

## Prioritizing Digital Market Development for an Herbal Beverage SME: An Integrated SWOT-AHP Case Study in Indonesia

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### ABSTRACT

**Background:** Small and medium-sized enterprises must allocate scarce resources across promotion, channel development, and product refinement while protecting the operational capability needed to fulfil demand.

**Aim:** This study prioritizes market-development strategies for Monascho, a herbal beverage SME in Jember, Indonesia, through an integrated SWOT-AHP case analysis.

**Methods:** A descriptive single-case design used interviews, open and structured questionnaires, and documentary evidence from four firm-side informants; two marketing academics supplied AHP pairwise judgments. IFE, EFE, IE, SWOT, and AHP were applied sequentially, and the reported numerical outputs were interpreted conservatively because the archived study did not retain final AHP consistency ratios or a fully auditable factor-level calculation trail.

**Results:** The firm recorded IFE = 2.566 and EFE = 2.631, placing it in IE Cell V. Preservative-free positioning was the leading strength, ineffective promotion the principal weakness, consumer loyalty the leading opportunity, and competition the key threat. Digital and electronic-media promotion ranked first (0.230), followed by market-reach expansion (0.190) and product innovation with packaging improvement (0.124).

**Conclusion:** The case supports a staged sequence in which the firm first develops measurable digital demand generation, then pilots market access through qualified partners, and subsequently refines products using customer and fulfilment evidence. The findings offer context-specific decision support rather than causal estimates of performance effects

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## INTRODUCTION

Small and medium-sized enterprises face a revealing digital-market paradox: online visibility can be obtained at modest cost, but converting that visibility into dependable sales requires capabilities that small firms often lack. Recent research shows that digital transformation creates value when firms integrate technology with customer sensing, organizational learning, and service routines rather than treating it as a stand-alone acquisition (Dwivedi et al., 2021; Hanelt et al., 2021; Matarazzo et al., 2021). This distinction matters especially in consumer-goods markets, where a promotional message can generate enquiries more quickly than a small producer can verify stock, answer questions, package orders, or coordinate delivery. Studies of SME performance similarly associate digital marketing success with managerial readiness, market pressure, and the fit between digital activity and existing operational resources (Su et al., 2023; Wu et al., 2024). The practical controversy is therefore not whether digital promotion is beneficial in principle, but whether demand generation can outpace fulfilment capability and damage trust. Strategic prioritization is needed because scarce managerial attention must be directed toward actions that create market access without destabilizing the value delivery system.

This tension is particularly acute for food and herbal beverage SMEs, whose market promises are inseparable from product information, input continuity, packaging integrity, and customer confidence. Food-SME research demonstrates that resilience depends on coordinated responses to supply disruption, fluctuating input costs, and demand uncertainty rather than on production efficiency alone (Ali et al., 2021, 2022; Silva et al., 2021). Digital channels can expand the range of customers reached, yet they also increase expectations for immediate information, responsive communication, and reliable last-mile delivery. Evidence from SME digitalization studies indicates that customer-value creation emerges when firms

connect digital touchpoints with sensing, learning, and service processes (Cuthbertson & Furseth, 2022; Ye et al., 2022). A firm that promotes a differentiated beverage without clear product explanations or an order-handling routine may therefore create interest that it cannot convert. Examining how small firms sequence promotional and market-access decisions is consequently important for entrepreneurship, marketing, and supply-chain scholarship.

The resource-based view and the dynamic-capabilities perspective offer a useful explanation for this sequencing problem. The resource-based view directs attention to assets that may underpin advantage, including distinctive product attributes, supplier relationships, reputation, and customer loyalty, whereas dynamic capabilities focus on sensing opportunities, seizing them, and reconfiguring routines as conditions change. Recent evidence links SME competitiveness to the coordinated deployment of resource bases, knowledge integration, and adaptive capability rather than to resource possession alone (Ferreira et al., 2022; Cadden et al., 2023). Research also finds that business networks, digital capabilities, and organizational resilience can help smaller firms transform limited resources into more responsive market action (Browder et al., 2024; Soluk et al., 2023). These arguments imply that a high-ranking marketing option should not be judged only by its apparent attractiveness, but also by whether complementary information, production, and fulfilment capabilities can support it. A decision framework that makes such trade-offs explicit is therefore valuable for resource-constrained enterprises.

The present case concerns CV. Arrohmah, a Jember-based SME marketing Monascho, a herbal beverage product line. During the documented field period, the enterprise had a preservative-free positioning, several product variants, established supplier relationships, and indications of customer loyalty, but relied heavily on word-of-mouth promotion and had no distributor network. Social-media accounts were available, although promotion was not yet organized as a repeatable customer-acquisition process. The case consequently combines a usable product and supply base with limited market-access capability, making it suitable for examining the order in which management options should be addressed. Its relevance does not rest on a claim that one local firm represents all Indonesian SMEs; rather, it lies in the analytically visible tension between differentiated supply and constrained demand generation. This tension makes Monascho an information-rich case for studying strategic prioritization under limited resources.

Prior scholarship provides substantial evidence that digital market activity can improve SME responsiveness and performance when it is embedded in complementary capabilities. Studies have linked social-media use to firm agility, customer engagement, and capability development, while also warning that isolated platform use does not reliably create competitive advantage (Cao & Weerawardena, 2023; Qalati et al., 2021; Ye et al., 2022). Digital transformation research similarly emphasizes the joint role of technical, organizational, and cultural alignment in enabling sustainable value creation (Chaudhuri et al., 2022; Kraus et al., 2022; Meier et al., 2025). At the firm level, knowledge integration, network relationships, and individual digital capabilities have been shown to support innovation and growth among SMEs (Cadden et al., 2023; Gliga & Evers, 2023; Scuotto et al., 2021). Supply-chain research adds that entrepreneurial orientation, resilience, and fulfilment responsiveness jointly shape the ability to translate market opportunities into performance (Sturm et al., 2023; Weaven et al., 2021). Taken together, this literature indicates that market development should be interpreted as a coordinated capability problem rather than as a narrow decision to advertise more intensively.

A second stream of research uses structured strategic-analysis tools to translate internal and external conditions into alternative actions, but the explanatory value of these tools remains uneven. SWOT-based studies are useful for organizing managerial knowledge, whereas multi-criteria approaches can make priorities explicit when alternatives compete for limited resources (Mohammadi, 2023; Verhoef et al., 2021). Nevertheless, many applied studies report a final ranking without explaining how the leading option relates to the operational conditions required for implementation. This limitation is important because food and consumer-goods SMEs may face a gap between market stimulation and their capacity to fulfil a broader or more geographically dispersed demand base (Ali et al., 2021; Silva et al., 2021). The critical gap is thus not simply the absence of SWOT-AHP applications, but the limited integration of priority

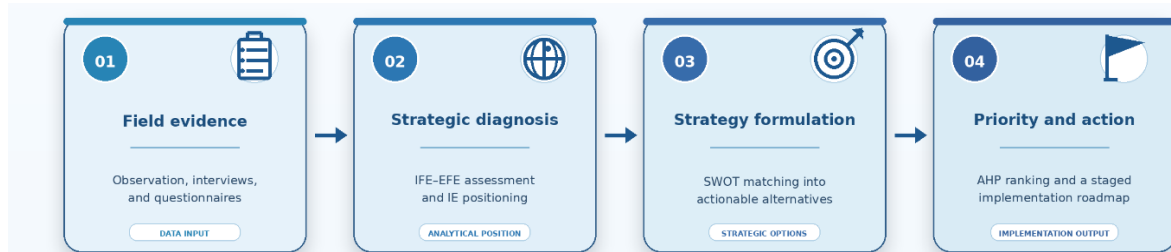
rankings with a resource-capability explanation of how digital demand generation, market-access experimentation, and product refinement should be sequenced. Addressing this gap requires treating a ranking as decision support that must be interpreted through the constraints and complementarities visible in the case evidence.

This study therefore identifies the reported internal and external strategic conditions of Monascho, locates the firm within the Internal-External matrix, formulates market-development alternatives, and prioritizes those alternatives through AHP. It asks which actions should receive initial managerial attention when the enterprise has differentiated product attributes and supply relationships but weakly organized promotion and limited channel access. The theoretical contribution is to interpret an integrated SWOT-AHP analysis through a resource-capability sequencing lens, thereby moving beyond a static list of ranked options. The practical contribution is a staged roadmap that links measurable digital demand generation to cautiously tested market access and evidence-based product refinement. The article deliberately distinguishes expert-judgment priorities from causal performance effects and reports the evidential limits of the archived study material. In doing so, it offers a transparent case-based contribution to global discussions of SME digitalization, supply-chain responsiveness, and entrepreneurial decision-making

## METHOD

### 2.1 Research Design and Study Setting

This study used a descriptive single-case design with mixed evidence because the research objective required contextual identification of firm conditions and structured prioritization of competing strategic alternatives. The unit of analysis was CV. Arrohmah, a herbal beverage SME in Jember, Indonesia, that marketed the Monascho product line. The documented fieldwork was conducted between October 2021 and April 2022, and all empirical descriptions in this article refer only to that period. The case was selected purposively because it combined a differentiated product offering and established input relationships with practical constraints in promotion and distribution. Qualitative evidence was used to identify and interpret strategic factors, while structured judgments were used to weight conditions and compare alternative strategies. This design supports analytic explanation of a specific managerial decision context and does not claim statistical generalizability to all herbal beverage SMEs.



**Figure 1.** Research and strategic analysis workflow.

Figure 1 presents the documented analytical sequence from case evidence to strategic prioritization. It is located in the Method section because it describes the procedure used to organize and evaluate evidence rather than a result. The workflow also clarifies that the AHP ranking preceded implementation and was not designed to estimate post-intervention effects. The final roadmap was developed as an interpretation of the leading priorities in relation to the firm's supply, fulfilment, and customer-access constraints.

### 2.2 Participants, Instruments, and Data Quality

Four firm-side informants, comprising the owner and employees with direct knowledge of marketing and business operations, contributed to the SWOT diagnosis, while two marketing academics served as expert decision-makers for AHP pairwise comparisons. Participants were selected purposively because the analysis required contextual knowledge of product, promotion, supplier, customer, and operational conditions rather than a probability sample. The instruments consisted of observation

records, open questionnaires, interview prompts, structured factor-rating sheets, and AHP pairwise-comparison questionnaires. Internal indicators covered product, price, marketing, human resources, and production, whereas external indicators covered suppliers, economic conditions, technology, consumers, and competitors. Data quality was supported through the use of multiple documented sources and by comparing qualitative descriptions with structured judgments before the strategic matrices were interpreted. However, the archived source material did not retain formal scale-reliability statistics, final AHP consistency ratios, or a complete auditable factor-level calculation trail; these limitations are reported explicitly rather than reconstructed through unsupported assumptions.

### 2.3 Data Collection Procedure

Data collection began with observation and documentary review to map the enterprise's product characteristics, supply relationships, promotion practices, customer access, and operational constraints. Open questionnaires and interviews were then used to identify strengths, weaknesses, opportunities, and threats that reflected the informants' knowledge of the firm during the study period. Structured questionnaires were subsequently used to obtain weights, condition ratings, urgency assessments, and comparative judgments required for the strategic matrices. The firm-side evidence informed the IFE, EFE, and SWOT stages, whereas the two academics supplied pairwise AHP judgments regarding the comparative contribution of alternatives to sales growth, profit improvement, and competitive positioning. No individual responses or personal identifiers are reported in the manuscript, and the analysis is presented at the organizational level. The final dataset retained aggregate IFE and EFE totals, leading factor designations, and AHP priority weights, but did not preserve every calculation needed to independently reproduce the original matrices.

### 2.4 Strategic Analysis and Decision Rules

The analysis followed five linked stages: IFE and EFE assessment, IE positioning, SWOT alternative formulation, AHP priority ranking, and interpretation of an implementation sequence. For each strategic factor  $i$ , the general IFE or EFE weighted score is expressed as  $WS_i = w_i \times r_i$ , where  $w_i$  is the factor weight and  $r_i$  is its condition rating; the respective matrix total is the sum of all factor weighted scores. The reported totals of 2.566 for IFE and 2.631 for EFE were placed in the conventional middle bands of the IE matrix, yielding Cell V and a hold-and-maintain orientation. SWOT matching combined internal and external conditions to produce nine alternative actions, and AHP used pairwise comparisons under three criteria: increasing sales volume, increasing profit, and strengthening competitive position. In principle, the global priority of alternative  $j$  is  $P_j = \sum (c_k \times l_{jk})$ , where  $c_k$  denotes the weight of criterion  $k$  and  $l_{jk}$  denotes the local priority of alternative  $j$  under criterion  $k$ ; Expert Choice was used in the original analysis to calculate these priorities. Because final consistency ratios and fully consistent factor-level tables were not retained, the analysis reports the documented AHP weights as decision-support outputs, avoids causal language, and does not conduct a post hoc sensitivity test that would require missing raw matrices.

## RESULTS AND DISCUSSION

### Results

#### 3.1 Strategic Position of the Case Firm

The case firm had a usable resource base but a constrained route to market. Its product portfolio included several formats and variants, and the firm reported access to required inputs through established supplier relationships. Product differentiation centered on a preservative-free positioning, which was reported as the principal internal strength. In contrast, promotion was not yet organized as a repeatable process despite the existence of social-media accounts. The enterprise had no distributor network and limited marketing staff, which restricted its ability to turn product attributes and customer loyalty into visible market signals. These conditions indicate a gap between product readiness and demand-generation capability.

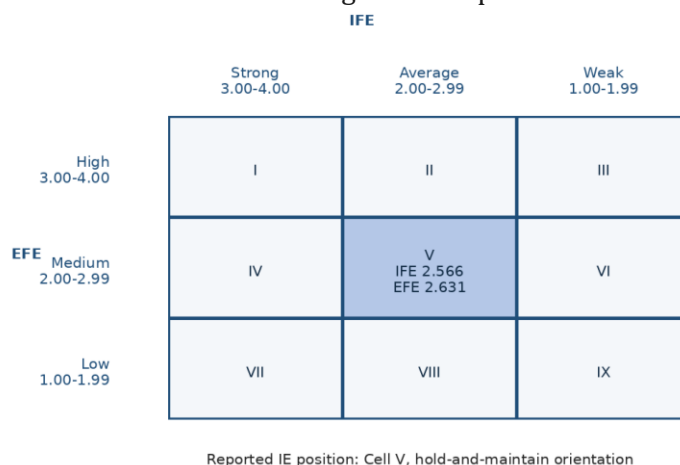
The documented IFE total was 2.566 and the EFE total was 2.631. Both values fell within the moderate range and located the enterprise in Cell V of the IE matrix. The leading opportunity was consumer loyalty, while competition from similar products represented the principal external threat. The resulting position supported hold-and-maintain actions associated with market penetration and product development rather than indiscriminate expansion. This interpretation emphasized the need to protect existing product credibility while improving the routines that connect product information, customer enquiries, and delivery expectations. Table 1 summarizes the retained diagnostic outputs from the original field study.

**Table 1.** Reported strategic-factor assessment and IE position.

| Dimension         | Reported strategic signal                                                                                         | Decision implication                                                                 |
|-------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Internal position | IFE total = 2.566; main strength: preservative-free positioning; principal weakness: promotion not yet effective. | Use existing product credibility while developing a disciplined promotion process.   |
| External position | EFE total = 2.631; leading opportunity: consumer loyalty; principal threat: competition from similar products.    | Translate loyalty into credible market signals while differentiating the offer.      |
| IE matrix         | Cell V, indicating moderate internal and external positions.                                                      | Pursue hold-and-maintain actions through market penetration and product development. |

*Note.* IFE = Internal Factor Evaluation; EFE = External Factor Evaluation; IE = Internal-External. Scores and factor designations are reported from the archived field study and are not presented as a fully reproducible factor-level audit.

Table 1 shows that the firm's strategic position was moderate in both the internal and external dimensions. Its value lies in connecting the retained aggregate scores with the leading strategic signals rather than presenting unsupported factor-level arithmetic. The table also makes clear that product credibility and customer loyalty existed alongside a weakness in promotion and a threat from competing offerings. These combined conditions explain why the subsequent recommendations emphasize selective capability development instead of immediate large-scale expansion.



**Figure 2.** Internal-External matrix position of Monascho.

Figure 2 locates the reported IFE and EFE totals in Cell V of the Internal-External matrix. The figure is a visual representation of the retained aggregate scores and does not imply recalculation of the underlying factor matrices. Cell V indicates a moderate position in which selective market penetration and product-development actions are more coherent than a broad growth commitment. The position also provides a guardrail for interpreting the subsequent AHP ranking.

### 3.2 Supply, Fulfilment, and Customer-Access Conditions

The original case material showed that the marketing problem also had supply-chain dimensions. The enterprise reported three principal supply relationships, including a domestic source for *Monascus purpureus*, an imported fruit input, and a local halal-certified sugar source. These relationships were considered sufficiently reliable for routine production, which explains why supplier availability was identified as an opportunity. At the same time, the imported input exposed the firm to price variability and exchange-rate movements. The firm's small workforce covered pharmacy oversight, administration, marketing, and production, creating role clarity but limited redundancy when enquiries or orders increased. Accordingly, a demand-generating action could create operational pressure unless it was linked to stock visibility, response routines, packaging capacity, and delivery coordination.

Customer access was uneven because local customers could contact or visit the firm directly, whereas out-of-town customers were served through direct shipment. The physical location was less visible to potential walk-in buyers, and no established distributor network extended the firm's reach. The product portfolio contained liquid, extract, and capsule formats with different price points, making information clarity important before a customer initiated an order. The firm's reported customer loyalty could retain existing demand and provide useful feedback, but it could not be treated as a passive condition that would persist without responsive service. These conditions made direct digital contact strategically valuable, provided that content was connected to an identifiable enquiry channel and a clear order-and-delivery workflow. The results therefore supported demand-first learning rather than immediate investment in a fixed retail outlet or expansive distribution arrangement.

### 3.3 Alternative Strategies and AHP Priorities

The SWOT analysis produced nine alternative strategies covering product quality, capacity and variety, employee performance, product innovation, resource use, a strategically located outlet, digital promotion, distribution capability, and market expansion. AHP compared these alternatives against the objectives of increasing sales volume, increasing profit, and strengthening competitive position. Digital and electronic-media promotion received the highest reported priority weight of 0.230. Market-reach expansion ranked second with a weight of 0.190, followed by product innovation and packaging improvement with a weight of 0.124. The remaining alternatives were interpreted as enabling or contingent actions rather than as activities to be abandoned. Table 2 reports the original global priority weights and their managerial interpretation.

**Table 2.** AHP priority ranking of market-development alternatives.

| Rank | Alternative strategy                                                                          | Priority weight |
|------|-----------------------------------------------------------------------------------------------|-----------------|
| 1    | Increase promotional activities through electronic media and available social-media channels. | 0.230           |
| 2    | Expand marketing reach.                                                                       | 0.190           |
| 3    | Create product innovations and improve product appearance.                                    | 0.124           |
| 4    | Build or rent a kiosk in a strategic area.                                                    | 0.101           |
| 5    | Increase production capacity and product variety using available technology.                  | 0.100           |
| 6    | Add staff and provide distributors to facilitate product distribution.                        | 0.090           |
| 7    | Maintain product quality to strengthen consumer loyalty.                                      | 0.084           |
| 8    | Improve employee performance and add promotional media.                                       | 0.056           |
| 9    | Use the firm's existing resources more intensively.                                           | 0.023           |

*Note.* Priority weights are reported from the original AHP analysis and may not sum exactly to 1.000 because of rounding. The archived materials did not retain final consistency ratios for the matrices.

Table 2 indicates a clear ordering among the leading three alternatives, while the remaining options form a set of supporting or conditional actions. Digital promotion ranked first because it directly addressed the identified weakness in market communication and could make better use of existing customer loyalty. Market-reach expansion remained important but was interpreted as a subsequent move because channel growth can create service and cost pressures. Product innovation and packaging improvement ranked third, suggesting that refinement should follow evidence from customer enquiries and market-access tests.

### 3.4 Implementation Roadmap Derived from the Leading Priorities

The leading three priorities were translated into a staged roadmap to avoid treating them as separate projects. The first stage focused on creating a measurable demand-generation routine through compliant product information, a managed enquiry channel, and response standards. The second stage used the resulting demand evidence to test market access through geographically limited pilots or qualified channel partners. The third stage used customer and fulfilment feedback to guide packaging improvement, product refinement, and selective innovation. Lower-ranked options such as additional staff, distributors, capacity expansion, and a kiosk were retained as contingent investments that could become more relevant if the earlier stages revealed a recurring operational bottleneck. Table 3 presents the roadmap as an author interpretation of the reported priorities and the documented constraints of the case firm.

**Table 3.** Implementation roadmap derived from the three leading priorities.

| Stage                  | Decision objective                                  | Core action                                                                                                         | Illustrative indicators                                                                             |
|------------------------|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| 1. Demand generation   | Make promotion repeatable and measurable.           | Assign content ownership; use compliant, service-focused information; connect posts to a tracked enquiry channel.   | Reach; qualified enquiries; response time; enquiry-to-order conversion; repeat orders.              |
| 2. Market-access pilot | Test expansion without premature fixed commitments. | Select limited target areas or qualified partners; define stock, pricing, fulfilment, and reorder responsibilities. | Orders by area; on-time delivery; channel cost; returns; reorder rate.                              |
| 3. Offer refinement    | Improve product-market fit using evidence.          | Test packaging clarity, formats, and new variants against documented customer needs before scaling.                 | Trial-to-repeat conversion; packaging-related questions; customer feedback; gross margin by format. |

*Note.* The roadmap is an author interpretation for managerial implementation and evaluation. It does not report post-implementation outcomes.

Table 3 converts the reported AHP ranking into a sequence of decisions that can be monitored with observable indicators. The first stage creates information about qualified demand and service responsiveness before the firm makes wider channel commitments. The second stage tests whether demand can be served reliably in selected markets or through specified partners. The third stage uses the resulting customer and fulfilment evidence to decide whether packaging, formats, or product variants should be refined before scaling.

### Discussion

The first-ranked digital-promotion alternative should be interpreted as a capability-building priority rather than a recommendation for more frequent posting. The finding is meaningful because the case firm already possessed product differentiation and customer loyalty but lacked a repeatable routine for converting these resources into visible, traceable demand. This pattern is consistent with research showing that digital marketing improves SME outcomes when it is integrated with customer sensing, information quality, and organizational response routines (Cao & Weerawardena, 2023; Su et al., 2023). It also supports the dynamic-capabilities view that the value of a digital tool depends on the firm's ability to sense customer signals and reconfigure activity around them (Matarazzo et al., 2021; Ye et al., 2022). The

case extends this explanation by showing why promotion may be prioritized even where technology is already available: the missing capability is not access to a platform but governance over content, enquiries, and service responses. The implication is that the recommended first action is a disciplined digital demand-generation system, not a generic technology-adoption initiative.

The second-ranked market-reach alternative is more persuasive when it follows, rather than substitutes for, demand generation. In the case evidence, the absence of a distributor and the reliance on direct shipment created a risk that broader reach would increase costs and coordination demands before the depth and location of demand were understood. This interpretation aligns with food-SME research showing that resilience and performance depend on the connection between market opportunity, operational flexibility, and supply-chain responsiveness (Ali et al., 2021; Sturm et al., 2023). It also resonates with evidence that network-enabled digitalization can support incremental opportunity seizing when SMEs test and learn rather than make irreversible commitments too early (Soluk et al., 2023; Weaven et al., 2021). The present case therefore modifies a simple expansion logic by treating channel development as an experiment in market access, not as a universally superior growth move. Its practical contribution is a sequencing rule: extend reach after the firm can observe qualified demand and identify the fulfilment conditions required to serve it reliably.

The third-ranked product-innovation and packaging alternative is best understood as a complementary response to customer-information needs rather than a call to increase variety indiscriminately. The firm already offered several formats, so additional variants could increase inventory, labelling, and customer-explanation complexity unless they address a documented unmet need. This observation is consistent with customer-value research that links digital transformation to the integration of product knowledge, service information, and organizational learning (Cuthbertson & Furseth, 2022; Cadden et al., 2023). It also accords with studies showing that SME competitiveness depends on how resources are configured into a coherent offering rather than on resource accumulation alone (Ferreira et al., 2022; Meier et al., 2025). The case adds a supply-chain perspective by framing packaging as both a market signal and an operational interface affecting handling, product information, and delivery reliability. The implication is that product refinement should be driven by recurring customer questions, purchase patterns, and fulfilment feedback collected during the earlier demand and access stages.

The moderate IE position provides an important constraint on how the AHP ranking should be used. Cell V supports selective market penetration and product development, but it does not justify a broad expansion narrative that ignores the firm's limited staff capacity and imported-input exposure. This finding is congruent with research that treats digital and entrepreneurial capability as context-dependent and shaped by the alignment of technical, organizational, and environmental conditions (Khurana et al., 2022; Kraus et al., 2022). Prior studies further indicate that business networks and marketing capabilities can strengthen SME adaptation, although their value depends on how they are embedded in the firm's existing routines (Gliga & Evers, 2023; Scuotto et al., 2021). The case clarifies that a strategic ranking should be read alongside a capacity threshold: an action is attractive only while the enterprise can preserve response quality, stock availability, and delivery accountability. Thus, the study contributes a conditional interpretation of SWOT-AHP outputs that links strategic attractiveness to fulfilment readiness.

The study also highlights a methodological issue that is often understated in applied multi-criteria research. SWOT and AHP can make managerial judgments visible and comparable, but their credibility depends on transparent factor definitions, traceable weights, and reportable consistency diagnostics. Recent work on integrated prioritization recognizes the importance of explicit weighting and judgment sensitivity, especially when strategic choices are based on a limited expert panel (Mohammadi, 2023). In the present case, the retained aggregate scores and priority weights provide a meaningful decision narrative, but missing final consistency ratios and factor-level inconsistencies prevent a complete numerical audit. This limitation does not invalidate the contextual insight that weak promotion, customer loyalty, and constrained market access were central to the firm's decision problem, but it narrows the evidential status of the precise rank values. The conceptual contribution is therefore deliberately modest:

the paper demonstrates how structured judgment can be interpreted through resource-capability sequencing while identifying the transparency conditions required for stronger future applications.

Taken together, the findings position market development in a small herbal beverage firm as an integrated demand-and-fulfilment problem. The global literature increasingly shows that SME digitalization creates competitive advantage through combinations of market-facing, operational, knowledge, and network capabilities rather than through isolated digital investments (Browder et al., 2024; Verhoef et al., 2021). The Monascho case adds a context-specific illustration of this proposition by linking digital promotion to the practical requirements of product information, supplier exposure, packaging, order handling, and channel governance. It also challenges the assumption that the highest-ranked AHP strategy should be implemented alone, because the observed alternatives operate as complementary elements of a staged system. The theoretical value lies in connecting a conventional prioritization method with an explanation of capability sequencing under resource constraints. The practical value lies in offering managers a defensible order of action that can be monitored and revised as demand and operational evidence accumulate.

### **Implications**

The principal managerial implication is that Monascho should treat digital promotion as a measured operating routine rather than a stand-alone communication activity. Management can assign ownership for compliant product content, direct all enquiries to a managed contact point, and record response time, enquiry source, conversion, repeat orders, and recurring questions. These indicators create the evidence needed to decide whether demand justifies a limited channel pilot, additional staffing, or a distributor relationship. The study also implies that packaging and product-format changes should be evaluated jointly by marketing and operations because they affect customer comprehension, inventory, handling, and delivery. For researchers, the case demonstrates that the practical usefulness of a SWOT-AHP ranking increases when it is paired with observable implementation indicators and explicit operational guardrails.

### **Limitations**

Several limitations require a cautious reading of the results. The evidence comes from one purposively selected SME and a small set of firm informants and expert decision-makers, so the priorities are not population estimates. Fieldwork occurred between October 2021 and April 2022, and the study did not measure subsequent changes in sales, profit, market share, or customer outcomes. The archived materials did not retain final AHP consistency ratios and contained limited factor-level numerical information, preventing a fully reproducible audit of the reported aggregate scores and weights. Finally, the analysis concerns strategic marketing and market access, not clinical efficacy, product safety, or therapeutic outcomes of the herbal beverage.

### **Suggestions And Future Research**

Future research should collect a complete factor-level IFE/EFE dataset, individual AHP matrices, aggregation procedures, consistency ratios, and sensitivity analyses before interpreting numerical rank differences. A longitudinal design could examine whether the proposed sequence improves qualified enquiries, conversion, repeat purchase, channel cost, fulfilment reliability, and margin over time. Researchers could also compare several herbal or functional-beverage SMEs to identify whether the same sequence holds under different product, regulatory, and channel conditions. Including supply-chain partners and customers in the expert panel would make it possible to assess trade-offs between market reach, service quality, packaging, and working-capital requirements more comprehensively. Such evidence would convert the current case-based decision support into a stronger test of how capability sequencing affects SME performance.

## **CONCLUSION**

The integrated SWOT-AHP analysis indicates that Monascho should prioritize digital and electronic-media promotion, followed by market-reach expansion and product innovation with packaging

improvement. The reported IFE and EFE totals place the firm in a moderate IE position, indicating that selective market penetration and product development are more appropriate than undifferentiated expansion. The core strategic issue is not the absence of product or supply assets, but the incomplete conversion of those assets into a disciplined demand-generation and customer-access routine. A staged approach is therefore warranted: establish measurable digital demand generation, test channels through bounded pilots, and refine the offer using customer and fulfilment evidence. This sequence treats high-ranking alternatives as complementary capabilities rather than isolated projects.

The article contributes a resource-capability interpretation of a conventional SWOT-AHP case by showing how strategic priorities can be sequenced under operational constraints. Its recommendations should be read as expert-based decision support, not as causal claims about future financial performance. Transparent reporting of the study's numerical limitations preserves the boundary between documented evidence and managerial interpretation. Stronger future studies should recover or collect complete factor-level matrices, report consistency diagnostics, and evaluate implementation outcomes over time. Such work can establish whether the proposed sequence improves both market development and fulfilment reliability in herbal beverage SMEs.

### AUTHOR CONTRIBUTION STATEMENT

Oktaviana Rizka Amalia: Conceptualization; methodology; investigation; data curation; formal analysis; visualization; writing – original draft; writing – review and editing; and project administration. The author has read and approved the final version of the manuscript.

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