

MARKETING STRATEGY TO STRENGTHEN THE COMPETITIVENESS OF SMALL AND MEDIUM INDUSTRIES (IKM) EMPING AFTER THE COVID-19 PANDEMIC

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ARTICLE INFO

Keywords:
QSPM
SWOT
IKM
Emping
Pandemic

ABSTRACT

A change in international policy has from the widespread Covid-19 pandemic, which has affected every country worldwide. Restrictions placed on community activities across all industries, of course, have a significant impact on productivity, particularly for actors involved in business, particularly the Small and Medium Industry (IKM) chips in Sambilawang village, located in the Serang district. The shift in customers' purchasing habits was the cause of the slump in product sales. The development of post-pandemic marketing strategies is an absolute necessity if companies are going to be able to compete effectively. In this research, researchers relied on a qualitative approach that was primarily descriptive. Using SWOT analysis, one can consider internal and external factors and choose the best action. These alternative strategies use SWOT and QSPM metrics to determine marketing strategy priorities. The goal is to make businesses more competitive after the pandemic has passed. The objective of the research was to devise a post-pandemic marketing strategy to increase the competitiveness of emping SMEs doing business in Sambilawang Village, located in the Serang Regency. The study's findings should aid SMEs in expanding the distribution of emping products in Sambilawang, a village in Indonesia. The results revealed that the Sambilawang village's Small and Medium Emping Industries located in quadrant V, with an IFAS value of 2.7042, an EFAS value of 2.9441, and an alternative strategy based on the priority of the QSPM matrix value of 4.9626, namely increasing product promotion through digital marketing and digital branding. To broaden the marketing network through the market and collaboration with relevant agencies and local governments, to enhance one's skill set, expand one's access to business capital, and secure additional patents

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1. INTRODUCTION

There is no denying that the Covid-19 pandemic has altered all human activities into a new normal. Now, health protocol rules apply in all areas of life, including public spaces, organizations, and even private homes. The reason is something that cannot deny. Because of this shift in lifestyle, also known as the "New Normal," people have reduced the amount of a specific product that people buy purchasing power.

Small and Medium Industries (IKM), one of the drivers of the national economy, need to continue improving their competitiveness by engaging in more competitive marketing. And they need to be able to create their attractiveness so that they can compete for the market share that is already present. Small and Medium Industries have enormous potential to become independent pillars of the Indonesian economy to improve the welfare of the surrounding community and the neighborhood's economy (Mardiana et al., 2020).

In this case, the existence of SMEs should receive special attention to improve contribution to Gross

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Domestic Product (GDP) in absorbing labor and the availability of goods in the community (Awali, 2020). Based on the Ministry of Cooperatives and Small and Medium Enterprises Gross Domestic Product (GDP) report, the contribution of small and medium enterprises (MSMEs) in 2020 was the lowest since 2010, which was 37.3%. This contribution came in at a 38.14% lower total than the previous year. The implementation and management of good marketing management expect to create strong competitiveness in Small and Medium Industries (IKM) to survive and continue to produce raw materials or products for community needs in today's complex conditions. (Sunarsasi & Hartono, 2020).

The government continues to develop work programs such as the Enforcement of Large-Scale Social Restrictions and the efforts to suppress the spread of the Covid-19 virus. Large (PSBB) and the implementation of Work From Home (WFH) for industry and government structures certainly significantly affect the performance of Small and Medium Industries (Fitriyani et al., 2020).

Small and medium-sized industries (SMEs) are required to be able to think creatively in managing marketing as access to maintain product sales levels and increase business competitiveness during the Covid-19 pandemic. Whether they like it or not, small and medium-sized businesses have to make marketing breakthroughs through online media to sell various products that industry players can produce. In addition, the sales patterns have changed due to restrictions placed on community activities.

This marketing step was originally primitive and far from modern to creative and can use to increase product sales turnover (Winarto, 2021). Small and medium industries (IKM) of chips in Sambilawang village, Serang Regency, which produces Emping chips, have also experienced an impact due to the pandemic. The decline in people's purchasing power for products and restrictions on activities in the community are also factors that hinder the distribution process to consumers and distributors. This pandemic's impact greatly affected the emping sales in Sambilawang Village, Serang Regency, where it experienced a very significant decline and affected the income of villagers who depended on their income from emping products.

As a result of small home-based industries as a source of income, and the most significant decline occurred in April and June 2020, the data can be seen in Table one (1) below:

Table 1 Sales of Emping Chips in Sambilawang Village, Serang Regency

No	Month	Sales (Pcs)
1	January 2020	1350
2	February 2020	1210
3	March 2020	1105
4	April 2020	825
5	May 2020	920
6	June 2020	897
7	July 2020	825
8	August 2020	810
9	September 2020	768
10	October 2020	722
11	November 2020	736
12	December 2020	775
13	January 2021	821
14	February 2021	754
15	March 2021	793

The sales data shows that the volume of emping chips sold in Sambilawang Village dropped drastically in January 2020 and recovered in March 2021. In January 2020, it can sell 1350 pcs, while in March 2021, it can only sell 793 pcs. This reason occurs due to the Covid-19 pandemic that spread to Indonesia in March 2020, making it difficult for any economic activities to happen in the community.

The decline in sales of the chips IKM products of Sambilawang Village was a policy regarding physical distancing to suppress the spread of the Covid-19 virus. Therefore, it is one of the causes of the decline in sales of chips from Sambilawang Village. Consequently, it is necessary to conduct a research study on marketing management in the business climate during the Covid-19 pandemic to determine the internal and external, and structural factors that occurred. An unfavorable business climate will significantly affect SMEs' development (Ayuningtyas, 2020).

Marketing strategy is one of the alternative problem-solving solutions that can increase business competitiveness so that it can still exist and accept by the market. Marketing management uses to develop

the competitive advantage of products or services to serve the market (Zulkarnaen, 2012). Knowing the competitive edge following internal and external environmental conditions is a practical step in formulating a product or service marketing strategy (Seki & Armayana, 2021). The identification of internal and external factors in the marketing strategy can make using a SWOT analysis. SWOT analysis can use as a basis for formulating an organization's strategy and work plans by identifying and analyzing internal and external conditions.

It is possible to see several alternative strategies that are by the capabilities of a company and can measure the level of excellence of other companies as competitors as a result of the findings of the identification and analysis of internal and external factors. These findings can be if one considers the following: An organization can better understand its opportunities, threats, and strengths by conducting a SWOT analysis, which stands for "strengths, weaknesses, opportunities, and threats." A mapping of an internal strategic factor analysis summary (IFAS) matrix develops to determine the factors of opportunities and threats. In contrast, a mapping of an external strategic factor analysis summary (EFAS) matrix uses to determine the elements of strength and weakness. Both of these matrices collectively as "mapping." It is possible to derive the value of the weight and rating assigned to each internal and external factor by using the findings obtained from preparing the IFAS and EFAS matrices. Based on the results of previous research, the marketing strategy during the Covid-19 pandemic that used strengths and took advantage of opportunities was an offensive strategy at the UKM Otak-Otak Bandeng Surabaya (Mundari et al., 2020). Another study stated that the marketing strategy in selling and producing processed seaweed during the Covid-19 pandemic at the Suket Segoro hermitage, Semarang, uses an IT-based marketing strategy that can provide benefits to get a broader network in obtaining consumers (Heriawan et al., 2021).

Online marketing and digital branding to open wider opportunities are efforts to increase the effectiveness in introducing products to the public in the current industrial 4.0 era. In marketing strategy, digital marketing has a broad reach and does not require expensive costs (Fadhilah & Pratiwi, 2021). Product sales through e-commerce and digital marketing are supported by quality improvements and strengthening customer relationship marketing to increase customer trust and loyalty (Hardilawati, 2020). Provision of working capital and production equipment, as well as assistance with marketing systems using online media to SMEs, will produce more innovative products in the future. (Narto, 2019). In this case, of course, the role of the government and financial institutions is significant in helping SMEs in the current Covid-19 pandemic conditions (Rosmadi, 2021).

This study's objective is to improve the competitiveness of emping SMEs located in Sambilawang Village, Serang Regency, by trying to devise a marketing strategy following the Covid-19 pandemic and bringing it in line with current best practices. The outcomes of this strategy anticipate assisting small and medium-sized enterprises (SMEs) in Sambilawang Village, Serang Regency, in expanding their marketing network and sales volume of Emping chips.

2. METHOD

This research uses a qualitative descriptive method by collecting information related to the phenomena and problems faced by emping SMEs in Sambilawang Village, located within the Serang Regency. The sample used in the study was from internal parties, namely the business actors of IKM chips in Sambilawang Village, Serang Regency, and consumers as respondents in collecting questionnaire data using the Purposive Sampling technique selecting with specific considerations (Putra, Arta Rusidarma, 2019). The total population in this study was 92 people. From the total population, a sample of 75 respondents uses the Slovin formula with a 95% confidence level and a 5% margin of error.

The analysis technique in this study uses SWOT analysis to identify various internal and external factors. The initial step is to compile internal factors consisting of strengths and weaknesses in the IFAS matrix (internal strategic factor analysis summary). Next, the external factors assemble into an EFAS (external strategic factor analysis summary) matrix comprising various opportunities and threats. The questionnaire uses a Likert scale, then the weight value of each indicator is calculated. After that, the stage of calculating the score value of each hand is carried out based on the result of multiplying the weight value multiplied by the rating value. The next step is compiling an IE (Internal External) matrix to determine the mapping position between IFAS and EFAS scores.

Then the next step is to create a SWOT matrix to develop a strategy based on strengths and weaknesses as well as current opportunities and threats. The last step is to analyze and compile a QSPM (Quantitative Strategic Planning Matrix) matrix to evaluate and choose the correct alternative strategy for Small and Medium Industries (IKM) capabilities

3. RESULT AND DISCUSSION

Identification of Internal and External Factors

Several strengths and weaknesses that affected the Emping chips IKM in Sambilawang Village, Serang Regency, were identified based on the findings of the identification and analysis of internal factors. The results of the title of the internal factors. The weight calculation obtains from the effects of calculating the average answer for each inner element involved. At the same time, the rating is an organizational or company assessment of each internal component according to its ability. The results of the calculation of these factors can find in the IFAS matrix, which can see in Table 2 below:

Table 2 IFAS IKM Emping Matrix in Sambilawang Village, Serang Regency

No	Internal factors	Weight	Rating	Score
Strength				
1	Affordable Product Prices	0,1185	3	0,3555
2	Many Product Variants	0,1060	2	0,2120
3	Products sell without preservatives	0,1039	4	0,4156
4	Hygienic Product Packaging	0,0769	3	0,2307
5	Ease of Obtaining Main Raw Materials	0,1033	2	0,2066
6	Have a PIRT License	0,1054	3	0,3162
Sub-Total		0,6140		1,7366
Weakness				
1	Distance of Business Location Far From City	0,0640	2	0,1280
2	Lack of Transportation Access	0,0666	3	0,1998
3	Don't Have Product Patents yet	0,0597	2	0,1194
4	Limited Promotion	0,0677	3	0,2031
5	Limited Business Capital	0,0613	3	0,1839
6	Limited Skills From Resources	0,0667	2	0,1334
Sub-Total		0,3860		0,9676
TOTAL		1		2,7042

Internal factors that are the strengths of the chips IKM in Sambilawang Village, Serang Regency are the affordable price of Emping chips. Widely available product variants, products sold without preservatives, hygienic product packaging, ease of obtaining the primary raw materials, already a Home Industry Food license. Stairs (PIRT) from the Department of Industry, Cooperatives, and SMEs, Serang Regency.

Meanwhile, the internal factors that become the weakness of the emping SMEs in Sambilawang Village, Serang Regency, are the distance of the business location, which is far from the city. Lack of adequate and minimal transportation access, not having product patents, minimal promotions, limited business capital from business owners, and limited skills from their resources. Therefore, based on the IFAS matrix, the total score is 2.7042.

In the meantime, based on the results of identifying external factors, many opportunities and threats were obtained that could affect the IKM chips in Sambilawang Village, located in the Serang Regency. In the following table, which can find below, you can see the outcomes of the process of identifying opportunity and threat factors:

Table 3 EFAS Matrix of Emping SMEs in Sambilawang Village, Serang Regency

No	External Factors	Weight	Rating	Score
Opportunity				
1	The market share is still wide	0,1177	3	0,3515
2	Market interest in the product is very high	0,1185	3	0,3571
3	Training Program, Mentoring, and monitoring of Human Resources from related agencies	0,1101	3	0,3319
4	Credit capital assistance program from the local government	0,1158	4	0,4613
5	Digital marketing and product branding	0,1139	3	0,3403
6	Cooperation with product delivery services	0,1111	2	0,2232

	Sub-Total	0,6871		2,0660
Threat				
1	The number of similar new SMI competitors	0,0622	2	0,1244
2	Increase in product raw material prices	0,0651	3	0,1953
3	The number of online IKM businesses	0,0641	4	0,2564
4	Aggressive promotion of competitors' products	0,0625	2	0,1250
5	The number of substitutions from similar products	0,0590	3	0,1777
	Sub-Total	0,3129		0,8781
TOTAL		1		2,9441

The findings of the calculation of the EFAS matrix presented earlier show that the opportunities for chips for SMEs in Sambilawang Village, Serang Regency, still have a significant market share, and market interest in products is very high.

Credit capital assistance programs from local governments, digital marketing, product branding, and cooperation with product delivery services. These findings of the results that the opportunities for chips for SMEs in Sambilawang Village, Serang Regency, presented earlier. External factors that threaten emping SMEs in Sambilawang Village, Serang Regency, include the number of competitors for similar new SMEs.

The rise in the cost of raw materials, the proliferation of IKM enterprises operating online, the aggressive marketing of rival goods, and the widespread use of equivalent substitutes all drive up production costs. Therefore, based on the EFAS matrix, the total score is 2.9441.

IE Matrix (Internal - External)

The IE matrix uses to determine the company's current strategic position. In other words, the IE matrix helps formulate alternative strategies to increase the competitiveness of the chips IKM businesses in Sambilawang Village, Serang Regency. The IFAS matrix results show that the internal factor weight is 2.7042, while the external factor weight from the EFAS matrix is 2.9441. If the two consequences enter the IE matrix, then they fall into the cell category V, namely concentration through horizontal integration. For example, of it can see from the following figure:

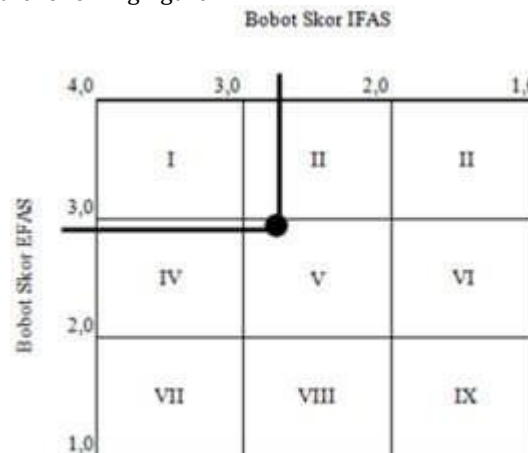


Figure 1. IE IKM Emping Matrix in Sambilawang Village, Serang Regency

In the cell V position, a company can use a horizontal integration strategy to expand marketing through distribution networks to expand markets and improve production facilities and marketing technology.

SWOT Matrix

Organizations and companies can use the SWOT matrix to develop an alternative strategy based on mapping an organization and the company's internal and external factors. This alternative strategy following with four (4) paired factors, namely strengths and opportunities (SO), weaknesses and opportunities (WO), and stability and threats (ST). In preparing an alternative strategy, the company must pay attention to the internal strengths of the company as a basis for making new alternative strategies that

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will design. The results of the alternative strategy preparation are then analyzed further by using QSPM (Quantitative Strategic Planning Matrix) to determine the priority level of each alternative strategy.

Table 4. SWOT Matrix of Emping SMEs in Sambilawang Village, Serang Regency

EFAS	Strengths (S)	Weaknesses (W)
	<ol style="list-style-type: none"> Affordable product prices Various product variants Products are sold without preservatives Hygienic product packaging Ease of obtaining the primary raw materials Have a PIRT license 	<ol style="list-style-type: none"> The distance of business location is far from the city, and transportation access is less supportive Limited access to transportation and lack of promotional activities Not yet have a product patent Limited promotion Limited working capital Limited skills from resources
	Opportunities (O)	Strategy (WO)
	<ol style="list-style-type: none"> The market share is still wide Market interest in the product is very high Assistance and monitoring of HR training programs for related agencies Credit capital assistance program from the local government Digital marketing and product branding Cooperation with product delivery services 	<ul style="list-style-type: none"> Cooperating with shipping services to create a product distribution network to minimize product delivery costs (W1, W2, W4, O6) Collaborating with local governments to improve human resource skills and business capital for chips craftsmen (W1, W3, W5, W6, O3, O4)
	Threats (T)	Strategy (WT)
	<ol style="list-style-type: none"> The number of new SMI competitors similar Increase in the price of raw materials for products The number of online IKM businesses Aggressive promotion of competitor's products The number of substitutions from similar products 	<ul style="list-style-type: none"> Obtain product patents to increase customer loyalty and maintain good relations with consumers (customer relationship management) (W3, T3, T4)
		Strategy (ST)
		<ul style="list-style-type: none"> Conduct product development based on consumer demand (S1, T1, T2, T5)

In the table above, it is possible to learn that the results of the strategy formulation using the SWOT matrix obtained six alternative strategies.

That can utilize by the emping Small and Medium Industry (IKM) in Sambilawang Village, Serang Regency, in product marketing strategies to increase the competitiveness of the cracker sales business. This information can obtain by consulting the table. Among these various marketing strategies are:

- Conduct partnership-based cooperation to expand product marketing.
- Increased promotion through digital marketing and branding to expand the product marketing network.
- Cooperating with certain shipping services to create a distribution network to minimize product delivery costs.
- Cooperating with local governments to improve human resource skills and business capital for emping artisans.
- Carry out product development based on consumer demand.
- Obtain product patents to increase customer loyalty and maintain good consumer relations (customer relationship management).

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QSPM Matrix

Preparing the QSPM (Quantitative Strategic Planning Matrix) matrix begins with an assessment of the attractiveness of the US (Attractiveness Score) by the company, in this case, the emping IKM in Sambilawang Village, Serang Regency. After obtaining the AS value, the next step is calculating the TAS (Total Attractiveness Score) value obtained from the weight value for each factor multiplied by the AS value for each element.

To make emping SMEs in Sambilawang Village, Serang Regency, more competitive, the company ranked them by their TAS values, with the highest values coming first in implementing alternative marketing strategies.

Table 5 The Value of the QSPM IKM Emping Matrix in Sambilawang Village, Serang Regency

Strategy	BAG	Priority
1. Increased promotion through digital marketing and digital branding to expand the product marketing network	4,9626	1
2. Cooperating with local governments to improve human resource skills and business capital for emping craftsmen	4,3922	2
3. Conduct partnership-based cooperation to expand product marketing	3,4601	3
4. Doing product development based on consumer demand	3,0727	4
5. Cooperating with shipping services to create a distribution network to minimize product delivery costs.	2,1490	5
6. Obtain product patents to increase customer loyalty and maintain good relations with consumers (customer relationship management)	1,8419	6

The above QSPM (Quantitative Strategic Planning Matrix) preparation results provided a new marketing approach.

The main priority as an effort to increase the competitiveness of emping SMEs in Sambilawang Village, Serang Regency, is increasing product promotion using digital marketing and digital branding to expand the marketing network with a TAS score of 4.9626. Due to government rules and policies, this strategy is the right strategy and is a top priority in strategy marketing after the Covid-19 pandemic. The limitation of community activities in activities outside the home is one of the most significant inhibiting factors for business actors and tiny and medium enterprises.

Through digital marketing and digital branding, its hoped that the chips IKM entrepreneurs in Sambilawang Village, Serang Regency, can take advantage of social media such as Instagram, Facebook, Tiktok, and e-commerce platforms such as Bukalapak, Shopee, Tokopedia, Lazada, BliBli as a means of marketing and promotion media for home-based industrial products, namely chips with digital bases. In this industrial era 4.0, digital marketing and branding have more than 80% function to provide information on products sold and other information people need before buying a product they need or want for their daily needs or long-term use. Cooperation with local governments in terms of improving the skills of human resources and business capital is also very much needed. Therefore, the support and collaboration with Disperindagkop and the local government are beneficial for IKM Emping Desa Sambilawang Serang Regency in improving skills to cultivate production and business capital assistance that can use for business development. Such as procuring production machines with appropriate technology and equipment to enhance the Emping chip's production capacity. The next priority is to conduct partnership-based cooperation to expand product marketing and promotion. In addition, it also performs product development based on consumer demand and tastes. The next step is collaborating with shipping services to create a product distribution network to minimize shipping costs. The next stage, as the last priority, is obtaining product patent permits to increase customer loyalty and maintain good relations with consumers (customer relationship management).

The existence of an alternative strategy with Disperindagkop and local governments expects to make it easier to obtain all information related to the procedures for securing product patents from the Small and Medium Industry of Emping Chips, Sambilawang Village, Serang Regency.

4. CONCLUSION

In the previous research, the government's participation only focuses on capital assistance through banking. However, this study concludes that the internal and external conditions of the emping SMEs in

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Sambilawang Village, Serang Regency, were in quadrant five (V), meaning they must concentrate through horizontal integration. The findings of the analysis above. Meanwhile, based on the results of preparing the QSPM (Quantitative Strategic Planning Matrix) matrix.

It found that the practice of alternative marketing strategies can increase business competitiveness. After the Covid-19 pandemic, product promotion is increasing through digital marketing and digital branding strategies to expand marketing networks and upgrades through social media and e-commerce or marketplaces such as Tokopedia, Shopee, Bukalapak, and Lazada. Furthermore, there is synergy and cooperation with local governments to improve human resource skills and business capital to enhance human resource skills in managing small and medium enterprises.

In addition to bolstering financial resources to expand production capabilities, businesses should look into securing patents for their products to expand their market share and retain an ever-growing number of satisfied customers

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