



Optimizing Digital Marketing Strategy to Boost *Sambal Bu Sandra* Sales on the Shopee E-commerce Platform

Ayu Andini*, Sri Widyawati, Taufik Setyadi

Study program of Agribusiness, Faculty of Agriculture, UPN "Veteran East Java", East Java, Indonesia

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Abstract

Chili is a strategic agribusiness commodity in Indonesia with high economic value, mainly processed products such as chili sauce. Sambal Bu Sandra is a micro-entrepreneur producing instant chili sauce and has utilized the Shopee e-commerce platform since 2016. However, amidst the increasing trend of chili sauce consumption, this brand faces challenges in optimizing digital marketing and intense competition. This study aims to formulate an optimal digital marketing strategy to improve Sambal Bu Sandra's sales performance on Shopee. The method used is a SWOT analysis, which includes the preparation of IFAS and EFAS matrices to identify strengths, weaknesses, opportunities, and threats. The analysis results show that the business is in quadrant I in the IE matrix, which reflects strong internal conditions and significant external opportunities. The resulting strategies include collaborative product development, optimization of Shopee features (such as Shopee Live and Shopee Ads), digital campaigns based on customer reviews, and adoption of a pre-order system. This study concludes that SWOT integration can provide strategic recommendations based on actual business conditions, which, if applied consistently, can potentially strengthen the brand's position in a competitive digital market.

Keywords: digital marketing; local product branding; MSMEs; sales optimization

Optimalisasi Strategi Pemasaran Digital Untuk Meningkatkan Penjualan Sambal Bu Sandra Di Platform E-commerce Shopee

Abstrak

Cabai merupakan komoditas agribisnis strategis di Indonesia yang bernilai ekonomi tinggi, utamanya berupa produk olahan seperti sambal. Sambal Bu Sandra merupakan pelaku usaha mikro yang memproduksi sambal instan dan telah memanfaatkan platform e-commerce Shopee sejak tahun 2016. Namun, di tengah tren konsumsi sambal yang terus meningkat, merek ini menghadapi tantangan dalam mengoptimalkan pemasaran digital dan persaingan yang ketat. Penelitian ini bertujuan untuk merumuskan strategi pemasaran digital yang optimal guna meningkatkan kinerja penjualan Sambal Bu Sandra di Shopee. Metode yang digunakan adalah analisis SWOT yang meliputi penyusunan matriks IFAS dan EFAS untuk mengidentifikasi kekuatan, kelemahan, peluang, dan ancaman. Hasil analisis menunjukkan bahwa usaha ini berada pada kuadran I pada matriks IE yang mencerminkan kondisi internal yang kuat dan peluang eksternal yang signifikan. Strategi yang dihasilkan meliputi

* Corresponding author: 21024010065@student.upnjatim.ac.id

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pengembangan produk secara kolaboratif, optimalisasi fitur Shopee (seperti Shopee Live dan Shopee Ads), kampanye digital berdasarkan ulasan pelanggan, dan adopsi sistem pre-order. Studi ini menyimpulkan bahwa integrasi SWOT dapat memberikan rekomendasi strategis berdasarkan kondisi bisnis aktual, yang jika diterapkan secara konsisten, berpotensi memperkuat posisi merek di pasar digital yang kompetitif.

Kata Kunci: branding produk lokal; optimalisasi penjualan; pemasaran digital; UMKM

INTRODUCTION

Chili (*Capsicum spp.*), which includes varieties such as *Capsicum frutescens* (cayenne pepper) and *Capsicum annuum* (red pepper) (Jaiswal et al., 2021), is a tropical to subtropical plant that thrives in Indonesia's favorable climate. Based on the Indonesian Statistics Agency (2024), chili production—both large chili and cayenne pepper—was recorded as relatively high from 2021 to 2023, with a general increasing trend of 1.06% for both (large chili around 4,390,890 tons and cayenne pepper around 4,437,650 tons). Chili has significant economic value in Indonesia's agribusiness sector due to its high market demand for fresh and processed forms (Muflikh et al., 2021). Chili is mainly used in Indonesia as a food ingredient, especially for spicy dishes (Muflikh et al., 2024). According to the Ministry of Agriculture (2023), in 2022, Chili (*Capsicum spp.*), which includes varieties such as *Capsicum frutescens* (cayenne pepper) and *Capsicum annuum* (red pepper) (Jaiswal et al., 2021), is a tropical to subtropical plant that thrives in Indonesia's favorable climate. Based on the Indonesian Statistics Agency (2024), chili production—both large chili and cayenne pepper—was recorded as relatively high from 2021 to 2023, with a general increasing trend of 1.06% for both (large chili around 4,390,890 tons and cayenne pepper around 4,437,650 tons). Chili has significant economic value in Indonesia's agribusiness sector due to its high market demand for fresh and processed forms (Muflikh et al., 2021). Chili is mainly used in Indonesia as a food ingredient, especially for spicy dishes (Muflikh et al., 2024). According to the Ministry of Agriculture (2023), in 2022 chili consumption reached 960,000 tons for food, compared to only 7,000 tons for seeds and 15,000 tons for waste. This strong consumption pattern has spurred the development of derivative products, such as homemade instant chili sauce and chili powder. Among spice products, homemade instant chili sauce showed the highest consumption growth rate, reaching 7% (Central Bureau of Statistics, 2023). In 2019, chili sauce consumption in Indonesia was 84 ml per capita, increasing to 102 ml per capita in 2023. This means that more than 28 billion ml of chili sauce was consumed nationally in 2023, indicating a strong market potential for chili sauce products.

According to Davis and Goldberg (1957), agribusiness includes all operations in manufacturing and distributing agricultural inputs, on-farm production, and post-harvest handling, processing, and marketing of agricultural products (Thorat, 2025). An important subsystem in agribusiness is marketing, which links producers to consumers and promotes awareness of product value and purchasing decisions (Camel et al., 2024). Austin (1981) defines agroindustry as transforming primary agricultural products

into consumer goods. The chili processing industry in Indonesia has shown promising growth, with increased production of value-added products such as chili sauce (Ministry of Agriculture, 2023). This industry supports local farmers and entrepreneurs, expands market reach, and contributes to exports. Government support in processing and marketing technology has further increased the competitiveness of products locally and internationally (Urugo et al., 2024).

Marketing strategies have evolved into conventional and digital categories (Ohara et al., 2024). Conventional marketing includes print media, television, radio, billboards, and physical retail. In contrast, digital marketing leverages the internet and digital platforms—such as social media, websites, and e-commerce—for wider and more efficient reach. The increasing internet penetration in Indonesia has made digital marketing more feasible and strategic. The increasing popularity of e-commerce has changed shopping behavior in Indonesia. According to the Indonesian Ministry of Trade (2024), food and beverage products accounted for 43.02% of e-commerce transactions (BPS, 2022). Shopee, one of the most accessed platforms with over 131.3 million visits in 2022, offers user-friendly services, efficient payment systems, fast delivery, and promotional offers, driving online shopping activities. The expansion of e-commerce has encouraged many businesses to adopt online sales strategies to reach a wider market. This trend has increased competition among sellers offering diverse and attractive products, especially in the chili sauce category.

Table 1. Competitor Analysis of Sambal Bu Sandra November 2025

Category	Mr Crispy	Sambal Lois	Sambal Bu Sandra
Product	Sambal cumi asin, pete, bajak ebi, teri medan	Sambal cumi balado dan cumi hijau	Sambal hebi, rica tuna, lorjuk, jambal roti, teri, tengiri, udang, peda, bawang, kemangi, plecing, korek
Price (150 gram)	Rp37.350	Rp21.090	Rp22.500
Rating (Stars)	4,8	4,9	4,9
Sold	5.100	3.300	241

Source: Shopee Platform, 2025

Sambal Bu Sandra is a local brand specializing in authentic Indonesian sambal that is halal-certified and available in various flavor profiles. Since 2016, the company has operated an official store on Shopee, adapting to the digital consumption trend by offering easy access and efficient delivery. Despite its long-standing presence on Shopee, Sambal Bu Sandra faces stiff competition from new and established sambal brands (Table 1). Sambal Bu Sandra offers a wide range of products and competitive prices with a high customer rating (4.9). Its sales are underperforming compared to competitors of the same age. This gap highlights the need to optimize digital marketing strategies to improve Shopee's competitiveness.

An effective digital marketing strategy is essential for Sambal Bu Sandra to maintain and grow its presence in the saturated online chili sauce market. A well-developed strategy can improve sales performance and brand positioning (Abdolmaleki et al., 2023). Sambal Bu Sandra risks losing market share and consumer interest without such optimization. This study aims to formulate strategic

recommendations to improve digital marketing performance and increase product visibility and sales on Shopee. Through this study, Sambal Bu Sandra is expected to strengthen its market presence and attract a wider consumer base, ensuring business sustainability in the increasingly competitive digital market.

RESEARCH METHODS

This qualitative descriptive study aims to describe and analyze the phenomena that occur in the digital marketing strategy of *Sambal Bu Sandra's* business on the e-commerce platform Shopee. A qualitative descriptive approach is used to deeply understand the real conditions related to digital marketing practices, challenges, and their development potential (Sugiyono, 2013). This study not only explains the existing facts but also attempts to provide applicable strategic recommendations based on the results of observations and interviews with relevant subjects at the research location.

The data used in this study consists of primary data and secondary data. Primary data was obtained directly through interviews, observations, and documentation from informants with strategic roles in the Sambal Bu Sandra business, such as business owners, marketing managers, and consumers (Hardani et al., 2020). Meanwhile, secondary data was obtained from indirect sources, such as books, scientific journals, and previous documents supporting the validity of field findings (Siyoto et al., 2015). These two data types complement each other in providing a holistic picture of the problems studied.

Data collection in this study was carried out through three primary methods: observation, interviews, and documentation. Observations were carried out in a non-participatory manner to observe digital marketing activities without the direct involvement of researchers (Sugiyono, 2013). Interviews were conducted in-depth with key informants to explore information related to digital marketing strategies, equipped with instruments such as interview guidelines and questionnaires (Arikunto, 2006). Documentation is complementary data from observations and interviews that support research analysis (Hardani et al., 2020), both in visual recordings and written documents.

This research uses purposive informant, namely the deliberate selection of samples based on certain considerations under the study's objectives (Sugiyono, 2013). The sample consists of business owners, marketing managers, production managers, and consumers who have purchased the product. For consumers, the linear time function method is used, namely an informant technique based on a certain period when the population size is not known for certain (Umar, 2002). Data collection was carried out for 30 days to obtain representative data.

Data analysis in this study was carried out through three main stages. The first stage is an analysis using the IFAS and EFAS matrices to identify and evaluate internal factors (strengths and weaknesses) and external factors (opportunities and threats) based on the specified weights and ratings (Rangkuti, 2018; Etruly et al., 2022). The second stage includes the results of the previous IFAS and EFAS matrix analysis used in compiling the SWOT matrix, which produces four main strategies: SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-

Threats), as explained by David (2011). The third stage is the total score of the IFAS and EFAS matrices mapped into the IE quadrant (internal-external). The IE matrix determines the company's strategic position in a growth, stability, or survival strategy. This analysis stage provides an objective basis for formulating the right digital marketing strategy for Sambal Bu Sandra.

RESULT AND DISCUSSION

The Market Potential and E-Commerce Marketing Challenges of Homemade Instant Sambal

Homemade instant *sambal* (Indonesian chili sauce) is emerging as an up-and-coming market segment, driven by shifting consumer preferences toward convenient, ready-to-use seasoning products. According to the 2023 National Socio-Economic Survey (SUSENAS) (Table 2), *sambal* is the only cooking condiment with the highest per capita consumption growth, reaching an impressive 7.09% increase from 2022 to 2023. Over the past five years, per capita sambal consumption has grown steadily—from 84 milliliters in 2019 to 102 milliliters in 2023—resulting in total national consumption exceeding 28 billion milliliters annually. This upward trend underscores a robust and sustained consumer demand for instant sambal products, reinforcing their strong growth potential within the Indonesian food sector. However, despite this favorable market outlook, many small and medium enterprises (SMEs) in the sambal industry, including *Sambal Bu Sandra*, continue to face significant challenges in leveraging digital sales platforms. This is particularly evident in their competition with Shopee, one of the leading e-commerce marketplaces in Indonesia (Figure 1).

Sambal Bu Sandra, known for its diverse product variations and consistently high customer ratings, has struggled to translate these advantages into strong sales performance. Its sales volume remains relatively low compared to that of major competitors. While product quality and variety are critical, they are insufficient to ensure competitiveness in the highly dynamic e-commerce environment (Hassan et al., 2025). Developing and implementing a comprehensive and data-driven digital marketing strategy is imperative to capitalize on the substantial market potential and address these challenges effectively. *Sambal Bu Sandra* can enhance its online presence, improve conversion rates, and increase its market share in the crowded e-commerce landscape by optimizing key marketing elements, such as search visibility, promotional campaigns, customer engagement, and platform-specific tactics.

Table 2. Per Capita Consumption of Specific Food Items (2019-2023)

Food Items	Units	Year				
		2019	2020	2021	2022	2023
Soy sauce	100 ml	7,49	7,41	7,84	8,17	8,36
<i>Sambals</i>	100 ml	0,84	0,77	0,99	0,95	1,02
Tomato ketchup	100 ml	1,00	0,95	1,13	1,23	1,16

Source: National Socio-Economic Survey (SUSENAS) March (Indonesian Statistical Agency, 2023)

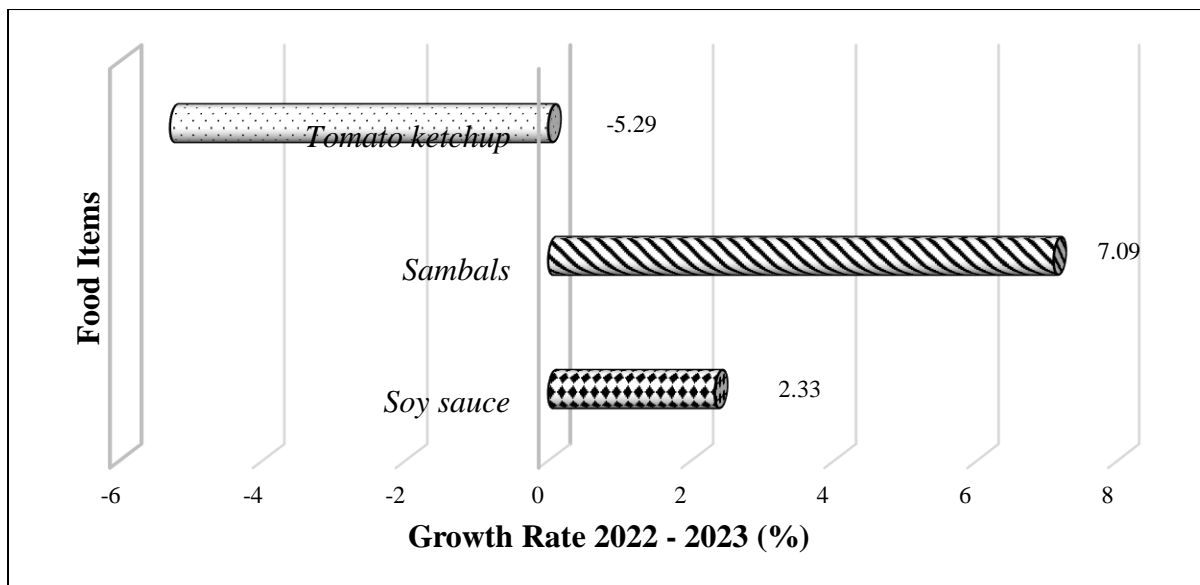


Figure 1. Growth rate of the food item product

Legitimacy and Business Structure

Sambal Bu Sandra started as a simple home kitchen business owned by a housewife, Sandra, in Surabaya, specializing in chili-based spices. It was initially distributed informally among family and friends. Encouraging feedback led to the formal establishment of the business in 2010. The business has grown steadily, relying on a mix of local market networks and e-commerce platforms to expand its reach. The company operates as a micro, small, and medium enterprise (MSME) and is officially registered with a Business Identification Number (NIB), Household Industry Food Permit (PIRT), and Halal certification. These licenses reflect the company's commitment to quality, safety, and religious compliance for its predominantly Muslim customer base. Organizationally, the company remains a family-run business with clear roles in production, sales, digital marketing, and administration.

Production remains semi-traditional and is run manually by a team of seven under direct supervision. Ingredients are sourced from local traditional markets for cost efficiency and freshness. Every production stage—from washing and frying to packaging and labeling—is guided by tacit knowledge and customary practices to ensure consistency and hygiene. While there is no formal SOP, the founders enforce quality control through direct supervision. The business offers 12 varieties of sambal, including a unique fish-based option that enhances the taste and nutritional value. Packaged in 150g bottles, each product has a hermetically sealed aluminum cap to prevent leakage and extend shelf life. A uniform IDR 22,500 per unit ensures affordability, although minor price fluctuations occur on digital platforms due to administrative costs.

Sambal Bu Sandra has embraced digital platforms, particularly Shopee and Instagram, to increase visibility and sales. A dedicated two-person team manages online promotions and customer engagement. The business emphasizes quality ingredients, consistent taste, and responsive service, with customer communication handled efficiently through digital channels. This effort is part of a broader

strategy to increase competitiveness in an increasingly digital consumer market. Sambal Bu Sandra exemplifies how home-cooked food businesses can grow sustainably by combining local culinary heritage with modern digital marketing strategies. Its journey underscores the importance of product quality, legal compliance, adaptive organizational structures, and customer engagement in scaling micro-enterprises in Indonesia.

Internal and External Factor Analysis in Digital Marketing Strategy

Understanding internal and external conditions that affect business performance is crucial in formulating an effective digital marketing strategy. Internal factors reflect the capacity and resources owned by a business, including micro-enterprises such as Sambal Bu Sandra. Meanwhile, external factors are the opportunities and challenges of the market and industry environment. Analysis of these two factors aims to identify the strategic position of *Sambal Bu Sandra's* business so that the strategies developed can be adaptive, relevant, and able to increase its competitiveness on the e-commerce platform. This study conducted a SWOT analysis by compiling the IFAS (Internal Factors Analysis Summary) and EFAS (External Factors Analysis Summary) matrices. The following are the results of the identification and analysis of the IFAS and EFAS matrices.

Identification of Internal Factors of *Sambal Bu Sandra*

Internal factors need to be identified first, including the strengths and weaknesses of *Sambal Bu Sandra's* business. According to Kurniasih et al. (2021), internal factors come from within the organization and can be controlled by management to improve business performance. This is in line with Farida and Setiawan (2022), who stated that the strengths and weaknesses of a business entity are variables that influence business strategy (including digital marketing), so they must be explained in depth to create a competitive advantage. After conducting interviews and discussions with the business owner and manager of Sambal Bu Sandra, the internal business factors can be identified, as shown in Table 3.

The advantage of *Sambal Bu Sandra's* business lies in its distinctive and delicious taste, which is favored by local consumers, thus fostering customer loyalty. This business is also supported by complete legal certifications such as PIRT and Halal, which increases consumer credibility and trust, especially for online purchases. In addition, the variety of products consisting of 12 *sambal* variants expands market appeal, while a positive work environment increases employee motivation and operational effectiveness. Easy access to raw materials supports smooth and efficient production, contributing to consistent product availability and customer satisfaction. Consistency in taste quality also strengthens customer loyalty (Tariq and Mubashir, 2023). Products with high consumer value tend to create sustainable competitive advantages (Kahupi et al., 2021).

Despite these strengths, the business faces several internal weaknesses, particularly in its digital marketing efforts. The digital marketing function is understaffed and lacks a dedicated team, resulting in limited and inconsistent promotional activities on platforms such as Shopee and Instagram. Reliance

on traditional marketing channels such as word-of-mouth limits market reach and the absence of a system to track customer data hampers targeted marketing and decision-making. Time and resource constraints among management also limit innovation and focus on digital marketing strategies. According to Kumar et al. (2024), offering a diverse product range is a key indicator of internal strength, as it increases market appeal and allows the business to adapt to varying consumer needs. Another major weakness is the product packaging design, which has remained basic and outdated since the company was founded.

Table 3. Internal factors of Sambal Bu Sandra

Strength	Weakness
(1) The taste of the chili sauce is distinctive and delicious	(1) Not yet optimal in digital marketing or online marketing (using social media) such as on Instagram and Shopee
(2) Already have loyal customers for business products	(2) The packaging design is not attractive
(3) Close relationship between employees and superiors	(3) Human resources (marketing and sales teams) are still limited or few.
(4) Raw materials are easy to obtain	(4) There is no transparent and standardized recruitment SOP.
(5) It has a variety of flavors	

Source: Primary data (analyzed), 2025

Packaging lacks visual appeal and strong branding elements essential to attracting consumers on digital platforms. Unattractive packaging design can reduce consumer interest, weaken brand perception (Shahzad et al., 2023), and limit the business's potential for market expansion and building long-term brand loyalty. According to Srivastava et al. (2022), weak visual branding can reduce consumer appeal and hinder product differentiation in a competitive market. Unattractive packaging can also lead to perceptions of unprofessionalism and reduced brand trust (Orlowski et al., 2022), which, in the long run, can limit market expansion and brand loyalty (Robertson et al., 2022).

Identification of External Factors in *Sambal Bu Sandra*

External factors are crucial in determining digital marketing strategies because they provide insight into external dynamics that business actors can utilize or anticipate (Brewis et al., 2023). In conducting a SWOT analysis, other elements also need to be considered, namely, external factors. These external factors come from the industrial and market environment: opportunities and threats. The results of interviews with the owner and manager of Sambal Bu Sandra showed that Sambal Bu Sandra has several opportunities that can be maximized and several threats that need to be watched out for in developing its strategy. The external factors of the business are presented in Table 4.

One of the main opportunities identified is the increasing trend of instant and spicy food consumption in Indonesian society, especially the younger generation (Pugra et al., 2025). This trend aligns with the practical lifestyle and consumer preferences for foods with intense flavors and fast food. Ready-to-eat chili sauce products such as Sambal Bu Sandra are included in the strategic category to capture this opportunity because they can meet consumer needs for practical but delicious food

complements. Rosário and Dias (2023) stated that changes in consumer trends that align with the products offered are significant opportunities that must be utilized to expand market share and increase sales.

Table 4. External Factors of Sambal Bu Sandra

Opportunity	Threat
(1) The trend of consuming instant and spicy food is increasing	(1) Tight competition with similar products
(2) The use of e-commerce as a purchasing medium continues to increase	(2) Changes in e-commerce algorithms
(3) There is potential for collaboration with MSMEs or influencers	(3) Fluctuations in raw material prices
(4) Indonesian people's awareness of using local products is increasing	(4) Changes in consumer preferences (consumer likes or choices)

Source: Primary data (analyzed), 2025

Another opportunity is the increasing use of e-commerce as the primary purchasing medium, especially since the COVID-19 pandemic has accelerated the digitalization of shopping behavior. Consumers are increasingly accustomed to buying groceries and cooking online (Yi et al., 2025) through platforms such as Shopee and other marketplaces. Based on the interview results, the sales manager of Sambal Bu Sandra revealed that purchase transactions through online marketplaces continue to increase (originating from digital channels). This is an excellent opportunity to develop a more aggressive digital marketing strategy and reach a broader market (Olson et al., 2021). According to Pingali et al. (2023), increasing consumer access to digital platforms can be a growth momentum for small and medium businesses if they can make maximum use of online channels.

A significant threat is changes in e-commerce algorithms, especially on platforms such as Shopee. These changes can affect the visibility of Sambal Bu Sandra products in search results and recommendation systems. MSMEs such as Sambal Bu Sandra will have difficulty competing organically if the algorithm prioritizes large stores or products with high sales volumes. This requires business actors to understand how the algorithm works and optimize digital content according to platform rules. In addition, fluctuations in raw material prices, especially chilies, are a serious threat. Because raw materials are seasonal and greatly influenced by climate conditions and market distribution, price changes can occur suddenly. This has a direct impact on production costs and product prices. Increasing raw material costs can reduce profit margins or cause unexpected losses. Ahdiningtyas et al. (2023) explain that the instability of raw material prices is an external environmental factor that must be anticipated through procurement strategies and cost efficiency.

Changes in consumer preferences are also a threat that must be considered. Consumers can quickly switch to other brands that offer flavors, packaging, or images that align with trends (Rahayu and Sundari, 2024). For example, the trend of healthy, low-oil, or organic foods can shift consumer interest

from traditional chili sauce to alternatives that are considered more nutritious. Sambal Bu Sandra needs to actively integrate these changes and adjust its product innovations to suit market needs and expectations. Alliou and Mourdi (2023) emphasize the importance of regularly monitoring market trends to maintain business stability in the long term.

IFAS Matrix

Based on the IFAS matrix calculation results in Table 5, the total score of the internal factors of *Sambal Bu Sandra's* business is 3.1. This score shows that overall, the internal position of the business is quite strong and can positively contribute to the development of digital marketing strategies. However, there are still some weaknesses that need to be overcome so that the strategy that is prepared can run optimally.

Table 5. IFAS Matrix of *Sambal Bu Sandra's* Business

No.	Internal Factors	Amount	Weight	Rating	Score
<i>Strengths</i>					
1	The taste of the chili sauce is distinctive and delicious.	29	0.14	3.45	0.5
2	Already have loyal customers for business products.	28	0.13	3.25	0.4
3	Close relationship between employees and superiors	28	0.13	3.25	0.4
4	Raw materials are easy to obtain.	28	0.12	3.25	0.4
5	It has a variety of flavors.	31	0.15	3.82	0.6
Total					2.3
No.	Internal Factors	Qty	Weight	Rating	Score
<i>Weaknesses</i>					
1	Not yet optimal in digital marketing or online marketing (using social media), such as on Instagram and Shopee	26	0.12	3.25	0.4
2	The packaging design is not very attractive.	14	0.07	1.75	0.1
3	Human resources (marketing and sales teams) are still limited, and few	16	0.08	2	0.2
4	There is no transparent and standardized recruitment SOP.	13	0.06	1.63	0.1
Total					0.8
Total strengths and weaknesses					3.1

Source: Primary data (analyzed), 2025

The highest value in strength is the factor of various chili sauce flavors, with a score of 0.6. This reflects the product's attractiveness, which can be developed through creative digital marketing, such as thematic campaigns for each variant or recommendations for using chili sauce for various types of food. Other strengths (such as the distinctive and delicious taste of chili sauce with a score of 0.5 and a loyal customer base of 0.4) indicate that *Sambal Bu Sandra's* chili sauce has a strong product foundation. A good relationship between employees and superiors, with a score of 0.4, and ease of obtaining raw materials, with a score of 0.4, are also important supporting factors. These factors support smooth operations and production stability, which are greatly needed when digital promotional activities succeed in increasing demand on e-commerce platforms. However, regarding weaknesses, the relatively

significant total score of 0.8 indicates that internal constraints still need to be addressed immediately. The biggest weakness lies in less than optimal digital marketing, with a score of 0.4, especially on social media and e-commerce platforms. This indicates that the digital marketing strategy has not been fully implemented consistently and in a targeted manner, so market potential has not been optimally utilized (Terho et al., 2022). In addition, the unattractive packaging design, with a score of 0.1, and limited human resources, with a score of 0.2, are other challenges that hinder brand performance in the highly visual and competitive digital realm. Weaknesses in managerial aspects, such as the absence of transparent and standardized recruitment SOPs, even though they only have a score of 0.1, can still disrupt performance effectiveness because they risk causing a mismatch between digital skill needs and recruited employees. As Rivai (2025) stated, an unfocused recruitment system impacts the low efficacy of implementing digital strategies in MSMEs.

EFAS Matrix

Based on Table 6, the total EFAS score is 3.1. This value indicates that the external environment of *Sambal Bu Sandra's* chili sauce business is quite supportive and provides good development opportunities, primarily through digital marketing strategies. All opportunity factors in this analysis have the same score, namely 0.4, which indicates that the four opportunities have an equal level of urgency and potential to be optimized. The increasing trend in the consumption of instant and spicy foods (with a score of 0.4) will be very relevant and in line with the products offered by *Sambal Bu Sandra's* chili sauce because this chili sauce is included in the type of complementary food that is popular for instant and ready-to-eat foods, especially among young people and urban workers (who need something fast and practical).

The increasing use of e-commerce, with a score of 0.4, presents significant opportunities that must be optimized. E-commerce simplifies transactions and offers excellent opportunities for branding, promotion, and direct interaction with consumers. This aligns with the research objective of increasing sales through digital strategies. The potential for collaboration with MSMEs or influencers (also scored 0.4) opens the way to expand market reach, especially when leveraged through collaborative strategies such as endorsements, product reviews, or bundling with other MSME products. In addition, increasing public awareness of local products (also scored 0.4) can increase the competitiveness of *Sambal Bu Sandra* (compared to imported products) due to its strong regional identity. A storytelling approach and campaigns highlighting local values can effectively maintain and strengthen consumer loyalty (Chang, 2025).

Despite its great potential, the business still faces several external threats, with a total score of 1.4. The most significant threats are changes in e-commerce and social media algorithms (score 0.4) and shifts in consumer preferences (also score 0.4). These issues must be anticipated and mitigated early on, as competition in the current digital era is hurrying and requires adapting to new trends. This also shows that digital marketing requires a deep understanding of consumer behavior and digital platform systems. Fierce competition from similar products (score 0.3) is also a serious challenge. With many

local and national chili sauce brands competing in e-commerce, Sambal Bu Sandra must highlight its unique selling point (USP), such as its distinctive and delicious taste (leveraging its strengths). Meanwhile, pressure from raw material prices (score 0.3) can affect production stability and selling prices, which in turn impact the overall competitiveness of the product in the market (Nwaila et al., 2024).

Table 6. EFAS Matrix of *Sambal Bu Sandra's* Business

No.	External Factors	Amount	Weight	Rating	Score
<i>Opportunities</i>					
1	The trend of consuming instant and spicy food is increasing.	28	0.13	3.25	0.4
2	The use of e-commerce as a purchasing medium continues to increase.	28	0.13	3.25	0.4
3	There is potential for collaboration with MSMEs or influencers.	28	0.13	3.25	0.4
4	Indonesian people's awareness of using local products is increasing.	27	0.12	3.07	0.4
Total					1.6
No.	External Factors	Qty	Weight	Rating	Score
<i>Threats</i>					
1	Tight competition with similar products	26	0.12	2.88	0.3
2	E-commerce algorithm changes	27	0.12	3.07	0.4
3	Fluctuations in raw material prices	26	0.12	2.88	0.3
4	Changes in consumer preferences (consumer likes or choices)	26	0.12	2.88	0.4
Total					1.4
Total opportunities and threats					3.1

Source: Primary data (analyzed), 2025

SWOT Matrix and Resulting Strategies

The SWOT matrix analysis produces a series of strategies classified into four categories: SO (Strengths–Opportunities), WO (Weaknesses–Opportunities), ST (Strengths–Threats), and WT (Weaknesses–Threats). These strategies are generally oriented towards increasing the effectiveness of digital marketing and expanding the market share of Sambal Bu Sandra through the e-commerce platform Shopee (Swetha et al., 2025).

Table 7. SWOT matrix and resulting strategies

Strengths (S)		Weaknesses (W)
1. The taste of chili sauce is unique and delicious.		1. Not yet optimal in digital marketing or online marketing.
2. Already have many loyal customers for business products.		2. The packaging design is not very attractive.
3. Close relationship between employees and superiors.		3. Human resources (marketing and sales teams) are still limited and few.
4. Raw materials are easy to obtain.		4. There is no transparent and standardized recruitment SOP.
5. It has a variety of flavors.		
Opportunities (O)	Strategy (SO)	Strategy (WO)
1. The trend of consuming instant and spicy food is increasing.	1. Development of exclusive collaboration edition product variants (S5, O1, O3).	1. Overall optimization of Shopee features such as Shopee Live and Shopee Ads to reach more consumers (W1, W3, O2, O4).
2. The use of e-commerce as a purchasing medium continues to increase.	2. Bundling packages with specific, interesting themes (S4, S5, O1).	2. Launch of new product variants in small sachet packaging to attract new customer segments (W2, O1, O2).
3. There is potential for collaboration with local MSMEs or influencers.	3. Referral campaign with prizes for Shopee customers who have made more than 3 purchases for them to help promote and invite new customers (S1, S2, O2, O4).	3. Co-branding partnership with local SMEs for distribution expansion (W3, O3).
4. Indonesian people's awareness of using local products is increasing.		4. Trendy packaging innovation and Shopee Ads campaigns at every special moment to reach new segments (W2, W3, O1, O2).
Threats (T)	Strategy (ST)	Strategy (WT)
1. Tight competition with similar products.	1. Scheduled intensive campaigning of USP (Unique Selling Proposition) products that highlight the quality of taste and variants by involving customer reviews (S1, S2, S5, T1, T4).	1. Adoption of a pre-order sales system on Shopee with special prices and benefits and limited product quantities (W1, T3).
2. Changes in e-commerce and social media algorithms.	2. Diversification of product variants with current taste trends (S5, T4).	2. Standardized internship program affiliated with <i>Sambal Bu Sandra's Friends Community</i> (W3, W4, T1).
3. Fluctuations in raw material prices (prices fluctuate easily/unstable).	3. Formation of an active community, ' <i>Sahabat Sambal Bu Sandra</i> ' by involving employees, customers, and reseller partners as brand advocates (S2, S3, T1, T2, T4).	
4. Changes in consumer preferences (consumer likes or choices).		

Source: Primary data (analyzed), 2025

The SO strategy was developed by utilizing the internal strengths of *Sambal Bu Sandra*'s business to seize existing external opportunities (Table 7). One of the main strategies is to create exclusive product variants through collaboration, such as with culinary MSMEs, influencers, or specific communities, as a form of innovation that can increase market appeal (Kotler & Keller, 2016). In addition, the strength of packaging and variety of product variants can be maximized through thematic bundling packages such as holiday editions or the like, which have proven effective in increasing transaction value per purchase (Kurniasih et al., 2021). Another strategy is a referral campaign with prizes for loyal Shopee customers (who have purchased more than three times). This is an effort to utilize the power of consumer loyalty to expand the reach of promotions organically and efficiently (Chaffey & Smith, 2017).

The WO strategy aims to improve business weaknesses by utilizing available opportunities (Table 7). One concrete step is optimizing Shopee's digital features, such as Shopee Live and Shopee Ads, which have been proven to increase interaction and expand market reach if used consistently and strategically (Ghozali, 2018). In addition, launching products in small sachet packaging can be a solution to attract new consumers who are still hesitant to try or have limited purchasing power (Kotler & Keller, 2016). Another strategy is a co-branding partnership with local MSMEs to expand distribution and strengthen local branding. On the other hand, trendy packaging innovations and seasonal promotional campaigns on Shopee are creative strategies to target the young segment, who tend to be interested in visual and trendy things (Chaffey & Smith, 2017).

The ST strategy is designed to face various external challenges by relying on the main strengths of the business (Table 7). Routine campaigns that emphasize the Unique Selling Proposition (USP), namely the quality of taste and special chili sauce variants, can be strengthened with a digital word-of-mouth strategy through customer reviews and testimonials as a very influential marketing tool in the e-commerce era (Kurniasih et al., 2021). Diversifying chili sauce variants that follow current trends, such as spicy cheese flavors or Korean-style chili sauce, is also an adaptive step to rapidly changing market tastes (Kotler & Keller, 2016). In addition, the formation of the "*Sahabat Sambal Bu Sandra*" community involving loyal customers, employees, and reseller partners as brand advocates is a strategy to strengthen brand loyalty and manage good customer relationships under the concept of customer engagement and relationship marketing (Tjiptono, 2017).

The WT strategy minimizes weaknesses while anticipating threats (Table 7). The strategy that can be implemented is the pre-order system on Shopee with limited benefit offers such as discounts or special edition products, which can help adjust production capacity to demand and create a sense of exclusivity (Chaffey & Smith, 2017). This approach suits small businesses that have not optimally mastered e-commerce features. In addition, a structured internship program affiliated with the "*Sahabat Sambal Bu Sandra*" community can help overcome human resource limitations while building emotional connections with young people who are digitally active, in line with community-based marketing strategies (Ghozali, 2018; Tjiptono, 2017).

Internal-External (IE) Matrix

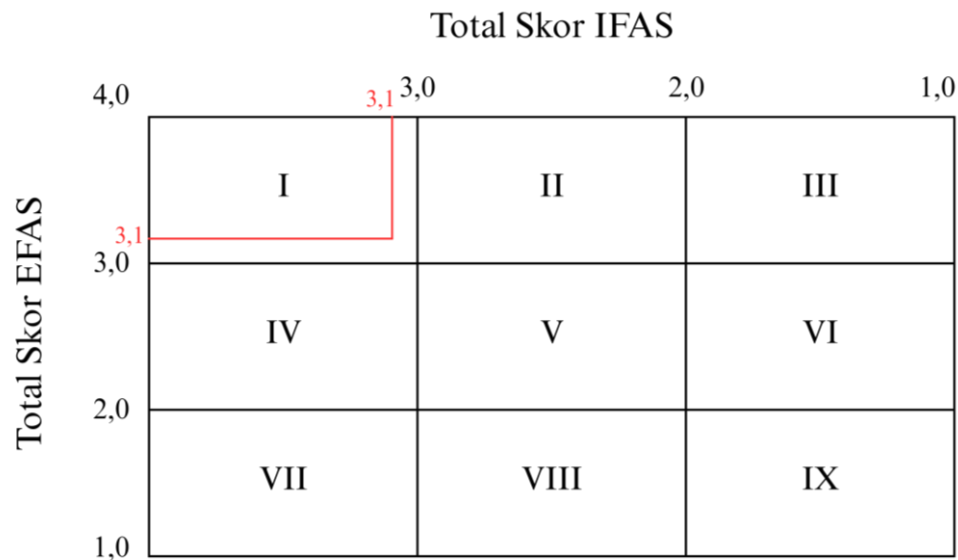


Figure 2. IE Matrix of *Sambal Bu Sandra*'s business

Source: Primary data (analyzed), 2025

The IFAS and EFAS matrix analysis results show that *Sambal Bu Sandra*'s business is in quadrant I (grow and build) of the IE matrix, with each matrix scoring 3.1 (Figure 2). This position reflects strong internal conditions and significant external opportunities, indicating that an aggressive and targeted digital marketing strategy is essential to drive sales growth on e-commerce platforms. The main strategic focus includes optimizing the use of social media and e-commerce, collaborating with influencers, improving product presentation, and strengthening human resource capacity to maximize market potential and increase the competitiveness of this chili sauce product. Research by Al-Debei (2024) confirms that interactive media, especially live streaming, significantly increases digital brand interaction and user retention rates.

CONCLUSION

This study uses *Sambal Bu Sandra* as a case study to demonstrate the strategic significance of integrating the SWOT framework in formulating digital marketing strategies for MSMEs. The results of the analysis show that *Sambal Bu Sandra* is in a strong strategic position (quadrant I of the IE matrix), supported by internal advantages such as diverse product variants, distinctive flavors, and customer loyalty, and supported by external opportunities such as the increasing trend of instant food consumption and the growth of e-commerce. However, challenges such as suboptimal digital marketing, less attractive packaging design, limited human resources, fluctuations in raw material prices, and dynamics of e-commerce algorithms need to be anticipated strategically. Through the formulation of SO, WO, ST, and WT strategies, this study recommends an integrated approach that includes strengthening digital presence, collaboration with influencers and MSMEs, product diversification, and packaging innovation and campaign models or promotional efforts to maintain and

reach the market share of chili sauce, especially in the digital sales industry. These findings confirm that systematic mapping of internal-external factors through SWOT can produce relevant, adaptive, and competitive digital strategies supporting the growth of MSMEs in the digital economy era.

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