

## Determine Marketing Strategies Using SWOT Analysis in The MSME Creative Industry to Design Mock-Up Products

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### ABSTRACT

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The MSME creative industry has a significant role in local and national economic activities. Creative products from MSMEs provide added value and innovation, create jobs, and support economic growth. MSMEs often face challenges in marketing their products. In increasingly fierce competition, it is important to develop effective marketing strategies. Geographical boundaries are no longer limits today's creative industries. MSMEs in this sector must face competition not only in regional areas but also on a national scale. The research method used in this article is a descriptive qualitative method with a SWOT analysis approach. This research can analyze MSME marketing strategies in the creative industry and become a new contribution to literature and business practices. It is hoped that this research can also provide insight and practical recommendations to MSMEs in the creative industry, the government, and other related parties to increase the competitiveness and growth of the creative industry by using all marketing media and doing it consistently.

### INTRODUCTION

The MSME creative industry has a significant role in local and national economic activities. Creative products from MSMEs provide added value and innovation, create jobs and support economic growth. MSMEs are the most important pillar in the Indonesian economy. Based on data from the Ministry of Cooperatives and SMEs, the number of MSMEs currently reaches 64.2 million with a contribution to GDP of 61.07% or worth 8,573.89 trillion rupiah. The contribution of MSMEs to the Indonesian economy includes the ability to absorb 97% of the total existing workforce and can collect up to 60.4% of total investment. However, the high number of MSMEs in Indonesia cannot be separated from existing challenges (Hartarto, 2021).

MSMEs in the creative industry often face challenges in marketing their products. In increasingly fierce competition, it is important to develop effective marketing strategies. Today's creative industries are no longer limited by geographical boundaries. MSMEs in this sector must face competition not only in regional areas but also on a national scale. In designing a marketing strategy, it is important to consider the challenges and opportunities that arise from the national market (Mavilinda et al., 2021).

The COVID-19 pandemic has had a significant impact on various sectors, including MSMEs in the creative industries. The existence of the lockdown policy has changed consumer behavior a lot, which has shifted to online business modes, so MSMEs need to have a deep understanding of market trends and consumer needs so that there are adjustments to marketing strategies (Seki & Armayana, 2021).

The government has a key role in supporting the growth of MSMEs in the creative industries. Research can investigate existing support policies and programs, and provide recommendations on how governments can more effectively support the sector through incentives, training, or access to global markets. The government maintains the role and momentum of MSME growth through four things. First, by building infrastructure which is not only in the form of roads, railways, bridges and airports, but also digital connectivity infrastructure. Second, through the financing program, around 18 million MSMEs in Indonesia do not yet have access to formal financing and around 46 million MSMEs still need additional financing for working capital and investment. For this reason, the Government through the People's Business Credit program and Ultra Micro financing provides support. Third, by continuing to encourage the digitalization of MSMEs. As of January 2022, as many as 17.2 million MSMEs have been digitized. The target is that 40 million MSMEs will be digitalized by 2024. Lastly, by increasing synergy and coordination between the Government and stakeholders including BUMN, regional governments and the private sector to produce effective results in empowering MSMEs (Indrawati, 2022).

The competitiveness of MSMEs in the creative industry really depends on the level of creativity and innovation they possess. Marketing strategies must reflect the uniqueness and innovation of products or services to attract the attention of consumers who are increasingly smart and very picky because of the large amount of competition between business people (Anwa, 2022). The object of this research is UMKM TT Maket, a company which operates in the creative industry, providing services for making miniature mockups and custom dioramas, which was founded in 2018 in the city of Surabaya. This business provides an alternative opportunity to improve the

economy in the field of handicrafts with one of the materials being the use of sawn wood waste as a basic material for making various miniature forms of plants and others. Some of the products produced are architectural mockups, urban planning, nature and transportation mockups. The increasing number of orders for mock-ups makes mock-up businesses increasingly popular and increasingly competitive to improve the quality of services and marketing strategies. Based on the results of the researcher's observations and interviews with the owner of TT Market, one of the obstacles faced was competition from business people on a national scale and the entry of imported products from abroad.

Increasingly rapid business competition requires various businesses to be able to develop their business in order to achieve planned targets, so that they can be superior to competing companies. Because of this, companies need proper business planning so they can focus attention on their position in the business, know where the company is going, how to achieve it, and what actions need to be taken in order to maximize strengths and seize existing opportunities. Good business planning is an important tool for running an effective and efficient business. Apart from that, an analysis of the business being carried out is also needed to support the success of the plan and the analysis usually used by companies is SWOT analysis as well as for the TT Market MSME business.

SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is an effective tool for detailing internal and external factors that can influence marketing performance. With a good understanding of SWOT, MSMEs can identify their strengths, overcome weaknesses, pursue opportunities and face threats. SWOT includes the following. Firstly, strength refers to valuable or unique resources possessed by MSMEs that are carried out very well. Strengths are positive internal characteristics that can help to achieve their strategic goals. Second, weakness refers to the lack of certain resources or capabilities that MSMEs should need. Weakness is a characteristic that hinders the achievement of an organization's strategic goals. Third, opportunities are conditions in the external environment that have the potential to help MSMEs fulfill and achieve previously set goals. Fourth, threats are conditions in the external environment that have the potential to make it difficult for MSMEs to achieve organizational goals (Panjaitan & Maimunah, 2022; Rangkuti, 2014; Yolanda Febrillyant & Purnomo, 2022).

Several previous studies regarding marketing strategies, namely shoe sales strategies using the SWOT analysis method in the era of the Covid 19 pandemic, carried out by (Puspasari & Rabia Adawia, 2020), research on strengthening pudak marketing strategies in the midst of the Covid 19 pandemic to increase the competitive advantage

of micro, small and medium enterprises in the city of Gresik, carried out by (Narto & HM, 2020), and research on the survival strategy of Pekalongan batik MSMEs in the midst of the Covid 19 pandemic carried out by (Rosyada & Wigiawati, 2020). Thus, this research is different from previous research because several previous studies have not thoroughly investigated marketing strategies using SWOT analysis on MSMEs in the creative industry of making miniature mockups, so it is hoped that this research can analyze the marketing strategies of MSMEs in the creative industry and become a new contribution in literature and business practitioners. It is hoped that this research can also provide insight and practical recommendations to MSMEs in the creative industries to the government and other related parties to increase the competitiveness and growth of the creative industries. The following is an example of a miniature TT mockup that has been produced from starting materials to mockup production.



Source: Data processed by researchers in 2023

**Figure 1.** Miniature Mockup

## LITERATURE REVIEW

Marketing is one way for every small to large scale business to maintain the existence and continuity of its business processes. Marketing strategy makes an important contribution to planning a business so that success is achieved. Apart from that, it is also to obtain profits according to the objectives. To achieve goals, an appropriate marketing strategy is needed, so that you can understand consumer attitudes and behavior. The right marketing strategy can also analyze market conditions and opportunities. One way to implement a marketing strategy is to implement the 4P

marketing mix (price, product, promotion and place) (Anjayani & Febriyanti, 2022). A good marketing strategy also requires knowing the position of the business actor, so that it is easy to formulate a marketing strategy to develop the business . Next, you can analyze the strengths and weaknesses of competitors so that you can measure the business's capabilities against its competitors, including the aspects of price, service and quality provided to consumers. Marketing strategies can be directed at consumer and anticipatory behavior towards competitors by developing the marketing mix (Jufriyanto, 2023).

SWOT analysis is a method that used to identify various Factor which can be used for maximize strengths and opportunities . Apart from that, SWOT analysis can also be used to minimize weaknesses. and threats (threats). In a SWOT analysis where which includes the internal environment are strengths and weaknesses, while those include the environment external is opportunities and threats. In this case the SWOT analysis compares opportunities and threats to strengths and weaknesses faced in the business world (Panjaitan & Maimunah, 2022).

## **METHOD**

The research method used in this article is a descriptive qualitative method with a SWOT analysis approach. The qualitative method was chosen because this method is able to describe complex backgrounds and interactions, explore types of information, describe information, understand processes, and obtain clarity on the meaning of each pattern of behavior shown by MSME entrepreneurs in the creative mockup industry. Carrying out observation and interview activities focuses on marketing strategies by considering internal and external factors in order to obtain optimal results. From the data obtained, a SWOT analysis was carried out including identification of strengths, weaknesses, opportunities and threats and a SWOT combination strategy analysis was carried out to determine the improvement efforts that needed to be made by MSMEs. Observations and interviews conducted with creative industry business owners making mockups in Surabaya.

The following are the stages of completion with a SWOT analysis (Syaiful & Elihami, 2020), firstly identifying the internal environment which includes strengths and weaknesses, and the external environment which includes opportunities and threats, secondly measuring The IFAS (Internal Factor Analysis Summary) matrix and the EFAS (External Factor Analysis Summary) matrix, the three SWOT matrices. The SWOT matrix produces strategic alternatives including SO, WO, ST, WT which are listed in four cells.

## RESULT AND DISCUSSION

### Result

Matrix (Internal Factor Analysis Summary) TT creative industry MSMEs model. After the factors of an internal strategic company are identified, an IFAS (Internal Factor Analysis Summary) table is compiled To formulate factors of internal strategy in framework of Company strengths and weaknesses (Rais et al., 2022).

**Table 1.** IFAS Matrix (Internal Factor Analysis Summary)

NO	Internal factors	Weight	Ratings	Score
Strength (Strength)				
1	Product results in innovation that is not easily imitated	0.24	3	0.72
2	Raw material from product waste wood	0.23	4	0.92
3	Serve product by request customer (custom)	0.23	4	0.92
Sub-Total		0.70		2.56
Weakness				
1	processing time is quite long	0.1	2	0.2
2	Capital and Finance business Not yet separated	0.09	3	0.27
3	Labor limited ( because own skill certain )	0.11	3	0.33
Sub-Total		0.30		0.80
Total Strengths and Weaknesses		1		3.36

#### Information :

#### Rating Weight

- |                             |                   |
|-----------------------------|-------------------|
| >0, 20: Very Important      | 4: Great strength |
| 0.11-0.20: Important        | 3: Little power   |
| 0.06-0, 10: Quite important | 2: small weakness |
| 0.01-0.05: Not Important    | 1: Major weakness |

From the results analysis on the IFAS table, the strength and weakness factors have a total score of 3.36. A total score above 2.5 means indicates internal position of that company strong.

Matrix (External Factor Analysis Summary) MSME creative industry TT model. There are several stage preparation matrix external strategic factors that:

**Table 2.** EFAS Matrix

NO	External Factors	Weight	Ratings	Score
Opportunities				
1	Not many competitors at the regional level	0.24	4	0.96
2	Digitalization marketing	0.18	3	0.54
3	The raw material is cheap and relatively easy to search for	0.21	4	0.84
Sub-Total		0.63		2.34
Threats				
1	lagiasi	0.20	2	0.40

2	Product Import	0.14	4	0.56
3	Competitors at scale national	0.03	3	0.09
	Sub-Total	0.37		1.05
	Total Opportunities and Threats	1		3.39

Information :

Rating Weight

>0, 20: Very Important

0.11-0.20: Important

0.06-0, 10: Quite important

0.01-0.05: Not Important

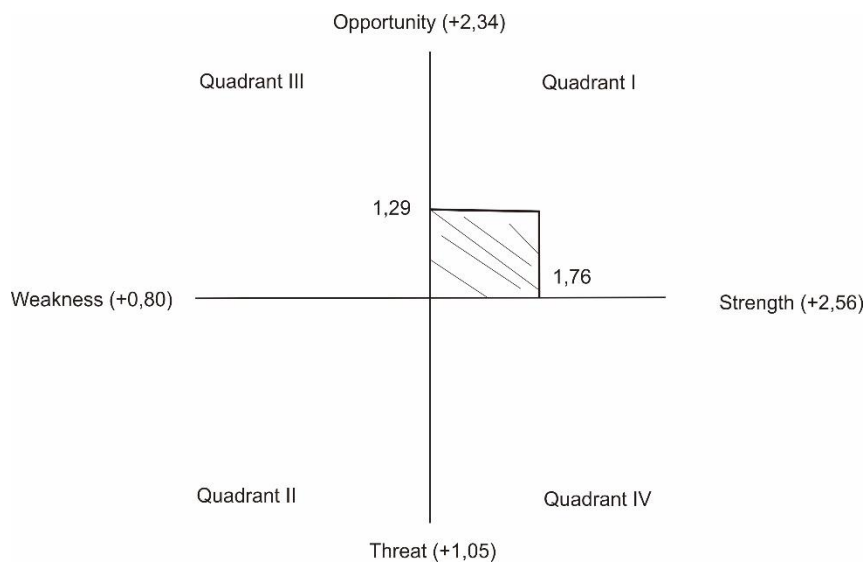
4: Great strength

3: Little power

2: small weakness

1: Major weakness

From the results analysis on the EFAS table, factors opportunities and threats have a total score of 3.39. Because the total score is close to 4.0, it indicates that change responds to existing opportunities in the outside way normal and avoids threats in the industrial market. Furthermore score value of each factor can be in detail, strength 2.56, weakness 0.80, opportunity 2.34 and threat 1.05. So it's known the difference between the total strength and weakness scores is 1.76, meanwhile, the difference between the total score of the opportunity and threat factors is 1.29 Below This is the Cartesian diagram image SWOT analysis of MSMEs MSMEs creative industry TT model.



**Figure 2.** Cartesian diagram SWOT analysis of TT creative industry MSMEs mockup

The Cartesian diagram image above, very clearly shows that TT's creative industry MSMEs have failed in quadrant I where quadrant the is a very favourable situation. The MSMEs own great opportunities and power so they can utilise existing opportunities with a necessary strategy applied in condition This is to support policy

aggressive growth (Growth Oriented Strategy), with the implementation of this strategy MSME creative industry TT model can maximise the power it has For seize various existing opportunities so that MSMEs can compete with others.

The following is a SWOT analysis: First, related to strength. Strengths are advantages that a company has and are then used to identify business opportunities. The strength of the TT mockup creative industry MSMEs is that the products produced are the result of their own innovation based on the passion of the owner or business owner so they are not easy to imitate. The materials used are materials that are easy to obtain, one of which is by utilizing unused sawn wood waste from furniture companies. This material is then processed in such a way that it can become miniature mockups of grass and various forms of plants. Utilizing this wood waste means that the costs required for making mockups are much smaller so that the price factor can be more competitive. Making this mockup serves customer requests according to their wishes but must first discuss the business owner's ability to create the design that the customer wants, because not all customer requests can be fulfilled due to the level of difficulty in the manufacturing process, this custom product will be more able to meet customer satisfaction.

Second, related to weakness. Weaknesses are deficiencies that a company has that can pose a threat to the company. The weakness of the MSMEs in the TT market creative industry is that it lacks marketing activities, the use of online media in marketing products is only through WA (WhatsUp) application message statuses and Instagram accounts which rarely update activities and products that have been produced. So far, we have only used sales on the Shopee marketplace to sell products, so business development has not been very significant even though it has been established or operating for a long time. Another weakness is that the processing time is quite long due to the limited number of workers who have skills in making mockups, it takes a long time to learn if you don't have an artistic spirit in yourself. Apart from that, other weaknesses are limited capital resources so it is not possible to receive many orders at one time and business financial bookkeeping is still not separated between personal and business so it is difficult to calculate in detail how much profit is made.

Third, related to opportunity. There are quite a lot of opportunities for MSMEs in the TT market creative industry, including not many competitors at the regional level, this means the business can continue to grow due to the lack of competitors. Marketing of the products produced can be expanded by utilizing online media to market products or what is usually called digitalization of marketing using smartphones and social media which has developed quite massively, so that this becomes instant and practical capital



in marketing products more widely. The use of digital marketing helps expand the market and can increase access to new customers both at regional and national levels. The next opportunity is raw materials that are cheap and relatively easy to obtain so there is no fear of scarcity of raw materials.

Fourth, related to treath (threat). The threat from MSMEs in the TT Maket creative industry is plagiarism or copying, imitating the results of mock-up designs by competitors because there is no law or statute to prohibit it. This means that the product is no longer authentic, so it can be mass produced by competitors from other miniature model manufacturers. Another threat is imported model products which are much cheaper than domestic models. Furthermore, the threat of competitors from a national scale who both use the marketplace means that marketing using digital marketing is easy to remove territorial boundaries controlled by business people. This competition makes the opportunity to get orders smaller.

**Table 3.** SWOT Matrix of MSME Marketing Strategy for creative industry TT Maket

<b>IFAS</b>	<b>Strengths (S)</b>	<b>Weaknesses (W)</b>
	<ul style="list-style-type: none"> <li>• Innovation products</li> <li>• Raw materials from wood waste products</li> <li>• Serving products according to customer requests (custom)</li> </ul>	<ul style="list-style-type: none"> <li>• The processing time is quite long</li> <li>• Capital</li> <li>• Business finances are not yet separate</li> <li>• Limited workforce (because they have certain skills)</li> </ul>
<b>EFAS</b>		
<b>Opportunities (O)</b>	<b>SO Strategy</b>	<b>WO Strategy</b>
<ul style="list-style-type: none"> <li>• There are not many competitors at regional level</li> <li>• Marketing digitalization</li> <li>• Raw materials are cheap and relatively easy to find</li> </ul>	<ul style="list-style-type: none"> <li>• Good product innovations are sold online by utilizing social media to expand market share</li> <li>• Use of raw materials from wood waste for furniture production and other materials</li> <li>• Receive orders (custom) / not only sell finished goods</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize small business credit loans to expand your business and overcome capital problems</li> <li>• Utilize social media</li> <li>• Using simple financial applications</li> <li>• Recruit employees</li> <li>• Shorten processing time so that you can dominate regional markets</li> </ul>
<b>Treathts (T)</b>	<b>ST Strategy</b>	<b>WT Strategy</b>
<ul style="list-style-type: none"> <li>• Plagiarism</li> <li>• Imported products</li> <li>• Competitors on a national scale</li> </ul>	<ul style="list-style-type: none"> <li>• Produce your own products that were originally imported using existing raw materials</li> <li>• Custom products at close range make it easier to interact directly</li> <li>• Continue to innovate and diversify mockup models so that they are difficult to imitate</li> </ul>	<ul style="list-style-type: none"> <li>• Shorten processing time to be more competitive nationally</li> <li>• Training the workforce to be more innovative so that it is difficult to imitate</li> <li>• Small business credit for capital strength so that they can buy more raw materials more cheaply and can reduce selling prices so that they compete with imported products</li> </ul>

Source: Data Processed By Researchers, 2023

## Discussion

### SWOT Analysis Strategy Overview

Alternative marketing strategies in the TT Market creative industry are formulated using SWOT matrix analysis. As a series of previous stages, the matrix clearly describes the internal strengths and weaknesses in marketing combined with external opportunities and threats so that alternative marketing strategies can be formulated. In this SWOT matrix there are four possible models of alternative marketing strategies. It is possible that this alternative strategy is a combination of internal and external factors, namely SO strategy, WO strategy, WT strategy and ST strategy. Through identifying internal and external factors, strengths and weaknesses as well as opportunities and threats can be obtained in marketing the TT Market creative industry. Alternative marketing strategy formulation based on the results of identifying these external and internal factors. Table 1 shows the combination of internal and external factors that will result in several alternative strategies that can be applied in marketing the TT Market creative industry, including:

SO Strategy. SO (Strength-Opportunity) strategy is a strategy of using internal strengths to take advantage of external opportunities. Alternative SO strategies that can be formulated are, first, create product innovations that are good for selling online by utilizing social media to expand market share. (S1-O2), secondly using raw materials from wood waste for furniture production and other materials which are cheap and relatively easy to obtain (S2-O3), thirdly accepting orders (custom) or according to customer wishes so that we don't just sell finished goods become one of the strategies to dominate the market at regional level (S3-O1). The implementation of this strategy is supported by the strength of business experience in the creative industry of making miniature models, which has been in business for quite a long time. This makes miniature mockup designs more insightful and knowledgeable about the business they are running than their competitors. The diversity of customer desires needs to be well organized so that product satisfaction exceeds expected expectations. The quality of the products produced so far has been quite extensive and there are several product variations that are different from others. The quality of the raw materials used is also maintained so that they are not easily damaged even though wood waste is used. One of the relationships that needs to be considered when running this business is a good relationship with work partners, in this case raw material suppliers. A good relationship between business people and partners will make it easier to produce even in large quantities. The use of digital marketing also has a big role in product marketing, especially in this era of digitalization, there are many online sales platforms that are easy to use. When you use promotions using digital media, it will directly boost sales because buyers can more easily access the products being sold without having to come. go straight to the location.

WO strategy . The WO (Weakness-Opportunity) strategy is a strategy to minimize existing weaknesses by taking advantage of external and internal opportunities, firstly utilizing small business credit loans to expand the business and overcome capital problems, secondly utilizing social media for product branding and marketing. It cannot be denied that social media now has a big influence on everything, especially information that contains news that is happening. This is also used by business people to market their products to increase sales. Starting from Instagram, Facebook, WhatsApp, Twitter and sales platforms such as Bukalapak, Tokopedia, Lazada, Shopee, Blibli and so on. However, behind the great benefits there are also big risks when using social media to market products, one of which is that it is prone to fraud or hijacking social media accounts. The government's role is also very necessary in developing MSMEs, especially for introducing products outside the region. The goal is to add new sales relationships for business people. Considering that this creative industry has great potential for further development. Next, use a simple financial application, recruit employees and shorten processing time so you can dominate the regional market

WT Strategy. The WT (Weakness-Threat) strategy is a defensive strategy to minimize internal weaknesses and avoid external threats so as to produce a good strategy. This strategy was formulated to firstly shorten processing time so that we can compete better with competitors nationally because mock-up products whose production processes are faster will certainly be more popular with consumers, besides being able to reduce production costs, secondly training workers to be more innovative so that it is difficult to imitate. Continuing to learn will make this businessman ready to compete and face various existing challenges, thirdly, small business credit is for capital strength so that he can buy more raw materials more cheaply and be able to reduce selling prices so that he can compete with imported products.

Fourth, ST strategy. The ST (Strength-Threat) strategy is a strategy for optimizing internal strengths to avoid threats. Alternative ST strategies that can be implemented are, firstly, producing their own products which were originally imported using existing raw materials. This means that business people are not dependent on imported products which are relatively more expensive so they are able to reduce production costs, secondly, products which can be customized over a short distance. between sellers and buyers makes it easier to interact directly or meet to discuss in more detail what consumers want, thirdly, continue to innovate and diversify mockup models so that they are difficult to imitate. This is absolutely necessary so that the creative industry business can be sustainable because remembering that consumer desires are quite diverse.

## CONCLUSION

From the research results through the data collection process using interviews and field observations, conclusions can be drawn. That the strength of the creative industry for making miniature models is the product of innovation that continues to be developed, raw materials from wood waste products, serving products according to customer requests (custom). The disadvantages are that the processing time is quite long, limited capital, business finances are not yet separated, limited workforce (because they have certain skills). The opportunities are that there are not many competitors at the regional level, marketing digitalization can continue to be developed, raw materials are cheap and relatively easy to find. The threat of products that are easily plagiarized or imitated, imported products that flood the market, competitors on a national scale who are quite open to utilizing E-Commerce.

After conducting research using observations and interviews, then continuing with data analysis in tables 1, 2, 3 and figure 2 and drawing conclusions, the advice given by the author to MSMEs is that there is a need to utilize product marketing media using all online sales platforms including social marketplace media and E-commerce, but this must be done consistently and continuously so that it gives the impression that this business is serious about running its business. The development of product innovation must be carried out continuously because the more unique and creative the miniature model product is, the more difficult it will be for competitors to imitate. For future researchers who will research the same creative industry business, they must increase the number of respondents or miniature model business people in an area in order to produce more diverse answers.

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