGTHS(S)	WEAKNESSES(W)
EFAS	<ol style="list-style-type: none"> 1. Skills development 2. Provision of product stock 3. Product and service quality 4. There is product innovation 5. Wise financial management 	<ol style="list-style-type: none"> 1. Resource limitations 2. Limited access to technology 3. Limitations in product development 4. Lack of collaboration with other partnerships 5. Consumer reach
	OPPORTUNITIES(O)	STRATEGY (SO)
<ol style="list-style-type: none"> 1. Increased product innovation 2. Business development 3. There is collaboration according to market desires 4. Utilize input from consumers 5. Improving services according to consumer interests 	<ol style="list-style-type: none"> 1. Investment in employee training to improve skills in line with market needs, business expansion through product diversification or innovation, as well as building partnerships and collaborations oriented to market preferences, thereby creating holistic synergy for business growth and sustainability. (S1,O2,O3) 2. Through the implementation of advanced supply chain management technology, organizations can ensure timely provision of product stock by monitoring market demand in real-time. (S2,O3) 3. Optimizing product and service quality through improving quality control, product innovation, and developing internal expertise. (S3, O5) 4. By establishing an innovation team, facilitating a creative environment, investing in research, collaborating externally, implementing consumer feedback, and 	<ol style="list-style-type: none"> 1. Increasing product innovation and developing business with a focus on efficient resource allocation and sustainable growth strategies. (W1,O1,O2) 2. Create a personalized customer experience and ensure effective adaptation to required technologies. (W2,O5) 3. Increasing product innovation and developing business through diversification strategies and strengthening product added value. (W3,O1,O2) 4. Build a holistic strategy to respond to market dynamics, strengthen partnerships, and create products or services that better meet customer expectations. (W4,O3,O4) 5. Effectively expand consumer reach, build customized customer experiences, and create marketing strategies that are more responsive to market needs. (W5,O4,O5)

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	<p>engaging customers. (S4,O1,04)</p> <p>5. Implementing wise financial management, organizations can support business development by ensuring optimal and sustainable resource allocation. (S5, O2)</p>	
TREATHS(T)	STRATEGY (ST)	STRATEGY (WT)
<p>1. Uncertainty</p> <p>2. High level of competition</p> <p>3. Financial crisis</p> <p>4. Changes in government policy</p> <p>5. Changes in social and environmental conditions</p>	<p>1. Building comprehensive resilience to face external challenges and increasing readiness to face the dynamics of a changing business environment. (S1,T4,T5)</p> <p>2. implementing responsive inventory models, diversifying suppliers, and using data-driven technology to monitor and respond quickly to market changes, thereby ensuring optimal product availability in uncertain situations. (S2,T1)</p> <p>3. Focus on continuous improvement in product and service quality, differentiation to differentiate itself from competitors, and proactive response to changing social and environmental conditions through environmentally friendly policies, continuous innovation, and active involvement in societal needs. (S3,T2,T5)</p> <p>4. Product innovation can involve careful monitoring of regulations, accelerating product development cycles to anticipate changes in regulations, as well as</p>	<p>1. Optimizing the use of resources by focusing on core activities, monitoring and quickly adapting to changes in government policies, and developing business models that are responsive to changing social and environmental conditions, including investment in sustainable innovation and environmentally friendly business practices. (W1,T4,T5)</p> <p>2. Investment in affordable and flexible technology, use of data analysis to reduce uncertainty, and focus on product or service differentiation to increase competitiveness and meet the challenges of intense competition. (W2,T1,T2)</p> <p>3. Emphasis on product development with efficient costs and focused innovation, strong differentiation to win market competition, as well as wise financial restructuring to manage the financial crisis and maintain the continuity of the company's operations. (W3,T2,T3)</p> <p>4. Efforts to build mutually beneficial strategic partnerships, product or service differentiation to achieve competitive advantage, as well as proactive monitoring and adaptation to changes in</p>

	<p>building internal skills and flexibility to be able to adapt quickly and build partnership relationships with policy makers and respond more effectively to the dynamics of changes in government policy. (S4,T2)</p> <p>5. Wise financial management strategies can include identifying and cutting non-essential costs, diversifying income sources, restructuring debt with profitable agreements, and implementing strict cash management to ensure optimal liquidity to overcome financial challenges. (S5,T3)</p>	<p>government policy to maintain operational flexibility and sustainability. (W4,T2,T4)</p> <p>5. Effective strategies can include expansion through digital marketing platforms and e-commerce to expand reach, as well as social responsibility and sustainable business practices that consider environmental impacts, thereby creating relevant and positive added value for consumers and society. (W5, T5)</p>
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Table 3.1 shows that there are 20 alternative strategies that can be implemented to maximize the Development Strategy for micro, small and medium enterprises (MSMEs) in the post-Covid-19 pandemic period in Medan Tembung sub-district which are formulated based on 4 SWOT analysis strategies. Based on the SWOT matrix above, there are four SWOT analysis strategies as follows:

a. WT Strategy (Weaknesses-Threats). This strategy is a strategy and technique for minimizing existing weaknesses to face threats that will be faced and reducing internal weaknesses.

1. Optimizing the use of resources by focusing on core activities, monitoring and adapting quickly to changes in government policy, and developing business models that are responsive to changing social and environmental conditions, including investment in sustainable innovation and environmentally friendly business practices.
2. Investment in affordable and flexible technology, use of data analysis to reduce uncertainty, and focus on product or service differentiation to increase competitiveness and meet the challenges of intense competition.
3. Emphasis on product development with efficient costs and focused innovation, strong differentiation to win market competition, as well as wise financial restructuring to manage the financial crisis and maintain the continuity of the company's operations.
4. Efforts to build mutually beneficial strategic partnerships, product or service differentiation to achieve competitive advantage, as well as proactive monitoring and adaptation to changes in government policy to maintain operational flexibility and sustainability.
5. Effective strategies can include expansion through digital marketing platforms and e-commerce to expand reach, as well as social responsibility and sustainable business practices that consider environmental impacts, thereby creating relevant and positive added value for consumers and society.

b. SO Strategy (Strengths-Opportunities)

This strategy uses the company's internal strengths to seize opportunities that exist outside of utilizing the MSME Development Strategy in the post-pandemic period as well as overcoming

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weaknesses and facing various threats in the utilization of the MSME Development Strategy in the post-pandemic period.

1. Investment in employee training to improve skills in line with market needs, business expansion through product diversification or innovation, as well as building partnerships and collaborations oriented to market preferences, thereby creating holistic synergy for business growth and sustainability.
2. Through the implementation of advanced supply chain management technology, organizations can ensure timely provision of product stock by monitoring market demand in real-time.
3. Optimizing product and service quality through improving quality control, product innovation and developing internal expertise.
4. By establishing an innovation team, facilitating a creative environment, investing in research, collaborating externally, implementing consumer feedback, and engaging customers.
5. Implementing wise financial management, organizations can support business development by ensuring optimal and sustainable resource allocation.

c. WO Strategy (Weaknesses-Opportunities)

This strategy aims to minimize the company's internal weaknesses by taking advantage of the external opportunities possessed by MSMEs.

1. Increasing product innovation and developing business by focusing on efficient resource allocation and sustainable growth strategies.
2. Create a personalized customer experience and ensure effective adaptation to required technologies.
3. Increasing product innovation and developing business through diversification strategies and strengthening product added value.
4. Build a holistic strategy to respond to market dynamics, strengthen partnerships, and create products or services that better meet customer expectations.
5. Effectively expand consumer reach, build customized customer experiences, and create marketing strategies that are more responsive to market needs.

d. ST Strategy (Strengths-Threats)

ST strategy is a strategy that utilizes the company's strengths to face or reduce the impact of external threats.

1. Building comprehensive resilience to face external challenges and increasing readiness to face the dynamics of a changing business environment.
2. implementing responsive inventory models, diversifying suppliers, and using data-driven technology to monitor and respond quickly to market changes, thereby ensuring optimal product availability in uncertain situations.
3. Focus on continuous improvement in product and service quality, differentiation to differentiate itself from competitors, and proactive response to changing social and environmental conditions through environmentally friendly policies, continuous innovation, and active involvement in societal needs.
4. Product innovation can involve careful monitoring of regulations, accelerating product development cycles to anticipate regulatory changes, as well as building internal skills and flexibility to be able to adapt quickly and build partnership relationships with policy makers and respond more effectively to the dynamics of changes in government policy.



5. Wise financial management strategies can include identifying and cutting non-essential costs, diversifying income sources, restructuring debt with profitable agreements, and implementing strict cash management to ensure optimal liquidity to overcome financial challenges.

Thus, the importance of businesses knowing the key external and internal success factors of the business environment is an added value for the company's competitiveness. SWOT analysis is a systematic identification of various factors to formulate company strategy. In general, determining the right strategy for a company begins with recognizing the opportunities and threats contained in the external environment as well as understanding the strengths and weaknesses in the internal aspects of the company. Thus, companies are able to compete and achieve goals effectively and efficiently (Sumarni, 2022).

4. CONCLUSION

1. The Covid-19 pandemic has had a serious impact on the MSME sector, especially in Medan Tembung District, Sidorejo Village. Even though the government and financial institutions provide support through various policies and economic stimuli, MSMEs are still faced with challenges such as economic uncertainty, intense competition and changes in consumer behavior. To maintain business continuity in the post-pandemic period, MSMEs need to implement internal strategies, including product innovation, human resource development, marketing via digital platforms, and efficient operational management. From the external side, government support, availability of capital, and adaptation to economic changes are crucial factors. Awareness of the importance of good management, use of technology, and cooperation between MSME actors will be the key to success in facing post-pandemic challenges, ensuring that MSMEs remain pillars of a competitive local economy.
2. Strategies for developing micro, small and medium enterprises (MSMEs) in the post-Covid-19 pandemic period in Medan Tembung sub-district, based on the SWOT analysis, there are 20 alternative strategies that can be implemented, namely 5 (five) SO (Strengths-Opportunities) strategies, 5 (five) strategies WO (Weaknesses-Opportunities), 5 (five) ST (Strengths-Threats) Strategies and 5 (five) WT (Weaknesses-Threats) Strategies. However, the WT (Weaknesses-Threats) strategy is preferred and recommended because it is in accordance with the SWOT matrix quadrant which shows that MSMEs in Medan Tembung District are in Quadrant IV.

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