

# The Level Consumer Loyalty and Marketing Strategy of Nori Products After Covid-19 in Southeast Asia

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## ABSTRACT

**Manuscript type:** Research paper

**Research aims:** To analysis consumer loyalty towards nori products, formulate appropriate marketing strategies in the post-pandemic context, and compare marketing strategies for nori products in Southeast Asian countries with Indonesia.

**Design/Methodology/Approach:** The Net Promoter Score (NPS) method was used to measure consumer loyalty, while SWOT analysis – reinforced by IFE and EFE matrices – was used to determine marketing strategies. Data was collected through observation, interviews, and questionnaires with 50 consumers and Noribet MSME employees.

**Research findings:** The NPS result of 38 per cent shows that Noribet has a loyal customer base. The SWOT analysis places the business in Quadrant I, which recommends an aggressive growth strategy. Suggested marketing strategies include maintaining product quality, maximising production, adapting to consumer trends, utilising digital marketing, and expanding local collaborations.

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**Theoretical contribution/Originality:** This study advances customer-centric strategic planning for MSMEs by linking loyalty constructs to market-oriented strategy formulation. By integrating quantitative loyalty metrics with SWOT analysis, it offers a more objective framework for strategic decision-making and demonstrates a novel methodological approach that reduces subjective bias.

**Practitioner/Policy implications:** The findings provide practical guidance for MSMEs in adapting to evolving consumer preferences for healthy, certified products and digital marketing channels. For policymakers, the results highlight the importance of institutional support and partnership programmes to enhance MSME competitiveness in a post-pandemic economy.

**Keywords:** Consumer loyalty, Nori, Marketing Strategy, MSMEs, SWOT, Net Promoter Score

**JEL Classification:** M31, L26, D12, Q13

## 1. Introduction

Seaweed is one of the main commodities in aquaculture in Indonesia. In 2019, Indonesia became the main producer of *Euchema cottonii* seaweed and controlled 80 per cent of the global market, with a production volume of 9.6 million tonnes of wet seaweed (FAO). Indonesia's seaweed production is dominated by *Kappaphycus alvarezii* with a volume of 7.05 million tonnes, accounting for 82.7 per cent of world production, and *Glacilaria* with a volume of 1.91 million tonnes (32.1 per cent of world production). In 2022, Indonesia's seaweed production was 9.28 million tonnes (Central Bureau of Statistics, 2023). However, despite its enormous potential, Indonesia's seaweed industry faces significant challenges, particularly related to production fluctuations and the low added value of domestic processed products (Sofiyanti, 2025). Indonesia's seaweed trade balance is dominated by exports of raw materials (around 93 tonnes), while exports of processed products only account for a small portion, namely 6.4 tonnes of total export volume (Center for Budget Studies, 2021). This situation highlights the need for strategic processing innovations to enhance the competitiveness of domestic products and encourage the industry to shift from being a commodity exporter to a producer of high-value products. To increase the selling value of seaweed, more innovative seaweed processing is required. One of the seaweed products widely consumed by the public today is nori, which is made from seaweed.

The development of the nori industry in Indonesia is also in line with changes in consumer behaviour that have occurred in the wake of the COVID-19 pandemic. The pandemic has driven a shift in

global consumer preferences, especially in Southeast Asia, towards healthier and more natural food products. Naseri and Abdullah (2022) explain that Southeast Asian consumers have a higher tendency to try new brands and products during the pandemic than in other markets, reflecting the dynamics of consumer behaviour influenced by economic and social changes during times of crisis. This shift creates a huge opportunity for businesses to adapt to new preferences. According to Tjiptono et al. (2022), these changes are driving businesses to adapt to new consumer preferences, especially regarding healthy and digital-based food products. In addition, the adoption of e-commerce has increased rapidly. A study by Aziz et al. (2023) shows that the pandemic has accelerated the adoption of e-commerce in Southeast Asia, with consumers increasingly relying on digital payments and seeking convenience in online shopping.

MSMEs play an important role in driving economic growth in Indonesia, contributing around 60 per cent to the total national economy (Suyadi et al., 2018). Noribet MSME is in Bandung City and is engaged in the snack food industry with seaweed as its main raw material. Noribet was founded in 2013. Noribet is a pioneer in the production of nori chips from the *Ulva* seaweed species, which is the first type to be produced in Indonesia. This uniqueness gives Noribet little competition in a market that is not yet fully saturated. However, with the increasing market interest in nori products, this SME faces significant challenges from well-known brands such as Tae Kae Noi and Mama Suka. This intense competition requires Noribet to formulate effective marketing strategies to survive and continue to grow amid market dynamics.

Loyal customers are one of the most valuable assets for a company. Therefore, it is important for companies to regularly assess and evaluate customer loyalty levels. Customer loyalty usually arises as a response to satisfaction with the services provided by the company. To measure loyalty levels, the Net Promoter Score (NPS) method can be used. NPS is a method used to assess and understand the level of customer loyalty and satisfaction (Reicheld, 2011). The NPS method is an easy-to-use approach to assess the extent to which customers are willing to recommend products to others.

MSMEs often face various risks and vulnerabilities, such as unstable political conditions, rapid technological developments, and market dynamics, especially amid increasingly fierce competition (Han et al., 2024). Business development in Noribet MSMEs requires effective marketing strategies so that businesses can survive and grow, while reducing potential losses. According to Katniati et al.

(2021), effective marketing strategies can be developed by utilising SWOT analysis, which is used to identify the strengths, weaknesses, opportunities, and threats faced by a company.

There have been many studies examining MSME marketing strategies, especially in the context of post-pandemic adaptation. Several studies also use SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to formulate strategies for business actors. Although SWOT analysis is a useful tool, its use is often based on qualitative data that is prone to subjectivity and is not integrated with measurable metrics of customer sentiment. As a result, the resulting strategies may not fully reflect the real needs and perceptions of consumers in the market. SWOT analysis should focus on the customer's perspective to ensure the organisation's perceived strengths are truly recognised and valued by customers (Phadermrod et al., 2017). This study identifies a significant gap in the literature, namely the absence of studies that empirically integrate Net Promoter Score (NPS) with SWOT analysis to formulate marketing strategies for seaweed-based SMEs in Indonesia.

This study argues that combining these two methods will produce a stronger and more valid analysis. NPS will be used as a diagnostic tool to measure customer loyalty quantitatively. The data collected from NPS, especially customer comments, will serve as evidence-based input to fill in the SWOT matrix, so that each strength, weakness, opportunity, and threat identified has a clear justification from the customer's perspective.

This research aims to: 1) What is the level of consumer loyalty to Noribet MSMEs nori products? 2) How is the formulation of a marketing strategy that is appropriate to be implemented in Noribet MSMEs? 3) Conducting a comparative analysis of nori product marketing strategies in Southeast Asia post-Covid-19?

## **2. Literature Review**

### **2.1 Consumer Loyalty**

In the face of increasingly fierce market competition, a high level of customer loyalty is a major factor in maintaining a customer base, because loyal customers tend to have a strong commitment to continue using services from the same provider (Kim et al., 2024). In line with Chaisuwan research (2021), efforts to build and maintain loyalty enable companies to establish long-term, mutually beneficial relationships with their customers. Loyal customers show loyalty and commitment to the services used and are not easily acquired through offers from competitors.

Measuring the level of consumer loyalty can use the net promoter score (NPS) method. According to Agag et al. (2024), a company's Net Promoter Score (NPS) is obtained by subtracting the number of dissatisfied customers from those who are supportive and is used to assess how likely consumers are to recommend the company to others. Currently, NPS has been widely used as a tool to assess customer loyalty with the advantages of ease of calculation and simple interpretation for managers and related parties (Wood et al., 2021).

According to Agag et al. (2024), the use of Net Promoter Score (NPS) as a tool to predict sales growth has been analysed through empirical studies. The findings show that although the basic assumptions of NPS seem logical, methodological criticisms from academics are valid. NPS is designed to measure brand health—by involving all customers as a sample—which has been shown to be able to accurately project future sales growth.

## **2.2 Marketing Strategy**

Strategy formulation serves as a method for revealing a company's internal strengths and weaknesses, as well as identifying opportunities and threats that arise from the external environment. According to Hewwit et al. (2022), strategy is very necessary to increase the competitiveness of a company, where strategic innovation is a major factor for small and medium industries, especially in improving operations. Strategies can be formulated using the SWOT (Strength, Weakness, Opportunity, and Threat) analysis method. SWOT analysis is a method often used to evaluate competitiveness by identifying an organisation's internal capabilities, such as strengths and weaknesses, as well as external conditions including opportunities and threats (Phadermrod et al., 2019).

Istiana et al. (2022) regarding SWOT Analysis in Determining Marketing Strategy in Processed Fish Product Business Case Study of Sari Ulam MSMEs in Tegal City. Based on the research results, it was concluded that the position of Sari Ulam MSMEs in Tegal City was in Quadrant I, thus indicating a very favourable situation for the company to carry out a growth/aggressive strategy.

## **2.3 Synergy of NPS and SWOT Analysis**

This study proposes a conceptual framework that integrates NPS data into SWOT analysis. This approach aims to overcome the subjective methodological limitations of SWOT by providing measurable,

evidence-based customer data. Rather than relying solely on internal assessments, NPS will serve as crucial empirical input for filling in the SWOT matrix.

The synergy between NPS and SWOT can be explained through the following model. Identifying strengths, positive qualitative feedback from highly loyal customers can be used to validate and identify the company's internal strengths in concrete terms. Identifying weaknesses, conversely, consistent complaints or negative comments from Detractors directly highlight operational or product weaknesses that need to be addressed. Identify opportunities and threats, NPS data analysis can also be used for benchmarking against competitors. NPS scores that are lower than the industry average or those of key competitors can be identified as significant competitive threats, while feedback that highlights market trends or unmet needs can reveal external opportunities.

By using NPS as the data foundation, the SWOT matrix becomes more accurate and relevant, guiding the formulation of marketing strategies that are based not only on the company's vision but also on the reality of customer sentiment and behavior. This approach ensures that every factor in the SWOT analysis has a clear justification from the customer's point of view, resulting in more valid and market-oriented strategies.

### **3. Methods**

The research was conducted in December 2024 – January 2025, located at Noribet MSMEs Jl. No.21a, Lengkong District, Bandung City, West Java, Indonesia. The research method used in this research is a case study. A case study is a study of a case, using a variety of data collection methods, to understand a current phenomenon, where the researcher is not directly involved in the case being studied (Wohlin, 2021). The types of data used include primary data and secondary data. Data collection techniques in this research use observation, interviews, and questionnaires. Sampling was done through purposive sampling. According to Ani et al. (2021), purposive sampling is a sampling method carried out based on certain considerations or criteria that have been previously determined by the researcher. The respondent criteria for the consumer loyalty analysis were consumers who had purchased Noribet products in the past six months. The respondent criteria for the SWOT analysis were all Noribet MSME employees. General data analysis uses descriptive analysis methods. Consumer loyalty levels are measured using the Net Promoter Score (NPS) method.

Consumers who took part in the survey were divided into 3 groups based on their answers, Promoter, Passive, and Detractor.

The formula for calculating NPS Zaki et al. (2016):

$$\%NPS = \%Promoters - \%Detractors$$

Information:

$$\sum Promoters$$

$$Promoters = \frac{\text{Respondents who gave a score of 9 - 10}}{\text{Total number of respondents}} \times 100\%$$

$$\sum Detractors$$

$$Detractors = \frac{\text{Respondents who gave a score of 0 - 6}}{\text{Total number of respondents}} \times 100\%$$

**Table 1: NPS Parameters**

No.	Net Promoter Score (NPS)	Criteria
1.	NPS < 0	Not Loyal
2.	NPS 0 - 50	Loyal
3.	NPS > 50	Very Loyal

Source: Zaki *et al.* (2016)

Formulation of nori product marketing strategy using SWOT analysis tools. The SWOT stages include: 1) IFAS and EFAS, 2) IFE and EFE, 3) Grand Strategy Matrix, 4) Strategy formulation.

To ensure the objectivity and validity of the analysis, this study applied quantitative procedures to the IFE and EFE matrices. Each factor in the IFAS and EFAS was assigned a weight of 1.00. These factors were then ranked on a scale of 1-4 based on in-depth interviews and questionnaires, reflecting the company's response to each factor. This approach ensures that the input to the SWOT matrix is measurable, not assumptive (Kusumadewi & Nugroho, 2023). The final weighted scores were then used to determine the company's strategic position in the Grand Strategy Matrix and formulate relevant marketing strategies.

## 4. Result and Discussion

### 4.1 Strategic Issue Analysis

Strategic issue analysis using the Urgency, Seriousness, Growth (USG) method is one way to determine the priority of resolving issues. At this stage, each problem is evaluated based on the level of risk and the impact it causes.

Table 2: Strategic Issues of Noribet MSMEs

No.	Issues	Urgency	Seriousness	Growth	Total	Priority
1.	Lack of human resources especially in the sales department	4	4	2	10	III
2.	Nori product market competition	4	4	3	11	II
3.	Product marketing	5	5	4	14	I

Source: Authors' own work (2025)

Based on Table 2, strategic issue analysis using the USG method, the problem regarding the lack of human resources, especially in the sales department at Noribet MSMEs, received a total score of 10. This score shows that this problem is in third place out of three existing problems. One of the common challenges faced by MSMEs is the limited workforce. The lack of human resources in MSME Noribet, especially in the sales department, can have a direct impact on company performance and long-term business growth. In line with research by Deng et al., (2023), that the shortage of workers has a significant positive impact on company performance.

The problem regarding market competition for nori products at Noribet MSMEs received a total score of 11. This score shows that this problem is in second place out of three existing problems. Market competition is a problem currently being faced by Noribet MSMEs, where there is increasing competition for nori products offered by other companies, such as the Mama Suka or Taokaenoi brands, where these companies are large companies when compared to Noribet MSMEs. In line with Sanusi et al., (2024), product market competition is considered a crucial external corporate governance mechanism, which can provide benefits for various economic outcomes.

The problem regarding product marketing at Noribet MSMEs received a total score of 14. This score shows that this problem is in the first position of the three existing problems, which means that this problem is a priority problem faced by Noribet MSMEs. Product marketing problems are a challenge currently faced by Noribet MSMEs. In line with Wu et al. (2024), in the business environment, the key to company positioning is marketing, one of which is digital marketing. In line with Mudjahidin et al. (2024), global marketing trends have shifted from traditional (offline) approaches to digital (online) marketing.

#### 4.2 Customer Loyalty Level

Net Promoter Score (NPS) is calculated by subtracting the percentage of detractors from the percentage of promoters in response to the main question, namely "how likely are you to recommend Noribet products to your relatives?" on a scale of 0 - 10.

**Table 3: Noribet Consumer NPS Results**

Criteria	Number	Percentage (%)
Detractors	6	12
Passives	19	38
Promoters	25	50
Total	50	100
<b>NPS Score</b>		<b>38</b>

Source: Authors' own work (2025)

Zaki et al. (2016):

$\Sigma$ Promoters

$$\text{Promoters} = \frac{\text{Respondents who gave a score of 9 - 10}}{\text{Total number of respondents}} \times 100\%$$

$$\text{Promoters} = \frac{25}{50} \times 100\%$$

$$\text{Promoters} = 50\%$$

$\Sigma$ Detractors

$$\text{Detractors} = \frac{\text{Respondents who gave a score of } 0 - 6}{\text{Total number of respondents}} \times 100\%$$

$$\text{Detractors} = \frac{6}{50} \times 100\%$$

$$\text{Detractors} = 12\%$$

NPS

$$\%NPS = \%Promoters - \%Detractors$$

$$\%NPS = 50\% - 12\%$$

$$\%NPS = 38\%$$

In Table 3, based on the survey results of 50 consumers of Noribet products, the percentage of promoters was 50 per cent, the percentage of passives was 38 per cent, and the percentage of detractors was 12 per cent. So that the NPS value was 38 per cent. This value is included in the loyal category, namely customers who will recommend nori products from Noribet MSMEs. According to Zaki et al. (2016), an NPS value of 0-50 can be interpreted that consumers can be said to be loyal. These customers are satisfied with Noribet MSME nori products. In other words, customers want a guarantee of quality from the nori products marketed so that consumer loyalty can be maintained. This is in line with the opinion of Junita et al. (2022), that the service quality variable has a significant effect on consumer loyalty.

Based on the results of a customer satisfaction survey of Noribet consumers, it was found that consumers were satisfied with the product variety, affordable prices, and product compliance with quality standards. However, consumers also provided several suggestions for further development, including expanding market reach, improving marketing strategies, and adding promotional programmes.

Nowadays, consumers are increasingly paying attention to the nutritional content of the food they consume and its impact on long-term health. Increasing awareness of healthy lifestyle, consumers are more loyal to products that are considered healthy, natural, and immune boosting. Nori is considered a superfood due to its iodine, fibre, and antioxidant content. There has been a shift in loyalty to brands that display nutritional value and claims such as: "low calorie", "organic", "immune boosting". According to a study by Abdullah et al. (2022) in Malaysia, a healthy lifestyle depends on consumer health awareness, environmental concern, and innovation

through the motivation of consumers' healthy food purchase intentions. This indicates an opportunity for Noribet to position its products by emphasising nutritional value and health benefits, rather than just price.

Since the outbreak until now, the Covid-19 pandemic has had a major impact on various sectors, including the business and marketing world. Drastic changes in consumption patterns, community mobility, and consumer behaviour have encouraged companies to adjust their marketing strategies. Digital marketing, including social media and e-commerce, is used as a promotional medium to maximise sales. Online marketing strategies, such as the use of more diverse social media, can increase total product sales (Wang et al., 2025). Digital Loyalty & E-commerce Covid-19 drives Southeast Asian consumers (especially in Indonesia, Malaysia, Philippines, Vietnam) to be more comfortable shopping for food via e-commerce. According to Sudi Nguyen et al. (2022), the Covid-19 pandemic brought challenges throughout 2020-2021, Vietnam recorded a significant increase in e-commerce activity. The pandemic has influenced Vietnamese consumers' decisions to make more frequent online purchases. Consumers are more loyal to brands that are actively present on social media, brands that have fast responses and good customer service online.

Amidst market competition and increasing public awareness of safe and healthy products, certification is proof that a product has met certain standards to strengthen consumer trust. Certifications including P-IRT, Halal, and GMP show that nori products are safe for consumption and that the production process meets established standards. Trust and transparency consumers are now more aware of the origin of food. They are more loyal to brands that are transparent about the production process, show farmer/harvest stories, Have clear certification and labels. According to Truong et al. (2022) and Wu et al. (2021), this is a critical factor in building customer trust and loyalty in purchasing decisions.

MSME nori products offer strong value to consumers. Starting from affordable prices, maintained quality, and efficient packaging. This combination makes nori products not only worth buying as a healthy food solution that is economical and of high quality. According to Naini et al. (2022), when consumers are satisfied, loyalty to the product will grow by itself. Consumers will remain loyal if the product is considered to have high value for money. Price perception has the highest influence on perceived value which has a significant effect on customer loyalty (Putra et al., 2021).

Various offers such as product bundling and price reductions at certain times are carried out by MSMEs with the aim of maintaining consumer loyalty. By offering more value and appreciation to loyal customers, MSMEs can strengthen their brand position amidst competition and make consumers part of business growth. Promotion and Brand Loyalty Programmes that offer rewards, cashback, vouchers, or membership systems can build loyalty. Zakaria et al., (2014) study in Malaysia, that Shopping Partner Programmes, Gift Exchanges, and Special Prices significantly affect customer satisfaction and loyalty.

These findings are not only relevant to the Indonesian market but also consistent with consumer loyalty patterns in several Southeast Asian countries. Although cross-country empirical comparative data is still limited, the consistency of regional literature trends indicates that Noribet has greater opportunities to strengthen its position in the Asian market if the above factors are managed properly.

### 4.3 Internal Factor Analysis Summary

Internal factor analysis is a process in which strategic planning evaluates the company's internal factors to identify the company's strengths and weaknesses, so that the company can manage these strengths effectively and overcome existing weaknesses (Yudiaris, 2015).

**Table 4: Internal Factor Analysis Summary**

No.	Strength
1.	The quality of products produced by Noribet MSMEs is very good
2.	The prices of products sold by Noribet are affordable
3.	Noribet sales always increase every month
4.	Raw materials are easy to obtain
5.	Have a business certification
6.	Stable income
7.	Digitalisation system helps operational efficiency of Noribet MSMEs
No.	Weakness
1.	The workforce is limited in number
2.	There are no offline stores yet
3.	The technology used by Noribet for production is still simple
4.	Lack of government attention
5.	Operational costs tend to be high

Source: Authors' own work (2025)

Strengths and weaknesses are not only determined by the company's internal conditions but are also linked to consumer preferences through Net Promoter Score (NPS) analysis to obtain a more representative picture of customer loyalty, such as product quality, affordable product prices, and product quality certification. Based on Table 4, the results of the identification of internal factors including the strengths and weaknesses of Noribet MSMEs, including:

Identification of the strengths of Noribet MSMEs, the first point explains that the nori products produced by Noribet MSMEs have very good quality. This can be ensured at every stage of pre-production to the production stage where Noribet MSMEs chooses quality raw materials and implements a good and hygienic production process. The second point explains that the price of the products sold by Noribet MSMEs is affordable. The pricing strategy used by Noribet MSMEs ensures that the products sold can be reached by all groups and allows the products to compete in the market. Product quality that is maintained from pre-production to the production stage is a significant added value, in line with consumer preferences that demand high-quality and safe products (Junita et al., 2022). Competitive pricing and an inclusive pricing strategy enable Noribet products to reach various consumer segments, which directly contributes to customer loyalty. The third point explains that Noribet's production always increases every month. Currently, more partners are offering cooperation with Noribet MSMEs, so that Noribet MSMEs nori production has increased in the last few months. The fourth point explains that raw materials are easy to obtain. A good working relationship between Noribet MSMEs and raw material suppliers can ensure that the supply of raw materials for nori production will be easy to obtain and guaranteed in quality. The fifth point explains that Noribet MSMEs has a business certification. The running of Noribet MSMEs business has various business certifications that can ensure that Noribet MSMEs products have met certain standards, thereby increasing credibility in the eyes of consumers. The sixth point explains that Noribet MSMEs has a stable income. Income obtained from product sales, both those sold directly and sold through second parties such as resellers can be said to be stable. Stable revenue indicates business sustainability, which supports service consistency and product quality, important factors in maintaining customer loyalty (Naini et al., 2022). The seventh point explains that the digitalisation system helps Noribet MSMEs operational efficiency. In an increasingly developing era, digitalisation has become a solution for companies to improve operational efficiency. The digitalisation

system allows Noribet MSMEs to help various business processes and increase competitiveness in the market. This reinforces that operational modernisation correlates with increased competitiveness and customer loyalty.

Identification of the weaknesses of Noribet MSMEs, there are several weaknesses were also found, such as limited workforce, lack of physical outlets, simple production technology, lack of optimal support from the government, and high operational costs, especially for food grade packaging. Limited labor and manual production technology have the potential to hinder optimal increases in production scale and customer service. This could affect satisfaction and loyalty levels if not addressed immediately (Putra et al. 2021).

By linking these internal factors to consumer loyalty analysis using the NPS method, it can be concluded that the strengths of Noribet MSMEs contribute positively to the current level of customer loyalty. Meanwhile, existing weaknesses need to be addressed to maintain and improve loyalty, through approaches such as human resource development, technological improvement, and increased institutional support.

**4.4 External Factor Analysis Summary**

External factor analysis in Noribet MSMEs includes opportunities and threats. There are opportunities that must be maximized and there are external threats that need to be avoided.

**Table 5: External Factor Analysis Summary**

No.	Opportunity
1.	Noribet Company has experienced an increase in demand in the last three months
2.	There are opportunities for cooperation partners
3.	Noribet has regular/loyal consumers
4.	Products that are always developing
5.	Good opportunities for online marketing
No.	Threats
1.	Market competition for the same product is quite high
2.	There is a price game between competitors
3.	Fluctuating raw material prices
4.	Technological developments
5.	Products can be imitated by competitors
6.	Changing consumer preferences

Source: Authors' own work (2025)

Based on Table 5, the results of the identification of external factors including opportunities and threats for Noribet MSMEs, including:

Identification of opportunities from Noribet MSMEs, in the first point it is explained that Noribet Company has experienced an increase in demand in the last three months. The increasing scope of cooperation carried out by Noribet MSMEs has also increased the demand for nori products. The second point explains that there are opportunities for good cooperation partners, such as cooperation with resellers and bazaars. Expanding cooperation with partners such as resellers and bazaars reinforces an inclusive distribution strategy, which is in line with distribution channel theory that emphasises the importance of channel diversification to reach a wider market segment (Kotler & Keller, 2016). The third point explains that Noribet MSMEs have regular or loyal consumers, as can be seen from good sales in stores. The fourth point explains that Noribet's MSME products continue to develop, so that now there are more nori chips flavour variants, including original, spicy, and barbecue. The diverse flavour variations help increase customer loyalty to Noribet products. The fifth point explains that there are good opportunities for online marketing. This confirms that states that digital marketing is the key to expanding market reach, building interactive relationships with consumers, and ultimately strengthening brand loyalty (Chen et al., 2023).

Identification of threats from Noribet MSMEs, in the first point it is explained that market competition for the same product is quite high. Currently, there are quite a lot of nori chips products from various brands circulating in the market, this can be a threat to Noribet MSMEs related to market competition. The second point explains that there is a price game between competitors, the increasing number of nori products on the market makes competitors carry out a price game strategy so that their products can be more in demand by consumers. The third point explains that the price of raw materials is fluctuating. The fourth point explains that technological developments can be a threat to MSMEs, because MSMEs needs to follow technological developments both in terms of production and marketing so as not to be left behind and continue to exist in the market. The fifth point explains that the product can be imitated by competitors, nori chips products with various flavours are quite easy to imitate by competitors. Therefore, it is important for companies to continuously innovate and build a strong and inimitable brand identity to maintain a competitive advantage (Kapoor & Sharma, 2023)

This opportunity and threat analysis underscores that Noribet's success depends on its ability to respond to market dynamics through product innovation, brand strengthening, and relevant digital marketing strategies. This finding aligns with consumer behaviour and brand loyalty theories, which state that value, quality, and trust are key determinants of loyalty (Naini et al., 2022).

#### 4.5 Internal Factors Evaluation (IFE) dan External Factors Evaluation (EFE)

**Table 6: IFE Matrix of Nori Products Noribet MSMEs**

Internal Factors	Total	Weight	Rating	Score
<b>Strength</b>				
1. The quality of products produced by Noribet MSMEs is very good	64	0,10	4	0,40
2. The price of products sold by Noribet is affordable	64	0,10	4	0,40
3. Noribet sales always increase every month	56	0,08	3,5	0,31
4. Raw materials are easy to obtain	57	0,09	3,5	0,32
5. Has a business certification	62	0,09	3,8	0,38
6. Stable income	50	0,06	2,6	0,17
7. The digitalisation system helps the operational efficiency of Noribet MSMEs	55	0,08	3,4	0,29
Sum				2,29
<b>Weakness</b>				
1. Limited workforce	43	0,06	2,6	0,18
2. Offline stores	46	0,07	2,8	0,20
3. The technology used by Noribet for production is still simple	49	0,07	3	0,23
4. Attention from the government	46	0,07	2,8	0,20
5. Operating costs tend to be high	47	0,07	2,9	0,21
Sum				1,05
<b>Sum</b>	<b>631</b>	<b>1</b>	<b>39,4</b>	<b>3,35</b>

Source: Authors' own work (2025)

Based on Table 6, IFE analysis calculation in the strength section, the strength factor value with the highest score is found in two factors, namely the quality of the product produced by Noribet is very good and the price of Noribet products is affordable with a score of 0.40. In other words, the price of the product correlates with the quality of the product produced. Consumer expectations of a product will affect the perception of quality and product purchasing decisions (Harris et al., 2020). Furthermore, Pacheco and Rahman (2014) explain that consumers consider product quality to be higher when offered a high price.

The results of the IFE analysis calculation in the weaknesses section obtained the highest score for the technology used by Noribet for production, which is still simple with a score of 0.23. Simple technology will be related to production capacity. The results of Nguyen et al. (2025) research on Digital Technology Adoption and Firm Productivity: Insights from Logistics Service Providers, show that the use of modern technology has a positive and significant impact on total production. This is also in line with research by Hotte et al. (2023), that modern technology can increase marginal products which have a positive impact on increasing income. The application of modern technology and digital transformation will play an important role in production efficiency (Wang & Shao, 2024).

**Table 7: EFE Matrix of Nori Products Noribet MSMEs**

External Factors	Total	Weight	Rating	Score
<b>Opportunity</b>				
1. Noribet Company has experienced an increase in demand in the last three months	51	0,08	3,1	0,28
2. There are opportunities for cooperation partners	54	0,09	3,3	0,32
3. Noribet has regular/loyal consumers	59	0,10	3,6	0,38
4. Products that are always developing	59	0,10	3,6	0,38
5. Good opportunities for online marketing	60	0,10	3,7	0,39
Sum				1,76
<b>Threats</b>				
1. Market competition for the same product is quite high	55	0,09	3,4	0,33
2. There is a price game between competitors	53	0,09	3,3	0,3
3. Fluctuating raw material prices	53	0,07	2,6	0,19

	External Factors	Total	Weight	Rating	Score
4.	Technological developments	49	0,08	3	0,26
5.	Products can be imitated by competitors	50	0,06	2,3	0,15
6.	Changing consumer preferences	50	0,08	3,1	0,27
Sum					1,52
<b>Sum</b>		<b>569</b>	<b>1</b>	<b>35,5</b>	<b>3,28</b>

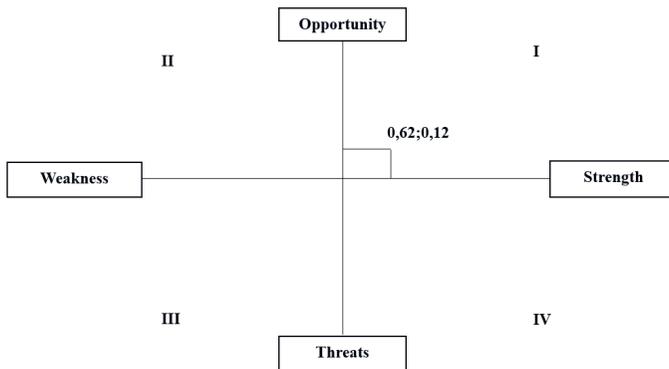
Source: Authors' own work (2025)

Based on Table 7, the calculation of the EFE analysis in the opportunity section, the opportunity factor value with the highest score was obtained in the good opportunity factor for online marketing which got a score of 0.39. Online marketing prospects are very important in increasing product sales now and in the future. In line with research by Wang et al. (2025), that online marketing strategies, such as the use of more diverse social media, can increase total product sales.

EFE analysis calculation in the threat section, the threat factor value with the highest score in the market competition factor for the same product is quite high with a score of 0.33. Market competition, especially the same product, has quite an impact on the Company's sales and revenue. According to Sanusi et al. (2023), product market competition has an impact on manager behaviour in terms of involvement in sales and profit management.

#### 4.6 Strategy Matrix Analysis

Figure 1: Strategy Matrix



Source: Authors' own work

In Figure 1, where X is the internal factor score of 0.62, while Y is the external factor of 0.12, so that if a straight line is drawn, the coordinate point of Noribet MSMEs in Bandung City is at position X; Y = 0.62; 0.12, which is quadrant 1. The strategy in quadrant 1 is to support an aggressive growth strategy, which means that Noribet MSMEs currently has good strength and opportunities. According to Wang et al. (2014), if the coordinate point is in the first quadrant, the market position is called the Aggressiveness area, which means that the S and O factors are greater than the others.

Integrating this SWOT quadrant position with the results of a consumer loyalty analysis using the Net Promoter Score (NPS) method, which reached a value of 38 per cent (loyal category), reinforces this aggressive strategy. Positive customer loyalty demonstrates that Noribet has successfully leveraged internal strengths such as good product quality, competitive pricing, and product innovation. In other words, a position in quadrant 1 demonstrates a symbiosis between internal strengths and market opportunities, ultimately increasing customer satisfaction and loyalty in the food industry through improving the quality of service, products, and customer experience (Purnami & Nurcahya, 2025).

#### 4.7 Matrix SWOT

**Table 8: Noribet MSMEs SWOT Matrix**

<b>Internal</b>	<b>Strength (S)</b>	<b>Weakness (W)</b>
	1. The quality of products produced by Noribet MSMEs is very good	1. Limited workforce
	2. The price of products sold by Noribet is affordable	2. No offline stores yet
	3. Noribet sales always increase every month	3. The technology used by Noribet for production is still simple
	4. Raw materials are easy to obtain	4. Lack of government attention
	5. Has a business certification	5. Operational costs tend to be high
	6. Stable income	
	7. The digitalisation system helps the operational efficiency of Noribet MSMEs	

<b>Eksternal</b>		
<i>Opportunity (O)</i>	<b>Strategi SO</b>	<b>Strategi WO</b>
1. Noribet company has experienced an increase in demand in the last three months 2. Opportunities for cooperation partners 3. Noribet has regular/loyal consumers 4. Products that are always developing 5. Good opportunities for online marketing	1. Maintain product quality and maximize production volume 2. Offer affordable and competitive prices 3. Expand the market to increase partner cooperation 4. Develop products by looking at consumer trends and preferences 5. Optimize social media and e-commerce in product sales	1. Adding manpower and implementing a more efficient work system 2. Opening a “Brand Store” of Noribet MSMEs products physically so that consumers get a more exclusive shopping experience 3. Improving production equipment can be done through cooperation with production technology providers
<i>Threat (T)</i>	<b>Strategi ST</b>	<b>Strategi WT</b>
1. Market competition for the same product is quite high 2. There is a price game between competitors 3. Fluctuating raw material prices 4. Technological developments 5. Products can be imitated by competitors 6. Changing consumer preferences	1. Strengthen brand identity and expand market reach 2. Establish good relationships with consumers 3. Conduct surveys, analyze sales data, and customer feedback to understand the latest trends	1. Planning a unique form of promotion to attract consumer interest 2. Working with raw material suppliers to get stable prices 3. Adopting technology gradually according to business needs

Source: Authors’ own work (2025)

In Table 8, the combination of internal and external factors is a recommendation for a proposed strategy obtained to solve a problem. The following are the results of the proposed strategy that can be obtained:

So strategy is used to utilise the strengths and opportunities that the company has to formulate marketing strategies. The strategy that can be implemented by Noribet MSMEs is to develop products and maximise production volumes. According to Arte and Larimo (2022),

companies that carry out development may have potential strategic and competitive implications in the product market. Development of flavour variants that adapt to local Indonesian tastes and existing trends. Starting from spicy, cheese, balado, and others. Development of packaging is also carried out by creating packaging that depicts the characteristics of Indonesian culture.

Marketing optimisation strategy through social media, social media platforms can be used as a tool to help small businesses understand and find customer demand and desires (Mudjahidin et al., 2024). Utilisation of social media such as content creation to strengthen product identity, endorsement collaboration, and opening affiliates. In line with research by Leung et al. (2025), that marketing through influencers on social media has become important in brand strategy. Furthermore, Fang et al. (2025), explains that Influencers have a significant impact on social media engagement and are considered to increase marketing effectiveness. The next strategy can maximise sales through e-commerce. In line with research by Wijaya et al. (2025), MSMEs in the food industry sector in Indonesia can improve their performance by utilising e-commerce effectively, which helps strengthen their competitiveness in the increasingly competitive global market. Furthermore, they can collaborate with stalls/shops throughout Bandung to expand market reach. In line with Satpathy et al. (2025), that in strengthening marketing strategies, recommendations that companies can make are to promote digital literacy in strengthening brand awareness, encourage partnerships between MSMEs and larger organisations, and strengthen government regulations that help MSMEs long-term recovery and sustainability initiatives.

Study in Malaysia, that the marketing structure is dominated by intermediaries, including migrants from the Philippines, who influence product prices and distribution (Nor et al., 2021). Noor (2020) research in Malaysia, the focus of the strategy includes digital marketing through social media, collaboration with agents and dropshippers, and expansion into international markets. A study on the marketing strategy of Taokaenoi, a major producer of seaweed snacks in Thailand. Taokaenoi (2020), utilises modern distribution channels such as 7-Eleven and Shopee, and focuses on product innovation and international expansion. Research in Vietnam shows that there is a need to develop an integrated value chain from cultivation to marketing to increase the competitiveness of Vietnamese nori products in domestic and international markets (Binh et al., 2024).

This comparative analysis shows that the proposed strategy for Noribet MSME is not only theoretically relevant, but also consistent with strategic trends successfully implemented by similar businesses in the Southeast Asia region.

## 5. Conclusions

This study shows that Noribet MSMEs has a strong level of consumer loyalty (NPS = 38 per cent), which indicates the successful utilisation of product quality, competitive prices, and variant innovation as the main determinants of customer retention. This value indicates that Noribet MSMEs consumers are included in the loyal category. The integration of NPS analysis with SWOT not only strengthens the validity of aggressive marketing strategies but also enriches the literature with a customer data-driven approach to post-pandemic MSME strategy formulation. Based on the SWOT analysis, it was found that the Company's position is in quadrant I with X and Y (0.62 and 0.12). This position indicates that the company is in a developing and growing position. So that the Noribet MSMEs is in quadrant I (Aggressive) which means that the strategy that can be applied is the Strengths-Opportunity (SO) strategy. The SO strategy that can be applied is to maintain product quality and price, develop products in terms of variants and packaging, optimise social media and e-commerce as marketing media, and collaborate with stalls/shops to expand market reach. Marketing strategy for nori products implemented in Southeast Asian countries includes digital marketing, international market expansion, and down streaming of seaweed products.

The theoretical contribution of this research lies in the integration of quantitative loyalty metrics with traditional strategic analysis. Limitations of the study include the small sample size and focus on a single MSME, which limits the generalizability of the findings. Future research is recommended to expand the sample across regions, conduct comparisons across Southeast Asian countries, and explore other factors such as consumer digital behaviour or the role of advanced production technologies.

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