

## **Empowering Female Leadership and Cultivating a Digital Mindset: Enhancing Indonesia's Jamu MSMEs through Strategic SWOT Analysis**

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### **Abstract**

Women's leadership is an integral part of the movement towards gender equality and the growth of MSMEs. It also plays a pivotal role in the comprehensive digitalization of businesses. This study provides a comprehensive analysis of MSMEs, examining internal and external factors, including strengths, weaknesses, opportunities, and threats, to identify the best strategy for growth. Our approach considers women's leadership and a digital mindset while developing the Jamu Oeti Malang MSME business. Primary data was obtained from interviews with MSMEs and further analyzed this data using SWOT analysis. The findings suggest that an offensive-expansion strategy would be most appropriate. Jamu Oeti MSMEs should expand their market while emphasizing women's leadership in business, pursuing continuous innovation, and supporting and utilizing digitalization by encouraging a workforce committed to technology. To achieve this, Jamu Oeti MSMEs can strengthen women's leadership and digital mindset through training and development programs, adopting and integrating technology, establishing strategic collaborations, focusing on sustainable innovation, and utilizing data for future business strategies.

**Keyword : Human Resources, Entrepreneurship, Women Leadership, Digital Mindset, Traditional Herbal**

### **Abstrak**

Kepemimpinan perempuan merupakan bagian integral dari gerakan menuju kesetaraan gender dan pertumbuhan UMKM. Hal ini juga memainkan peran penting dalam digitalisasi bisnis yang komprehensif. Studi ini memberikan analisis komprehensif terhadap UMKM, mengkaji faktor internal dan eksternal, termasuk kekuatan, kelemahan, peluang, dan ancaman, untuk mengidentifikasi strategi pertumbuhan terbaik. Pendekatan kami mempertimbangkan kepemimpinan perempuan dan pola pikir digital dalam mengembangkan bisnis UMKM Jamu Oeti Malang. Data primer diperoleh dari wawancara kepada UMKM dan selanjutnya data tersebut dianalisis dengan menggunakan analisis SWOT. Temuan ini menunjukkan bahwa strategi ekspansi ofensif adalah yang paling tepat. UMKM Jamu Oeti harus memperluas pasarnya dengan tetap mengedepankan kepemimpinan perempuan dalam bisnis, mengupayakan inovasi berkelanjutan, serta mendukung dan memanfaatkan digitalisasi dengan mendorong tenaga kerja yang berkomitmen terhadap teknologi. Untuk mencapai hal tersebut, UMKM Jamu Oeti dapat memperkuat kepemimpinan perempuan dan pola pikir digital melalui program pelatihan dan pengembangan, adopsi dan integrasi teknologi, menjalin kolaborasi strategis, fokus pada inovasi berkelanjutan, dan pemanfaatan data untuk strategi bisnis masa depan.

**Kata Kunci:** Sumber Daya Manusia, Kewirausahaan, Kepemimpinan Perempuan, Pola Pikir Digital, Herbal Tradisional

## **INTRODUCTION**

The world continues to pursue gender equality as a program. Voices and movements about gender equality and images of female entrepreneurs and women in high positions are everywhere. Even so, various activities that support gender equality are always supported, such as the 2030 SDGs agenda, which refers to achieving access to decent work and a permanent income for women. This agenda shows strong support for gender equality. Beloskar et al. (2024) and Jacob & Chandrasekhar (2023) even said that achieving this point would help

eradicate poverty and support better education, health, nutrition, and equal rights for women and girls worldwide. Especially in Asia, where Asian countries have cultural tendencies and the obligations that only Asian women have seem quite strict (International Labour Organization, 2020). These cultures and obligations mean that Asian women have many jobs (Ibarra et al., 2013) – as mothers, wives, and in the workplace or business owners. Franzke et al. (2022) state that these promises based on culture and obligations give Asian women entrepreneurs a unique leadership style dominated by culture, religion, and family ties; they also significantly contribute to the country's economic growth. Apart from that, Jacob & Chandrasekhar (2023) explained that there is evidence that can show the unique characteristics of female leaders in supporting women's progress in organizations or companies.

However, opportunities for women to occupy higher and independent areas in the leadership context are still not yet optimal. Liu (2023) explains that the need for more representation of women and women's leadership roles shows few opportunities for women to participate in leadership. Ibarra et al. (2013) also argue that this is most likely due to the need for more role models for women in leadership positions, mentors, networks, or the resources available to them in organizations. Women-led organizations excel in terms of greater racial inclusion and the creation of better organizational and economic health than those led by men (Stajkovic & Stajkovic, 2023). In addition, female leaders can demonstrate more democratic and transformative leadership behavior (Cooke, 2023). Orozco Collazos & Botero (2024) also support that the presence of female leaders can create different group dynamics in encouraging minorities to have equal rights. Chakraborty & Serra (2024) argue through the results of their experiments that women's leadership reaps more negative reactions, mainly related to their leadership style, communication, and decision-making. Tremmel & Wahl (2023) added that the ranking system assesses female leadership more negatively than male leadership and female leaders tend to underestimate male leaders.

In the context of women entrepreneurs, women play a more intense role as owners of specific business fields. It seems different, such as MSMEs, which have proven how essential women entrepreneurs are in leading their businesses. Orozco Collazos & Botero (2024) confirmed that their research results found that female leaders as entrepreneurs could improve performance in MSMEs. Bamiatzi et al. (2015) also believe that women's leadership has a crucial and impactful role in MSME businesses compared to large organizations. Such leadership underlines the significant impact that women entrepreneurs can have on the businesses they manage. However, Leitch et al. (2013) express concern that despite ongoing research, the need for more understanding of women's leadership behavior in MSMEs poses challenges to developing women's leadership roles.

Traditional herbal medicine MSMEs in Malang City, which are food and beverage product MSMEs, are managed by female leaders who have the characteristic of mixing authentic Indonesian herbal concoctions. Traditional herbal medicine products include legendary drinks that generations have prepared and must preserve. In order to maintain traditional herbal medicine SME products, digital technology or digitalization is needed in their business. Rinawati et al. (2023) and Taufik et al. (2022) said that digitalization positively a foods and drinks easier. However, the most critical obstacle for MSMEs is the digital mindset

of leaders and employees. Leaders with solid dominance as influential women in this business still experience obstacles in digitalizing their business. The digitalization of MSMEs, especially food and beverage products, can expand their market share. Digitalization can also be an essential strategy for competitive advantage (Octavina & Rita, 2021). In addition, combined with aligned HR practices, it can improve strategic capabilities, encourage sustainable growth of SMEs, and fully empower employees by maximizing their potential (Sharma et al., 2022). Gita & Raymond (2024) said that a similar thing happened to traditional herbal medicine MSMEs in Batam, so digitalization was implemented in their businesses while increasing the digital skills and understanding of employees so they could maximize and develop their businesses. Therefore, leaders and employees with a digital mindset must develop this Jamu Oeti herbal medicine business with complete digitalization.

This research aims to encourage women entrepreneurs to deliberately link their digital skills to supporting, improving, developing, and growing their businesses. The background presented regarding women's leadership does not mean favoring one gender. However, it reveals that it is essential to provide equal opportunities between genders in leadership roles in organizations and business fields where women entrepreneurs work. This necessity is particularly evident in the herbal medicine business, one of the MSMEs in Malang City led by women and connected to a digital mindset for business development.

## **METHOD**

This type of qualitative research uses a case study method that focuses on describing women's leadership and the digital mindset of women entrepreneurs through SWOT analysis. Businesses often use SWOT analysis to analyze internal and external perspectives. Farrokhnia et al. (2023) said that SWOT analysis is also constructive for effective business development. The data used in this research is entirely qualitative, relying on the results of interviews with informants, namely business owners and employees. According to Ryan et al. (2009), the interview process will form a discussion and dig deeper into information so that you can find out directly about the condition or situation that occurred. However, as a rule, one still has to pay attention to ethics in the interview process, where the process does not offend and does not force statements that are reluctant to be answered (Ryan et al., 2009).

Data processing is carried out in stages, starting with analyzing the internal and external business. After that, continue preparing the SWOT matrix by analyzing the combination of each strategy (SO, WO, ST, WT) more deeply. When forming the matrix, the process will proceed to the rating stages and assess internal and external factors. This stage aims to describe the correct quadrant to determine Jamu Oeti MSMEs' strategy. That way, MSMEs can develop their businesses.

## **RESULT AND DISCUSSION**

### **Result**

It is based on data processing using SWOT analysis with the stages described previously. This analysis systematically formulates a strategy for developing Jamu Oeti MSMEs now and in the future. Table 1 clearly describes the starting point of the SWOT analysis for Jamu Oeti.

**Table 1. SWOT Matrix**

<p style="text-align: center;"><b>IFAS</b></p> <p style="text-align: center;"><b>EFAS</b></p>	<p style="text-align: center;"><b>Strength (S)</b></p> <ul style="list-style-type: none"> <li>• Female leadership prioritizes female workers</li> <li>• Women workers as the main distributors of knowledge about concocting herbal medicine</li> <li>• Female workers are more conscientious</li> <li>• Special skills in consistency in mixing herbal medicine</li> <li>• Ability to predict market demand</li> <li>• Creativity in developing product variations (flavors)</li> <li>• Innovation in product development (powder products)</li> <li>• The product contains healthy natural ingredients</li> <li>• Traditional products with recipes passed down from generation to generation</li> </ul>	<p style="text-align: center;"><b>Weakness (W)</b></p> <ul style="list-style-type: none"> <li>• Limited digital literacy knowledge</li> <li>• Limited digital skills among women entrepreneurs</li> <li>• Limited financial resources for employee and product development</li> <li>• Product durability is limited</li> <li>• Packaging lacks appeal</li> </ul>
<p style="text-align: center;"><b>Opportunities (O)</b></p> <ul style="list-style-type: none"> <li>• Collaboration with university community service programs (mentoring, certification, digital training)</li> <li>• Collaborate with health institutions</li> <li>• Support from the government (Dinkop, Disperindag)</li> <li>• Marketing in Indonesian markets in other countries</li> <li>• Digitalization in product marketing</li> <li>• Natural health supplements</li> <li>• As a sponsor of national events with its products</li> </ul>	<p style="text-align: center;"><b>SO (Strength-Opportunities) Strategy</b></p> <ul style="list-style-type: none"> <li>• Leverage women's leadership and workforce in product quality assurance for certification and training programs</li> <li>• Leverage detailed knowledge and skills of women workers in herbal blends in Jamu for educational partnerships</li> <li>• Use market prediction capabilities and product innovation for digital marketing and international expansion</li> <li>• Leverage creativity and innovation to align with youth market trends and digital trends</li> <li>• Collaborate with health institutions and government</li> </ul>	<p style="text-align: center;"><b>WO (Weakness-Opportunities) Strategy</b></p> <ul style="list-style-type: none"> <li>• Overcoming digital literacy limitations through collaborative training programs</li> <li>• Leverage government and institutional support for funding and skills development</li> <li>• Increase product attractiveness and durability through collaborative innovation</li> <li>• Leverage digital marketing and international markets</li> <li>• Branding products that are relevant to young consumer trends that focus on health</li> </ul>

<ul style="list-style-type: none"> <li>Product innovation adapts to youth market trends</li> </ul>	<p>support to promote natural health supplements</p>	
<p><b>Threat (T)</b></p> <ul style="list-style-type: none"> <li>Tight competition with MSMEs or similar industries</li> <li>Fluctuations in raw material prices</li> <li>Changes in consumer tastes</li> <li>Changes in government policy</li> </ul>	<p><b>ST (Strength-Threat) Strategy</b></p> <ul style="list-style-type: none"> <li>Leverage female leadership and a female workforce to differentiate in a competitive marketplace</li> <li>Leverage traditional knowledge and specialized skills for product innovation</li> <li>Predict market demand to stay ahead of industry trends and consumer tastes</li> <li>Creativity in product development to navigate regulatory changes</li> <li>Emphasize the natural and healthy qualities of products in marketing and branding</li> <li>Strategic alliances and advocacy for businesses led by women</li> </ul>	<p><b>WT (Weakness-Threat) Strategy</b></p> <ul style="list-style-type: none"> <li>Improve digital literacy and skills for competitive advantage</li> <li>Optimization of financial resources with strategic alliances</li> <li>Product innovation focuses on product durability and packaging</li> <li>Proactively adopt policies</li> <li>Leverage unique selling propositions for competitive advantage</li> </ul>

**Table 2. Strength indicator and weight**

No	Internal Factor	Rate (Max: 4)	Weight	Score
<b>Strength (S)</b>				
1	Female leadership prioritizes female workers	4	0.15	0.60
2	Women workers as the main distributors of knowledge about concocting herbal medicine	4	0.15	0.60
3	Female workers are more conscientious	4	0.15	0.60
4	Special skills in consistency in mixing herbal medicine	3	0.13	0.52
5	Ability to predict market demand	2	0.12	0.24
6	Creativity in developing product variations (flavors)	1	0.11	0.11

7	Innovation in product development (powder products)	4	0.15	0.60
<b>Total</b>		<b>22</b>	<b>1</b>	<b>3.27</b>

**Table 3. Weakness indicator and weight**

No	Internal Factor	Rate (Max: 4)	Weight	Score
<b>Weakness (W)</b>				
1	Limited digital literacy knowledge	1	0.13	0.13
2	Limited digital skills among women entrepreneurs	2	0.20	0.40
3	Limited financial resources for employee and product development	4	0.25	1
4	Product durability is limited	2	0.20	0.40
5	Packaging lacks appeal	3	0.22	0.66
<b>Total</b>		<b>12</b>	<b>1</b>	<b>2.59</b>

**Table 4. Opportunities indicator and weight**

No	External Factor	Rate (Max: 4)	Weight	Score
<b>Opportunities (O)</b>				
1	Collaboration with university community service programs (mentoring, certification, digital training)	3	0.16	0.48
2	Collaborate with health institutions	3	0.16	0.48
3	Support from the government (Dinkop, Disperindag)	4	0.20	0.80
4	Marketing in Indonesian markets in other countries	3	0.16	0.48
5	Digitalization in product marketing	3	0.16	0.48
6	Natural health supplements	3	0.16	0.48

7	As a sponsor of national events with its products	4	0.20	0.80
8	Product innovation adapts to youth market trends	2	0.12	0.24
<b>Total</b>		<b>25</b>	<b>1</b>	<b>4.24</b>

**Table 5. Threat indicator and weight**

No	External Factor	Rate (Max: 4)	Weight	Score
<b>Threat (T)</b>				
1	Tight competition with MSMEs or similar industries	4	0.27	1.08
2	Fluctuations in raw material prices	4	0.27	1.08
3	Changes in consumer tastes	3	0.24	0.72
4	Changes in government policy	2	0.22	0.44
<b>Total</b>		<b>13</b>	<b>1</b>	<b>3.32</b>

Tables 2, 3, 4, and 5 show the assessments from the internal analysis (IFAS) and external analysis (EFAS), with scores assigned based on the ratings and weights. Subsequently, a SWOT quadrant forms by calculating the coordinates of the two analyses, as illustrated in Table 6.

**Table 6. Internal and external analysis coordinates**

X-Axis	Y-Axis
$\frac{(\text{Strength's score} - \text{Weakness's score})}{2}$ $= \frac{(3.14 - 2.59)}{2} = \mathbf{0.275}$	$\frac{(\text{Opportunities's score} - \text{Threat's score})}{2}$ $= \frac{(4.36 - 3.32)}{2} = \mathbf{0.52}$
<b>The coordinate point is located at (0.275;0.52)</b>	

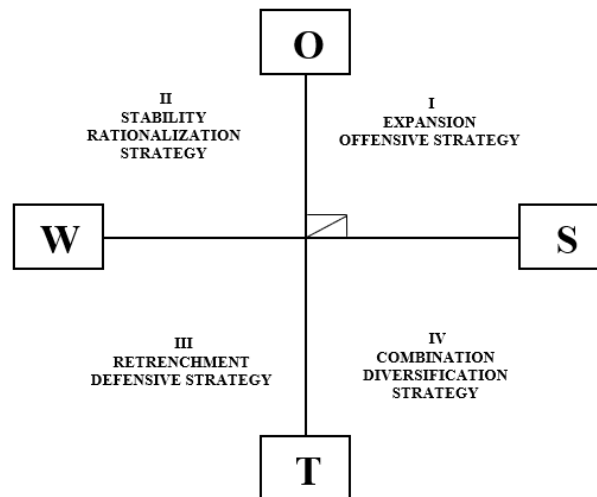


Figure 1. SWOT Quadrant

## Discussion

Through the SWOT quadrant, it becomes evident that the strategy to pursue is Strategy I expansion - offensive strategy, which focuses on developing women's leadership and a digital mindset in business development. This approach demonstrates how a business can utilize its internal strengths to exploit external opportunities through offensive strategies. Based on this understanding, it is possible to generally explain this strategy within businesses that emphasize female leadership and a digital mindset in the landscape of traditional Indonesian herbal drinks.

In the landscape of the traditional herbal drinks market in Indonesia, a business is ready to redefine its growth path by leveraging its strengths to seize emerging opportunities. They can focus on the primary key of the offensive strategy – expansion. The main key to this strategy is strong brand recognition through female leadership and a digital mindset, which are the leading advantages of the business—of course, created with a good reputation in managing quality and authenticity by a skilled workforce with appropriate digital capabilities. This approach can touch the hearts of consumers more, especially those who are aware of health and diversification. Underlining this point, emphasis must be placed on the various benefits of herbal ingredients or jamu. Jamu provides holistic treatment with benefits derived from natural medicinal plants in Indonesia (Abryanto, 2024). Yunitarini (2024) notes that the description of traditional health traditions in Indonesia, which have been passed down from generation to generation using herbal medicine, can be a unique attraction. This way, it can attract the local market and expand the international market, which prefers natural remedies.

The evolution of consumer preferences since the COVID-19 pandemic, leading to more frequent digital access, provides fertile ground for expansion strategies where businesses can increase their presence in e-commerce. The presence of businesses on available online platforms and exclusive online product promotions can involve customers in their online shopping experience, especially digitally savvy customers. Apart from focusing on consumers, the focus is also on offensive strategies – expansion needs to develop a commitment to innovation in the formulation and packaging of their products that seek to meet the tastes of local and global markets. A brief overview allows us to explain the offensive-expansion



strategy for UMKM Jamu Oeti more deeply by considering insights from the previous SWOT matrix.

Suppose to look at the SWOT matrix related to the SO (strengths-opportunities) strategy. Based on this, Jamu Oeti is a growing MSME in the heart of Indonesia, which symbolizes the rich heritage of traditional herbal medicine by weaving the wisdom of generations into the structure of its operations. The emergence of female leadership is not only a force but also a driving force that directs direction in the global health industry. Dhatt et al. (2017) support the idea that the presence of women's leadership in global health is an opportunity to increase the health system's resilience. The female leadership ethos is firmly rooted in empathy and meticulous attention to detail, which creates a different workplace for female workers. Women workers feel valued and trusted as the leading carriers and preservers of ancient knowledge necessary to make herbal medicine. In line with this, Niswatin et al. (2022), Gerhad et al. (2021), Safa et al. (2024), and Mediastari (2020) state that women act as agents of change who can maintain and preserve local knowledge, culture, and wisdom, including herbal medicine compounding. Such actions foster a unique workplace dynamic. This unique workplace dynamic results in high precision in product formulation and a solid dedication to developing the best quality and attributes favored by consumers seeking authentic and locally distinctive herbal solutions. Through this, the image of solid brand recognition through the narrative about the existence of UMKM Jamu Oeti has successfully highlighted the existence of female leadership and a qualified and skilled female workforce.

The strategic direction of UMKM Jamu Oeti is a deep understanding of the market landscape, which continues to develop, especially in the addition of natural health supplements and the growing digital market. Connected with the growing trend of pride in local products (Arviani et al., 2022). The leaders' foresight in anticipating market trends positions MSME Jamu Oeti to be able to innovate creatively through developing a variety of flavors and new product forms, such as herbal powder, to serve diverse customers with different preferences. Prabowo et al. (2020) support the idea that developing new products is part of the innovation that MSMEs need to carry out to capture more consumers with diverse preferences and new consumer trends. Although consumer preferences have evolved, MSME Jamu Oeti underscores its offering in the competitive health sector with innovation and a solid commitment to utilizing natural, health-promoting ingredients.

Apart from that, taking advantage of the opportunities of the digital era for digitalization. Purohit et al. (2024) state that businesses must implement digital applications to further interact with consumers. Through digital implementation, Jamu Oeti MSMEs can combine their intrinsic strengths with the great potential of digital marketing and e-commerce. Y. Liu et al. (2020) stated in their study that MSMEs must move to a digital-based approach until they reach a cloud-based approach. The relevance of this transition becomes apparent as MSME Jamu Oeti considers entering the international market, leveraging the appeal of traditional Indonesian herbal medicine as a natural health supplement. Digitalization encourages maximum internationalization, and digital technology gives MSMEs great opportunities to develop and succeed in foreign markets (Hervé et al., 2020).

In this case, Jamu Oeti MSMEs need additional support to advance this strategy, thus recommending various types of collaboration for implementation. Collaborating with academic institutions to enhance digital skills, obtain certifications, develop products, and form partnerships with health institutions and government agencies serve as effective solutions. Such collaborations will significantly support Jamu Oeti MSMEs, especially in improving the skills of entrepreneurs and female workers and developing their businesses. This support can slowly develop a digital mindset and the ability to access technology for entrepreneurs and female workers to achieve gradual digital development and the transformation of businesses (Zhang et al., 2022). Farroñán et al. (2024) stated critical pressure for women entrepreneurs to access technology through education and training in developing their businesses. Moreover, the global diaspora of Indonesians represents a unique market segment that MSME Jamu Oeti wants to engage with through digital marketing strategies with unique plans to highlight their products' cultural and health benefits. Saura et al. (2023) found that MSMEs that already have an online marketing strategy have successfully used digital marketing to highlight their products and raise brand awareness.

## **CLOSING**

### **Conclusion**

The SWOT analysis conducted identifies various strategies. However, this study highlights that the primary strategy that needs implementation for UMKM Jamu Oeti is the offensive–expansion strategy. This strategy focuses on strengths and opportunities that can be exploited further in the business. Through this strategy, what businesses need to emphasize is utilizing the leadership of women and workers in ensuring product quality for certification and training programs, utilizing the essential knowledge and skills of female workers in herbal mixtures in Jamu for educational partnerships, as well as using solid prediction capabilities and product innovation to digital marketing and international expansion. Moreover, it will utilize creativity and innovation to align with youth and digital market trends and collaborate with health institutions and government support to promote natural health supplements.

However, Jamu Oeti MSMEs must overcome weaknesses and threats, such as increasing digital literacy and skills, seeking funding, improving product and packaging quality, facing market competition, and facing changes in government policy. Jamu Oeti can increase digital literacy through digital training and collaboration with other MSMEs or related institutions. For funding, they can seek support from the government or financial institutions. Jamu Oeti must also invest in research and development to improve product durability and packaging design. In facing competition, Jamu Oeti must continue to innovate and create products that suit consumer trends and preferences. Lastly, they must be proactive in following developments in government policies through participation in industry associations and forums.

### **Suggestion**

The managerial implication of the proposed strategy for Jamu Oeti MSMEs is the importance of integrating female leadership and digital technology in every aspect of business operations and development. By strengthening women's leadership capacity through training

and development, UMKM Jamu Oeti can maximize the detail-oriented and empathetic leadership potential often associated with female leaders. Furthermore, digital technology strengthens daily operations and opens more comprehensive market access through e-commerce and digital marketing. Thus, the combination of strong female leadership and efficient use of technology is expected to encourage sustainable business growth and improve the position of Jamu Oeti MSMEs in market competition.

Apart from that, implementing strategic collaboration with various institutions and focusing on product innovation is essential in strengthening the market's selling value and competitiveness of Jamu Oeti MSMEs. Collaboration with research and health institutions can increase credibility and enrich the knowledge base for product development. Ultimately, community building and the use of analytical data enable Jamu Oeti MSMEs to understand and respond to consumer needs more quickly and precisely, thus increasing consumer satisfaction and long-term loyalty. This leads to the development of businesses that are not only profitable but also sustainable and responsive to current market challenges.

### **Recommendation**

The need for future research on SMEs in beverage products, particularly Jamu, arises from the underexplored local wisdom of Indonesian products. Regular and continuous research is essential to understand and fully harness this local wisdom. Researchers hope to expand research by studying herbal medicine MSMEs throughout Indonesia. Apart from the topic, various methods, such as Mckinsey's 7s or even quantitative methods, can combine several variables. Several possible variables, such as leadership, organizational culture, and cultural intelligence, can be added.

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