

Marketing Strategy of Micro, Small and Medium Enterprises Tempe Leha, Samarinda City

Purwanti, MitaSonaria, Zilfana, Astrid Napita, Eddy Soegiarto

Faculty of Economic and Management-University of 17 Agustus 1945 Samarinda

Abstract

Micro, Small and Medium Enterprises (UMKM) is a business that plays an important role in the national economy. At this time, UMKM are actively running in various regions in Indonesia. One of the areas that runs this business is Samarinda, there are many UMKM that have been established, one of which is in the business of making Tempe Leha, Samarinda city. The formulation of the research problem is how is the marketing strategy carried out by UMKM Tempe Leha in Samarinda City in developing its business? In this study, the aim was to find out the marketing strategy of Tempe UMKM in developing their business. This study aims to determine the product development strategy for UKM Tempe Leha by applying SWOT analysis. It is hoped that this research will have theoretical and practical benefits that will assist in implementing marketing strategies in developing businesses. In this study using a type of qualitative descriptive qualitative research by applying SWOT analysis. In terms of marketing, the Tempe Leha business can innovate products to increase product variety and quality so that it can meet consumer needs so that Tempe Leha products are superior to competitors. The results of the study show that implementing the 4p marketing strategy and also SWOT analysis can provide developments in the business run by Tempe Leha UMKM in Samarinda City.

Keywords: *Tempe, Marketing Strategy, UMKM, bussines*

Date of Submission: 03-02-2023

Date of Acceptance: 15-02-2023

I. Introduction

Micro, small and medium enterprises (UMKM) are businesses that play an important role in the national economy. At this time, UMKM are actively running in various regions in Indonesia. One area that runs the business is Samarinda. Samarinda is one of the cities where there are many UMKM that are established and run certain businesses, one of which is in the business of making tempeh. The flexible role of UMKM is able to absorb labor quickly regardless of the level of education of the workforce. So that besides playing an important role in the national economy, UMKM also play a role in overcoming the unemployment rate. UMKM actually have a fairly extensive market network in the international world.

UMKM in Indonesia itself has a number that continues to increase from year to year. Starting from 2012 to 2017 the development of UMKM reached 13.98 percent. In the following diagram we can see the percentage in 2017, UMKM have reached a total of 62,922,617 units in various regions in Indonesia, of course this number is far greater than large businesses which only amount to 5,460 units. Of the large number of UMKM, the largest number is dominated by micro businesses of 62 million (98.7 percent), with small and medium enterprises of 815 thousand units or only 1.3 percent (Ministry of National Development Planning, 2018). The potential for UMKM is so great in absorbing labor and of course it needs to be continuously improved so that it is maximized (Oktafia, 2017). UMKM are expected to be the main actors who have productivity and competitiveness on a national economic scale where there are three components that always accompany them, namely, companies, consumers and competitors (Setiawati, 2017).

Product is something that is created and offered to the market to be consumed, shown, used and even owned which aims to meet needs or just satisfy wants. From this understanding it can be concluded that production results are real objects and can be seen and felt, because products are a kind of real object that has various types (Firmansyah, 2019). In general, strategy is often interpreted as a way to achieve goals. According to Porter (2012) in (Yunus, 2016) Strategy is a set of activities that have different actions so as to form a unique value. Meanwhile, according to Arthur A. J., (2007) in (Yunus, 2016) strategy is activities that have competitiveness and business approaches that aim to achieve the desired performance or according to the target. Strategy is an action that consists of planning, organizing, directing, and controlling a decision and action related to the company's strategy (Yunus, 2016). In other words, a marketing strategy is a series of steps that have objectives as well as policy targets that provide direction to business actors marketing both goods and services (Sembiring&Siregar, 2020). In the tempeh business, soybeans are the main raw material for food processing, such as tofu, tempeh, soy sauce and others. Consumption of foodstuffs derived from legumes,

especially soybeans for the people of Indonesia in the future is expected to increase steadily. Efforts to increase the quantity and quality of soybean production in Indonesia are a serious challenge to maintain the continuity of production development in order to achieve self-sufficiency in this commodity. (Rukmana, 1996).

Tempe is a food source of high protein, the price per unit is cheaper when compared to protein sources of animal origin, such as meat, milk and eggs. The price is also relatively cheap, the manufacturing process is simple and easy, the nutritional content is quite high. Some of the benefits of tempeh for health include lowering cholesterol levels, anti-diarrhea especially due to enteropathogenic *E. coli* bacteria and antioxidants. The nutritional value of tempeh protein increases after the fermentation process, due to the liberation of the amino acids contained in soybeans obtained from yeast. (Cahyadi, 2007). Making tempeh is not difficult and can be done using household tools. The business of making tempeh is still carried out in a traditional way, which is generally still a home industry with the workforce involved coming from within the family and the business of making tempeh is managed by Mrs.SitiSolekah, most of which are directly sold to the nearest market, namely PasarSegiri.

The problems faced byUMKM , especially the tempe-making industry, are market competition in marketing their products, because at this time there are many tempe-making businesses. In addition to these obstacles, there are other obstacles, namely the increasingly expensive price of soybeans, not yet conducting surveys to new marketing locations, wanting to sell online at the marketplace but insufficient expertise, time and manpower. One of the UMKM that runs the business is Tempe Leha. Tempe business is a small industry or can be categorized as Micro, Small and Medium Enterprises (UMKM). Tempe-producing areas in Samarinda include Selili, Sidodadi Village, Loa Bakung and other areas. Sales turnover every month Tempe Leha Business has increased, the last sales turnover that the author knows is based on information from the business owner of IDR 90,000,000.00 per month. Tempe Leha UMKM in running their business needs a very hard business because there is a lot of competition that is earlier and more experienced in running the Tempe business. Therefore, Tempe Leha's business related to product manufacture and marketing strategy must be able to develop the business well so that sales turnover increases. Tempe Leha entrepreneurs can develop their business even though it is still in the local market.

Marketing strategy is one way to win a sustainable competitive advantage for companies that produce goods or services. The marketing strategy can be seen as one of the bases used in preparing a business plan as a whole. The increasingly tough competition faced by UMKM in general, with this situation UMKM must have a marketing strategy to deal with competition between UMKM. Marketing needs serious attention byUMKM, especially in the process of determining the chosen marketing strategy that will be able to penetrate the market. Moreover, in conditions of increasingly fierce competition like today, the ability to seize market share will be faced by UMKM themselves. This situation is no exception to be faced by the Tempe business Leha Samarinda. Based on the background above, the researchers conducted a study entitled "Marketing Strategy for Micro, Small and Medium Enterprises (UMKM) Tempe Leha Samarinda".

Theoretical Basis

Marketing Mix

According to Assauri (2013), marketing mix is a combination of variables or activities which is the core of the marketing system, which variables can be controlled by marketing to influence the reaction of buyers or consumers. The marketing mix consists of four components or is called 4P, namely product, price, place, promotions. In the marketing mix there is a set of marketing tools known as 4P, namely product, price, place or distribution channel, and promotion, while service marketing has several additional marketing tools such as people (people), physical evidence (physical facilities), and process (process), so that it is known as 7P, it can be concluded that the service marketing mix is product, price, place, promotion, people, physical evidence, and process.

SWOT analysis

SWOT analysis is a strategic planning analysis method that is used to monitor and evaluate the company's environment, both external and internal, for a particular business goal. SWOT analysis has become one of the most useful tools in the business world. This method is a fairly good, effective and efficient analysis as well as a fast and precise tool in finding and recognizing possibilities related to new innovations in the business world.

SWOT analysis is the identification of various factors systematically to formulate corporate strategy by analyzing strategic factors which are the current strengths, weaknesses, opportunities and threats. This analysis can be analyzed in two environmental aspects, namely the internal and external environment (Rangkuti, 2019)

Research Methods

This research is a type of qualitative descriptive research which is described in words according to the opinion of the research subjects and uses a SWOT analysis. The main informant in this study was tempe

entrepreneur Leha Samarinda. Types and sources of data in the form of primary data and secondary data. The primary data in this study are data obtained directly from the Tempe Leha UMKM subject through interviews with subjects/source persons related to the marketing strategy used and secondary data in the form of documents, such as data on the number of employees, marketing strategy activities carried out by SMEs Tempe Leha City of Samarinda. The research location was conducted on Jl. Gunung Lingai Gang Baru I, RT 09, Gunung Lingai Village, Sungai Pinang District, Samarinda City.

II. Results And Discussion

Research result

Strategy implementation

Tempe Leha entrepreneurs apply marketing strategies manually, namely by introducing or promoting their products to distributors and even to retailers, and also selling their wares directly to the market. The various methods adopted by MSME owners aim to make their production merchandise known to the wider community and to increase employment opportunities for residents around the Mount Lingai area, in addition to increasing sales turnover.

Product marketing is done manually (offline)

The sales made by the tempeLeha business owner were not carried out online because they did not have the ability or skills. Tempe business actors admit that their sales are only carried out offline and have not been distributed to remote places because there is no special workforce to handle sales, while for now they are still selling them directly to the market by business owners. The Tempe Leha business owner believes that offline (manual) marketing is considered easier because they can interact with buyers directly and can obtain information as well as criticism from these buyers regarding the products being sold. Haven't been able to use the marketplace in applications as an effort to increase turnover. Sales that are made online are considered important but do not have the expertise besides that it is too complicated because you have to have an online store account such as on Instagram, shopee, tokopedia or marketplace on Facebook. Putting products online must be with pictures of these products that are photographed with good sides in order to get maximum image results and increase consumer confidence.

Based on the research that has been done, it can be seen that the marketing strategy implemented by UMKM Tempe Leha Samarinda City, includes product strategy, price strategy, place strategy and promotion strategy. Initially, the product developed by the UMKM Tempe Leha City of Samarinda did not vary in size, the size of the product offered was small (fill ¼ kg and 9 ounces) which did not vary. This is in accordance with what was put forward by the Tempe Leha entrepreneur from Samarinda City who stated:

"...in the beginning, the tempe products were made in sizes of only ¼ Kg and 9 ounces, but after time the consumer demands varied, finally we tried to meet consumer demand by making various sizes of tempeh, the size and size of ¼ Kg, 9 ounces and 1 Kg."

Based on the statement of the owner of the Tempe Leha business, it can be seen that initially this business was started from scratch. At the beginning of the tempeh production business, only around 13 kg of soybeans were processed per day, as time went on it increased until now the amount of soybeans that is processed is 200 kg per day.

UMKM Tempe Leha Samarinda also always prioritizes the quality of the products it produces, starting from raw materials such as quality soybeans and the yeast used is traditional yeast, not processed from factories. Price is the amount of money needed to get the maximum number of products and services. Achieving appropriate and competitive prices will affect the success of a business in carrying out marketing activities. This is in accordance with what was stated by the owner of UMKM Tempe Leha Samarinda who stated:

"Determining the price of tempe products at affordable prices. Pricing is adjusted to the costs incurred for making tempeh, including raw material costs, employee salary costs, and consumer purchasing power. In setting the price, we also compare it with the selling prices of other tempe competitors' products"

Based on this statement, it can be seen that in determining the price of a Tempe Leha Samarinda UMKM product, we also look at the price of raw materials, employee salary costs, product quality, consumer purchasing power and selling prices of similar competitor products.

The Tempe Leha business owner also stated:

"In determining the selling price of the product, we actually experience a lot of difficulties because if the price of soybeans increases, we cannot immediately increase the price or reduce the quality of the product."

Based on the statement above, it is explained that the price strategy is something that must really be considered in detail because certain prices can attract a lot of consumer interest in various circles of society and with appropriate quality. So that it can increase consumer interest in buying products produced by UMKM Tempe Leha, Samarinda City.

Places or marketing distribution channels with names that are easy to remember, easy to find, located in strategic locations will greatly assist in the marketing activities of a business and make it easier for consumers to reach the location of the business. This is in accordance with what was stated by the owner of the Tempe Leha business, Samarinda City, which stated:

"In determining the marketing location for UMKM Tempe Leha, Samarinda City chose to market tempe directly in the market, because there will be many consumers here, and it will make it easier for consumers to reach locations"

The statement above explains that the owner of UMKM Tempe Leha in choosing a location or marketing place in the market, in his opinion, choosing a place in the market can make a very effective contribution to increasing tempe sales volume and can also attract customers who are not only from one area but also from outside the area. Place to market products is a very important aspect in a business. Do not use preservatives in the product. The Tempe Leha business actor considers the use of preservatives in the product to be dangerous due to the chemical content contained in these preservatives, which is feared to have an impact on consumer health.

According to the data obtained, it is known that Tempe Leha SMEs in Samarinda city always try to increase their product sales in the market by strengthening product quality, packaging, service and promotion. Product quality, service, promotion and packaging are the most important aspects of the Leha tempe business, because with good quality tempe products consumers will become regular customers and will not switch to other sellers. To make good tempeh, raw materials are needed, namely quality soybeans, good yeast, the process of making tempe from the washing stage, cooking the soybeans, the right dose of yeast and arriving at the correct packaging stage and the correct temperature



Figure 3.1. tempe packaging Figure 3.2. Packaged tempeh is ready to be marketed

III. Discussion

Based on the results of research that has been conducted at UMKM Tempe Leha Samarinda City, the researchers determined the strategy used was the marketing mix or marketing mix strategy. The owner of UMKM Tempe Leha said that in terms of marketing strategy, UMKM Tempe Leha tried to maximize quality products, competitive prices, and market the product as best as possible. This situation shows that the product, price, and how to market the product are part of the marketing mix elements. This is done by the Tempe MSME owners with the aim of attracting consumers to buy the products they produce.

UMKM Tempe Leha in producing tempe while maintaining product quality. By maintaining the quality of the products produced, it will have an impact on consumer satisfaction and trust in the Tempe Leha UMKM themselves. Product improvement carried out by UMKM Tempe Leha by adding size variations, maintaining product quality by selecting quality raw materials, is carried out in order to increase turnover or sales volume. The owner of the UMKM Tempe Leha uses quality raw materials, including American soybeans and uses natural yeast. These American soybeans are high quality soybeans and will produce good tempeh and can expand. The yeast used is yeast made from natural ingredients, not factory-made yeast, so that it produces good and quality tempeh.

UMKM Tempe Leha in addition to maintaining product quality also provides good service to consumers, namely by trying to fulfill consumer orders and fulfill the Tempe product size orders desired by consumers. The purpose of this service is so that consumers have an idea about the size and quantity of the desired product. This fact is in accordance with the opinion expressed by Herlambang, (2014: 34) a product is a combination of goods and services produced by the company and offered to the target market. The variables in the product mix are quality, characteristics, style, shape, brand, packaging, service and warranty. Products that are made must be useful, innovative for consumers. This is in accordance with what was expressed by the owner of UMKM Tempe Leha as follows:

"In producing goods, we always prioritize quality, starting from raw materials, we adjust the size and quantity according to the demand desired by consumers"

The statement by the owner of the UMKM Tempe Leha shows that there is conformity with the product produced by the theory put forward by the researcher. That the company's products always maintain product quality and include creativity in products that can attract consumer interest. Fulfillment of consumer needs is also a consideration for the company in attracting consumer interest in addition to the company's goal of making a profit.

The marketing mix strategy in terms of price also has an important role in attracting and satisfying consumers. Affordable prices and quality products also attract consumers to the company. Pricing applied by UMKM Tempe Leha to consumers refers to the quality of a product depending on the raw materials for production. Quality raw materials also affect the price level set by the company. UMKM Tempe Leha strives with quality raw materials to be able to provide prices that consumers can afford. So that pricing can be accepted by consumers. This is in accordance with what the owner of UMKM Tempe Leha said:

"Tempeh Leha products, which until now are in great demand and are bought by consumers, are mostly from low prices, the smallest sizes and moderate prices with medium Tempe sizes, there are also large sizes, but more consumers buy low and medium prices."

Promotion is an activity carried out by UMKM Tempe Leha to try to introduce products to be known by the wider community. Product introduction by UMKM owners, in this case, is still word-of-mouth promotion. The owner sells his products in the market so he can meet directly with consumers from various regions and also consumers take products directly to their homes. Regular customers include food stall owners, traders, housewives and so on. The owner has not carried out online promotions due to limited ability, time and energy when managing online promotions. This product promotion activity is expected to be increased to increase the number of consumers so they can buy the products produced. This fact is in accordance with the opinion of Wijayanti, (2012: 79) promotion is one of the marketing mix which is very important in the success of a product or goods or service or any business. The purpose of promotion is for all consumers to know about the products or services that we offer, either directly or indirectly.

Promotion is essentially an art to seduce customers and potential consumers to buy more products produced by UMKM. UMKM Tempe Leha promotes its products through good and smooth communication through face to face (personal selling), namely through word of mouth so that Tempe Leha products are quickly heard by consumers, so that consumers can continue to do the same thing, namely providing information about Tempe Leha from word of mouth. Promotion by communicating directly and convincing consumers about the superiority of the company's products.

Tempe Leha UMKM product development strategy will be analyzed using SWOT analysis. SWOT analysis is a way to identify various factors systematically in formulating a strategy whose results will provide an overview of the suitability between owned resources (strengths and weaknesses) and environmental conditions (opportunities and threats), where from this suitability has a function to maximize strengths and opportunities as well as minimize weaknesses and threats.

The marketing mix for the UMKM Acil Mita Sausage business is carried out to determine the level of success of a business. The marketing mix set by the Tempe Leha SME business is as follows:

a. Product

The Tempe Leha UMKM product is a tempeh product made from American soybeans. Tempe that is made does not use preservatives and uses natural yeast. Processed with quality and hygienic materials. The size of the product offered uses plastic packaging with a size of ¼ kg, 9 ounces and 1 kg. For the ¼ kg packaging, the selling price is IDR 1,700.00 for a 9-ounce package, the selling price is IDR 15,000.00 and for 1 kg packaging, the selling price is IDR 18,000.00.

b. Promotion

Promotion is a form of communication activity carried out by a person or company to the wider community to introduce their products to the public and influence them to buy and use these products. Promotions carried out by UMKM Tempe Leha products through offline, namely selling on the market and also using social media such as Whatsapp and also from recommendations from consumers who have ordered (mouth to mouth). Currently Tempe Leha already has resellers and subscriptions.

c. Distribution

Sales of Tempe Leha are carried out by the owner of this business and also the reseller. Production is carried out every day. Tempe Leha distributes its products in the market so that it can directly meet resellers and consumers.

Identification of Internal and External Factors

Based on the research results, internal and external factors of Tempe Leha MSME Products can be identified, namely:

A. Internal Factors

1. Strength (strength)

- a. Quality raw materials
- b. Home made tempe products.
- c. Affordable product prices
- d. Have own brand.
- e. Have good and hygienic packaging.
- f. Having loyal resellers and consumers.
- g. Tempe Leha promotes its products offline and by utilizing social media such as Whatsapp and word of mouth.
- h. Marketing distribution of Tempe Leha products directly in the market and consumers can also come directly to the house. Tempe Leha is produced every day, so that Tempe Leha products are received by consumers in a fresh condition.

2. Weaknesses

- a. Tempe Leha has not tried a new marketing place
- b. Tempe Leha has not tried to increase the amount of tempeh produced.
- c. Tempe Leha does not yet have a business license.
- d. Have not tried to increase the number of workers so that production and marketing are not maximized.
- e. The location of the Leha Tempe production site is less strategic and there is no placard indicating it is a tempe production site.
- f. Recording of financial statements is not perfect.

B. External Factors

1. Opportunity

- a. Raw materials are easy to obtain for making this product because they already have subscriptions where raw materials are taken.
- b. Many people like tempe products.
- c. People's taste for food made from tempe because it is practical and easy to process is quite high.
- d. There are many kinds of food that can be made from tempeh

2. Threats

- a) Raw material prices have increased.
- b. The price of tempe products has tight competition with other tempe entrepreneurs
- c. There are many tempeh products on the market with various brands and qualities.
- d. People's purchasing power
- e. Tempe leha products do not use preservatives, so their shelf life is relatively short.

SWOT Matrix

The SWOT matrix is used to formulate alternative marketing strategies that can be implemented by Tempe Leha. This matrix produces four possible alternative strategies, namely the S-O strategy, the W-O strategy, the S-T strategy and the W-T strategy.

a. SO Strategy (Strengths-Opportunity)

Strategies that can be done are:

1. Promoting the Tempe Leha brand so that it is better known by the wider community.
2. Improving the quality of Tempe Leha products, both from the processing and packaging aspects.
3. Add a variety of product packaging options so that consumers have a variety of choices.
4. Utilizing technological advances to facilitate communication with consumers and raw material agents.

b. WO (Weakness-Opportunity) Strategy

Strategies that can be done are:

1. Adding creations, types and sizes of tempe packaging to suit consumer tastes
2. Increasing the number of workers so that the production of Tempe Leha can serve the increasing consumer demand.
3. Overcoming the weakness of narrow marketing by looking for new marketing places.

c. ST Strategy (Strengths-Threats)

Strategies that can be done:

1. Establish good relationships with raw material suppliers so that the quality of raw materials is guaranteed and raw material prices are stable.
2. Provide attractive promos for consumers.

d. WT Strategy (Weakness-Threats)

Carry out product and packaging innovations to increase product variety and quality so as to meet consumer needs so that Tempe Leha products are superior to competitors.

IV. Conclusion

Based on the results of the research and discussion that has been carried out by the researchers concluded that UMKM Tempe Leha in their marketing strategy implements or uses a marketing mix strategy or better known as the marketing mix in marketing their products, namely through product strategy, price strategy, place strategy and promotion strategy. The strategy undertaken to increase the strengths and opportunities possessed by Tempe Leha UMKM products includes promoting their products more aggressively by making banners as attractive as possible so that people recognize Tempe Leha UMKM products, providing extra service to loyal customers, always maintaining product quality, cleanliness and also the taste of Tempe Leha as well as making packaging variations that are different from competitors' tempeh brands. The strategy undertaken to overcome the weaknesses and threats of Tempe Leha MSME Products includes increasing the number of packaging variations so that they can compete with their competitors and recruiting workers so they can fulfill increasing orders. The product strategy undertaken by UMKM Tempe Leha is to prioritize product quality in terms of the raw materials used and the production process. In addition, it provides a variety of sizes and is able to attract consumer interest. Pricing made by UMKM Tempe Leha refers to the difficulty of the production process and the raw materials used in order to achieve the right price. Distribution activities carried out by UMKM Tempe Leha are direct distribution, among others, by communicating orders directly to consumers and serving direct sales of existing product stocks at Pasar Segiri Samarinda. Tempe Leha SMEs are also often visited directly to the house by consumers. The owner of UMKM Tempe Leha wants to try to increase his sales turnover in the future by increasing the amount of tempeh production, adding sales locations and adding workers.

References

- [1]. Agyapong, F. O., Agyapong, A., &Poku, K. (2017). Nexus Between Social Capital and Performance of Micro and Small Firms in an Emerging Economy: The Mediating Role of Innovation. *Cogent Business and Management*, 4(1). <https://doi.org/10.1080/023311975.2017.1309784>
- [2]. Analia, D., Syaukat, Y., Fauzi, A., &Rustiadi, E. (2020). The Impact of Social Capital on the Performance of Small Micro Enterprises. *JurnalEkonomi Malaysia*, 54(1), 81–96. <https://doi.org/10.17576/JEM-2020-5401-6>
- [3]. Coetzer, A. (2006). Managers as Learning Facilitators in Small Manufacturing Firms. *Journal of Small Business and Enterprise Development*, 13(3), 351–362. <https://doi.org/10.1108/14626000610680244>
- [4]. Firmansyah, A. (2019). *Product and Brand Marketing (Planning and Strategy)*. Publisher Qiara Media.
- [5]. Hafni, R., &Rozali, A. (2017). Analysis of Micro, Small, and Medium Enterprises (MSMEs) on Labor Absorption in Indonesia. *Economics and Development Studies*, 15(2), 77-96. Retrieved from http://jurnal.umsu.ac.id/index.php/ekawan/article/view/1034/pdf_58.
- [6]. Herlambang, Susatyo 2014. *Basic Marketing (Marketing Basics) Easy Ways to Understand Marketing Science*. Yogyakarta:Kdt
- [7]. International Labour Office. (2019). *Financing Small Businesses in Indonesia Challenges and Opportunities*. Jakarta: ILO
- [8]. Kotler, P. and Keller, K.L 2009. *Marketing Management*. Issue 13 Volume 2.
- [9]. Lantu, D.C, M.S Triady, A.F. Utami, A. Ghazali. (2016) Development of a Model for Improving the Competitiveness of MSMEs in Indonesia: Quantitative Validation of the Model. *Journal of Technology Management*, 15(1):77-93
- [10]. Mukhtar, S, S.I. Nikensari , H. Mariani , Riffeli., D.Astuti. 2020. *Marketing Strategy Analysis of Micro, Small and Medium Enterprises of Culinary Field in the East Bogor Region. Innovation Management and Education Excellence through Vision 2020*. Pp 1429-1430.
- [11]. Saskara, I. A. N., &Marhaeni, A. A. I. N. (2017). The Role of Social Capital and Business Strategies in Developing the Business of Banten to Increase Balinese Women's Employment. *Journal of Comparative Asian Development*, 16(1), 68–86. <https://doi.org/10.1080/15339114.2017.1292930>
- [12]. Sembiring, M., & Siregar, E. (2020). Training on Marketing Strategy, Business and Finance for Home Products for the Village Community of Durian Kec. Pumpkin Beach. *Abdidas Journal*, 1(4), 277–283
- [13]. Setiawati, I. (2017). The Effect of Online Marketing Strategies on Increasing MSMEs Profits. *Marketing Communication Strategy*, 20: 1–5. [file:///C:/Users/BAYU/Downloads/Documents/26 3-760-1-PB.pdf](file:///C:/Users/BAYU/Downloads/Documents/26%203-760-1-PB.pdf)
- [14]. Singh, M. 2012. Marketing Mix of 4P'S for Competitive Advantage. *IOSR Journal of Business and Management*. 3(6): 40-45
- [15]. Suryanti, N, Wahjoedi, S.H Utomo,A.Haryono. 2021. Learning Model and the Development of Micro, Small, Medium Enterprises in Indonesia. *Pegem Journal of Education and Instruction*, Vol. 11, No. 4, 2021 (pp. 138-147)
- [16]. Susilo, Y., Sri. (2012) Strategies to Improve the Competitiveness of MSMEs in Facing the Implementation of CAFTA and MES. *Economic Bulletin*.
- [17]. Tambunan, T. (2019). Recent Evidence of the Development of Micro, Small and Medium Enterprises in Indonesia. *Journal of Global Entrepreneurship Research*, 9(18), 1–15. <https://doi.org/10.1186/s40497-018-0140-4>
- [18]. Utari, Ni KMT., 2021. *JurnalEkonomidanBisnisJagaditha* Volume 8, Nomor 1, 2021, pp. 15-22
- [19]. Widiya D.A, Mega M.C. 2017. "Factors Affecting Small Business Development in Processing Industry Sector In Malang City *Jibeka* Volume 11 Number 2, STIE ASIA Malang