

The “Manguni” Wing in the Traditional Product Market Segment: The Case of Bamboo Craft MSMEs

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Abstract

This study examines the development strategy of bamboo craft MSMEs in Tomohon, North Sulawesi, by integrating the local philosophy of "Manguni" into business practices. This philosophy reflects wisdom, precision, and adaptability in facing challenges. This study utilizes the population of financial reports of bamboo craft MSMEs in 2019, 2020 and 2021. Return on Equity (ROE) analysis is needed in this study to measure the company's ability to gain profit with its own capital. This study uses Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and SWOT matrix analysis to evaluate internal and external factors that influence business sustainability. The results of the study indicate that the implementation of local wisdom-based strategies can increase the competitiveness of MSMEs, both in domestic and international markets, without eliminating their traditional values. This approach also emphasizes the importance of capital management and the implementation of management accounting in supporting product innovation and more effective marketing. This study recommends continued support from the government through training, incentives, and cultural promotion to strengthen the position of traditional MSMEs in the modern era.

Keywords: Manguni Strategy, Traditional Products, Bamboo Craft MSMEs, Local Wisdom, Ministry of Culture.

INTRODUCTION

MSMEs (Micro, Small and Medium Enterprises) have a strategic role in supporting national economic growth. The contribution of MSMEs is not only reflected in their ability to create jobs, but also in encouraging economic equality, especially in remote areas. Based on data from the Ministry of Cooperatives and Micro, Small and Medium Enterprises in 2021, this sector contributed more than 60% of the country's GDP and 97% of the total workforce. The role of MSMEs is increasingly evident during the COVID-19 pandemic, when many large companies went bankrupt. MSMEs have adapted by providing basic community needs such as food, drinks, and masks. However, this pandemic also brings major challenges when people's purchases decrease, access to capital becomes limited, and the market becomes more competitive, many small and medium businesses are forced to close.

MSMEs are also a priority for development in many countries because of their significant contribution, especially in the economic and social fields (Sirait et al., 2024). In addition to playing a role in increasing economic growth, MSMEs also contribute to the absorption of informal sector labor and help equalize income, especially in remote areas. The central and regional governments have designed and implemented various policies and programs to support the empowerment and sustainable growth of MSMEs.

One important effort is to increase access to capital, especially for small-scale MSMEs that are able to start a business with small capital and profits but still generate positive economic impacts. These steps aim to protect and advance MSMEs by creating a conducive business climate. The role of MSMEs is not only important for developing countries, but also for developed countries.

In the midst of uncertain conditions, MSMEs need innovative and flexible financial management strategies in order to survive. One example is the application of local philosophy in business strategy, such as the philosophy of the Minahasa "Burung Manguni". In Minahasa culture,

the manguni bird or owl is known as a symbol of wisdom, precision, and sharpness in sharp observation (Mufidah, 2021). This philosophy provides inspiration for MSMEs who have the ability to see opportunities even in difficult situations, to survive in difficult situations, like the manguni bird that hunts at night.

MSMEs are also a flexible business and have many advantages in running a business (Nurhayati et al., 2023). MSMEs function as the backbone of the economy, especially in the arts and crafts sector, such as bamboo weaving, wood carvings, and weaving, have great potential to grow. In this case, it is very suitable for small and medium enterprises engaged in bamboo crafts in Tomohon, North Sulawesi. This city is famous for its various handicrafts, including bamboo, rattan and leaf weaving. These products not only have high cultural value, but also have great potential to conquer the world market (Khairul Rahman, 2015).

In Indonesia, bamboo itself plays an important role in the culture and economy of Indonesian society. In addition to being a building material, bamboo is also used for household appliances and handicrafts. In the Bamboo Global Market Report 2024, the global bamboo market was recorded to have experienced a rapid increase in recent years, with a compound annual growth rate (CAGR) of 6.4%, so it is estimated that it will continue to grow. Indonesian people use bamboo for various purposes, from kitchen utensils to furniture, so bamboo craft products have good economic prospects.

However, UMKM that handle Tomohon bamboo crafts face various challenges. Classic problems such as limited capital, less than optimal corporate governance, and consumer preference companies are the main obstacles. The uncertainty of market segments is also a major challenge, because the demand for market products is a major challenge, because the government's attitude towards traditional products is often unstable due to competition with more practical and efficient modern products.

In this case, the philosophy of "Bird Manguni" can be a strategic guideline for MSMEs to survive and grow. The ability of the bird manguni to focus and identify opportunities in the "dark night" represents a survival strategy in difficult situations. One application of this philosophy is traditional products such as bamboo crafts "Sosiru" which are originally made by hand. The development of simple technology allows this product to be mass-produced to meet the needs of the modern market without losing its traditional values. Moreover, creative and innovative advertising strategies are very important to increase the competitiveness of bamboo crafts and domestic and international markets.

The Ministry of Culture and the Ministry of Cooperatives and MSMEs have also encouraged the development of local culture-based MSMEs. This study provides a strategic update by integrating the traditional philosophy of the Minahasa community into the business strategy of bamboo craft MSMEs. This approach not only strengthens local cultural identity but also increases the competitiveness of SMEs in the global market.

Bamboo crafts in Tomohon City reflect local wisdom that combines tradition, sustainability, and innovation. Local wisdom is all forms of knowledge, beliefs, understanding, insight, and traditions or norms that guide human behavior in living together in their ecological environment. The community uses bamboo to make household appliances, as well as decorations, with techniques that have been passed down from generation to generation. The process involves mutual cooperation, reflects community solidarity, while utilizing bamboo as an environmentally friendly material. Now, local craftsmen are also developing modern products such as furniture and lanterns to meet the demands of the tourism market, making this craft a symbol of adaptive and economically valuable cultural preservation.

This study aims to analyze the strategy of Tomohon bamboo craft MSMEs. Based on the philosophy of "Burung Manguni" to remain relevant in the modern era. This study also examines how the approach to capital factors, both from internal and external sides, can support business sustainability, even though starting with small capital. Through the IFE, EVE and SWOT Matrix approaches, this study explores innovative ways to implement this philosophy in the business strategy of MSMEs.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Literature Review

Empirical Study

The sustainability strategy of MSMEs based on the research results of Hartono & Hartomo (2016) is the efficiency of raw material costs with local negotiation and procurement, and promotion through digital marketing and collaboration. Optimization of the workforce is carried out through training, part-time workers, and a positive work environment. Capital can be obtained from partnerships with investors, and government grants. Product innovation through market research, diversification, and quality improvement are also important, as well as the adoption of environmentally friendly practices and community involvement to strengthen the business image. The results of the study by Rahmantari et al., (2023) product development, market penetration strategy and market development. According to Sembiring and Pudjihardjo (2024) the sustainability of MSMEs is influenced by capital, working hours, and labor factors, while the length of business has no significant effect. Based on the results of the study by Tohiroh et al. (2024) the application of modern technology, product diversification, and efficient supply chain management can increase the productivity and sustainability of small businesses, the use of technology, marketing innovation, education and ongoing training support the sustainability of MSMEs. Sedyastuti (2018) concluded that several strategies for increasing the competitiveness of Indonesian MSMEs are providing information and market networks, access to funding and assistance and increasing the capacity of information technology as well as an entrepreneurial spirit that never gives up. The results of Rediansyah (2019) show that business continuity is caused by the community being a function and system that are interdependent and complement each other.

Theoretical review

The resource-based view

According to the resource-based view, resources and capabilities are elastic to demand, meaning that if demand for resources or capabilities increases, the price to obtain the resource will increase, and the total amount of resources available to the market will increase as well. This is because some resources and capabilities can only be developed over a long period of time and because they cannot be bought and sold. Some resources are inelastic, which implies that companies with positions that have resources and capabilities like this will be able to make a profit. Inelastic supply will be a sustainable competitive advantage. Valuable and rare resources will be a factor in a company's competitive advantage (Barney, 2001). Company performance is due to the unique capabilities of the resources owned that cannot be imitated by other companies. The characteristics of this resource capability are valuable, heterogeneous, immobile and non-substitutable. Company resources with these characteristics will drive sustainable competitiveness (Zhuang and Lederer, 2006). The sustainability of the asset position depends on the ease of the asset being substituted or imitated (Dierickx and Cool, 1989).

Micro, Small and Medium Enterprises (MSMEs)

MSMEs are an abbreviation of Micro, Small, and Medium Enterprises. This term refers to the business sector consisting of small to medium-scale businesses, including micro businesses, small businesses, and medium businesses. MSMEs also have an important role in the country's economy because they contribute to economic growth, create jobs, and promote social inclusion (Vinatra, 2023). MSMEs produce unique goods and have high cultural value, art craft products such as weaving, carvings and traditional textiles have a special market share, both locally and internationally. However, MSMEs in art crafts often face obstacles in terms of marketing, product development, and resource management. Government support, both in the form of policies and access to capital, is needed to help MSMEs grow and be competitive. This is based on the Decree of the Indonesian People's Consultative Assembly Number XVI / MRIR / 1998 concerning economic politics in the framework of economic democracy for micro, small and medium enterprises and Law of the Republic of Indonesia Number 20 of 2008 concerning micro, small and medium enterprises. Therefore, it is necessary to create a government policy to empower MSMEs as an internal element of the community economy that has a

strategic position, role, and potential to create a national economic structure that is expected to grow more advanced, developed and equitable (Anggraeni et al., 2021)

Management Accounting

Management accounting is a branch of accounting that focuses on the collection, analysis, and presentation of financial and non-financial information to support management decision making. Unlike financial accounting which is used for external reporting, management accounting is used by management for internal planning, control, and evaluation of the company's operations and financial performance. The information produced in management accounting includes cost analysis, budgeting, profit planning, production efficiency evaluation, etc., with the aim of supporting the company's strategy and contributing to more effective resource management. Management accounting is a financial report created with the aim of providing useful information for the company and management to be used in decision making. This information can be in the form of policies that are not disclosed to external parties (Hariyani, 2018).

The first factor that influences the view of MSME performance is management accounting (Cantika & Lestari, 2022). Management Accounting is a process that involves identifying, collecting, measuring, classifying, and reporting information that is useful for internal users in the planning, controlling, and decision-making processes. This information can help MSMEs to identify problems, find solutions, and evaluate their performance. According to Puryati (2022), it is hoped that MSMEs can implement management accounting practices more consistently and in accordance with their business conditions, so that their business management becomes more optimal and business performance will increase.

“Manguni” Strategy

The philosophy of the manguni bird or often called the owl is a symbol that depicts wisdom, precision and sharpness (Mufidah, 2021). Which is very important for bamboo craft MSMEs in Tomohon in facing various challenges. Precision in producing bamboo crafts allows MSMEs to produce high-quality products, while sharpness in decision-making vision can allow them to navigate changing market dynamics.

The ability of the manguni bird to adapt in a dark and uncertain environment in a dark and uncertain environment reflects the need for MSMEs to be flexible in responding to changing trends and consumer demands. In this context, courage is needed because MSMEs often face new risks and challenges, especially when competing with modern products that are more in demand by consumers.

The Manguni strategy aims to provide a framework for MSMEs to utilize local knowledge, namely knowledge and traditions that already exist in the community, as well as the ability to adapt to market changes. This approach not only encourages the use of traditional materials and techniques, but also encourages innovation that increasing product relevance and competitiveness. Through sustainable development, MSMEs can not only survive but also thrive in an increasingly competitive market while maintaining their cultural identity.

Return On Equity

Return on Equity (ROE) is a financial ratio that measures the extent to which a company is able to generate net profit after tax from equity invested by shareholders. This ratio reflects the level of return on equity owned, while also showing the company's efficiency in managing capital resources to create profit. High ROE illustrates good company performance and the effectiveness of cost management. Return on Equity is a ratio used to measure a company's ability to generate profits available to a company's shareholders. The return on equity ratio is a measure of profitability from a shareholder's perspective.

The formula for finding ROE is as follows:

$$\text{Return on Equity} = \frac{\text{Net Income}}{\text{Shareholders' Equity}} \times 100\%$$

IFE Matrix

Internal Factor Evaluation (IFE) is a strategy development tool that assesses the strengths and weaknesses of a company and examines the company's internal environment by analyzing its strengths and weaknesses (Arrasyid & Putro, 2024). The IFE matrix aims to analyze internal factors to align with the real conditions of a business, so that it is expected to provide a more measurable picture in formulating strategies (Putri et al, 2023)

EFE Matrix

External Factor Evaluation (EFE) is a strategy development tool in assessing company opportunities and risks and this analysis is aimed at assessing conditions and trends that are beyond the company's control. The purpose of external analysis is to list opportunities that can benefit the company and identify threats that the company must avoid (Arrasyid & Putro, 2024).

SWOT

According to Sodikin & Gumiandari (2022) SWOT analysis is a very useful tool for analyzing strategic issues. SWOT analysis can facilitate strategy and provide insight into the implementation of the best internal processes. In addition, SWOT can uncover opportunities to reduce organizational weaknesses. In the digital world, there are many strategic business changes, including policies. Constraints are complex problems related to the company or business structure that cannot be solved by SWOT analysis. It may not solve the problem or provide alternative solutions. The quality of data and information, including the type and size of data, will have a significant impact on the design and implementation of artifacts, including business analysis. As a result, the views expressed by managers regarding SWOT analysis may not be the same as the views of other managers in other related industries.

METHODS

This research was conducted on an MSME-scale art craft trading business located on Jl. Raya Manado Tomohon, Kinilow, District. North Tomohon, Tomohon City, North Sulawesi. The research approach used in the study is a case study method with data sources derived from primary and secondary data. Primary data was collected through observation and in-depth interviews with informants, namely 2 business actor informants and 2 consumer informants. Secondary data was taken from literature and official documents related to MSMEs and art crafts in Tomohon, which will complement the understanding of the context and conditions of the business. This study utilizes the population of financial reports of bamboo craft MSMEs in 2019, 2020 and 2021. Return on Equity (ROE) analysis is needed in this study to measure the company's ability to gain profit with its own capital. The analysis technique in this study uses Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE), and SWOT analysis.

RESULT AND DISCUSSION

Return on Equity (ROE) Analysis

Based on the results of the financial report of the Bamboo Craft MSME in Tomohon City, North Sulawesi for the period 2021 with a capital of IDR 5,000,000, in 2022 with a capital of IDR 18,450,000 and in 2023 with a capital of IDR 20,750,000, the financial report can be presented in the form of a profit and loss report.

Table 1. Profit and Loss Report

NO	Descripto	2021	2022	2023
1	Sale	62,799,996	250,860,000	319,584,000
	Gross profit	62,799,996	250,860,000	319,584,000
1	Total Cost and Expenses	51,025,992	144,750,000	184,800,000
2	Tax	-	-	-
	Net profit	11,774,004	106,110,000	134,784,000

Source: financial data of Bamboo Craft UMKM

Table 2. Analysis of Return on Equity (ROE)

Ratio	2021	2022	2023
Return on Equity (ROE)	23.5%	57.5%	64.9%

From the analysis shown in Table 2, in 2021 it was 23.5%, in 2022 it was 57.5%, while in 2023 it was 64.7%. In this case, bamboo craft MSMEs in Tomohon City experienced an increase in performance during the 2021-2023 period related to the use of equity to obtain net income.

Internal and External Factor Analysis

IFE Matrix

The weighting and assessment of the IFE matrix is carried out based on the results of data collection from discussions with business owners. After discussions and results are obtained, the weighting and rating assessment are produced as in the table:

Tabel 3. IFE Matrix

NO	Internal Factors	WEIGHT	Rating	Score
	Strength			
1	The bamboo craft products produced have better quality than competitors' products.	0.15	3	0.45
2	Raw materials for bamboo crafts are easy to obtain and meet quality standards.	0.12	4	0.48
3	Bamboo craft product designs are innovative and in line with market trends.	0.10	3	0.30
4	Craftsmen in this MSME have adequate skills to produce quality products.	0.09	3	0.27
5	The financial management process is carried out well and efficiently.	0.10	3	0.30
	Weakness			
6	The equipment and technology currently used are sufficient to meet production needs.	0.12	2	0.24
7	Have effective marketing skills.	0.15	2	0.30
8	Have no difficulty in obtaining capital or business funding.	0.08	2	0.16
9	Consumers already have a high awareness of bamboo craft products from my MSME.	0.09	2	0.18
TOTAL		1.00		2.68

Based on the calculation results in table 1 of the IFE Matrix above, it is known that the internal factors of the bamboo craft business have a value of 2.68. In the IFE matrix, the total average value ranges from the lowest 1.0 to the highest 4.0 with an average of 2.5. Based on the results, it is concluded that the bamboo craft business has a business strategy in utilizing strengths and minimizing weaknesses above average and the internal conditions of the business tend to be strong.

EFE Matrix

The weighting and assessment of the EFE matrix is done based on data collection from discussions with company supervisors. After the discussion, the weighting and rating assessment are produced as in the table:

Tabel 4. EFE Matrix

NO	Internal Factors	WEIGHT	Rating	Score
	Opportunity			
1	The market demand for my bamboo craft products is quite high.	0.18	3	0.54
2	I get adequate support from the government or related institutions.	0.10	3	0.30
3	The trend of environmentally friendly products is a big opportunity for bamboo craft products.	0.12	3	0.36
4	My bamboo craft products have great potential to be sold in new markets (local or international)	0.15	2	0.30
	Threat			
5	The level of competition with other craft products is quite high and affects sales.	0.12	3	0.36
6	Fluctuations in raw material prices are a big challenge for me.	0.10	2	0.20
7	Changes in consumer preferences towards modern products pose a threat to traditional products.	0.10	3	0.30
8	The availability of bamboo raw materials in the future is a risk for my business	0.13	2	0.26
TOTAL		1.00		2.62

Based on the calculation results in table 2 of the EFE matrix above, it is known that the external factor of the bamboo craft business has a value of 2.62. In the EFE matrix, the total weighted average value ranges from the lowest 1.0 to the highest 4.0, with an average of 2.5. It is concluded that the bamboo craft business has a business strategy in utilizing opportunities and minimizing threats because the EFE value is above average.

SWOT Matrix

Tabel 5. SWOT Matrix

	Strengths (S) S1. The bamboo craft products produced have better quality than competing products. S2. Raw materials for bamboo crafts are easy to obtain and meet quality standards. S3. Innovative bamboo craft product design that is in line with market trends. S4. Craftsmen in this UMKM have adequate skills to produce quality products. S5. The financial management process is carried out properly and runs efficiently.	Weakness (W) W1. Peralatan dan Tekonoli yang digunakan saat ini sudah mencukupi untuk memenuhi kebutuhan produksi. W2. Memiliki kemampuan pemasaran yang efektif. W3. Tidak mengalami kesulitan dalam mendapatkan modal atau pendanaan usaha. W4. Konsumen sudah memiliki kesadaran yang tinggi terhadap produk kerajinan bambu dari UMKM saya.
Opportunities (O) O1. Permintaan pasar terhadap produk kerajinan bambu saya cukup tinggi. O2. Saya mendapatkan dukungan yang memadai dari pemerintah atau lembaga terkait.	SO Strategic SO 1. Highlight quality and innovative design (O1, S1, S3) SO 2. Benefits of government support for new markets (O2, O4, S1) SO3. Optimize artisan skills for ecofriendly trends (O3, S3, S4)	Strategic WO WO 1. Level of production technology (W1, O1) WO 2. Develop marketing for local and international (W2, O4) WO 3. Maximize environmentally friendly trends (O3, W2)

O3.Tren produk ramah lingkungan menjadi peluang besar bagi produk kerajinan bambu. O4.Produk kerajinan bambu saya memiliki peluang besar untuk dijual di pasar baru (Lokal atau Internasional).		
Threats (T) T1. The level of competition with other craft products is high and affects sales. T2. Fluctuating raw material prices are a major challenge. T3. Changing consumer preferences for modern products pose a threat to traditional products. T4. The availability of bamboo raw materials in the future is a risk for my business	ST Strategic ST 1. Use product advantages for the modern market (S1, T3) ST 2. Find alternative raw materials with high efficiency (T4, O2, S5) ST 3 Design level according to consumer preferences (S3, T3)	Strategic WT WT 1 Apply technology for efficiency and competitiveness (W1, T1) WT 2 Establish cooperation with raw material suppliers (T4, W4) WT 3 Creative marketing buildings face competition and market fluctuations (W2, T1, T2)
MISSION: 1. Highlighting product quality 2. Craftsman skills 3. Creative marketing	STRATEGIES: Mission 1 & 3 > SO1 & ST1: Emphasize quality and innovative design for the modern market. Mission 2 > SO2 & ST2: Optimize artisan skills for eco-friendly trends with designs that meet consumer preferences. Mission 1,2,&3 > WT 3 and WO 2: Build creative marketing to face competition while developing local and international marketing	

Discussion

Equity (ROE) Analyst

Based on table 2, it shows that in 2021, each equity invested only generated a net profit of 23.5%. Although this figure is not bad, it is still moderate compared to performance in the following years. In 2022, it generated 57.5% compared to performance in the previous year. This shows a two-fold increase from the persistence of entrepreneurs in developing their businesses. This spike indicates an increase in efficiency in the use of equity, which may be due to better management strategies, increased sales or reduced operating costs.

Meanwhile, in 2023, MSMEs continued to experience an increase of 64.9%, this figure shows that MSMEs are able to generate profits much higher than the equity invested. This indicates excellent performance in utilizing financial resources. This shows that bamboo craft MSMEs in Tomohon City have experienced a significant increase in performance from 2021 to 2023. This increase reflects their ability to utilize equity efficiently to generate higher profits, but to ensure the sustainability of this growth, MSMEs need to maintain good management, continue to innovate and manage financial risks carefully

Resource-Based View (RBV) perspective and Manguni philosophy

The development strategy of bamboo craft SMEs in Tomohon through the Resource-Based View (RBV) perspective and the Manguni Strategy approach highlights the importance of utilizing local resource advantages to face modern market competition. RBV emphasizes the strength of unique and difficult-to-imitate internal resources and capabilities to create sustainable competitiveness. In the context of bamboo craft MSMEs, the main resources are the quality of bamboo raw materials that meet high standards and are easily accessible in Tomohon, as well as the skills of experienced craftsmen in producing high-quality and innovative crafts. These factors are in accordance with the RBV concept, because these advantages are difficult for competitors to imitate, especially in terms of skills and production processes based on strong cultural traditions.

Product design that is in line with market trends also acts as a unique capability that adds value. MSMEs can maintain their competitiveness by increasing this advantage through investment in simple technology and marketing digitalization, utilizing e-commerce to reach wider consumers.

Manguni Strategy is based on the philosophy of the Manguni bird, which represents wisdom, precision, and sharpness. Its application to bamboo craft MSMEs leads to a more adaptive and alert approach to market changes. The Manguni philosophy inspires MSMEs to remain focused on product quality and precision in reading changing market dynamics, especially the increasingly environmentally friendly trend that is in demand by global consumers. Manguni Strategy also encourages MSMEs to dare to face risks and competition with modern products without sacrificing traditional values.

IFE Matrix Analyst

Based on table 1. It can be explained that the IFE matrix in this study was created based on an analysis of internal factors related to the strengths and weaknesses of bamboo craft MSMEs. Each factor is given a weight that describes the level of importance of the factor in business operations and development. Furthermore, each factor is given a rating to indicate the extent to which the factor can provide a positive or negative contribution to the company. This weighting and rating produces a total score of 2.68, which describes the company's internal performance based on existing factors.

Based on the IFE Matrix table, the factors that are the company's strengths are better product quality compared to competitors (S1), raw materials that are easy to obtain and meet quality standards (S2), innovative product designs that are in line with market trends (S3), adequate craftsman skills (S4), and efficient financial management processes (S5). These advantages are reflected in the high scores on these factors, with the highest weights on the raw material and product quality factors (0.48 and 0.45). This shows that the company has a strong foundation in terms of product quality and craftsman skills, which are the main strengths in facing market competition.

However, there are several weaknesses that must be considered to improve the company's internal performance. The main weakness identified is the limited technology and equipment used in production (W1), with a weight of 0.12 and a rating of 2, resulting in a score of 0.24. This indicates that the company needs to innovate in production technology to improve efficiency and competitiveness. In addition, effective marketing capabilities are also a weakness with a score of 0.30, indicating that the company still needs to develop a better marketing strategy in order to reach a wider market.

Overall, the IFE Matrix shows that the company has strengths in product quality and craftsman skills, but must improve production and marketing technology to increase competitiveness. The resulting weighting and ratings provide a clear picture of areas that need improvement, which will be the focus in formulating strategies that can leverage internal strengths and overcome existing weaknesses.

EFE Matrix Analyst

Based on table 2. The EFE matrix presents an analysis of external factors affecting the company, including opportunities and threats in the market. The total score on the EFE Matrix is 2.62, indicating that the company is in a fairly stable position, although there are several threats to watch out for.

The company's major opportunities include high market demand for bamboo craft products (O1), adequate government support (O2), and the increasing trend of environmentally friendly products (O3). These opportunities can be utilized by the company to expand the market and increase sales volume. In addition, the company can also take advantage of opportunities to enter new markets, both locally and internationally (O4). However, the company must also face several significant threats, such as high competition for bamboo craft products (T1), fluctuations in raw material prices (T2), and changes in consumer preferences for more modern products (T3). In addition, the increasingly limited availability of bamboo raw materials is also a risk that must be considered (T4).

SWOT Matrix Analysis

In the SWOT analysis, bamboo craft MSMEs has strengths in product quality, availability of raw materials, and craftsman skills. Available opportunities include environmentally friendly trends and

government support for local and international market expansion. On the other hand, the biggest threats are fluctuations in raw materials and changes in consumer preferences for modern products. The TOWS matrix produces strategies that focus on strengthening traditional advantages while expanding market reach through digitalization. For example, utilizing digital technology and online marketing strategies to reach wider consumers and strengthen product competitiveness.

CONCLUSION

Based on the results of the research and discussion that have been analyzed, it is concluded that this study shows that bamboo craft MSEMs in Tomohon are able to survive in a rapidly changing market through the implementation of the Manguni strategy based on local philosophy and strengthened by the concept of management accounting. The Manguni strategy allows MSEMs to make the right business decisions amidst uncertainty, while still prioritizing sharpness, accuracy, and wisdom as relevant characteristics in management accounting.

Strategic decisions for business development are built through a comprehensive TOWS analysis. This analysis supports MSMEs in recognizing market opportunities and threats as well as optimizing internal strengths and overcoming weaknesses. Through the SWOT approach, or what is often referred to as a resource-based view, MSMEs can design decisions that are not only rational, but also based on beliefs that ignore short-term risks for the sake of achieving long-term benefits.

This study implies that the decision-making process must consider psychological aspects in management accounting. This confirms that decisions taken by MSMEs are based on a strong belief in the competitiveness of traditional products, even though they face competition with modern products. In this case, management accounting is applied by combining elements of psychological trust and financial calculations to support business sustainability.

Suggestion

To strengthen the long-term competitiveness of traditional-based MSMEs, the government, especially the Ministry of Culture, is expected to provide more support for the preservation and promotion of local cultural values. This support can be realized through training programs for local craftsmen, financial incentives, or campaigns that increase public awareness of the importance of traditional culture-based products. It is hoped that these efforts will increase market interest in local cultural products and help MSMEs remain competitive in the modern market without losing their cultural identity.

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