

Analysis of Marketing Strategies in Increasing Competitiveness in MSMEs

Analysis of
Marketing Strategies

Nina Alpiana

Department of Accounting, Faculty of Economics and Business, Universitas Tanjungpura;
Pontianak, Indonesia

E-Mail: b1031211213@student.untan.ac.id

1565

Djunita Permata Indah

Department of Accounting, Faculty of Economics and Business, Universitas Tanjungpura;
Pontianak, Indonesia

Syarieh M. Helmi

Department of Accounting, Faculty of Economics and Business, Universitas Tanjungpura;
Pontianak, Indonesia

Submitted:
2 JULY 2024

Accepted:
29 AUGUST 2024

ABSTRACT

Marketing strategy is an important step in achieving sustainable competitive advantage for companies that produce products or services. Increased competition like other small businesses, many face difficulties in building and implementing the right marketing strategy. The variety of problems faced by the company requires a comprehensive plan as a guide in carrying out its activities. The purpose of the research is to provide an overview of marketing strategies to improve the competitiveness of MSMEs in HAMPAs stalls and to determine the effectiveness of the implementation of marketing strategies implemented to improve competitiveness. In this study, researchers used qualitative methods with descriptive data presentation. The data collection methods used in this research are interview, observation, and literature review methods. From the results of this study using modern marketing strategies generally consists of three main stages, namely market segmentation, target market determination, and market positioning. The concept of mix to improve product competitiveness, price, place and promotion. This research shows that sales have increased due to cooperation with Pontianak city influencers, and decreased due to decreased sales intensity in the month of Ramadan.

Keywords: Marketing Strategy; Competitiveness; Mix Concept; MSMEs

ABSTRAK

Strategi pemasaran adalah langkah penting dalam mencapai keunggulan kompetitif yang berkelanjutan bagi perusahaan yang menghasilkan produk atau layanan. Peningkatan persaingan seperti bisnis kecil lainnya, banyak menghadapi kesulitan dalam membangun dan menerapkan strategi pemasaran yang tepat. Beragamnya permasalahan yang dihadapi perusahaan maka perlu disusun suatu rencana yang komprehensif sebagai pedoman dalam menjalankan aktivitasnya. Tujuan dari penelitian adalah untuk memberikan gambaran mengenai strategi pemasaran untuk meningkatkan daya saing UMKM di warung HAMPAs dan untuk mengetahui efektivitas penerapan strategi pemasaran yang diterapkan untuk meningkatkan daya saing. Dalam penelitian ini peneliti menggunakan metode kualitatif dengan penyajian data deskriptif. Metode pengumpulan data yang digunakan dalam penelitian ini adalah metode wawancara, observasi, dan tinjauan Pustaka. Dari hasil dari penelitian ini menggunakan strategi pemasaran modern umumnya terdiri dari tiga tahap utama, yaitu segmentasi pasar, penetapan pasar sasaran, dan penetapan posisi pasar. Konsep bauran mix untuk meningkatkan daya saing produk, harga, tempat dan promosi. Penelitian ini menunjukkan bahwa penjualan yang mengalami kenaikan dikarenakan menjalin Kerjasama dengan influencer kota Pontianak, dan penurunan karena intensitas penjualan menurun di bulan Ramadhan.

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 12 No. 5, 2024
pp. 1565-1572
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v1i2.1750

INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) need to make breakthroughs in developing the sector in order to increase competitiveness to encourage the country's economic growth. Currently, there are 821,599 entrepreneurs who have been successfully encouraged through 320 activities carried out by 27 ministries/institutions. The Ministry of Cooperatives and SMEs has the ambition to create 1 million entrepreneurs by 2024. To increase competitiveness and achieve a wider market share, MSMEs need to implement effective marketing strategies. An in-depth analysis of marketing strategies is the main key for MSMEs to be able to compete and be sustainable (Ulfah et al., 2021). Every day, we often see MSMEs around us who have succeeded in attracting customers' attention with smart marketing strategies. A simple example is a street food vendor who uses social media to promote his special menu and gets a positive response from customers. This shows that the right marketing strategy can provide a competitive advantage for MSMEs in a volatile market (Sulistiyani et al., 2020). Marketing strategy is an important step in achieving sustainable competitive advantage for businesses that produce goods and services. Marketing strategy is the foundation of a complete business plan. In the midst of increasingly fierce competition in the market, especially among MSMEs, it is important for MSMEs to develop an effective marketing strategy. Therefore, it is important for MSMEs to pay serious attention to the process of developing a marketing strategy that can successfully reach the target market (Mandasari et al., 2019).

Research conducted by Timbuleng et al. (2021) shows that sales growth can be achieved in two ways, namely manual purchases (offline) and online shopping (via Instagram, WhatsApp, etc.) for beauty products. This study highlights the importance of a marketing mix strategy that includes aspects of product, price, place, and promotion. Factors such as ease of access, good visibility, and spacious and safe parking play a major role in location strategy. Research conducted by Massora et al. (2024) in Toraja Regency MSMEs found 4 marketing strategies that were known and implemented by MSME actors, namely market selection strategies, product planning, assessment and distribution systems. Meanwhile, research conducted by Khairunnisah et al. (2023) showed an increase in sales thanks to two methods, namely offline and online methods. In order to survive in the market, MSMEs continue to strive to improve their own identity through product development. Therefore, the most relevant strategy for MSMEs to face global challenges is a marketing strategy. Marketing strategy is considered the key to achieving sustainable competitive advantage for companies, both in the production of goods and services. In addition, marketing strategy is also considered a fundamental element in preparing a comprehensive business plan (Lestari, 2019). The importance of marketing strategy is also reflected in the increasingly fierce competition faced by companies in general (Octavia et al., 2023). With increasing competition in the business world, business management must be more efficient and effective. Warung HAMPAs, like other small businesses, faces many difficulties in building and implementing the right marketing strategy. This shows how important it is to find and solve these problems to improve the marketing strategy and competitiveness of HAMPAs stalls.

LITERATURE REVIEW

Law No. 20 of 2008, the definition of MSMEs is Micro businesses are businesses owned by individuals or single entities, which have the criteria that their business outside the land and buildings owned by the company, has a net worth of Rp50,000,000.00 or annual sales results of up to Rp300,000,000.00. Small and medium businesses are businesses that stand alone and are managed by individuals or business entities that meet the requirements, owned and controlled directly or indirectly by medium or large-scale businesses that are business entities with net worth of more than Rp50,000,000.00 equal

to Rp500,000,000.00. However, the land and buildings where the company is located are not included. Or sales results do not exceed Rp300,000,000.00 up to a maximum of Rp2,500,000,000.00. Medium-sized businesses are independent and productive business entities controlled by a person or agency, either directly or indirectly owned or controlled by a small or large company, and are subsidiaries or subsidiaries of a company that has net assets or not net assets of a sales branch. The net value of the results exceeds IDR 500,000,000.00 land and buildings of commercial facilities up to a maximum of IDR 10,000,000,000.00.

According to Ratnawati (2020), by building value for customers and establishing profitable relationships, this indicates that the company has implemented a marketing strategy. In Setyaningsih's research, (2021) Kurtz stated that market strategy is a business program used to determine market targets and meet customer needs by combining several components of the marketing mix, products, distribution and prices. Marketing strategy is a series of goals, policies, and rules used to direct marketing activities from time to time at different levels and locations (Haninda, 2021). Mujahidin & Khoirianingrum (2019), stated that there are three main stages used in determining modern marketing strategies, namely Market Segmentation, Target Market Determination (Targeting) and Market Positioning (Positioning). Market segmentation is the process of dividing the market into small groups by considering similar characteristics and needs (Mulyanam, 2019).

Market segmentation aims to find market segments that can be better accessed (Bayhaqi & Aslami, 2022). Factors such as demographics, geographic location, psychographics, or consumer behavior can form different market segments. To determine market segmentation, it is necessary to know the needs and preferences of each market segment, so that companies can adjust their marketing strategies to achieve targets (Arrahma & Abadi, 2023; Khairi et al., 2024). Targeting is carried out to evaluate and select market segments that have great profit potential that are in accordance with the Company's goals and resources (Manggu & Beni, 2021). Factors considered in determining target markets include the size of the market, its growth potential, the level of competition, and whether the segment fits the company's strengths and competencies. After determining the target market, the final step is to establish market positioning. The place a company wants to occupy in the eyes of consumers relative to its competitors is known as its market position. Companies must create an approach that will differentiate them from competitors and provide special added value to their customers. To establish a market position, they must create a compelling value proposition, find the right components of the marketing mix (such as product, price, promotion, and distribution), and communicate the value proposition well to the target market.

Marketing mix, commonly known as the marketing mix, is a set of tactical marketing tools used by a business to achieve the desired response from the target market. According to Kotler and (2012), the marketing mix consists of four groups of variables known as the "four Ps", namely Product, Price, Place, Promotion. Product variables are all aspects and features of the product or service sold by the company to the target market (Setianingsih & Aziz, 2022). This includes design, quality, brand, packaging, and product variety. Companies must know the needs and wants of customers and create products that meet customer expectations. Price variables are used to determine the price of goods or services offered by a company (Nurlela et al., 2021). Production costs, market demand, competitor pricing strategies, and company profit goals are some of the things to consider when setting prices (Kencana, 2019; Purwanto 2020).

The right price can affect consumer perceptions of value and the company's competitiveness in the market. Things like distribution channels, sales locations, supply chain management, and general distribution strategies are included in the place variable. Companies must ensure that products are easily accessible to the target market and available on time. Efforts made by a company to show the market the value of the product are included in the promotion variable. Promotion can include advertising, sales promotions, public relations, direct marketing, and communication strategies. Promotion aims to increase awareness, interest, and purchasing decisions (Nasution et al., 2021).

According to research findings, there are a number of internal and external components that influence the competitiveness of MSMEs. The results of the study provide inspiration for MSMEs to strengthen their position in the domestic, national, and international markets. Research conducted by Putra et al. (2019), assesses the competitiveness of MSMEs by combining the ideas of competitiveness and entrepreneurial ability. Competitiveness is an open and ongoing process. This means that MSMEs must continue to acquire knowledge and technological capabilities to face globalization which is filled with competition and changes in consumer tastes. Entrepreneurs must continue to follow technological and scientific advances to meet the ever-changing needs of consumers.

METHODS

This study uses a qualitative approach method to present descriptive data. This is a method of describing and analyzing the situation or phenomenon being investigated. Data collection using interview, observation, and literature review methods will increase the competitiveness of the MSME industry, especially in Warung HAMPAs. This study uses a purposive sampling technique. This is because researchers believe that the samples, they collect tell us the most about the problems they study. The sample size for this study was 10 respondents: owners, employees, and customers who best understand the problems that occur. The data collection methods used were interviews and literature reviews. This interview method was conducted with the owner of the HAMPAs shop by first preparing basic marketing questions and developing them throughout the conversation, so that researchers know more about marketing strategies in increasing the competitiveness of shops around Ambawang, Pontianak. At the same time, the literature review method was used to collect more data on marketing strategies. This study uses primary data sources obtained through interviews and observations which are then processed. The research stage used is the descriptive method, which includes data analysis by identifying, collecting, clarifying, analyzing and interpreting to provide a clear picture. This research began in April 2024. This research was conducted on Jl. Trans Kalimantan, Gg. Parit Masigi 1, Sungai Ambawang Kuala District, Kubu Raya Regency.

RESULTS

The implementation of marketing strategies in increasing the competitiveness of the HAMPAs stall case study in Kuala Ambawang village involves formulating marketing strategies based on market segmentation, market targeting, and market positioning. In addition, MSMEs also develop a marketing mix consisting of four main elements, namely product, price, place, and promotion. MSME Warung Hampa conducts market segmentation to identify customer groups with similar interests, characteristics, needs, and preferences related to Korean specialties. This allows MSMEs to adjust their products and marketing strategies for each targeted market segment. For example, the identified market segments are K-Drama fans, K-poppers, culinary lovers, and the surrounding community. The average age of customers is 10 years - 25 years. After conducting market segmentation, Warung Hampa chooses the market segment that will be their main target. The selection of this segment is based on market potential, customer needs, and the ability of MSMEs to meet these needs.

To increase sales and increase revenue, adjustments must be made to the target market. The target market of HAMPAs stalls has determined its target. The price of food and drinks sold ranges from Rp 2,000 to Rp 63,000. This price is considered affordable following the target market which is mostly teenagers. Hampa stalls develop market positioning strategies to differentiate themselves from competitors and build a unique image in the market. Hampa stalls emphasize aspects such as authentic taste, unique menus, affordable prices, quality ingredients, or authentic Korean food experiences. By positioning themselves in a unique way, HAMPAs stalls can attract attention and create added value in the eyes of customers.

The company's ability to select and make the right product, set affordable prices, use effective distribution channels, and conduct effective promotions is critical to marketing success. To ensure customer satisfaction and business continuity, Warung HAMPa carefully reviews its marketing strategy, including products, prices, locations, and promotions. The products produced by Warung HAMPa are Korean food and drinks in the form of street food. Although Korean food has been adapted to the taste of the Pontianak City community. So, it can be well received and get good feedback too. The menu ranges from snacks to heavy meals and various drinks. The results of an interview conducted with a customer Hesti Wasfika (20) I was initially curious about Korean food because after trying it, it turned out that the taste was according to my taste, the service was also friendly and fast. Pricing is an important part of running a business. The price of products and services is not set arbitrarily. But it is determined through careful calculations that take into account the cost of raw materials, production costs, advertising costs, and the profit margin desired by the company. To meet customer expectations and ensure business continuity, it is necessary to set a price that reflects the value of the product, taste, quality ingredients, and the level of production difficulty required. For HAMPa stalls, prices should be adjusted to the income of the surrounding community, the quality of the ingredients used, and the level of difficulty in the food preparation process. Interview results conducted with customers Utin Titi Cici Adrianti (21) said the prices offered by Hampa stalls are quite affordable for students.

Interview results by HAMPa stall owner Ropiah (29) said every Friday they give a discount in the form of Rp. 10,000 coffee and free iced tea for dine in. Interview results by HAMPa stall owner Ropiah (29) Products are sold at outlets so that customers come directly to buy products. HAMPa's location is quite strategic because of the many housing complexes in the area and also not far from the TPQ (Al Qur'an Education Park) center, Islamic boarding schools, elementary schools, junior high schools, and high schools in the Ambawabng area so that HAMPa can reach consumers from children and even teenagers who go to school, office and others every day. HAMPa stalls are also quite well-known in several areas because HAMPa stalls have opened stands in several areas such as Serdam and the Untan campus area. This activity shows that Warung HAMPa is active in expanding its reach and attracting new customers in different locations. Promotion is used to inform, introduce, market and influence customers to buy the products that have been offered. Interview results by the owner of Warung HAMPa Ropiah (29) Warung HAMPa is active in marketing and creating product content through social media such as Instagram, TikTok, and Facebook. Especially updating every day on Instagram to inform that on that day Warung HAMPa is open or closed. Warung HAMPa also collaborates with several influencers in the form of honest endorsement reviews through the TikTok platform. Collaboration with influencers provides additional benefits in the form of increased credibility and product exposure.

The product strategy implemented by Warung HAMPa, which prioritizes product quality and uniqueness and provides Friday Blessing discounts, has been proven to increase customer interest. Interview results show that this approach has succeeded in attracting attention and maintaining customer loyalty, thus supporting the success of Warung HAMPa's business. Based on the interview results, it was found that setting the right product selling price is one of the most crucial factors in achieving the desired profit by Warung HAMPa. Setting the right price not only reflects product quality, but also takes into account the prevailing economic and market conditions. By implementing the right pricing strategy, Warung HAMPa can increase its competitiveness in the market, maintain customer satisfaction, and achieve the desired profit target. The location strategy implemented by Warung HAMPa shows how important choosing a strategic location is for business success. By placing Outlets near housing complexes, educational institutions, and other activity areas, Warung Hampa can effectively reach various potential market segments. This strategic location allows Warung HAMPa to increase the number of visitors and sales, as well as expand their customer base. Warung Hampa's promotional strategy through social media and collaboration with influencers has proven effective in

increasing customer engagement and interest. Continuous activity on Instagram, TikTok, and Facebook helps keep customers informed and interested in Warung HAMPAs services. Collaborating with influencers provides additional benefits in the form of increased credibility and product exposure, helping you attract more new customers. This promotional strategy plays a vital role in the success and growth of Warung Hampa.

In January 2024, the amount of sales recorded at the HAMPAs stall was IDR 5,500,000, in February 2024 sales were recorded at IDR 7,000,000, in February the HAMPAs stall experienced an increase. In March, sales were recorded at IDR 4,000,000, decreasing.



Figure 1. Sales Data from January to March 2024

The performance results of Warung Hampa products in January - February experienced an increase or rise for Warung HAMPAs. The following is the performance data for Food and beverage products at Warung HAMPAs in January - February 2024, February - March 2024:

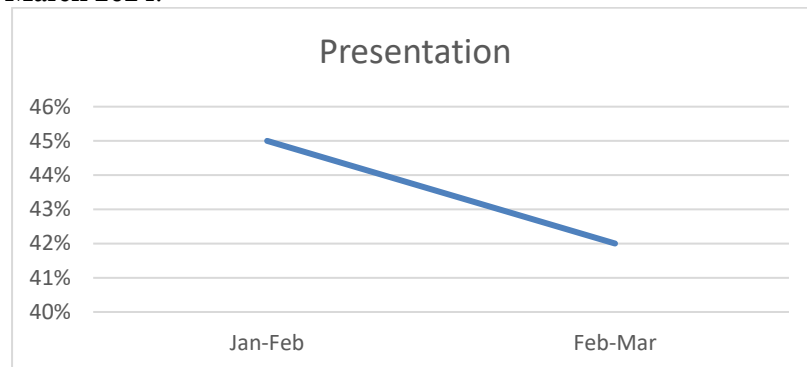


Figure 2. Performance Data for January - March 2024

From the table data above, the number of sales at Warung HAMPAs that occurred in January - February increased by 45%. The number of sales in January was IDR 5,500,000, while in February it was IDR 7,000,000. Warung HAMPAs Product Performance in February - March 2024. From the graph above, the number of sales in February - March 2024 decreased by 42%. The number of sales in February was IDR 7,000,000, while in March it was IDR 4,000,000. Based on sales data on Warung HAMPAs products for 3 months after being managed, there was an increase and decrease. In January - February, there was an increase of 45%. This increase in sales occurred because in February they collaborated with influencers in Pontianak City which boosted sales quite significantly. In February - March 2024, Warung HAMPAs experienced a decrease of 42%. This is because during the month of Ramadan the intensity of visitors decreased. Despite experiencing sales fluctuations from month to month, Warung HAMPAs remains active and consistent in promoting through social media such as Instagram, TikTok, and Facebook. From the data above, it can be concluded that in sales, it must be identified that in certain months such as Ramadan, there will be a decrease in sales intensity, so

inventory must be reduced to minimize losses and innovate in the menu such as the Ramadan edition menu.

CONCLUSION

Product marketing carried out by Warung HAMPA uses a three-stage marketing strategy to increase competitiveness, namely Market Segmentation Warung Hampa conducts market segmentation to distinguish customer groups that have the characteristics of K-Drama fans, K-popers, Culinary Lovers, and the surrounding community. The average age of customers is 10 years - 25 years. Target Market Determination (Targeting) in this case for the target market, Warung HAMPA has determined its target. The price of food and drinks offered is sold starting from IDR 2000 - IDR 63,000. This price is relatively affordable following the target market which is mostly teenagers. Determination of the market position (Positioning) Warung Hampa emphasizes aspects such as authentic taste, unique Korean menus, affordable prices, quality ingredients, or authentic Korean food experiences. The Marketing Mix concept in terms of products produced by Warung HAMPA is Korean food and drinks in the form of street food according to customer desires. The product strategy implemented by Warung HAMPA, which prioritizes product quality and uniqueness and provides Friday Blessing discounts, has been proven to increase customer interest. The pricing strategy offered by Warung HAMPA is affordable with good quality. The location strategy implemented by Warung HAMPA shows how important it is to choose a strategic location for business success. Sales made by Warung HAMPA are carried out directly at outlets and by opening stands at events. Promotion Strategy Warung HAMPA is active in marketing its products through social media such as Instagram, TikTok, and Facebook. Warung HAMPA also collaborates with several Pontianak city influencers to promote its products. The marketing strategy implemented by the shop has been effective because even though it experiences fluctuations in sales from month to month, Warung HAMPA remains active and consistent in promoting through social media such as Instagram, TikTok, and Facebook. When sales increase, it occurs because it collaborates with Pontianak city influencers in the form of endorsements with honest reviews. From the data above, it can be concluded that sales must identify that in certain months such as Ramadan there will be a decrease in sales intensity, so inventory must be reduced to minimize losses and innovate the menu such as the Ramadan edition menu.

REFERENCES

- [1] Anastasia, M., & Oktafia, R. (2021). Strategi Pemasaran Syariah Dalam Meningkatkan Daya Saing UMKM Kerupuk Desa Tlasi Tulangan Sidoarjo. *Jurnal Tabarru': Islamic Banking and Finance*, 4(2), 431-444.
- [2] Arrahma, F. A., & Abadi, M. T. (2023). Strategi Pemasaran: Cara Kedai Geprek Niki bisa Bertahan di Era Digital. *Jurnal Manajemen Riset Inovasi*, 1(3), 239-249.
- [3] Bayhaqi, H., & Aslami, N. (2022). Identifikasi pasar, segmen dan target pasar sasaran bisnis asuransi. *MAMEN: Jurnal Manajemen*, 1(1), 111-118.
- [4] Haninda, R. N., Mahsun, A., & Saputro, D. R. (2021). Analisis Strategi Pemasaran Mobil Merk Daihatsu Sigr pada PT. Armada International Motor Surabaya. *Yos Soedarso Economic Journal (YEJ)*, 3(2), 49-60.
- [5] Kencana, S. (2019). Analisis Strategi Penetapan Harga SKM. CLOTHING. *Prosiding FRIMA (Festival Riset Ilmiah Manajemen Dan Akuntansi)*, (2), 1003-1011.
- [6] Khairi, U. A., Hasibuan, N., & Pratama, A. Z. R. (2024). Strategi Pemasaran dan Posisi Target Sebagai Kunci Keberhasilan Bisnis. *Jurnal Masharif Al-Syariah: Jurnal Ekonomi dan Perbankan Syariah*, 9(1).
- [7] Khairunnisah, N. A., Maryanti, S., & Suharti, S. (2023). Analisis strategi pemasaran dalam meningkatkan daya saing umkm kain tenun lombok. *Jurnal Ilmiah Hospitality*, 12(1), 71-76.
- [8] Kotler, P. (2012). *Kotler on marketing*. Simon and Schuster.
- [9] Lestari, E. R. (2019). *Manajemen inovasi: Upaya meraih keunggulan kompetitif*. Universitas Brawijaya Press.

- [10] Mandasari, D. J., Widodo, J., & Djaja, S. (2019). Strategi pemasaran usaha mikro, kecil dan menengah (UMKM) Batik Magenda Tamanan Kabupaten Bondowoso. *JURNAL PENDIDIKAN EKONOMI: Jurnal Ilmiah Ilmu Pendidikan, Ilmu Ekonomi Dan Ilmu Sosial*, 13(1), 123-128.
- [11] Manggu, B., & Beni, S. (2021). Analisis Penerapan Segmentasi, Targeting, Positioning (STP) dan Promosi Pemasaran Sebagai Solusi Meningkatkan Perkembangan UMKM Kota Bengkayang. *Sebatik*, 25(1), 27-34.
- [12] Massora, J. L., Batara, M., & Pundissing, R. (2024). Analisis Strategi Pemasaran Dalam Meningkatkan Daya Saing UMKM di Kabupaten Tana Toraja. *Innovative: Journal Of Social Science Research*, 4(1), 10784-10799.
- [13] Mujahidin, A., & Khoirianingrum, I. (2019). Analisis Segmentasi, Targeting, Positioning (STP) pada Zakiyya House Bojonegoro. In *Prosiding Seminar Nasional Unimus* (Vol. 2).
- [14] Nasution, A. E., Putri, L. P., & Lesmana, M. T. (2019, October). Analisis pengaruh harga, promosi, kepercayaan dan karakteristik konsumen terhadap keputusan pembelian konsumen pada 212 mart di kota medan. In *Prosiding Seminar Nasional Kewirausahaan* (Vol. 1, No. 1, pp. 165-173).
- [15] Nurlela, I., Yanti, R. A. E., & Aryansyah, F. (2021). Pengaruh Penetapan Harga Jual terhadap Volume Penjualan. *J-KIP (Jurnal Keguruan Dan Ilmu Pendidikan)*, 2(3), 179-184.
- [16] Octavia, A. N., Septiyani, I., Anggraini, I. A., & Mayasari, D. A. (2023). Analisis Strategi Pemasaran Untuk Meningkatkan Daya Saing UMKM Keripik Gedebok Pisang di Blora. *Indonesian Accounting Research Journal*, 3(3), 281-289.
- [17] Purwanto, E. (2020). Analisis Harga Pokok Produksi Menggunakan Metode Full Costing Dalam Penetapan Harga Jual. *Journal of Applied Managerial Accounting*, 4(2), 248-253.
- [18] Putra, I. K. M., Pasek, I. K., & Sukarta, I. W. (2019, October). Competitiveness Enhancement and MSME Performance Through Development of Internal, External, and Entrepreneurial Skills in Bali Province. In *International Conference On Applied Science and Technology 2019-Social Sciences Track (iCASTSS 2019)* (pp. 99-104). Atlantis Press.
- [19] Ratnawati, S. (2020). Analisis SWOT dalam menentukan strategi pemasaran (studi kasus di kantor pos Kota Magelang 56100). *Jurnal Ilmu Manajemen*, 17(2), 58-70.
- [20] Rindiani, F., Putri, H. M., Rhositawati, N., & Carmidah, C. (2023). Strategi Pemasaran Umkm Keripik Pisang Tunas Dalam Meningkatkan Daya Saing Usaha. *Profit: Jurnal Manajemen, Bisnis Dan Akuntansi*, 2(2), 01-14.
- [21] Setianingsih, F. E., & Aziz, F. (2022). Pengaruh media sosial marketing TikTok terhadap minat beli online di shopee. *Jurnal Administrasi Bisnis*, 11(2), 107-116.
- [22] Setyaningsih, F. (2021). Analisis Strategi Bauran Pemasaran Terhadap Peningkatan Pelanggan Pada Lembaga Rafi Bimbel Tangerang. *JMB: Jurnal Manajemen Dan Bisnis*, 10(1).
- [23] Sulistiyani, S., Pratama, A., & Setiyanto, S. (2020). Analisis strategi pemasaran dalam upaya peningkatan daya saing umkm. *Jurnal Pemasaran Kompetitif*, 3(2), 31.
- [24] Timbuleng, S. S., & Tumbel, A. L. (2021). Analisis Strategi Bauran Pemasaran Untuk Meningkatkan Daya Saing UMKM (Studi Kasus Pada Friska Beauty Studio Tomohon). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 9(2).
- [25] Ulfah, F., Nur, K., Salsabila, S., Safitri, Y., Evanita, S., & Priyatmi, F. (2021). Analisis Strategi Pemasaran Online untuk Meningkatkan Daya Saing UMKM (Studi Keju Lasi). *Jurnal Pendidikan Tambusai*, 5(2), 2795-2805.