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## SWOT Analysis: Strategies for Supporting the Economy of Kediri Post-Covid-19 Pandemic

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### ABSTRACT

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The success of economic development has indicators of economic factors and non-economic factors. The impact of the corona has made the Indonesian economy slump. The business world in various sectors, including trade, industry, and services, has also felt the impact of Covid 19. Various strategies have been carried out to maintain economic activity so that it continues to exist. The purpose of this study was to analyze the state of the city of Kediri after the covid 19 pandemic and to analyze the implementation of SWOT analysis to maintain the economy of the city of Kediri after the covid 19 pandemic. This type of research is qualitative descriptive. The results of this study indicate that the economic growth of the City of Kediri in 2021 has increased by 2.50%. The application of the Kediri City SWOT analyst in maintaining the economy after the COVID-19 pandemic is that the advantages include the cooperation between the city government and the cities/regencies of Blitar and Madiun, MSMEs, farmers, communities, zakat management institutions and banking institutions in the city of Kediri. The existence of a service city by carrying out digital acceleration comprehensively. The weakness is to avoid the gratification of cooperation with zakat management institutions to distribute donations. The decline in Gudang Garam cigarette sales. The stock of sugar and eggs in the city of Kediri is limited. Opportunities include the application of digitalization to MSMEs to increase sales turnover. Inflation is still at 1.9, but demand is still there. Inflation was successfully controlled, and as a result, many investors were interested in investing in the city of Kediri. Threats include an increase in open unemployment. In addition, there was also an increase in poverty to 7.69%

**Keywords:** Strengths, Weaknesses, Opportunities, Threats, Defending, Economy

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### INTRODUCTION

Every country has the goal of carrying out economic development. Prosperity can be achieved if economic development has been implemented successfully. Development is said to be successful in terms of economic and non-economic aspects. Overall a sign of achieving economic development if a country's high economic growth rate is high. The Indonesian Minister of Finance, Sri Mulyani, through a video conference on Friday, April

17, 2020, stated the impact of COVID-19 on the Indonesian economy (Andriani, 2021). That the impact of covid 19 has made various sectors experience a decline. Almost all sectors feel the impact of this pandemic, including tourism, hotel, transportation, trade, and manufacturing. The impact was so extreme that the company was forced to lay off its employees. There are layoffs with severance pay and some without severance pay. In order to survive, some of these employees are forced to look for other jobs (Asmini et al., 2020).

The business world and MSMEs are parties that are also affected by this covid. The heaviest impact is that customers have decreased until more than 50% have felt the rules of physical distancing and staying at home. This condition makes their transactions decrease; this is because almost many people stay at home following the government's advice (Azizah et al., 2020). Even for shopping, many of them choose online. As a result, entrepreneurs need help in making payments for their business activities, both for company operations and administration. This includes payment of salaries and THR for Eid al-Fitr. Many of them feel a loss because profits cannot cover production costs. Furthermore, some entrepreneurs make decisions to reduce production activities and reduce employees.

Kediri is a city in the East Java Province of Indonesia. Kediri is the oldest city in East Java. Kediri is well-known as a trading center, mainly sugar and cigarette industry. PT. Gudang Garam. In 2010, the city of Kediri was awarded the first rank based on a survey by SWA, namely the Most Recommended City for Investment (Fitriyani, Sudiyarti, & Fietroh, 2020). SWA is the research business unit of the SWA group. City During the pandemic, the city of Kediri also experienced the impact of the corona 19 pandemic on almost all sectors (Frankel & Wallen, 2008). Among others: the economy, digitalization, to education. In December 2020, even the economic growth of Kediri experienced a slowdown. It is estimated that economic growth in 2020 will be 2.5%. However, it did not increase if it was based on 2019, which was 5.47%. The inflation rate in 2020 is projected at 2.05%. This has increased from the previous year of 1.83%.

Researchers are interested in researching because, according to data from Sofwan Kurnia, Head of Bank Indonesia Kediri, Kediri City's economic growth in the first quarter of 2021 showed a positive number. In addition, the Kediri City government has also succeeded in accelerating its economic growth in the first and second quarters of 2021. In fact, according to the Chairman of the East Java Chamber of Commerce and Industry, Adik Dwi Putranto, on February 5, 2021, with the PPKM policy still being implemented, it is estimated that the East Java economy in early 2021 will still experience contraction about 1 percent. Moreover, PPKM is still in effect. Based on this background, the researcher wants to study by conducting a SWOT analysis: Strategies for Maintaining the Economy after the Corona 19 Pandemic in Kediri City. This study aims to analyze the economic condition of the city of Kediri and analyze the application of SWOT analysis in maintaining the economy of the city of Kediri after the covid 19 pandemic (Rahmayati, 2015).

## LITERATURE REVIEW

### *Strategic Management*

Strategic management is a series of decisions and executive actions that have planned company goals for the long term. The objectives of strategic management include carrying out performance evaluation actions, conducting reviews, conducting reviews, making adjustments and corrections if there is an omission or discrepancy at the stage of implementing a strategy, the stage of updating a strategy that has been formulated to be relevant to the development conditions in the current situation (Rukmana, & Sukanta 2020). externally, to review the strengths and weaknesses, opportunities and threats to the business, and to be able to innovate products and goods to suit consumer tastes. The best because the relationship between the parties that have produced many strategic decisions is, in fact, greater or greater, so that activity from a strategy formulation can improve the performance of the company to solve the various problems he has faced and so that the application of strategic management can make the management of the company more caring/intense on external threats.

### *SWOT analysis*

SWOT analysis is an analytical technique to manage strengths, weaknesses, opportunities, and threats. Strengths and Weaknesses usually come from within the company (Rahmayati, 2015). Opportunities (opportunities) and Threats (threats) are usually outside things that can affect the business or come from outside the company. The SWOT analysis was compiled by Albert Humphrey, who had led the research program at Stanford University in the 1960s and 1970s, based on data from Fortune 500 companies (Rusdiansyah, 2016).

### *Economy*

The growth of the economic sector is one measure of the success of economic development. Economic progress is measured by the magnitude of growth generally characterized by national output changes (Saputri, Saroh, & Hardati, 2021). The emergence of changes in the economy's output is an analysis of the economy in the short run. Generally, theories related to economic growth can be categorized based on two aspects: classical economic growth theory and modern economic growth theory. For theories related to classical economic growth, the analysis is usually based on the existence of a belief and the effectiveness of the free market mechanism. The theory which is a theory that comes from classical economists, including Adam Smith and David Ricardo. The other theories that describe the economic sector's growth are modern economic theory. The theory of growth, Harrod-Domar, is one of the growth theories in modern economics (Setyanto, Samodra, & Pratama 2015). The meaning of this theory focuses more on the importance of establishing an investment for economic development. The more investment made, the better the economic condition of a

country; besides that, investment not only influences aggregate demand but also has an aggregate supply with its impact on production capacity. From a broader perspective, the investment will increase the amount of capital stock.

### ***Library Review***

This research is different from previous research. The results (Sutrisno, 2020) show that many countries have provided subsidies in salaries, innovation stimulus, loan waivers, and digital services to MSMEs. In addition, the government's policy is to help MSMEs with assistance to small businesses, tax incentives, loan restructuring, and business expansion. Research (Azizah et al., 2020) states that the losses caused by the COVID-19 pandemic must be handled by the government and business actors quickly, effectively and efficiently. In addition, the cycle of the business world needs to be rotated according to current conditions. Research (Musthofa & Bahri, 2020) shows that the demand for mukena has decreased due to the impact of the pandemic; this condition makes this company make product innovations by selling masks because there is much demand for masks. Winarto (2021) stated that the strength of this business is that they can continue to expand and even open business fields even during the pandemic. At the same time, this research is how the government of the city of Kediri maintains its economy during the pandemic.

### **METHODOLOGY**

This research is qualitative descriptive research. This study is expected to describe the implementation of the SWOT strategy of the city of Kediri in maintaining the post-covid-19 pandemic. The source of data used by researchers in this qualitative study is primary data in the form of interviews and observations. In addition, secondary data is in the form of publications from the City Council of Kediri, BPS, OJK, BI, and data from MSMEs. For data collection through interviews, observation, and documentation. For data analysis techniques through data sorting, data presentation, drawing conclusions, and verification. Credibility, transferability, and dependability standards are used for data validity.

### **RESULTS AND DISCUSSION**

#### ***The Economic Condition of the City of Kediri Post Covid 19***

The Economic Growth of Kediri City in 2021 will increase by 2.50% with the Gross Regional Domestic Product (GRDP) at the Current Price of Rp. 141.47 Trillion. The city of Kediri has succeeded in increasing economic growth from the previous year, which contracted -by 6.25%. This illustrates that the economy in the city of Kediri has begun to grow and experience growth. The city of Kediri remains the fifth largest contributor to the Gross Regional Domestic Product (GRDP) of East Java Province. The city of Kediri also contributes 5.76% of the GRDP with a nominal amount of Rp. Growth occurred in almost all business sectors, such as wholesale-retail trade and car and motorcycle repair, which

grew 9.81%. Furthermore, transportation and warehousing grew by 6.21%, and water supply, waste management, and recycling grew by 6.07%. The information and Communication sector increased by 5.75%, and health services and social activities increased by 5.53%.

The economic growth experienced by the City of Kediri occurred because the policies taken by the Kediri City Government were appropriate for economic recovery after the Covid-19 pandemic. In addition to an increase in several business fields, two experienced a decline, including education services, which contracted by 1.31%, and mining and quarrying decreased by 1.06%.

The Kediri City Government always synergizes in controlling inflation through TPID. Through the policies of the mayor, Abdullah Abu Bakar, he continues to encourage and facilitate business actors to recover after being stagnant due to the pandemic. Kediri City Economic Growth Data in 2021 experienced an increase of 2.50 percent with the Gross Regional Domestic Product (GRDP) at the Current Price of Rp. 141.47 Trillion.

Growth occurred in almost all business sectors, such as wholesale-retail trade and car and motorcycle repairs, which grew 9.81 percent. Furthermore, transportation and warehousing grew 6.21 percent, and water supply, waste management, and waste and recycling grew 6.07 percent. The information and Communication sector increased by 5.75 percent, and health services and social activities increased by 5.53 percent. Furthermore, apart from an increase in several business fields, two business sectors experienced a decline, including education services which contracted by -1.31 percent, and mining and quarrying decreased by -1.06 percent. The Kediri City Government always synergizes in controlling inflation through TPID. Through the policies of the mayor, Abdullah Abu Bakar, he continues to encourage and facilitate business actors to recover after being stagnant due to the pandemic.

In 2022, the Kediri City Government made several efforts to restore conditions for economic growth, such as the creation of 3,000 new entrepreneurs, upgrading MSMEs (MSMEs that receive assistance from the Kediri City Government in terms of marketing and increasing turnover), and controlling inflation. "If inflation is controlled, the economic climate is good and can encourage economic growth. Hopefully, Kediri City's economic growth will return to normal as before the pandemic, which is between 5 and 6 percent.

The city of Kediri experienced economic growth in 2019-2021 following the existing growth theory, namely the theory of Harold Domar, Neoclassical, from Solow, and the endogenous theory by Romer, that there are main factors or components in economic growth, namely: capital accumulation, population growth, progress technology, growth, equity, sustainability, regional economic growth indicators, income imbalance, changes in economic structure, growth in employment opportunities, level and distribution of convenience, gross regional domestic product. Natural resources, the number and

quality of population education, science and technology, social systems, and markets influence economic growth.

***The application of the Kediri City government SWOT Analysis in maintaining the post-covid-19 pandemic is formulated in a SWOT analysis:***

**Strength**

Kediri municipal government policies and cooperation with the community, farmers, MSMEs, other regional government banks, and zakat management institutions. Service city policy and acceleration with comprehensive digital technology (Sutrisno, 2020). The Kediri City Government also encourages MSMEs in the City of Kediri to go digital. Various breakthroughs were made by the city government, such as holding the "MallUMKM Kediri Sale 2020" in collaboration with the marketplace to sell MSME products. Mayor of Kediri Abdullah Abu Bakar said that MallUMKM is a platform to help small and medium industries that have been hit and whose sales have drastically decreased due to the COVID-19 pandemic. The Kediri City Government curates products ready to be marketed online because trading offline is very difficult and the market is narrow. The City Government wants to help MSMEs in Kediri City continue to rise, especially during the COVID-19 pandemic. They also do not want to be grandiose because the most important thing is the mindset of the MSME owners. They are optimizing the Kediri APBD for local economic development. Following instructions from the center, the Kediri City Government also made a breakthrough in overcoming the COVID-19 pandemic by reallocating the budget. The policy focuses on three things: health care, social recovery, and economic recovery. To support the rise of the community's economy, especially during the Covid-19 pandemic.

The Government of Kediri City launched the Business Credit Program Serving City of Kediri (Kurnia) residents. Kurnia is an innovation from the Kediri City Government for the development of cooperative and micro-enterprise financing. This is one of the efforts of the Kediri City Government so that the economic sector can bounce back. This Kurnia program will later be able to give birth to many new entrepreneurs in the City of Kediri so that community welfare increases and can support the acceleration of the national economy in 2021. For this reason, he welcomes and encourages the existence of the Regional Financial Access Acceleration Team (TPAKD), a forum for coordination between agencies and stakeholders. The Kediri City Government emphasized that inflation in Kediri City, East Java, is still well controlled as indicated by the demand or demand. Economic growth in this area has been quite good during the covid-19 pandemic. The Kediri City Government is also actively vaccinating to break the chain of the spread of COVID-19. He hopes that the recovery rate will improve so that the wheels of the economy will also spin better. The first step taken is to use social media to promote MSME products in Kediri City, furthermore, by presenting business actors to take part in the curatorial session. This activity is very important to measure the readiness of business actors to enter digital marketing and determine the right mentoring program. Then steps were taken to assist with sales optimization workshops

in the marketplace, digital marketing training, and workshops on caring for coffee shops during the pandemic. The Kediri City Government is also collaborating with one of the marketplaces, Tokopedia, by holding the Kediri MSME Mall Sale 2020 ( Bakhri, Aiz, Khulsum, 2019).

Inflation control and the team for accelerating and expanding regional digitalization (TP2DD) is a commitment from the regions that must carry it out together. So that these MSMEs do not only come from the digital world, but the City Government of Kediri also provides assistance. The order was issued through the instructions of the Mayor of Kediri, Abdullah Abu Bakar. He said his party was trying to find a breakthrough so that assistance would come from one party and two parties. "One of them is what we are doing in this local government. This local government has ASN and P3K (government employees with work agreements). Therefore, I talked to the Regional Secretary about how to donate properly and can help MSMEs. Finally, we were instructed to buy the product from the city of Kediri," said the mayor. The COVID-19 pandemic has forced local governments to refocus their budgets. This also has an impact on reduced regional spending. The Kediri City Government issued a budget of around Rp. 182.43 billion from the 2020 APBD, which was taken from the refocusing of the budget. Of the funds, Rp69.50 billion was allocated for health care, Rp46.33 billion for handling economic impacts, and Rp66.58 billion for social safety nets. The budget (APBD 2021) returns to normal. The bottom line is that the pandemic is still ongoing. So, in health, there is also a priority, social. We wait. If there is, it could be refocusing the budget; the Kediri City Government is also optimistic that the economy will improve. It is like projections that both global and national will also grow. The city of Kediri also follows the national economic growth, a projected growth of 5 percent. We are at 5 percent. It is already big. Good. There is a tobacco processing industry.

### **Weakness**

The City Government received many donations from the public to help the government to resolve the impact of the COVID-19 pandemic. However, the Kediri City Government did not dare to accept cash donations, fearing it would be considered gratification. For this reason, the City Government of Kediri cooperates with the Zakat Management Institute in the City of Kediri. Donations originally given to the Kediri City Government are then channeled to the Zakat Management Institute. Furthermore, the Zakat Management Institute distributes to people needing health, education, and the economy (Winarto, 2021).

The decline in cigarette sales of PT Gudang Garam impacts the inflation rate in Kediri. The city of Kediri needs more stock of eggs and sugar, while Blitar has an excess of eggs and Madiun has excess sugar; rather than the goods from the farmers being transported by someone else, this can create chaos, of course, the goods will be stockpiled. If the goods are stockpiled, inflation can be out of control. To control inflation, cooperation with other regions is very important. For example, there is a collaboration between the

City of Kediri and the Regency of Blitar to meet the supply of eggs. In addition, cooperation with other regions is also carried out related to the sugar business. By strengthening inter-regional cooperation, he continued, the impact of good inflation could also be felt in the controlling areas and the surrounding areas.

### **Opportunity**

The Kediri City Government program related to Service City greatly supports public facilities, which will increase positive community responses. Abdullah Abu Bakar said that inflation is still at 1.9, meaning demand is still there. This would be much better if inflation control and TP2DD were carried out jointly with regions in the working area of Bank Indonesia Kediri. This, the impact will be very good. The mayor said that TP2DD is necessary because everything will be digital in the future. For example, traders and MSMEs in Kediri currently tend to be low in demand. However, they are trying to switch to using the marketplace in selling. The results can be seen with increased turnover because the market demand is also very high. He said that his party continued to encourage the digitization of MSMEs. In this case, Bank Indonesia must intervene.

In addition, cooperation with MSMEs and farmers must be established in order to control inflation. According to him, cooperation with other regions is very important in controlling inflation. For example, there is a collaboration between the City of Kediri and the Regency of Blitar to meet the supply of eggs. In addition, cooperation with other regions is also carried out related to the sugar business. By strengthening inter-regional cooperation, he continued, the impact of good inflation could also be felt in the controlling areas and the surrounding areas. In addition, it can also invite investors to invest because investors also see the inflation rate in the area.

Meanwhile, the Head Representative of Bank Indonesia, Kediri Sofwan Kurnia, agreed with the idea of the Mayor of Kediri regarding controlled inflation will attract investors to invest. The purchasing power of the people supports this. Sofwan Kurnia said that the only areas that calculated the consumer price index (CPI) in the former residencies of Kediri and Madiun were the City of Kediri and the City of Madiun. He supports the idea of the Mayor of Kediri and the Mayor of Madiun, especially during the COVID-19 pandemic, so that inflation in Kediri and Madiun will be controlled and the surrounding area will also be well affected.

During the Covid-19 pandemic, the Mayor of Kediri assessed that digitizing the economy using social media and marketplaces was the right step to restore the economy. If you look at the data from Hootsuite, that active social media users have increased from 160 million in 2020 to 170 million in 2021. Therefore, the Kediri City Government encourages MSMEs to enter the marketplace digitally. The impact is quite extraordinary on MSMEs. With the increase in product sales during the program, more and more MSME actors in the City of Kediri are opening accounts on Tokopedia as new sellers and in general, raising awareness of local MSMEs to immediately onboard on the marketplace platform.



This is the right way to restore MSMEs during the current pandemic," he explained. Then the Mayor of Kediri added the various efforts that the Kediri City Government had made; of course, there had to be sustainability. Recently, the Kediri City Dekranasda provided training on how to write captions. As is known in selling products through social media or marketplaces, captions can be a force to attract buyers. "From the training, it was found that people like to be told stories. Before they sell the product, they must be told first so that they are interested. Make the caption should be short and interesting. Not as long as a newspaper," he added.

The Mayor of Kediri emphasized that digitization is the key. Migration to digital marketing is not an option but a necessity. Especially in the era of the pandemic, when the movement of people is restricted, the movement of goods has increased. "We from the regional government must continue encouraging MSMEs to digitize because the market is there," he concluded. In the era of the pandemic, human movement is restricted. However, the movement of goods increased. Conventional economic activities are starting to be replaced by digital economic activities so that the Mayor of Kediri encourages economic digitization during the current pandemic. "In supporting this program, the City Government of Kediri has collaborated with Tokopedia, one of the biggest marketplaces in Indonesia. In addition, it also creates an MSME Mall platform, a catalog of MSMEs in the City of Kediri. Moreover, there is also the MSME Virtual Expo 2020 as a solution to promote MSMEs in the City of Kediri." said Mayor of Kediri Abdullah Abu Bakar. to SMEs. Among them are photo or video workshops, social media marketing, assistance with packaging design, and introducing food and beverage health standards. (P) "It does not stop there; MSME actors are also assisted in shooting products to be marketed. Then create a Business Permit Number (NIB) online, create a logo and brand, and receive online business consultation and online trademark registration." Added the Mayor of Kediri.

In addition to the program that has been running since 2020, the Mayor of Kediri plans to hand over CSR from Bank Jatim to MSMEs as production equipment. This tool is expected to increase the productivity of MSMEs in order to continue to survive in the pandemic era. Assistance will be given to approximately 57 SMEs in Kediri City. Ten of them will be given symbolically. He said the assistance provided could vary, both raw materials and those that have become dishes. Later, assistance can be given to residents undergoing self-isolation due to exposure to COVID-19 or other residents affected by COVID-19. "You can choose those who are self-isolating or people affected by COVID-19. With PPKM, because it has been more than a year, like it or not, you have to collaborate with everyone to support each other to survive," said Mas Abu, his nickname. Technically, he left it to the person concerned. He also hopes that this policy will foster a sense of humanity to help each other during this pandemic. The invitation is contained in the Kediri Mayor's Instruction Instruction Number 188.55/3/419,033/2021 regarding support for implementing the sharing movement to help people affected by the COVID-19 pandemic.

"Improving access and financial literacy as broadly as possible is a priority program for the City of Kediri," he added. Bagus Alit hopes that the Kurnia program can give birth to many new entrepreneurs in the City of Kediri so that community welfare increases and can support the acceleration of the national economy in 2021. For that, Bagus Alit welcomes and encourages the existence of the Regional Financial Access Acceleration Team (TPAKD), which has been a forum for coordination between agencies and stakeholders.

In addition, synergy, increased commitment, and concern from the government and all stakeholders are needed to support accelerated growth in the economic sector. After Kediri City, Curated Houses can also be developed in other cities and regencies in East Java. The MSME Curation House will assist products that allow access to foreign markets. The existence of the Curation House can be a new energy, new hope, and positive energy for MSMEs during the current Covid 19 pandemic.

### **Threats**

Farmers should distribute their harvests to the City of Kediri than be taken by suppliers, this can create chaos, and of course, goods will be stockpiled. If the goods are stockpiled, inflation can be out of control. Even though the economy is slow, he said, this figure still shows good growth. During the COVID-19 pandemic, the economy experienced a significant impact. The economy is slowing down; its growth is not normal. This, in fact, also has an impact on increasing poverty and the open unemployment rate, not least in the city of Kediri. In the City of Kediri, from the evaluation carried out by the Research and Development Center, the handling of the economy is also quite good compared to other regions. Economic growth in Kediri is growing positively. In Kediri, the projected economic growth for 2020 is between 2.5 percent to 3 percent. However, this also coincides with the unemployment rate in this city. Although there is an increase in open unemployment, the value is relatively small compared to other cities in East Java. The increase reached 1.99 percent from 2019, which reached 4.22 percent, increasing to 6.21 percent. In addition, the poverty rate in this city also increased from 7.16 percent to 7.69 percent.

"I think this is a smart solution to restore the MSME economy. We also collaborate with marketplaces. However, I recently discovered a slight problem where the postage was too expensive. So this is our job together. Maybe we can intervene so that the shipping costs are not too expensive," he said. The Mayor of Kediri explained the steps of the Kediri City Government in economic recovery by digitizing MSME products. The head of the Kediri City Development Planning, Research and Development Agency, Edi Darmasto, stated that the 2020 APBD needed to be fixed. This happens in the central, provincial, district, and city governments. The budget that should have been for the physical project has been delayed. For 2021, the Kediri City Government is still awaiting further instructions from the central government. With no instructions from the center, the existing budget returned to normal.

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## CONCLUSIONS

The Economic Growth of Kediri City in 2021 will increase by 2.50% with the Gross Regional Domestic Product (GRDP) at the Current Price of Rp. 141.47 Trillion. The city of Kediri has succeeded in increasing economic growth from the previous year, which contracted -by 6.25%. Growth occurred in almost all business sectors, such as wholesale-retail trade, and car and motorcycle repair grew by 9.81%. Furthermore, transportation and warehousing grew by 6.21%, and water supply, waste management, and recycling grew by 6.07%. The information and Communication sector increased by 5.75%, and health services and social activities increased by 5.53%.

The application of the Kediri City SWOT analyst in maintaining the economy after the COVID-19 pandemic is that the advantages include the cooperation between the city government and the cities/regencies of Blitar and Madiun, MSMEs, farmers, communities, zakat management institutions and banking institutions in the city of Kediri. The existence of a service city by carrying out digital acceleration comprehensively, followed by the expansion of regional digitization driven by the TP2DD team. The Mayor's policy requires ASN and P3K to buy MSME products and donate them back to victims of Covid 19. Launch of credit with break interest (KURNIA) to MSMEs. Optimization of the Kediri City UMKM curation house. The existence of CSR from Bank Jatim for MSMEs in production equipment and training.

Furthermore, the weakness is that many stakeholders intend to make donations to the city government. However, to avoid allegations of gratification, the donations are transferred to zakat management institutions. The decline in Gudang Garam cigarette sales. The stock of sugar and eggs in the city of Kediri is limited. In addition to having advantages and disadvantages, there are opportunities, including applying digitization to MSMEs to increase sales turnover. Even though inflation is still at 1.9, demand is still there. To control inflation, cooperation is carried out with regions such as the residency of Bi Kediri. Inflation was successfully controlled, and as a result, many investors were interested in investing in the city of Kediri. Based on the current opportunities, there are threats, including increased open unemployment. In addition, there was also an increase in poverty to 7.69%

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