

# Analysis of the Implementation of Re-Thinking Strategic Leadership in MSMEs for Sheet and Bed Cover Products in the City of Bandung

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## ABSTRACT

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MSMEs in the bed linen industry often face challenges in increasingly tight market competition and changing consumer dynamics. To remain relevant and competitive in an ever-changing market, MSME leaders need to rethink *their* leadership strategies. Rethinking in this context includes re-evaluating business models, marketing strategies, production processes, and relationships with customers. MSME leaders need to consider new strategies that enable them to face challenges and exploit opportunities in the bedsheets industry. Based on the results of observations and in-depth interviews with MSME owners who produce bed sheets and bed covers in the Bandung area, it is clear that most of the MSME players who produce bed sheets and bed covers, especially the owners, in this case who are the leaders, have implemented *re-thinking strategic leadership*, especially those in the bed sheet business who produce on a large scale. Re-thinking strategic leadership in this case means that MSME bed sheet and bed cover players have re-evaluated business models, marketing strategies, production processes and relationships with customers. MSME owners of bedsheet and bedcover products in Bandung have adopted various strategies to understand and adapt to the rapidly changing business environment. They use e-commerce and social media platforms, prioritize environmentally friendly products, adopt health protocols during the pandemic, and adjust production processes according to environmental regulations. Their strategic leadership drives adaptation through market research, product innovation, sales channel diversification, improved customer service, operational efficiency, collaboration, pricing flexibility, and human resource development. Additionally, they apply long-term thinking through SWOT analysis, market trend monitoring, competitor research, and data analysis. Team collaboration and engagement are also enhanced through cross-functional teams, open communication, shared goals, and collaborative rewards. Technology and innovation are encouraged with training, support systems, feedback loops, and innovation awards. Systemic thinking and leadership development is carried out through outreach, training, open communication, and feedback. These MSMEs also have risk awareness with appropriate risk analysis and risk mitigation as well as regular performance measurements for evaluation and strategy adjustments. MSME leaders are also considering new strategies that will enable them to face challenges and exploit opportunities in the bedsheets industry. MSME leaders in the bed linen industry have implemented strategic leadership to direct their business in a direction that is in line with the company's vision and mission. Strategic leadership involves making smart decisions, identifying market opportunities, managing risks, and developing long-term strategies. Even though the results obtained, not all MSMEs producing bed sheets are as expected.

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## 1. INTRODUCTION

Strategic leadership is very important in maintaining the success and sustainability of an organization in an era of constant change. In recent decades, rapid changes in technology, global market dynamics, and the evolution of business paradigms have driven the need for adjustments in leadership paradigms. Effective leadership does not only rely on traditional skills, but also requires the ability to adapt to the changing dynamics facing the organization. The concept of "re-thinking strategic leadership" has become the focus of attention of many experts in the fields of management, strategy and leadership. Emphasizes the importance of adaptation and creativity in strategic leadership in dealing with the complexities of modern business, while [7] highlights the important role of leadership in managing organizational transformation and inspiring necessary change. Changing leadership paradigms also includes adapting to the values and expectations of the millennial generation, which increasingly dominates the workforce. This generation expects leaders who are collaborative, inclusive, and bring deeper meaning to their work. Therefore, strategic leaders need to be able to adapt to these preferences in order to retain and attract quality talent. Re-Thinking Strategy Leadership" refers to the concept that in an ever-changing business world, leaders must continually apply new approaches to planning, implementing, and evaluating organizational strategy. Traditionally, leadership strategy is often concerned with developing long-term plans, setting goals,

and monitoring its implementation. However, rapid changes in technology, global markets, organizational dynamics, and social environments require more rapid and flexible adaptation in leaders.

The bed linen industry is a sector that continues to grow, especially among Micro, Small and Medium Enterprises (MSMEs). MSMEs in the bed linen industry often face challenges in increasingly tight market competition and changing consumer dynamics. To remain relevant and competitive in an ever-changing market, MSME leaders need to rethink their leadership strategies. Rethinking in this context includes re-evaluating business models, marketing strategies, production processes, and relationships with customers. MSME leaders need to consider new strategies that enable them to face challenges and exploit opportunities in the bedsheets industry.

MSME leaders in the bed linen industry need to apply strategic leadership to direct their business in a direction that is in line with the company's vision and mission. Strategic leadership involves making intelligent decisions, identifying market opportunities, managing risk, and developing long-term strategies.

Strategic leadership also includes the ability to adapt to market changes and direct the organization towards growth and sustainability. MSME leaders need to have a deep understanding of bed linen industry trends, consumer behavior, and market dynamics to be able to make timely decisions.

In the context of MSME bedsheet products, strategic leadership can include:

1. **Product Development:** MSME leaders need to continuously innovate products to meet changing customer needs and preferences.
2. **Marketing Strategy:** Use of effective marketing strategies, including leveraging social media and e-commerce platforms to increase brand visibility and reach a wider market.
3. **Resource Management:** Efficient management of human, financial and operational resources to increase productivity and profitability.
4. **Technology Update:** Application of new technology in production and distribution processes to improve efficiency and product quality.
5. **Partnerships and Networks:** Build strategic partnerships with suppliers, distributors and other partners to expand market reach and increase competitiveness.

By implementing effective strategic leadership, MSME leaders in the bed linen industry can face challenges better and create added value for their business as well as a greater contribution to local economic growth.

Based on the results of initial observations carried out by researchers, several obstacles or problems faced by MSMEs for Bed Sheet and Bed Cover Products were found, including: First, there is intense competition: The market for textile products such as bed sheets and bed covers usually has many competitors, both from large companies and other MSMEs. This competition can make it difficult for MSMEs to maintain market share or attract new customers, secondly, namely Production costs: The costs of raw materials, labor, and other overhead costs can be an obstacle for MSMEs, especially if they do not have a large production scale to get prices better than the supplier. Third, quality and innovation: Customers often look for quality and unique designs in products such as bed sheets and bed cover. MSMEs need to

continue to improve the quality of their products and create innovations to remain competitive in a changing market, fourthly, namely distribution and marketing: Marketing products and distributing them to various sales channels can be a challenge for MSMEs, especially if they have limited resources. and access to effective distribution channels, fifth, namely changes in trends and market demands: MSMEs need to be able to adapt their products to changes in trends and market demands in order to remain relevant and in demand by customers.

And the sixth is regulations and compliance: Regulatory policies related to product quality, taxes and other requirements can also be an obstacle for MSMEs, especially if they do not have sufficient resources to comply with all these regulations. Due to the problems faced by MSMEs in bedsheet and bedcover products, MSME leaders in the bedsheet and bedcover industry must rethink and be able to adapt to all changes in business strategy by reconsidering, renewing or even changing their strategic leadership methods.

## 2. LITERATURE REVIEW

### *Thinking About Rethinking Strategic Leadership (Re-Thinking Strategic Leadership)*

*Re-thinking strategic leadership* is an effort made to reconsider, update or even change the way strategic leadership is carried out in an organization. This is not just a change in business strategy, but also considers how leadership can direct the organization through the changes, challenges and opportunities that develop in a dynamic business environment and respond to increasingly complex business challenges.

According to Mintzberg and Waters who state that re-thinking strategic leadership involves re-evaluating how strategic leaders understand and respond to the dynamics of the business environment and how they direct the organization to achieve its long-term goals.

Mintzberg and Waters' statement regarding Re-thinking Strategic Leadership

describes a critical process that involves rethinking or in-depth evaluation of how strategic leaders understand and respond to the dynamics of the business environment. In this context, there are several important points to note:

- a. **Re-Evaluation:** This shows that re-thinking strategic leadership is not just a process of reflection, but also includes a careful and critical review of existing practices that may require improvement or change.
- b. **Understanding of Business Environment Dynamics:** Strategic leaders need to deeply understand how the business environment changes and evolves. This includes an understanding of market trends, technological developments, regulatory changes, and other factors that may impact a company.
- c. **Response to the Business Environment:** More than just understanding, strategic leaders must be able to respond appropriately to the dynamics of the business environment. This can involve anticipating change, adapting organizational strategy, or even creating change yourself.
- d. **Steering the Organization to Achieve Long-Term Goals:** One of the main objectives of re-thinking strategic leadership is to ensure that the organization is directed towards achieving its long-term goals. This includes reviewing the organization's vision, mission, and strategy to ensure compliance with the changing business environment.

Thus, re-thinking strategic leadership is a holistic and integrated process that involves rethinking how strategic leaders understand, respond, and direct the organization in facing the dynamics of an ever-changing business environment.

According to Kottler, who describes re-thinking strategic leadership as a process for revising or even replacing the strategic leadership paradigm in organizations, with a

focus on adaptation to change and responsive decision making.

Kotter's statement on Re-thinking Strategic Leadership highlights the importance of revising or even replacing the strategic leadership paradigm in organizations. The following is a more detailed explanation of this statement:

1. **Paradigm Revision or Replacement:** Kotter suggests that re-thinking strategic leadership involves more than just reviewing. This is a more radical process, which may require fundamental changes in the way organizations view and approach strategic leadership. This includes the possibility of replacing old paradigms with new paradigms that better suit current needs and challenges.
2. **Focus on Adaptation to Change:** One of the central aspects of re-thinking strategic leadership is a focus on adaptation to change. This includes recognizing that the business environment is constantly changing, and organizations need to be able to adapt quickly and effectively to remain relevant and competitive. Therefore, strategic leadership must be focused on creating an organizational culture that is responsive to change and innovation.
3. **Responsive Decision Making:** Kotter highlights the importance of responsive decision making in the context of re-thinking strategic leadership. This means that strategic leaders must be able to evaluate situations quickly, respond to change with flexibility, and make sound and effective decisions to steer the organization toward long-term success.

Thus, according to Kotter, re-thinking strategic leadership is a process that involves changing the strategic leadership paradigm in the organization, with the main focus on adaptation to change and responsive decision making. It is an effort to change the way

organizations view and face the challenges of an ever-changing business environment.

Re-thinking strategic leadership as an effort to change the paradigm and process of strategic leadership in organizations, with a focus on innovation, adaptation and sustainable organizational learning. In the definition put forward by Liedtka, re-thinking strategic leadership is explained as an effort to change the paradigm and strategic leadership process in the organization.

1. Efforts to Change Strategic Leadership Paradigms and Processes: Liedtka emphasized that re-thinking strategic leadership is not only about re-evaluation, but also about changing existing strategic leadership paradigms and processes. This includes a critical understanding of the way organizations view and implement strategic leadership as well as concrete steps to change it to be more responsive to environmental changes.
2. Focus on Innovation, Adaptation, and Continuous Organizational Learning: This definition highlights that re-thinking strategic leadership aims to encourage innovation, adaptation, and continuous organizational learning. This includes the implementation of new ideas, the ability to adapt quickly to changes in the business environment, as well as a continuous learning process to improve organizational performance.

Thus, according to Liedtka, re-thinking strategic leadership is an effort that involves changing paradigms and strategic leadership processes in organizations, with a focus on encouraging innovation, adaptation and continuous organizational learning.

The "rethinking strategic leadership" indicator refers to a series of factors or signs that indicate that an organization or its leaders are carrying out a process of "rethinking" or rethinking strategic leadership. This strategic rethinking often occurs when an organization faces significant changes in its business environment, such as changes in technology,

markets, or regulations, that require the organization to adapt or change their strategy.

Some indicators that can show that strategic rethinking is occurring in the leadership of an organization are as follows:

Here are some key elements that can be taken into account in the process of rethinking strategic leadership:

1. Understanding the Business Environment:
  - a. Identify and understand the rapidly changing business environment.
  - b. Understand the impact of globalization, technology, and other factors on organizational strategy.
2. Adaptability:
  - a. Strategic leadership needs to be able to adapt to dynamic changes.
  - b. Encourage a responsive and innovative organizational culture.
3. Long-Term Thinking Ability:
  - a. Strategic leaders must have a long-term view to identify opportunities and threats that may arise in the future.
  - b. Develop sustainable strategies for long-term growth.
4. Collaboration and Engagement:
  - a. Promote cooperation between units and departments within the organization.
  - b. Encourage the participation and involvement of team members in the strategic decision-making process.
5. Technology and Innovation:
  - e. Utilizing technology as a tool to increase efficiency and effectiveness of strategies.
  - f. Encourage innovation as an integral part of organizational culture.
6. Systemic Thinking:
  - a. Understand organizations as complex systems with many interrelated elements.

- b. Involves systemic thinking in designing and implementing strategies.
7. Leadership Development:
  - a. Identify and develop leaders who have strategic skills and understanding.
  - b. Focus on leadership development as a long-term investment in organizational success.
8. Social and Environmental Responsibility:
  - a. Incorporate social and environmental responsibility into business strategy.
  - b. Ensure that strategic leadership considers the organization's impact on society and the environment.
9. Risk Awareness:
  - a. Understand and manage risks wisely in making strategic decisions.
  - b. Develop backup strategies to deal with uncertainty.
10. Performance Measurement:
  - a. Determine performance metrics that align with strategic objectives.
  - b. Conduct regular evaluations to measure progress and adjust strategies if necessary.

### 3. METHODS

In this research the author used a qualitative descriptive research method. According to [18] states that qualitative research methods are research methods that are based on the philosophy of positivism, used to research the natural conditions of objects, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out by triangulation (combined), data analysis is inductive/qualitative, and qualitative research results emphasize meaning rather than generalization.

The object in qualitative research is a natural object, so this research method is often referred to as the natural method. A natural object is an object that is as it is, not manipulated by the researcher so that the conditions when the researcher enters the object, after being in the object, and after leaving the object remain relatively unchanged.

This descriptive research is aimed at:

- 1) Collect detailed information that describes the situation or symptoms that exist in MSME bed sheet and bed cover products in the Bandung City area.
- 2) Make comparisons or evaluations.
- 3) Identify problems or check existing conditions in MSME bed sheet and bed cover products in the Bandung City area.

This research uses descriptive qualitative methods. By using this research, the aim is to describe and explain the events experienced by the research subjects by conducting observations, interviews, and collecting data in the form of documents about Rethinking Strategic Leadership which is implemented in UMKM Seprei in the Bandung city area. *Re-Thinking Strategic Leadership Indicators* are Understanding the Business Environment, Adaptation Ability, Long-Term Thinking Ability, Collaboration and Engagement, Technology and Innovation, Systemic Thinking, Leadership Development, Social and Environmental Response, Risk Awareness, And Performance Measurement Flow of Thought



Source: processed by researchers, 2024

This research was conducted at MSMEs for Bed Sheet and Bedcover Products in the Bandung City area. This research object was chosen based on the consideration that the research object can provide information that is as complete as possible and relevant to the research objectives. In carrying out research, each data collection always deals with the object under study, whether in the form of humans, objects or activities or events. an event where a problem can become an overall characteristic of an object.

The research data collection technique uses nonprobability sampling techniques. [20] states that Nonprobability Sampling is sampling that does not provide an equal chance for each element or member of the population to be selected as a sample. These sampling techniques include systematic sampling, quota, purposive, saturated, snowball.

This research used a purposive sampling technique. Purposive sampling is a technique for sampling data sources with certain considerations [20]. This particular consideration, for example, is the person who is considered to know best about what we expect, or perhaps he is the authority so that it will make it easier for the researcher to explore the object/social situation being studied. The informants in this research are leaders in UMKM Bed Sheet and Bedcover Products in the Bandung City area

#### **Research Targets or Informants**

The data sources used in this research are as follows:

##### a. Primary Sources

Primary sources are data sources that directly provide data to data collectors [18]. Data was obtained and collected by researchers directly by conducting interviews with MSME leaders of Bed Sheet and Bedcover products, this was to obtain information about objects in general and on questions related to *Rethinking strategic leadership*.

##### b. Secondary Sources

Secondary sources are sources that do not directly provide data to data collectors, for example through other people or through

documents [20]. The data obtained by researchers is general data regarding the research object which is obtained from archives or documents of MSME bedsheet and bedcover products which will be very helpful in completing the data in the research. The data collection procedures carried out in this research are as follows:

##### a) Observation

Observation is the basis of all science [20]. Scientists can only work based on data, namely facts about the real world obtained through observation. Researchers conducted observations on MSMEs for Bed Sheet and Bedcover Products in the Bandung City area, with the aim of getting a real picture of the situation in which Rethinking Strategic Leadership was implemented by the leaders of these MSMEs.

##### b) Interview

Interviews are used as a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be researched, but also if the researcher wants to know things from the respondents in more depth [19]. Interviews were conducted with owners and leaders of UMKM Bed Sheet and Bedcover Products located in the Bandung City area.

The interview procedure for this research refers to the opinion of Lincoln and Guba in [20] which states that the steps in conducting an interview are:

- 1) Determine who the interview will be conducted with.
- 2) Prepare the main issues that will be the topic of discussion.
- 3) Initiate or open the flow of the interview.
- 4) Carry out the interview flow.
- 5) Confirm the summary of the interview results and end it.
- 6) Write down the results of the interview.
- 7) Identify the interview results that have been obtained.

The interview tools are as follows:

1. Notebook
2. Recorder
3. Camera

#### 4. RESULTS AND DISCUSSION

Bandung has a strong reputation as a city with a rapidly developing textile industry. This reputation has been built over the years, making Bandung one of the main centers for textile production in Indonesia. The city is known both domestically and internationally as a producer of high-quality textiles. The history of the textile industry in Bandung can be traced back several decades. Over the years, Bandung has become a production center for various types of textiles, from raw fabrics to finished products such as clothing and household items. Bed sheets and bed covers are one of the prominent household products, showing the diversification of products produced by the textile industry in Bandung. Bandung not only has large textile factories producing on a large scale, but also many small craftsmen producing textiles with a more traditional and personal approach. This diversity creates a dynamic business ecosystem, where large and small players complement each other and contribute to the strength of the textile industry in Bandung. Large factories usually focus on mass production and wide distribution, while small craftsmen often offer more unique and custom-made products. The combination of these two types of producers gives the city of Bandung a unique competitive advantage in the textile industry. The bedsheet industry is one sector of the textile industry that continues to grow, especially among Micro, Small and Medium Enterprises (MSMEs). MSMEs in the bed linen industry often face challenges in increasingly tight market competition and changing consumer dynamics. To remain relevant and competitive in an ever-changing market, MSME leaders need to rethink their leadership strategies. Rethinking in this context includes re-evaluating business models, marketing strategies, production processes, and relationships with customers. MSME leaders need to consider new strategies that enable them to face challenges and exploit opportunities in the bedsheets industry.

There are many MSMEs for bed sheet products in Bandung, both large scale, medium scale production and small craftsmen who produce them with a more traditional approach. Based on research results, there are more than 200 MSMEs producing bed sheets and bed covers in the Bandung area. However, researchers only analyzed 20 MSMEs producing sheets and bed covers in the Bandung area, namely:

Table 1. Names of MSMEs producing sheets and bed covers in the Bandung area

No	Name Of Umkm Bed Sheets	Name Of the Owner	Address
1	Samiaji Textile Bedding Shop	Pa Aji	Jl. Samiaji No. 2 Arjuna
2	Tamim Bed Sheet Pearl Shop	Taci	Jl Tamim no 47 13D
3	Leon Bedcovers & Sheets	Ibu Leon	Jl Doktor Djunjuran in I No. 3 Pajajaran
4	Arkan Bedding Shop	Mrs. Nuraini	Jl Cigondewah Bandung
5	Fathia Bedcover	Ibu.Fathia Rachmawati	Bandung
6	Sinar Jaya Textile	Ibu Vivi	Jl. Holis Regency C 56
7	Bed Sheet House Bandung	Ibu Nuraini	Bandung
8	Bedspread Bandung Jaya	Ibu Sugeng	Bandung
9	Zahra Sheets and Bedcovers	Ibu Zahra Aulia	Bandung
10	Clear Bedcover	Beni Kusuma	Jl Cigondewah

Source: processed by researchers 2024

Based on the results of observations and in-depth interviews with MSME owners who produce bed sheets and bed covers in the Bandung area, it is clear that most of the MSME players who produce bed sheets and bed covers, especially the owners, in this case



who are the leaders, have implemented re-thinking strategic leadership, especially those in the bed sheet business who produce on a large scale. Re-thinking strategic leadership in this case means that MSME bed sheet and bed cover players have re-evaluated business models, marketing strategies, production processes and relationships with customers. MSME leaders are also considering new strategies that will enable them to face challenges and exploit opportunities in the bedsheets industry. MSME leaders in the bed linen industry have implemented strategic leadership to direct their business in a direction that is in line with the company's vision and mission. Strategic leadership involves making smart decisions, identifying market opportunities, managing risks, and developing long-term strategies. Even though the results obtained, not all MSMEs producing bed sheets are as expected.

Referring to Kotter's statement about *Re-thinking Strategic Leadership*, it is important to revise or even replace the strategic leadership paradigm in organizations. *Re-thinking strategic leadership* as an effort to change the paradigm and process of strategic leadership in organizations, with a focus on innovation, adaptation and continuous organizational learning. Some indicators that can show that strategic rethinking is occurring in the leadership of an organization are as follows: Understanding the Business Environment, Adaptability, Long-Term Thinking Ability, Collaboration and Engagement, Technology and Innovation, Systemic Thinking, Leadership Development, Social and Environmental Responsibility, Risk Awareness, Performance Measurement. Based on the author's findings, the results of research in the field carried out by MSMEs producing sheets and bed covers in Bandung in the implementation of Re-thinking strategic leadership are as follows:

**1. Understanding the Business Environment:**

- a. Identify and understand the rapidly changing business environment.

- b. Understand the impact of globalization, technology, and other factors on organizational strategy.

In implementing an understanding of the business environment, MSME owners of bedsheet and bedcover products in Bandung carry out the following implementation:

By identifying and understanding rapid changes in the business environment such as

- a. Digitalization, MSME sheets and bed covers in Bandung are starting to use e-commerce platforms such as IG, Tokopedia, Shopee, and Bukalapak and other marketplaces to sell their products online. By implementing an e-commerce system and digital marketing strategies through social media, apart from providing training to employees regarding digital technology and new production processes. So MSMEs for bed sheets and bed covers in Bandung quickly adapted to the changes.
- b. Consumer Changes: Consumers are increasingly prioritizing environmentally friendly and high-quality products, so MSMEs are starting to use organic ingredients and increasing production quality standards. MSMEs develop new products that suit market trends, such as bed sheets made from organic materials.
- c. The COVID-19 pandemic has forced MSMEs to adopt strict health protocols in production and shift most sales to online platforms.
- d. Environmental Regulations MSMEs for bed sheets and bed covers must adapt their production processes to be more environmentally friendly in accordance with government regulations. What is done is by Changing production processes to meet new regulations and market demands, such as using environmentally friendly fabric dyes.

**2. Adaptability:**

- a. Strategic leadership needs to be able to adapt to dynamic changes.
- b. Encourage a responsive and innovative organizational culture.

In implementing the ability to adapt to dynamic changes, MSME owners of bedsheet and bedcover products in Bandung implement the following:

1) Ongoing Market Research:

Conduct regular market research to understand the latest trends, consumer preferences, and changes in market demand. Use surveys, interviews, and sales data analysis to gain deep insight into customer needs and wants.

2) Product Innovation:

Develop new products or new variants of existing products based on the latest trends and customer feedback, Maintain product quality with high quality materials and attractive designs.

3) Diversify Sales Channels:

Utilizing various sales platforms such as physical stores, e-commerce, social media, and online marketplaces to reach more customers, using digital marketing strategies such as SEO, paid advertising, and social media to increase product visibility.

4) Improved Customer Service:

Provide responsive, high-quality customer service to ensure customer satisfaction, Listen and respond to customer feedback to improve products and services.

5) Operational Efficiency:

Implement efficient supply chain management to reduce production costs and ensure product availability. Use technology to automate business processes that can increase efficiency and reduce errors.

6) Collaboration and Partnership:

Collaborate with local designers, influencers, suppliers of fabric, thread and other equipment for bedsheet production needs or other business partners to expand market reach and increase brand awareness. Participate in trade shows and industry events to build networks and introduce products to a wider audience such as bazaars. Fashion and handicraft bazaars and others.

7) Price and Promotion Flexibility:

Adjusting pricing strategies according to market conditions and consumer purchasing power. Holding promotions, discounts or product bundling to attract new customers and increase sales.

8) Human Resources Development:

Carrying out training and developing employee skills so they can adapt to changes in technology and markets, building an innovative and adaptive company culture.

**3. Long-Term Thinking Ability:**

- a. Strategic leaders must have a long-term view to identify opportunities and threats that may arise in the future.
- b. Develop sustainable strategies for long-term growth.

In implementing long-term thinking skills, MSME owners of bedsheet and bedcover products in Bandung implement the following: To identify and evaluate long-term opportunities and threats for MSME bedsheets and bedcovers, the following are the steps that can be taken:

- SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats): Conduct regular SWOT analysis to identify internal strengths and weaknesses as well as external opportunities and threats.
- Market Trend Monitoring: Keep abreast of global and local market trends, including changes in consumer preferences, technological developments and industry regulations.
- Competitor Research: Monitoring competitor activities and strategies to identify potential opportunities and threats that may arise from competitors.
- Data Analysis and Market Research: Uses sales data, customer feedback, and market research to understand market dynamics and identify long-term opportunities and threats.

#### 4. Collaboration and Engagement:

- a. Promote cooperation between units and departments within the organization.
- b. Encourage the participation and involvement of team members in the strategic decision-making process.

In implementing collaboration and involvement, MSME owners of bedsheet and bedcover products in Bandung carry out the following implementation:

- Building Cross-Functional Teams: Forming teams consisting of members from various units and departments for specific projects.
- Open Communication: Hold regular meetings between units to share information and updates.
- Shared Goals: Establish clear company goals and ensure each unit understands its role in those goals.
- Collaboration Awards: Provide awards and recognition to teams that work together effectively.

#### 5. Technology and Innovation:

- a. Utilizing technology as a tool to increase efficiency and effectiveness of strategies.
- b. Encourage innovation as an integral part of organizational culture.

In implementing the technology, MSME owners of bedsheet and bedcover products in Bandung implement the following:

- Training and Development: Provide comprehensive training to employees to familiarize them with new technology.
- Open Communication: Communicate the benefits and goals of implementing new technology to the entire team.
- Support System: Provides technical support that is ready to help employees in dealing with problems.

- Feedback Loop: Gathers feedback from users of new technology to make adjustments and improvements. For example, the Company held a two-week intensive training session for all employees in the use of the new ERP system. Apart from that, the IT team is always ready to provide assistance if there are technical problems faced by employees.

In implementing the innovation, MSME owners of bedsheet and bedcover products in Bandung implemented the following:

- Leader by Example: Leads by example of innovation and supports new ideas.
- Creative Space: Create a dedicated space and time for brainstorming and developing ideas.
- Innovation Awards: Reward employees who come up with innovative ideas.
- Openness: Encourage a work environment that is open to experimentation and measurable risk. For example, Leaders hold "Innovation Day" every month, where employees from various departments can present their new ideas regarding product development. The best ideas are rewarded and supported to be implemented.

#### 6. Systemic Thinking:

- a. Understand organizations as complex systems with many interrelated elements.
- b. Involves systemic thinking in designing and implementing strategies.

In implementing systemic thinking, MSME owners of bedsheet and bedcover products in Bandung implement the following:

- Outreach: Hold outreach sessions to introduce the concept of

systemic thinking and its benefits.

- **Training:** Provide training for employees and managers on how to apply systemic thinking to their work.
- **Open Communication:** Implement open communication to ensure all stakeholders get the information they need.
- **Feedback:** Gather feedback from stakeholders to understand concerns and adjust the approach.

In this case, the MSME leaders of bed sheets and bed covers in Bandung held a systemic thinking workshop for managers from all departments, followed by group discussions to identify how this approach could be applied in their respective work areas.

### 7. Leadership Development:

- a. Identify and develop leaders who have strategic skills and understanding.
- b. Focus on leadership development as a long-term investment in organizational success.

In implementing leadership development, MSME owners of bedsheet and bedcover products in Bandung carry out the following implementation:

By establishing the main criteria used to identify potential leaders with strategic skills, namely Vision and Long Term Thinking: Potential leaders must have the ability to see the big picture and plan the future of the business, Analytical Ability: They must be able to analyze market and operational data to make sound decisions based on evidence, Communication Skills: Effective in communicating with teams, customers and other stakeholders, Adaptability: Able to adapt to market and technological changes, Practical Experience: Direct experience in the industry, both in production, marketing and management. In this case, MSME owners of bed sheets and bed covers can observe employees who actively provide innovative

ideas, have a deep understanding of bed sheet products and markets, and demonstrate the ability to manage projects or small teams. How to develop strategic leadership skills for MSME sheets and bed covers among employees, namely:

- 1) **Training and Workshops:** Provides specialized training on management, strategic marketing, and business analysis.
- 2) **Mentoring and Coaching:** Establish a mentoring program where experienced leaders mentor potential employees.
- 3) **Job Rotation:** Gives employees the opportunity to work in different parts of the company to understand the entire business process.
- 4) **Special Projects:** Give employees special projects that are challenging and require strategic thinking. For example, by holding monthly training on small business management and marketing strategies, as well as mentoring programs from MSME owners to potential employees.

### 8. Social and Environmental Responsibility:

- a. Incorporate social and environmental responsibility into business strategy.
- b. Ensure that strategic leadership considers the organization's impact on society and the environment.

In implementing Social and Environmental Responsibility, MSME owners of bedsheet and bedcover products in Bandung implement the following:

### 9. Risk Awareness:

- a. Understand and manage risks wisely in making strategic decisions.
- b. Develop backup strategies to deal with uncertainty.

In implementing Risk Awareness, MSME owners of bedsheet and bedcover

products in Bandung carry out the following implementation:

- **SWOT Analysis:** Using SWOT analysis to identify relevant strengths, weaknesses, opportunities and threats.
- **Risk Analysis:** Conduct in-depth risk analysis to identify potential risks that could impact strategic objectives.
- **Scenario Planning:** Creating scenarios of various possibilities that can influence strategic decisions.
- **Expert Consultation:** Involve risk experts or consultants to assist in the identification of more complex risks.

*Example:* Before launching a new product, a company conducts a comprehensive risk analysis to identify potential risks such as low market demand, product quality problems, or more aggressive competition. And the approach used to manage risks in MSME bedcovers is:

- **Risk Mitigation:** Develop strategies to reduce the impact and likelihood of risks occurring.
- **Risk Transfer:** Transferring unavoidable risks through insurance or contracts.
- **Continuous Monitoring:** Carry out continuous monitoring of identified risks.
- **Rapid Reaction:** Create emergency response plans to address risks that arise unexpectedly.

*Example:* A company experiences an unexpected increase in fabric raw material costs. They have shifted this risk by entering into long-term contracts with suppliers for fixed prices, as well as identifying alternative suppliers to minimize the impact if prices rise again.

#### 10. Performance Measurement:

- a. Determine performance metrics that align with strategic objectives.

- b. Conduct regular evaluations to measure progress and adjust strategies if necessary.

In implementing Performance Measurement, MSME owners of bedsheet and bedcover products in Bandung carry out the following implementation:

By using the right performance metrics, the company managed to increase customer satisfaction levels from 75% to 85% in the last two years. This not only increases customer loyalty but also increases their market share significantly. UMKM Sheets and bedcovers in Bandung carry out regular evaluations of the Company's Strategy Performance with an Evaluation Process:

- **Regular Evaluation Schedule Set** a regular evaluation schedule, for example every quarter or once a year.
- **Performance Data Collection:** Collect data related to predefined performance metrics.
- **Analysis and Assessment:** Analyze data to evaluate progress against strategic objectives and identify areas requiring improvement.

The Bed Sheet and Bedcover MSME Leader also involves the Team in the Performance Evaluation and Strategy Adjustment Process. The management team schedules monthly meetings to evaluate the performance of each department based on predetermined performance metrics. Each team presents their results and recommendations for strategy adjustments, which are then discussed collectively to reach agreement on next steps.

## 5. CONCLUSIONS

MSME owners of bedsheet and bedcover products in Bandung have adopted various strategies to understand and adapt to the rapidly changing business environment. They use e-commerce and social media platforms, prioritize environmentally friendly products, adopt health protocols during the pandemic, and adjust production processes

according to environmental regulations. Their strategic leadership drives adaptation through market research, product innovation, sales channel diversification, improved customer service, operational efficiency, collaboration, pricing flexibility, and human resource development. Additionally, they apply long-term thinking through SWOT analysis, market trend monitoring, competitor research, and data analysis. Team collaboration and engagement are also enhanced through cross-functional teams, open communication, shared goals, and collaborative rewards. Technology and innovation are encouraged with training, support systems, feedback loops, and innovation awards. Systemic thinking and leadership development is carried out through outreach, training, open communication, and feedback. These MSMEs also have risk awareness with appropriate risk analysis and risk mitigation as well as regular performance measurements for evaluation and strategy adjustments.

#### SUGGESTION

1. It would be better for MSMEs for bed sheets and bed covers in Bandung to optimize the use of technology and continue to develop the use of the latest technology in all aspects of their business, from the production process which uses a special sewing machine for bed covers so that making bed covers can be faster than using a regular sewing machine, up to marketing or promotional strategies implemented using digital marketing such as advertising on social media or creating a marketplace for sales, to increase efficiency and competitiveness.
2. So that MSME Bed Sheet and Bed Cover Players can focus on Product Innovation, continue to innovate by developing new products that suit market trends and consumer needs, for example by using

bed sheets and bed covers made from organic materials and attractive designs.

3. So that Bandung bed sheet and bedcover MSME players implement sales channel diversification, by utilizing various sales platforms with the aim of reaching more customers and increasing product visibility.
4. So that MSME bed sheet and bed cover players in Bandung can improve service to customers and focus on improving customer service to ensure customer satisfaction and increase loyalty.
5. So that sheet and bedcover MSMEs in Bandung can expand their market reach and increase brand awareness, bedsheet and bedcover MSME leaders can strengthen collaboration and partnerships and collaborate with local designers, influencers, fabric suppliers or other business partners.
6. So that sheet and bedcover MSMEs can carry out regular monitoring and evaluation of the performance of the strategies that have been implemented to ensure success and make adjustments if necessary.
7. In terms of human resource development, invest human resources in training and developing employee skills so they can adapt to changes in technology and the market, for example by providing sewing training to employees who make or sew bed sheets and bed covers, or providing design training to human resources so they can develop their skills. Not only can you sew, but you can design, you can also provide training for marketers, especially digital marketing. And also MSME players in bed sheets and bed covers always pay attention to social and environmental responsibility, ensuring that all production processes and business strategies consider the impact on the environment and society.

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