



Innovation Strategies: A SWOT-Based Approach to Strengthening Micro, Small, and Medium Enterprises (MSMEs) Marketing in Tlemang Village, Indonesia

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Abstract

Micro, Small, and Medium Enterprises (MSMEs) in Tlemang Village, Ngimbang District, Lamongan Regency Indonesia, have difficulties in marketing and do not yet have appropriate methods for marketing products. This research aims to determine the business conditions in Tlemang Village MSMEs and analyze appropriate product marketing methods that Tlemang Village MSMEs can carry out. The focus of this research uses SWOT analysis. This article uses a descriptive research method with a qualitative approach. The data sources in this article come from primary data, namely interviews and observations, as well as secondary data from previous research and relevant articles. The data analysis technique in this research uses an interactive model by Miles and Huberman with components of data reduction, data presentation, and drawing conclusions. The results of this research using SWOT analysis can use the following strategies: SO strategy: maintain and improve product quality, improve human resource quality, improve product marketing; WO strategy: increase product innovation, open new target markets so that sales are wider, market products in offline and online stores; ST strategy: increase product promotion activities to the public, maintain stability in product selling prices; WT strategy: expand market network, create packaging that attracts consumers, find the right method for marketing activities. As a recommendation, the local government should support MSMEs in Tlemang Village in adopting innovations such as digital collaboration, affordable quality control tools, and participation in business incubation programs.

Keywords: SWOT Analysis, Innovation Strategies, MSMEs, Tlemang Village

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are businesses that can be established and developed by individuals in Indonesia. Currently, the state of MSMEs is quite challenging for growth and survival in the current business environment. According to Law Number 20 of 2008 on Micro, Small, and Medium Enterprises, MSMEs are divided into three categories: (1) Micro Enterprises are productive businesses owned by individuals or individual

business entities with assets up to IDR 50,000,000 and a turnover of IDR 300,000,000., (2) Small Enterprises are productive economic businesses that are independent, owned by individuals or business entities with assets of IDR 50,000,000 to IDR 500,000,000 and a turnover of IDR 300,000,000 to IDR 2,500,000,000., (3) Medium Enterprises are productive economic businesses that are independent, owned by individuals or business entities with assets of IDR 500,000,000 to IDR 10,000,000,000

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and a turnover of IDR 2,500,000,000 to IDR 10,000,000,000.

Micro, Small, and Medium Enterprises (MSMEs) serve as a backbone for economic growth in Indonesia. Growth in the MSME sector is often viewed as one of the indicators of a region or country's success, especially for countries with low per capita income (Sianturi, 2020). Therefore, MSMEs play a very important role in Indonesia's economic circulation. Additionally, MSMEs have great potential to improve the welfare of society when viewed from the three roles of MSMEs in the Indonesian economy, which include serving as a means of equitable distribution of the small-scale economy, a means of poverty alleviation, and a source of foreign exchange for the country. The MSME sector has proven capable of absorbing labor and providing a solution to reduce the unemployment rate in Indonesia (DJPB Kemenkeu, 2023). However, many MSMEs still struggle to sustain their businesses, not only due to business competition but also because MSME entrepreneurs often have low self-esteem regarding their products (Badawi & Nugroho, 2022). If this development is continuously maintained, it can significantly address the unemployment problem in Indonesia.

The number of MSMEs in Indonesia, according to the Central Bureau of Statistics (BPS) in 2018, was 64,194,057, accounting for 99.9% of all businesses in Indonesia (Fadhilah & Pratiwi, 2021). The contribution of MSMEs in East Java in 2023 reached 58.36%, a significant increase compared to 2020 and 2021, with labor absorption reaching 96.3% (Dinas Kominfo Jatim, 2023). Based on the 2016 Economic Census results by the Central Bureau of Statistics (BPS) of Lamongan Regency, the number of MSMEs in Lamongan Regency, East Java, was 130,006, which proved to absorb 327,422 workers. There are MSMEs that sell snack products like chips that have successfully sold their products abroad to countries like the United States, Malaysia, and Brunei Darussalam (K, 2018). These data indicate that MSMEs have a significant contribution to Indonesia's economic growth, serving as a source of income and employment for the community.

The empowerment of MSMEs in Indonesia still faces many challenges in development, one of the main causes being the limited scale of marketing (Fadhilah & Pratiwi, 2021). Common problems encountered by MSMEs in Lamongan Regency include unenhanced human resources, lack of understanding of the digital market system, unproductive entrepreneur age, and inadequate business management (Huda, 2023). The same issues are faced by MSMEs in Tlemang Village, Ngimbang District, and Lamongan Regency. The MSMEs in Tlemang Village produce raw tempeh and tempeh chips. However, the

MSME actors face difficulties in marketing their products. Another challenge is that the existing human resources do not understand the right strategies to run their businesses sustainably and face difficulties in understanding the current digital market.

In light of these challenges, innovative programs by the respective government sector become a crucial factor in supporting the development of MSMEs. Government institutions at various levels are expected to not only issue regulatory frameworks but also actively innovate in providing services, technology access, and capacity-building programs that are responsive to the real needs of MSMEs. Public sector innovation can take the form of digital platforms for MSME promotion, smart training modules, integrated financial services, or partnerships with private sectors and academic institutions. The success of these innovations hinges on the ability of the public sector to adapt quickly, embrace digital transformation, and collaborate across sectors to create a more enabling environment for MSMEs. When innovation in public service delivery is aligned with the grassroots needs of MSME actors, especially in rural areas like Tlemang Village, the potential for sustainable economic growth can be significantly enhanced.

The government has made efforts to improve the performance of the MSME sector by providing support in terms of regulations and various incentive programs for MSMEs, including tax relief, capital assistance, and training (Elwisam, 2019). The efforts provided by the government cannot run well if the MSME actors do not strive to improve their performance and products. Therefore, a proper analysis is needed to plan an appropriate product marketing strategy. According to Wibowo (2019), SWOT analysis is a strategic planning method for evaluating factors that influence the achievement of objectives, which include strengths, weaknesses, opportunities, and threats, for both short-term and long-term goals. SWOT analysis is deemed suitable for analyzing the problems faced by the MSMEs in Tlemang Village because it can comprehensively assess both the weaknesses and strengths, thus finding the right solution or method for marketing that can be implemented by the MSMEs in Tlemang Village. The aim of this study is to understand the business conditions of MSMEs in Tlemang Village and to analyze the appropriate product marketing methods that can be implemented by these MSMEs.

METHODS

This research employs a qualitative descriptive method. According to Bogdan and Taylor (Wijayanti et al., 2020), qualitative methods are research techniques that

produce descriptive data in the form of written words. The data collected consists of information directly from the source as well as from the primary instruments of analysis. According to (Susanto, 2022), descriptive research is the systematic explanation of the data obtained, providing understanding and explanation to make it easily comprehensible.

The focus of this research uses SWOT Analysis. SWOT Analysis is used to examine the strengths, weaknesses, opportunities, and threats faced by business actors. By utilizing SWOT Analysis, it is expected that the company can find the right strategy to solve the problems encountered.

The data sources used in this research are divided into two categories:

1. Primary data, according to Sugiyono (2019), is a data source that provides data directly to the researcher. In this research, primary data was obtained through observation and interviews with MSME actors in Tlemang Village.
2. Secondary data: According to Sugiyono (2019), secondary data is data that is not directly received by the researcher but can come through other people or documents. Secondary data serves as supplementary data to complement primary data. In this research, secondary data includes previous studies and articles on relevant topics.

The data analysis technique used is the interactive model. According to Miles & Huberman (Pratiwi et al., 2022), the interactive model consists of simultaneous analysis components, including data reduction, data presentation, and conclusion drawing. Data reduction involves selecting and summarizing data to align with the analysis technique used, namely SWOT Analysis. Data presentation involves analyzing the obtained data so that it can be presented according to the analysis used. Conclusion drawing will result in solutions in the form of appropriate marketing method suggestions that can be utilized.

Table 1. SWOT analysis of MSMEs in Tlemang Village

<div>External</div> <div>Internal</div>	Opportunity: <ol style="list-style-type: none"> 1. Already has a BPOM license 2. Human resources already have basic skills. 3. Target market across all segments. 	Threat: <ol style="list-style-type: none"> 1. Number of competitors 2. Goods can easily be bought and resold by affixing another brand's label if lacking an official brand label 3. Products easily imitated 4. Price of raw materials that can increase
Strength: <ol style="list-style-type: none"> 1. Using original soybeans without any other additives. 2. Using high-quality ingredients and avoiding preservatives. Bahan mudah didapatkan 3. Human resources ready for production. 	SO strategy: <ol style="list-style-type: none"> 1. Maintaining and enhancing product quality. 2. Improving human resources quality. 3. Enhancing product marketing. 	ST strategy: <ol style="list-style-type: none"> 1. Increasing product promotion activities to the public. 2. Maintaining the stability of product selling prices.
Weakness: <ol style="list-style-type: none"> 1. Non-durable food 2. Lack of product innovation 3. Insufficient promotion 4. Product sales are only in markets and have not entered online stores yet 5. Do not have the right method for marketing 6. The marketing network is not yet extensive 	WO strategy: <ol style="list-style-type: none"> 1. Adding product innovations 2. Opening up new target markets to broaden sales 3. Marketing products through offline and online stores 	WT strategy: <ol style="list-style-type: none"> 1. Expanding market networks 2. Creating attractive consumer packaging 3. Finding the right methods for marketing activities

RESULTS AND DISCUSSION

Based on interviews with MSME operators in Tlemang Village, a SWOT analysis was conducted, covering internal factors such as strengths and weaknesses, as well as external factors, including opportunities and threats for MSMEs in Tlemang Village, Ngimbang District, Lamongan Regency.

1. Strengths

In UMKM Desa Tlemang, there are various strengths, namely:

- a) Using pure soybeans without any other additives enhances the flavor of raw tempeh compared to those not made from 100% pure soybeans. This also impacts the flavor of the tempeh chips produced.
- b) Utilizing high-quality ingredients without preservatives. The production of raw tempeh using pure soybeans without any other additives ensures higher product quality. Both raw tempeh and tempeh chips produced do not contain additional preservatives, enhancing the overall quality of the products.
- c) Easily accessible ingredients sourced from soybean farmers collaborating with UMKM practitioners, ensuring easy availability of materials. This results in cheaper soybean prices compared to purchasing soybeans from the market.
- d) The workforce is ready for production. The participants of Tlemang Village's MSMEs have employees originating from the village itself, all of whom have undergone production training and are thus prepared to engage in production activities. The existing workforce only needs further enhancement of their skills to adapt to the innovation of the products to be made

2. Weakness

In the Tlemang Village MSMEs, there are several weaknesses identified:

- a) Perishable food items due to the absence of preservatives in the production process result in products that do not have a long shelf life. Consequently, MSME operators are required to sell all stock quickly and produce relatively small quantities to prevent quick spoilage. This approach avoids losses from unsold items becoming stale.
- b) Lack of product innovation, where raw tempeh products are only available in one

small size, and tempeh chips are offered solely in their original flavor without any additional taste innovations. MSME operators have yet to conduct market research to gauge consumer interest in introducing other product variants.

- c) Insufficient promotion, with tempeh products and tempeh chips being marketed solely through nearby small shops and local markets at the village and district levels. To date, MSME operators have not grasped effective methods for product marketing, resulting in stagnant sales growth.
- d) Product sales are only conducted in traditional markets and have not yet ventured into online stores. Small and medium-sized enterprises (UMKM) are still struggling to grasp technology, resulting in product sales being limited to local markets and nearby stalls.
- e) There is no proper method for marketing yet; UMKM in Desa Tlemang relies solely on village and district markets for product sales. The UMKM entrepreneurs lack methods or strategies to effectively market their products to a wider audience.
- f) The marketing network is not extensive yet; this is a consequence of insufficient promotion, resulting in a limited marketing reach.

3. Opportunity

In UMKM Desa Tlemang, there are various opportunities:

- a) They already have BPOM permits. Food products marketed and sold to the public must have BPOM permits. Therefore, raw tempeh and tempeh chips produced by UMKM Desa Tlemang already have BPOM permits and are certified Halal.
- b) Human resources possess basic skills. UMKM practitioners and employees have all undergone various training sessions to enhance their skills. Moreover, UMKM practitioners have also received training related to UMKM. With their background in training, skills can be further developed to innovate other products.
- c) Targeting a broad market. Raw tempeh and tempeh chips target a general market that encompasses a wide range of society, including raw tempeh as a staple food at

affordable prices and in constant demand for daily consumption.

4. Threat

In the Tlemang Village SMEs, there are various threats, namely:

- a) Intense competition; raw tempeh and tempeh chips are products already saturating the market, leading to numerous competitors.
- b) Easy resale with rebranding if there is a lack of an official brand label, causing confusion among customers regarding the authenticity of products from Tlemang Village SMEs. Unauthorized rebranding also hampers customer retention and promotional efforts.
- c) Ease of product imitation: With only one product variant available for raw tempeh and tempeh chips, replication is straightforward and compounded by a crowded market.
- d) Potential increase in raw material costs, such as soybeans, directly impacting product pricing. Higher costs could lead to a reduced customer base and declining daily sales revenue.

5. Strength – Opportunity (SO) Strategy

The SO strategy is implemented to obtain alternatives by leveraging internal strengths to capitalize on existing external opportunities (Widowati et al., 2022). Therefore, the following strategies can be pursued based on the existing issues:

- a) Maintaining and enhancing product quality; products of good quality will satisfy customers and encourage repeat purchases. Creating and maintaining products that meet consumer demands and expectations with superior quality can enhance consumer trust (Hadi et al., 2022). Good product quality also affects the taste and durability of the products manufactured; therefore, maintaining and improving product quality should always be pursued by business stakeholders.
- b) Improving human resource quality; to face contemporary challenges and market competition, existing human resources must be trained to adapt and keep pace with developments. Human resources play a crucial role in business management; by having skilled human resources, businesses can achieve employee professionalism,

enabling each individual's HR management to contribute maximally to SMEs (Badawi & Nugroho, 2022). Good human resource quality also helps businesses grow and innovate in various other product innovations. Human resources in Tlemang Village SMEs have received product-making training; thus, regular training can be conducted to enhance existing HR skills and provide additional training, such as packaging and product promotion, to further improve existing HR skills.

- c) Improving product marketing: Product marketing should be conducted regularly to develop products so that the products offered can be recognized by the public. In addition, product marketing is considered crucial due to intense market competition, requiring business players to introduce their products effectively.
- d) Implementing simple IoT technology for product quality control. By utilizing affordable Internet of Things (IoT) devices such as temperature and humidity sensors during the production and storage processes, MSMEs can maintain consistent product quality. This leverages their strength in using high-quality, preservative-free ingredients while taking advantage of the opportunity to target broader markets that demand higher product standards.

6. Weaknesses – Opportunity (SO) strategy

The WO strategy is implemented by leveraging internal weaknesses to take advantage of external opportunities (Widowati et al., 2022). Therefore, the following strategies can be undertaken based on the existing issues:

- a) Introducing product innovations: Currently, the marketed products are only raw tempeh with one size option and tempeh chips with original flavor. Hence, it is crucial to innovate products to keep up with market developments and align them with current market interests. Before introducing product innovations, it is essential to conduct a market interest survey to ensure that the marketed products meet market demands. By introducing unique and distinct product innovations, sales, profits, and consumer engagement levels can be enhanced (Ningrum et al., 2020).

- b) Expanding into new target markets: To broaden sales, the target market for UMKM Desa Tlemang products should include the general public. Expanding the market can be achieved by maintaining good relationships between sellers and customers, meeting market demands, conducting promotions, and collaborating with related entities such as restaurants, souvenir shops, and others.
 - c) Marketing products through offline and online stores: To increase product visibility, products can be marketed through offline stores such as markets, supermarkets, or local shops. However, utilizing e-commerce makes it easier to promote products. The advancement of current technology also boosts sales in UMKM. Effective marketing strategies significantly influence marketing performance, thereby impacting product sales positively (Ningrum et al., 2020). Therefore, both offline and online sales can be simultaneously conducted to promote products effectively.
 - d) Innovative collaboration with local culinary platforms and food influencers. MSMEs can partner with local digital culinary platforms or regional food vloggers and influencers to boost product visibility and attract new audiences. This collaboration can help address marketing weaknesses and the lack of product variation by introducing special edition packaging, influencer reviews, or promotional giveaways tailored to market trends.
7. Strength – Threats (ST) strategy
- The ST strategy is implemented by leveraging internal strengths to mitigate external threats (Widowati et al., 2022). Therefore, the following strategies can be pursued based on the existing issues:
- a) Increasing product promotion activities to the public is crucial in introducing products to a wider audience. Regular promotional efforts can enhance sales outcomes. Product promotions can be conducted directly with the public by participating in local bazaars or festivals or through social media. Entrepreneurs should also utilize digital marketing to facilitate easier product promotion and increase product recognition among the general public.
 - b) Maintaining stable product prices ensures that customers continue to choose the products sold and are less likely to switch to products from other sources. Stabilizing product prices can be achieved through increased sales efforts, complemented by enhanced promotion and marketing strategies that attract consumer interest (Larasati & Mela, 2022). Additionally, maintaining stable prices helps avoid price wars with competitors, benefiting both customers and business operators.
 - c) Developing a local brand identity based on cultural heritage. Utilizing the strength of premium ingredients and authentic taste, MSMEs can create a unique brand identity that highlights the cultural or traditional value of tempeh from Tlemang Village. This can be reflected in the logo, packaging design, and brand storytelling. A strong and unique local brand can help protect against threats like product imitation and unauthorized rebranding.
8. Weaknesses – Threats (WT) strategy
- The WT strategy is implemented to obtain alternatives by utilizing internal weaknesses to mitigate threats (Widowati et al., 2022). Therefore, the following strategies can be implemented based on the existing issues:
- a) Expanding market networks, with extensive market networks making products more widely recognized and increasing product sales. A broad market network increases demand and sales outcomes, thereby enhancing economic growth in Desa Tlemang and creating new job opportunities in Desa Tlemang's MSMEs.
 - b) Creating attractive packaging for consumers, ensuring that attractive packaging also attracts customers. Packaging should function optimally to facilitate handling, distribution, allocation, storage, and product arrangement processes. Additionally, appealing designs attract consumers to make purchases (Samuddin et al., 2018). Official labeling or packaging also minimizes product resale by others. Moreover, attractive packaging serves as a promotional tool to introduce marketed products.
 - c) Finding the right marketing methods is crucial for effective marketing activities, making promotional efforts easier and

reaching a broader audience. To market products from Desa Tlemang's MSMEs, various methods can be employed, such as creating attractive packaging with a variety of product choices, utilizing online markets for product sales, offering product samples, establishing resellers or partnerships with appropriate parties, and soliciting customer feedback to enhance product quality.

- d) Developing a village-based digital business incubation program. With support from local government or academic institutions, MSMEs can participate in a structured digital business incubation program, providing regular training on product innovation, digital marketing, and attractive packaging design. This strategy addresses internal weaknesses such as limited marketing knowledge and helps MSMEs adapt to external threats like intense market competition and digital disruption.

CONCLUSION

Based on the analysis and discussion above, the following conclusions can be drawn:

1. From the SWOT analysis results, it can be concluded that the SMEs in Tlemang Village still have several shortcomings, such as a lack of product innovation and promotion, a limited market network, and an absence of effective marketing methods. The SMEs in Tlemang Village also face threats such as strong competition, ease of imitation, and unstable raw material prices. However, they still possess strengths and opportunities, such as using high-quality raw materials, having BPOM certification, and a skilled workforce ready for production.
2. The strategic analysis results suggest that SMEs in Tlemang Village need to maintain and enhance product quality, innovate products, expand their target and market networks, create attractive packaging, utilize both offline and online stores for product marketing, and maintain good customer relationships.

Therefore, UMKM Desa Tlemang needs to significantly enhance production marketing because it holds great potential for growth, thereby boosting the local community's economic growth.

Recommendation

Based on this research, several recommendations can be provided as follows:

1. To capitalize on existing opportunities, the MSMEs in Desa Tlemang should maintain and enhance product

quality, improve product marketing, and elevate human resource capabilities.

2. With the current target market in place, MSMEs in Desa Tlemang still need to expand their market reach, adapt to current trends by marketing products through online and offline stores, and innovate existing products.
3. To mitigate existing threats, MSMEs in Desa Tlemang should regularly promote their products to the public, stabilize product prices, and create attractive packaging for consumers.
4. The Lamongan regency government should actively encourage MSMEs in Desa Tlemang to adopt innovative strategies, such as partnering with local digital platforms or influencers, implementing affordable digital tools for product quality control, and participating in business incubation programs focused on digital marketing and product innovation. These initiatives can help improve competitiveness and ensure business sustainability in a rapidly evolving market environment.

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