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Entering the Malaysian Market: PT. Rendang Uni Tutie B2B Strategy

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ABSTRACT
The internationalization of micro, small, and medium enterprises (MSMEs) in the food and beverage sector is becoming increasingly relevant due to regional integration and evolving cross-border consumption patterns. This study analyzes the case of PT. Rendang Uni Tutie, an Indonesian MSME specializing in Minangkabau rendang, and its entry into the Malaysian market through a business-to-business (B2B) approach. Using a mixed-method case study, the research integrates primary data from purposive interviews, observations, and documentation with secondary data from official statistics and trade reports. Strategic assessments were conducted through PESTEL, SWOT, IFAS, EFAS, and strategy matrix frameworks to evaluate both internal and external conditions. The findings reveal that PT. Rendang Uni Tutie possesses substantial internal strengths, including authentic product quality, shelf life of up to two years, premium multilingual packaging, and certification from Halal MUI, BPOM, and HACCP. These strengths support competitiveness in export markets. Externally, Malaysia's Muslim-majority population, cultural familiarity with rendang, regional trade agreements (AFTA, ATIGA), and strong digital infrastructure provide favorable conditions for expansion. Nevertheless, challenges persist, particularly the absence of JAKIM halal certification, relatively high logistics costs, and limited digital marketing capacity. The SWOT analysis positions the company in Quadrant I, emphasizing the need for aggressive SO strategies, such as leveraging certifications as trust capital, optimizing benefits from trade liberalization, and forming B2B partnerships with local distributors and e-commerce platforms. Overall, this research contributes to the literature on SME internationalization and digital B2B strategies while offering practical recommendations for strengthening the global competitiveness of Indonesian food MSMEs.

Keywords: Digital Marketing, B2B Strategy, Halal Certification, MSME Internationalization, Food Industry.

I. Introduction

The food and beverage sector in Indonesia shows a positive growth trend, with an increase of 2.54% from 2020 to 2021. According to a report by the Central Statistics Agency (BPS), the Gross Domestic Product (GDP) value for this industry reached IDR 1.12 quadrillion in 2021, contributing 38.05% to the non-oil and gas processing industry and 6.61% to domestic GDP. This growth indicates the significant potential for a country's signature processed products in the international food market, including traditional Indonesian dishes such as rendang, which has significant potential to boost the economy through production and export (Henderson,

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2020). This opportunity is increasingly relevant in neighboring countries such as Malaysia, where there is high demand for processed Indonesian products. This research specifically focuses on Small and Medium Industries (SMEs) as defined by the Ministry of Industry, as well as MSMEs according to the Ministry of Trade and the Ministry of Cooperatives and SMEs. PT. Rendang Uni Tutie, an MSME from Depok established in November 2015, is a successful example in the food and beverage industry. Their rendang products, which prioritize spices and authentic West Sumatran recipes, have successfully penetrated both domestic and international markets. The product's superiority lies in its guaranteed quality, free of preservatives, MSG, and gluten, making it safe for consumption by various groups, including diabetics. PT. Rendang Uni Tutie's export orientation has been proven by the entry of their products into the international market through convenience stores in Australia and Switzerland, although with a specific target market of Asians (Uni Tutie's, owner of PT. Rendang Uni Tutie, personal interview, 2024). Data from the International Trade Center (ITC) also shows an increase in global rendang imports, with Malaysia being a stable and growing importer, indicating strong interest and significant potential to enter this market (Trade Map, n.d.). The data is attached in Table 1 below:

Table 1. Importers of Rendang with HS Code (1602.50.20) from Indonesia 2019-2023 Indonesia (Thousand USD)

Importer	2019	2020	2021	2022	2023
World	489	699	935	726	1,727
Malaysia	3	2	2	2	5

This indicates a gap between product potential and export realization, which requires new strategies to expand the market effectively. Furthermore, Malaysia's market target as a B2B (Business to Business) market is supported by supportive regulations. The import regulatory system in Malaysia is more open than in other ASEAN countries, such as Thailand or the Philippines. Indonesia and Malaysia are members of the ASEAN Free Trade Area (AFTA), which supports access to ASEAN countries, including Malaysia, by eliminating import tariffs for certain commodities, including processed food products regulated by the ASEAN Trade in Goods Agreement (ATIGA) (Asean Secretariat, 2020). In neighboring Malaysia, the demand for Indonesian food products is particularly strong. This is due to cultural ties, shared culinary traditions, and a large population of the Indonesian diaspora. Data from the International Trade Center (ITC) show that Malaysia has consistently been a stable and growing importer of rendang. This signals strong consumer demand and opportunities for ongoing trade growth (Trade Map, n.d.). However, despite these positive conditions, the potential for exporting rendang is not being fully realized. The gap between available opportunities and actual market presence highlights the need for new strategies that can address structural challenges while taking advantage of cultural and economic closeness.

One major challenge for Indonesian small and medium-sized enterprises (SMEs) entering the Malaysian market is meeting regulatory requirements and certification systems. Requirements like halal certification from JAKIM, product safety approval from BPOM, adherence to international food safety standards such as HACCP, and labeling in English create significant barriers. If SMEs do not meet these requirements, they may be rejected by import authorities or excluded from retail channels, such as supermarkets and convenience stores. Additionally, logistical complexities, tariffs outside the ASEAN Free Trade Area exemptions, and variations in consumer packaging preferences further complicate matters. These challenges often limit SMEs with limited capital and technical capacity, leading to missed opportunities despite high demand. In addition to the regulatory and logistical challenges, changes in consumer behavior in Malaysia have reshaped the competitive landscape. Digitization and the growth of online retail drive these changes. Platforms like Shopee Malaysia, which holds over 70% of the market share in the food and household segment (Statista, 2023), are now essential for both local and international food producers. For small and medium-sized enterprises (SMEs), navigating these digital ecosystems is not just a choice; it is crucial for gaining visibility, scaling operations, and staying competitive. However, to use these digital platforms effectively, SMEs need a clear strategy that brings together digital marketing, B2B connections, and adherence to the technical and cultural requirements of the host market.

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In the digital era, the implementation of digital marketing has become a key factor. MSMEs that are connected to social media, have online access, and develop e-commerce capabilities will receive significant benefits (Irfani et al., 2020). Digital marketing is increasingly recognized as a strategic supporter for SMEs, enabling them to bridge resource constraints while expanding market access. Research shows that digital marketing improves performance dimensions such as brand visibility, customer engagement, global reach, and cost efficiency, making it a transformative tool for SMEs looking to internationalize (Prayogi & Subriadi, 2024). Further empirical studies highlight that social media platforms, e-commerce channels, and search engine optimization collectively strengthen the competitive position of SMEs by connecting them directly to the global market while reducing reliance on traditional intermediaries (Sharabati et al., 2024). These findings emphasize that digitalization not only facilitates sales but also fosters resilience and agility in response to dynamic international market conditions.

While previous research has examined the relationship between digital marketing and the competitiveness of SMEs, limited scientific attention has been paid to the integration of B2B frameworks in the context of cross-border food exports, particularly in Southeast Asia. The existing literature often emphasizes consumer-oriented (B2C) digital strategies without adequately addressing how SMEs can leverage B2B partnerships to navigate regulatory constraints, achieve economies of scale, and build a long-term market presence. This gap highlights the need for research that not only analyzes digital marketing practices but also contextualizes them in the broader trade and policy environment. Addressing this gap, this study explores the efforts of PT. Rendang Uni Tutie to enter the Malaysian market through a digital B2B approach, thus contributing both theoretically and practically to the discourse on the internationalization of SMEs.

Against this background, this research focuses on PT. Rendang Uni Tutie, a micro, small, and medium enterprise (MSME) from Indonesia, is a case study to analyze how digital marketing strategies can be optimized to enter the Malaysian market under the B2B framework. Using SWOT and PESTEL analysis, the study aims to identify internal strengths and weaknesses, evaluate external opportunities and threats, and develop recommendations for strategy formulation. By addressing the regulatory, digital, and market integration dimensions simultaneously, this study seeks to contribute both theoretically by expanding the literature on digital B2B marketing in emerging markets and practically by offering policy and managerial insights that can improve the international competitiveness of Indonesian SMEs.

II. Literature Review and Hypothesis Development

Digital marketing is really changing the game for small and medium-sized enterprises (SMEs) looking to expand internationally. Unlike big corporations that have established global networks, SMEs often struggle with limited financial, human, and tech resources. Digital tools, such as social media, e-commerce sites, and customer management systems, provide cost-effective ways to boost visibility in the market and engage across borders (Givan & Pancasilawan, 2025). These platforms help SMEs tear down the usual hurdles to entering new markets, improve how they operate, and integrate into the global market. This is particularly important in Southeast Asia, where digital adoption is on the fast track, especially for food-based SMEs wanting to reach beyond their home markets. Most of the research out there focuses on business-to-consumer (B2C) strategies in digital marketing, but there's growing evidence that business-to-business (B2B) approaches might be more effective for SMEs aiming for long-term growth in exports. By going the B2B route, SMEs can team up with distributors, wholesalers, and institutional buyers, which helps to cut down on uncertainty and risks when entering foreign markets. In Malaysia, B2B marketing can offer even more benefits, like making it easier to comply with trade regulations, streamlining supply chains, and taking advantage of economies of scale (Nurlan et al., 2024). So, bringing digital marketing into a B2B framework could tackle both market access and operational challenges at the same time.

Support from institutions is also key for SMEs to effectively make their mark internationally. Previous research shows that public-private partnerships and government initiatives can help SMEs adopt digital

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technologies by closing knowledge gaps and easing compliance burdens. (Bahukeling et al., 2024). This is especially true for food exports, where meeting host-country regulations, like halal certification by JAKIM, HACCP requirements, and food labeling standards, is non-negotiable. Without this institutional backing, SMEs might struggle to meet the requirements, leading to limited access to retail channels or even rejection by import authorities. So, considering how institutional and regulatory aspects interact is important for successful digital marketing adoption in international markets. Another factor that impacts SME competitiveness in Malaysia is how consumers behave. The Malaysian market is heavily influenced by cultural ties, halal assurance, and the demand for Indonesian food products driven by the diaspora. At the same time, digital retail platforms have changed how consumers buy, with Shopee Malaysia dominating over 70% of the country's food and household e-commerce market. (Statista, 2023). Research has shown that trust, cultural familiarity, and certification play a big role in purchase decisions in this area. For SMEs, tailoring marketing strategies to fit these consumer dynamics can boost acceptance and enhance their competitive stance.

Even with all the growing research on digital marketing and SME internationalization, there’s still a noticeable gap in the literature. Most studies have focused on consumer-oriented strategies (B2C) and have overlooked the importance of B2B frameworks in helping with cross-border food exports, particularly in Southeast Asia. Plus, there hasn’t been enough focus on how digital strategies, institutional compliance, and cultural factors interact to shape export success. This study aims to fill that gap by looking at how PT. Rendang Uni Tutie uses digital marketing in a B2B framework to break into the Malaysian market. This research hopes to make a theoretical contribution by broadening the discussion on digital B2B marketing in emerging markets, while also providing practical insights for policy and management to boost SME competitiveness. From the literature review, here are the proposed hypotheses: H1: Digital marketing capability positively impacts SMEs’ internationalization performance. H2: B2B digital marketing strategies greatly improve SMEs’ chances of entering foreign food markets compared to B2C-focused strategies. H3: Institutional support and adherence to local regulations positively influence the link between adopting digital marketing and export performance. H4: Consumer trust, shaped by cultural ties and certification, acts as a mediator in how digital marketing strategies affect SME competitiveness in Malaysia.

III. Research Method

This research was conducted using a descriptive methods approach, qualitative through a case study design. The case study method was selected to allow an in-depth exploration of PT. Rendang Uni Tutie’s B2B digital marketing strategy for entry into the Malaysian market, as the approach has been recognized as suitable for investigating complex organizational phenomena in SMEs (Bouncken et al., 2025). The research was implemented at the company’s production site in Depok, West Java, during the period of April to June 2025.

3.1. Sampling and Data Collection

Data were collected using a purposive sampling technique, which was applied to identify information-rich respondents, including the company’s owner, the business development manager, and selected employees. Semi-structured interviews were administered, each lasting approximately 45–60 minutes, to obtain data on export motivation, operational readiness, digital B2B strategies, and perceptions of internal and external factors. In addition, direct observations at the production facility were carried out in order to complement interview data and to ensure triangulation.

3.2. Secondary Data and Document Review

Secondary data were obtained from scientific articles, books, and official reports published by institutions such as Statistics Indonesia (BPS), the Ministry of Trade, International Trade Center (ITC), and Bank

Negara Malaysia. These data sources were utilized to contextualize the study with respect to market potential, regulatory frameworks, and regional trade conditions.

3.3. Data Analysis

The analysis was carried out through a descriptive qualitative technique, following the stages of data reduction, data display, and conclusion drawing. The external environment of the Malaysian market was assessed using the PESTEL framework, which has been widely applied in contemporary strategic management research. Internal and external factors influencing the competitiveness of PT. Rendang Uni Tutie was analyzed using SWOT analysis, and these factors were subsequently quantified through IFAS and EFAS matrices. The scoring results were then positioned on a SWOT diagram in order to determine the firm's strategic posture (Nuada et al., 2023).

3.4. Ensuring Trustworthiness

The credibility of findings was strengthened through triangulation, by combining interview data, direct observation, and secondary documentation. Member checking was employed by returning summaries of findings to the participants for validation. Furthermore, expert judgment was used in reviewing the weighting and rating of SWOT and PESTEL factors, thereby ensuring methodological rigor and transparency.

IV. Discussion of Results

4.1. Company Profile

PT. Rendang Uni Tutie is an MSME founded in 2015 in Depok, producing Minangkabau specialties such as rendang, kalio, and sambalado. Starting with local orders, the company grew rapidly after its products received a positive response on social media, encouraging its owner, Mrs. Sri Yuliastuti, to develop long-lasting ready-to-eat rendang packaging. PT. Rendang Uni Tutie products have received Halal MUI, HACCP, and BPOM certifications, and have won various national awards. Since 2018, the company has actively marketed its products through domestic e-commerce platforms (Shopee, Lazada, Tokopedia, PadiUMKM) and participated in international exhibitions. PT. Rendang Uni Tutie also distributes its products through a B2B model to local partners and supermarkets. The company's vision is to introduce Indonesian cuisine to the world, with a mission to utilize the best spices, make products mainstream in people's minds, as daily foods and souvenirs, be at the forefront of food technology and innovation, be equipped with local and international food certifications, and empower employees without gender discrimination.

4.2. PESTEL Analysis Results

The PESTEL analysis identifies external factors that influence PT. Rendang Uni Tutie opportunities in the Malaysian market:

a. Politics

Indonesia and Malaysia have a pretty good relationship when it comes to diplomacy, and frameworks like AFTA and ATIGA help by lowering tariffs on processed food, making it easier for businesses to enter the market. That said, the Department of Veterinary Services (DVS) keeps a close eye on things, and you can't forget about the mandatory JAKIM halal certification for meat products, which adds some tough compliance hurdles. A recent model suggests that many small to medium-sized food businesses in Malaysia struggle with getting halal certification, mainly due to a lack of awareness and limited resources (Ismail et al., 2023).

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b. Economy

Malaysia's economy is looking strong, with an unemployment rate hovering around 3.5%, a GDP per capita of about USD 41,000, and a projected GDP growth of around 5%. This situation is driving a steady demand for both processed and premium food products. Research shows that when the economy grows, small and medium enterprises (SMEs) tend to perform better in exports, especially when there's stability in exchange rates and supportive trade policies (Nordin et al., 2023). That said, fluctuations in the MYR–IDR exchange rate and changes in monetary policy could impact the costs and working capital needs for local partners in Malaysia.

c. Social & Cultural

In Malaysia, where about 60% of the population is Muslim and there's a strong love for rendang, halal certification really matters for getting consumers on board. A recent review highlights how important halal assurance is for building consumer trust and ensuring small and medium-sized enterprises (SMEs) can thrive in the food market. (Saima et al., 2024). Plus, urban middle-class folks are increasingly leaning towards convenient, high-quality, ready options, so teaming up with local distributors could be a smart move.

d. Technology

Malaysia is really pushing for digital transformation, especially with things like e-commerce, the internet of things (IoT), and digital infrastructure. This sets up a great opportunity for small and medium-sized enterprises (SMEs) to take advantage of online platforms. Using digital marketing tools like social media and e-commerce has been shown to boost the visibility, sales, and international reach of SMEs in Malaysia. (Rahim et al., 2025). Plus, with internet penetration rates over 95%, it just makes sense for e-commerce to be a key way for businesses to enter the market.

e. Environment

Given Malaysia's tropical climate, products need to be able to handle temperature changes and have sturdy packaging. We're seeing that climate-related issues are becoming a bigger threat to agricultural supply chains, which impacts the availability of raw materials for small and medium enterprises (SMEs) (Saima et al., 2024). Plus, there's a noticeable shift in consumer awareness around environmental sustainability, leading to more demand for eco-friendly packaging options.

f. Legal

The Malaysian Food Act of 1983 and the Food Regulations of 1985 set tough standards for food safety, inspections, and sanitation. To sell food in Malaysia, getting JAKIM halal certification is crucial. A recent study shows that, even though MUI halal certification is acknowledged, obtaining JAKIM certification really boosts consumer trust and helps businesses look more credible in the Malaysian market (Saima et al., 2024). But keeping up with these compliance demands can also drive up administrative and operational costs. JAKIM halal certification is a primary requirement, although MUI is recognized. DVS import permits and strict sanitary inspections are required for processed meat products. Regulatory compliance can incur additional administrative costs (Baldwin et al., 2016)

4.3. SWOT Analysis Results

To explain how PT. Rendang Uni Tutie is positioned in the Malaysian market. Here are the results of a detailed SWOT analysis. This analysis looks at internal strengths and weaknesses as well as external opportunities and threats, helping to frame the competitive landscape and guide informed strategic decisions. The SWOT analysis can be seen in Table 2 below.

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Table 2. SWOT PT. Rendang Uni Tutie

No	Strength	Weakness
1	The taste of rendang is authentic and acceptable to international consumers.	Don't have a dedicated team to manage digital marketing strategies.
2	Does not use preservatives, flavorings, or other additives.	Limited production workforce.
3	The product has a shelf life of two years at room temperature without compromising quality.	The factory location is in a residential area, which is not strategic for the long term.
4	Has complete certification: Halal MUI, BPOM, and HACCP	Operational costs are higher than those of West Sumatran MSMEs.
5	Premium packaging, with labels in three languages	Export logistics costs are still relatively high for small shipment volumes.
No	**Opportunities**	**Threats**
1	The majority of Malaysia's population is Muslim, which has the potential to introduce halal products to the Malaysian market.	Product prices are higher than those of local Malaysian competitors.
2	Malaysian consumers regularly consume rendang and can afford premium products.	There is no JAKIM halal certification (mandatory in Malaysia).
3	The lifestyle of the Malaysian population drives demand for practical and ready-to-eat food.	The risk of working with local partners is changing suppliers unilaterally.
4	The AFTA and ATIGA agreements facilitate export market access.	Fluctuating raw material prices affect production costs.
5	B2B collaboration opportunities with local partners and distribution to e-commerce and convenience stores.	Changes in the export policy from the Indonesian government

Uni Tutie rendang shows substantial strength rooted in product authenticity, certification, and packaging sophistication. In particular, its rendang offers original flavor appeal to international consumers, is free of preservatives or additives, has a shelf life of two years, and has Halal MUI, BPOM, and HACCP certifications along with multilingual premium packaging. These factors collectively strengthen product credibility and consumer trust, which is important in the halal and export markets. Nevertheless, the company currently lacks a dedicated digital marketing team, has a limited production workforce, and operates from a factory located in a residential area with high operational costs and export logistics, thus hampering long-term scalability and strategic flexibility. These internal constraints have been documented in similar MSME food businesses where production bottlenecks and lack of digital marketing have negatively impacted growth trajectories (Suciati et al., 2020).

Looking externally, there are many growth opportunities. Malaysia has a Muslim-majority population that is familiar with rendang, making it a great market for premium halal-certified food products, especially ready-to-eat options. This cultural connection increases buying interest. What's more, trade agreements like AFTA and ATIGA make it easy to enter the market, helping to keep costs competitive. Support from the government through the Halal Development Corporation (HDC) and events such as the Malaysia International Halal Showcase (MIHAS) provide important networking and promotional opportunities, which are very beneficial for small businesses looking to export. However, companies should be wary of some significant threats. Established players in the Malaysian market may offer a cheaper alternative thanks to their larger scale. More importantly, not having JAKIM's halal certification is a serious hurdle to gaining market acceptance, as it is mandatory in Malaysia. In addition, fluctuating raw material prices and uncertainty in trade policy, especially changes from Indonesia, can squeeze profit margins and disrupt supply chains. These issues highlight broader concerns that inconsistent halal standards and disparate regulations are a major threat in the logistics and halal food export sectors.

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4.4. IFAS and EFAS Matrix Results

This section delineates the outcomes of the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices, deploying quantitative weighting and scoring to objectively evaluate PT. Rendang Uni Tutie internal strengths and weaknesses, alongside external opportunities and threats. This dual-matrix assessment provides critical insight into strategic positioning and resource allocation for market entry into Malaysia. The results of the IFAS matrix calculation based on the questionnaire are shown in Table 3 below.

Table 3. IFAS Matrix

No.	Internal Factors	Weight	Rating	Score (Weight x Rating)
Strength				
1	The taste of rendang is authentic and acceptable to international consumers.	0.094	4	0.38
2	Does not use preservatives, flavorings, or other additives	0.087	4	0.35
3	The product has a shelf life of two years at room temperature without compromising quality.	0.102	4	0.41
4	Has complete certification: Halal MUI, BPOM, and HACCP	0.118	4	0.47
5	Premium packaging, with labels in three languages	0.110	4	0.44
Total				**2.04**
Weakness				
1	Don't have a dedicated team to manage digital marketing strategies	0.110	3	0.33
2	Limited production workforce	0.094	3	0.28
3	The factory location is in a residential area, which is not strategic for the long term.	0.094	3	0.28
4	Operational costs are higher than those of West Sumatran MSMEs	0.087	3	0.26
5	Export logistics costs are still relatively high for small shipment volumes.	0.102	3	0.31
Total				**1.46**
Subtotal For Internal Factors		**1.00**		**3.51**

The total IFAS (Internal Factors Analysis Summary) score was 3.51 (Strengths: 2.04; Weaknesses: 1.46). The highest strength factor was "Has complete certification: Halal MUI, BPOM, and HACCP" (weight 0.118, rating 4, score 0.47), indicating fundamental readiness. The highest weakness was "Does not have a dedicated team to manage digital marketing strategies" (weight 0.110, rating 3, score 0.33), indicating the need for digital human resource development. The IFAS matrix underscores that the product's authentic Minangkabau rendang flavor and remarkable two-year ambient shelf life are among its most significant strengths, yielding the highest combined score in internal analysis. Such extended shelf stability, coupled with authentic taste, aligns with findings in fast-moving food specialties where durability significantly enhances export competitiveness and consumer trust (Suri et al., 2025). Another prominent internal strength is the comprehensive certification package (Halal MUI, BPOM, HACCP) and premium multilingual packaging. Multilayered certification and packaging sophistication have been identified in MSME food sector literature as pivotal for market legitimacy and cross-border acceptance (Sopiawadi & Lugiani, 2024)

Conversely, the IFAS assessment highlights notable weaknesses: a lack of a dedicated digital marketing team, a constrained production workforce, a less strategic factory location, and elevated

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operational/logistic costs. In the broader context of MSMEs in the F&B sector, these types of internal constraints have been found to impair scalability and hinder international market penetration (Hidayah et al., 2024). Aggregated, the IFAS total score approximates 3.51, indicating a net strength-oriented internal profile but with critical vulnerabilities that must be addressed. Research suggests that when an MSME exhibits more internal strengths than weaknesses, aggressive (SO) strategies that leverage core competencies for opportunity exploitation tend to be most effective (Hadiyati & Hendrasto, 2021).

The results of the EFAS matrix calculation based on the questionnaire are shown in Table 4 below.

Table 4. EFAS Matrix

No.	External Factors	Weight	Rating	Score (Weight x Rating)
Opportunities				
1	The majority of Malaysia's population is Muslim, which has the potential to introduce halal products to the Malaysian market.	0.085	3	0.26
2	Malaysian consumers regularly consume rendang and can afford premium products.	0.093	4	0.37
3	The lifestyle of the Malaysian population drives demand for practical and ready-to-eat food	0.101	3	0.30
4	The AFTA and ATIGA agreements facilitate export market access.	0.116	4	0.46
5	B2B collaboration opportunities with local partners and distribution to e-commerce and convenience stores	0.101	4	0.40
Total				**1.80**
Threats				
1	Product prices are higher than those of local Malaysian competitors	0.093	3	0.28
2	There is no JAKIM halal certification (mandatory in Malaysia)	0.085	2	0.17
3	The risk of working with local partners is changing suppliers unilaterally.	0.101	3	0.30
4	Fluctuating raw material prices affect production costs.	0.116	3	0.35
5	Changes in the export policy from the Indonesian government	0.109	3	0.33
Total				**1.43**
Subtotal For External Factors		**1.00**		**3.23**

The total EFAS (External Factors Analysis Summary) score is 3.23 (Opportunity: 1.80; Threat: 1.43). The highest opportunity is "AFTA and ATIGA agreements facilitate access to export markets" (weight 0.116, rating 4, score 0.46), indicating regulatory support. The highest threat is "Raw material prices fluctuate, affecting production costs" (weight 0.116, rating 3, score 0.35), which could disrupt operations. The EFAS matrix reveals key external opportunities, including Malaysia's predominantly Muslim demographic and cultural affinity for rendang, reinforcing the product–market fit for halal-certified ready-to-eat rendang. Similar findings in MSME studies show cultural acceptance and market alignment are vital enablers for F&B products (Sopiawadi & Lugiani, 2024). The presence of trade agreements such as AFTA and ATIGA, combined with potential B2B collaboration through local distributors and e-commerce channels, further elevates the external opportunity profile—scoring highly in the EFAS. Empirical research on MSMEs emphasizes that institutional frameworks and digital partnerships are critical catalysts for expanding export capability (Suri et al., 2025).

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However, notable threats include higher product pricing relative to Malaysian competitors and the lack of JAKIM halal certification, which is mandatory. In MSME studies, these barriers are frequently reported as key impediments to external market acceptance (Hidayah et al., 2024). Additional external threats, such as volatile raw material costs and potential shifts in Indonesian export policy, add layers of risk that may erode profitability and strategic consistency. This mirrors broader observations in MSME export literature, where supply chain disruptions and regulatory variability frequently undercut market entry initiatives. (Suri et al., 2025).

4.5. Results of Strategy Matrix Identification

The Strategy Matrix functions as a tool to map the strategic position of a business by utilizing the scores derived from the Internal Factor Analysis Summary (IFAS) and the External Factor Analysis Summary (EFAS). These scores are subsequently converted into coordinate points on a Cartesian diagram, which visualizes the company's placement within one of the SWOT analysis quadrants. The plotting of these coordinates is performed through a specific formula that integrates the outcomes of both IFAS and EFAS assessments. The applied formula is as follows:

$$X \,;\, Y$$
$$\frac{S-W}{2} \,;\, \frac{O-T}{2}$$

Internal analysis coordinates (x-axis) $= \frac{S-W}{2} = \frac{2.04 - 1.46}{2} = 0.29$

External analysis coordinates (y-axis) $= \frac{O-T}{2} = \frac{1.80 - 1.43}{2} = 0.18$

From the results of the calculation, the coordinate point (0.29; 0.18) was obtained. The coordinate point describes the location of the strategic conditions that can be applied by PT. Rendang Uni Tutie, as shown in Figure 1, is the following:

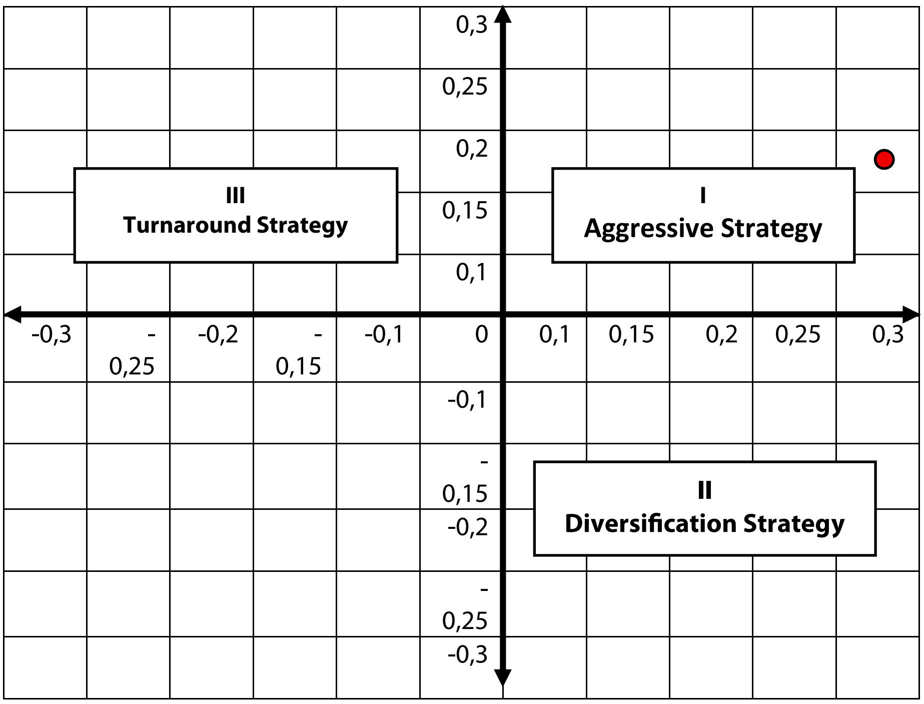

Figure 1. The Strategy Matrix of PT. Rendang Uni Tutie

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Based on the results listed in Figure 1. It can be seen that the placement of PT. Rendang Uni Tutie in Quadrant I of the strategy matrix, which shows the existence of strong internal resources combined with favorable external opportunities. This position suggests that the company should adopt aggressive strategies (SO strategies) that capitalize on its strengths to exploit market opportunities. Previous research emphasized that firms positioned in the aggressive quadrant are encouraged to pursue proactive expansion and growth-oriented strategies, particularly in dynamic and competitive environments. (Skotnicka-Zasadzień et al., 2023). Internal strengths, including authentic recipes, preservative-free processing, and certifications such as BPOM and HACCP, provide PT. Rendang Uni Tutie with significant differentiation. In the aggressive quadrant, these strengths should be reinforced through market penetration and product development strategies. Evidence shows that SMEs with strong internal differentiation and compliance credentials have higher probabilities of success when entering regulated international food markets.

Malaysia's advanced digital infrastructure and internet penetration exceeding 95% create substantial opportunities for PT. Rendang Uni Tutie to strengthen its market position through digital marketing and e-commerce platforms. Placement in the aggressive quadrant highlights the importance of investing in digital capabilities to expand visibility and market access. Empirical research confirms that SMEs adopting integrated digital marketing strategies achieve superior sales performance, brand visibility, and international competitiveness. (Sharabati et al., 2024). Aggressive strategies also necessitate the building of strategic alliances with local distributors and retail chains in Malaysia. Leveraging frameworks such as AFTA and ATIGA provides PT. Rendang Uni Tutie with opportunities to minimize tariff-related barriers while accelerating market entry. Recent studies highlight that local partnerships enable SMEs to adapt more effectively to host-country regulatory requirements and consumer preferences, thereby enhancing their internationalization outcomes. (Skotnicka-Zasadzień et al., 2023). Finally, the aggressive quadrant placement encourages regional expansion, leveraging digital platforms and trade liberalization to reach broader ASEAN markets. Evidence suggests that outward-looking SMEs that diversify regionally achieve greater resilience and sustained growth, reducing over-reliance on a single market. (Wen et al., 2023).

4.6. SWOT Matrix Results

This section interprets the strategic implications derived from the SWOT matrix (Table 5), focusing on the formulated SO. Through an integrative analysis of internal strengths, weaknesses, external opportunities, and threats, it provides a structured basis for evidence-based strategic recommendations tailored to PT Rendang Uni Tutie's entry into the Malaysian market.

Table 5. SWOT Matrix Strategy

IFAS / EFAS	Advantages (S) 1. The taste of authentic rendang 2. No preservatives 3. 2 years durability 4. Has complete certification: Halal MUI, BPOM, and HACCP 5. Premium packaging	Weakness (W) 1. There is no dedicated digital marketing team yet 2. Limited production human resources 3. The factory location is not strategic 4. The cost of operations is much higher for West Sumatra MSMEs 5. Export logistics costs are high for small volumes
Opportunity (O) 1. Malaysia's Muslim majority, halal market potential	SO Strategy 1. (S1, S2, S3, S5, O2, O3) Maintain product quality (taste, packaging,	WO Strategy 1. (W1, W2, W3, O1, O2, O3) Enhance marketing &

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2. Malaysian consumers love rendang 3. The lifestyle of Malaysians is practical and ready-to-eat food 4. The AFTA and ATIGA agreements facilitate access 5. B2B opportunities with local partners (e-commerce, convenience stores)	durability) for the long term. 2. (S4, O1, O5) Leverage certification as a B2B trust capital with local partners. 3. (S4, O4) Optimize AFTA/ATIGA for efficiency and competitive pricing.	production human resources to manage digital marketing and anticipate B2B demand in Malaysia. 2. (W4, W5, O4, O5) Increase production volume & regular B2B delivery through local partners to reduce costs.
Threat (T) 1. Prices are higher than local competitors 2. There is no JAKIM halal certification yet 3. Risk of partners unilaterally changing suppliers 4. Fluctuating raw material prices 5. Changes in export policy	ST Strategy 1. (S1, S2, T1, T4) Strengthen product advantages (anti-preservatives, authentic taste) as a differentiator from local competitors, and maintain production efficiency. 2. (S4, T2) Prepare JAKIM certification if needed for e-commerce/convenience store distribution, and maintain product durability. 3. (S1-S5, T3, T5) Mitigate policy partner risks with MOUs/agreements and do not rely on a single raw material vendor.	WT Strategy 1. (W4, T4) Diversify raw material suppliers to overcome price fluctuations and reduce operational costs. 2. (W1, W2, T5) Develop marketing, production, and risk management human resources to anticipate partner cancellations and changes in export policies.

The SWOT matrix analysis indicates that the strategic position of PT Rendang Uni Tutie is situated in Quadrant I, where the combination of strengths and opportunities suggests a growth-oriented strategy. This implies that the company should pursue SO strategies that capitalize on internal capabilities, such as product quality, certifications, and durability, to take advantage of favorable external conditions, including Malaysia's halal market, consumer preferences, and trade agreements. The SO strategies emphasize sustaining product quality encompassing authentic taste, extended durability, premium multilingual packaging, and certification as foundational pillars in leveraging Malaysia's predominantly Muslim population and its cultural affinity for rendang, coupled with favorable trade agreements (AFTA/ATIGA) and the expansion opportunities via B2B partnerships. Such a strategic alignment resonates with findings that MSMEs that capitalize on product authenticity and certification within culturally aligned export markets experience enhanced acceptance and trust (Foghani et al., 2023).

The company's possession of multiple certifications, Halal MUI, BPOM, and HACCP, can serve as a critical legitimacy signal in Malaysia's stringent halal market. Empirical evidence demonstrates that robust halal supply chain management positively affects SME performance, with halal certification and traceability significantly enhancing competitiveness and market trust (Tumiwa et al., 2023). PT Rendang Uni Tutie's authentic Minangkabau flavor, additive-free formulation, and extended two-year shelf life are pivotal strengths. They meet Malaysian consumer expectations for both tradition and convenience. Literature has shown that maintaining product integrity and long shelf stability improves export performance in culturally sensitive food segments (Meuthia et al., 2025). The ASEAN Free Trade Area (AFTA), reinforced by ATIGA and RCEP, facilitates reduced tariffs and trade barriers within ASEAN, including between Indonesia and Malaysia.

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This trade framework offers lucrative avenues for SMEs to gain cost advantages, empowering price competitiveness in new markets (Dianzah, 2022). Premium packaging, especially with multilingual labeling, serves a dual function: preservation and branding. Packaging that reflects cultural authenticity and quality drives consumer preference in modern retail environments. Research underscores that elevating packaging design strengthens differentiation and willingness-to-pay for halal food brands (Harsanto et al., 2024).

Effective alignment of strengths, certification, authenticity, and durability with opportunities requires efficient supply chain integration. Studies highlight that structured halal supply chain management, supported by regulations and logistics, significantly improves performance and market access for food SMEs in Southeast Asia (Amer, 2024). Taken together, these SO strategies emphasize a growth-oriented mindset leveraging core competencies to seize halal market potential in Malaysia. SME internationalization literature argues that when internal strengths align with robust external opportunities, firms achieve sustainable expansion through aggressive positioning and resource optimization (OECD & ERIA, 2018).

4.7. Discussion

The research findings validate that PT. Rendang Uni Tutie is ready to expand in the Malaysian market through an aggressive expansion strategy. Its natural, preservative-free products, coupled with BPOM, HACCP, and MUI halal certification, provide the company with tremendous internal capabilities. Although MUI certification is JAKIM-recognized, direct JAKIM halal certification would further improve its market credibility, particularly in big retail channels. Company positioning in Quadrant I (Aggressive Strategy) meets the possibility of availing maximum internal strengths combined with exploiting external opportunities like benign trade regimes in AFTA and ATIGA. The Malaysian market is also attractive due to growing cultural closeness, high consumer awareness of rendang, and halal certification requirements. Malaysian digital infrastructure similarly provides broad leeway for expanded B2B channels of distribution through electronic commerce websites (e.g., Shopee Malaysia) and tie-ups with convenience stores.However, there are difficulties. Poor digital marketing capacity, reliance upon ad-hoc communication channels such as WhatsApp, and the poor leveraging of SEO, digital advertising, and email marketing reflect a mismatch between technological potential and current usage. Exogenous threats, such as volatility in raw material prices and possible changes to Indonesia's export policies, also represent vulnerabilities that must be addressed through diversification of supply chains and risk management regimes.

V. Conclusion

To summarize, PT. Rendang Uni Tutie possesses valuable internal resources such as authentic products, relevant certifications, and high-quality packaging, which are appealing to consumers in Malaysia. Its location in Quadrant I of the SWOT matrix implies that aggressive approaches to market growth, including market penetration, product development, and strategic collaborations, would be the most effective. Malaysia's digital market, along with its supportive regulatory environment, is subsidized by AFTA and ATIGA, which also eases market access. However, limited capacity for digital marketing and exposure to external risks do pose challenges. Hence, the strategic direction that managers of MSMEs intend to expand overseas should follow to concentrate on strengthening regulatory certification compliance (Halal JAKIM, HACCP), enhancing digital marketing through SEO and targeted paid advertisements, and forming B2B hubs with local distributors. Competitive advantage in the long term will be achieved through the sustained innovations, digital shifts, and regional expansions to the rest of the ASEAN countries.

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