

# **Analysis of Marketing Strategies Using SWOT Matrix and QSPM Methods**

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## **Abstract**

The development of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia is now continuing to increase in quite significant numbers, which makes sellers have to improve their marketing strategies in facing competition, one of which is Sate Asin Pedas Bang Ote which is an MSME in Bandung City which focuses on selling spicy salted satay and experienced unstable sales because it was influenced by marketing strategies that were not optimal and consistent. This research aims to determine the internal and external environmental conditions as well as alternative marketing strategies that Sate Asin Pedas Bang Ote can implement. The research methods used are qualitative methods. Based on the SWOT analysis results, an IFE Matrix with a score of 3.322580645 and an EFE Matrix with a score of 3.526315789 was obtained, showing that the IE matrix position is in quadrant 1. Alternative marketing strategies that can be implemented are increasing sales promotions by participating in events or MSME exhibitions organized by the government or local organizers with a TAS score of 5.269949066.

**Keywords:** Marketing Strategy, IFE Matrix, EFE Matrix, SWOT Matrix, and QSPM

## **1. Introduction**

According to [Kemenkeu.go.id](http://Kemenkeu.go.id) (2023), Micro, Small, and Medium Enterprises (MSME) are experiencing positive growth, with the number continuing to increase yearly. This positive trend has a positive impact on the Indonesian economy. Based on data from the Ministry of Cooperatives and Small and Medium Enterprises (SMEs), MSMEs presently constitute a significant 60.5% share of the National Gross Domestic Product (GDP). The MSME sector includes various types of products that can become one of the drivers of the Indonesian economy. These products cover many industries, such as trade, fashion, culinary, services, crafts, and others ([benihbaik.com](http://benihbaik.com), 2023).

MSMEs in the culinary sector have an essential role in the Indonesian economy and can contribute significantly to the country's economic growth. This is due to the enduring nature of their businesses, which ensures their continuous development and expansion (Gunadi and Moelyono, 2022). The culinary sector is classified as enterprises offering food and beverages (A. Gustomo et al., 2019). According to the records from the West Java Province Cooperatives and Small Business Service in 2021, the number of MSMEs in the culinary sector in West Java in 2021 reached 2.239.092 units, making it the largest category of businesses in the province. This exceeds other sectors such as fashion, crafts, trade, services, and others.

Based on records from the West Java Province Cooperatives and Small Business Service in 2023, there are three regions in the West Java Province with the highest volume of MSMEs in the culinary category, one of which is Bandung City. According to Brilyana (2023), Bandung City is known for its culinary offerings, which appeal to Bandung residents and visitors from outside the city and offer a variety of culinary centers.

Based on data from the Department of Cooperatives and Small and Medium Enterprises in Bandung City, the number of MSMEs in Bandung City was 201 in 2019. However, in 2020, the number decreased to 136. In 2021, there was a significant increase to 831 businesses, followed by a subsequent decrease in 2022 to 355 businesses. In 2023, the number of businesses increased, reaching an overall number of 543. With an increasing number of MSMEs in Bandung City in 2023, especially in the culinary category, locating them at various culinary tourism destinations has become convenient.

According to Budianto (2022), there are more than 180.000 MSMEs in Bandung City. MSME product sales are projected to increase by around 68% in 2021 compared to the previous year. Bandung City has three categories with the highest sales volume: fashion, culinary, and health products. One such attraction in the culinary sector in Bandung

City is Sate Asin Pedas Bang Ote, which sells spicy salted satay. The culinary business is quite common and has a very tight level of competition in Bandung City (Bernik and Haq, 2019). Therefore, business owners must continue to develop new ideas, concepts, and strategies, such as Sate Asin Pedas Bang Ote, which has a modern satay concept to attract customers by following the latest trends. However, business owners also need to be skilled at selling items and meeting expanding customer demands to ensure long-term survival while balancing expansion and competition. Also, they must improve their marketing skills to promote their products to the public.

Sate Asin Pedas Bang Ote uses two marketing methods for its products: offline and online marketing strategy. Regarding offline marketing, Sate Asin Pedas Bang Ote has relied on word-of-mouth (WOM) promotion since the business started. Meanwhile, in online marketing, Sate Asin Pedas Bang Ote strategically utilizes Instagram and TikTok as platforms to promote its products. However, Sate Asin Pedas Bang Ote's marketing application still needs to be improved. This makes it difficult for Sate Asin Pedas Bang Ote to get stable sales.

Sate Asin Pedas Bang Ote experienced fluctuations of 68.92% in the June-November sales 2023 period, and sales were unstable every month. Its difficulty in increasing and obtaining stable sales is undoubtedly influenced by the marketing strategy Sate Asin Pedas Bang Ote implemented, which still needs to be maximized and consistent in its promotions. In addition, competitors require Sate Asin Pedas Bang Ote to improve its offline and online marketing strategy. Therefore, there is a need for a marketing strategy for Sate Asin Pedas Bang Ote that is appropriate and efficient, as well as a new alternative strategy to increase and obtain stable sales and face competition from satay MSME sellers in Bandung City.

The analysis method that can be used is the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis technique, which aims to analyze and maximize strengths and opportunities and minimize weaknesses and threats that arise from the internal and external environment of Sate Asin Pedas Bang Ote. In addition, SWOT is also used in formulating alternative marketing strategies, namely by using the SWOT Matrix. Afterward, applying the Quantitative Strategic Planning Matrix (QSPM) method is necessary to determine alternative effective and efficient marketing strategies for the problems Sate Asin Pedas Bang Ote faced regarding marketing activities that are still less than optimal, unstable sales, and facing competition.

## **2. Literature Review**

### **2.1. Marketing**

According to Kotler and Keller (2016), marketing is a social process where individuals and organizations develop, provide, and willingly exchange valuable products and services to meet their needs and wants.

### **2.2. Marketing Strategy**

Marketing strategy is a method for achieving a sustainable competitive edge for companies offering goods or services (Setiawati, 2017; Ulfah et al., 2021). Marketing strategy is a fundamental instrument employed to attain company objectives by consistently establishing a sustained competitive advantage and consistently serving the company's targets (Priyanto and Ariyanti, 2018).

### **2.3. Marketing Mix**

According to Saleh and Said (2019), the marketing mix is a comprehensive and integrated marketing strategy carried out simultaneously. The marketing mix combines product development, promotional activities, and pricing strategies to promote beneficial exchanges with the intended market. Stages of the marketing mix include:

1. Product
2. Price
3. Place
4. Promotion
5. People
6. Process
7. Physical Evidence

## **2.4.Strengths, Weaknesses, Opportunities, And Threats (SWOT)**

According to Ferrell et al. (2022), SWOT analysis is a strategic approach used to identify and leverage a company's strengths as competitive advantages while addressing and mitigating weaknesses to reduce negative impacts. According to Saleh and Said (2019), SWOT analysis is a technique for examining a company's internal factors to determine its capabilities and identify areas for improvement.

## **2.5.The Strategy-Formulation Stages**

In the strategy formulation process, some techniques can be integrated into three stages to achieve the best strategy to help companies identify, evaluate, and select strategies (David and David, 2017). The following are the stages in preparing the SWOT and QSPM analysis (Setyorini et al., 2016):

### **1. The Input Stage**

Two matrices are utilized during this phase: the Internal Factor Evaluation (IFE) and the External Factor Evaluation (EFE). The steps for preparing these matrices are as follows:

#### **a. Identify internal and external company factors**

This step involves analyzing all of the company's strengths and weaknesses, listing strengths before weaknesses. The same approach is used to identify external company factors.

#### **b. Giving weight to each factor**

To assign weights in the internal and external analysis, respondents are asked to rate each factor on a scale from 0.0 (not important) to 1.0 (very important). The total of all weights must equal 1.0.

#### **c. Giving Rating**

Ratings provide insight into how well the company's current strategy addresses strategic factors. Ratings are assigned as follows:

1. Rating 4, if the company excels at leveraging opportunities and is minimally affected by threats.
2. Rating 3, if the company is good at leveraging opportunities and is slightly affected by threats.
3. Rating 2, if the company is moderately good at leveraging opportunities and is significantly affected by threats.
4. Rating 1, if the company poorly leverages opportunities and is significantly affected by threats.

#### **d. Multiplication of weight and rating**

The weighted value for each factor is calculated by multiplying its weight by its rating. These weighted values are then summed to determine the total weighted score.

### **2. The Matching Stage**

#### **a. Internal-External (IE) Matrix**

According to Alamanda et al. (2019), IE matrix analysis places and positions a company's strategic business units into nine matrix cells. The IE Matrix has three main areas with different strategic implications: Grow and Build (cells I, II, or IV); Hold and Maintain (cells III, V, or VII); and Harvest or Divest (cells VI, VIII, or IX) (David and David, 2017).

#### **b. SWOT Matrix**

The SWOT matrix serves as a decision-making tool designed to formulate strategies that leverage the company's strengths and opportunities while reducing its weaknesses and threats (Setyorini et al., 2016). There are four types of strategies in the SWOT Matrix that can help companies as an essential matching tool (David and David, 2017):

1. S-O (Strength-Opportunity) strategy: aims to leverage internal strengths to exploit external opportunities.
2. W-O (Weakness-Opportunity) strategy: aims to address internal weaknesses by taking advantage of external opportunities.
3. S-T (Strength-Threats) strategy: utilizes internal strengths to mitigate the impact of external threats.
4. W-T (Weakness-Threats) strategy: aims to minimize internal weaknesses and defend against external threats.

### **3. The Decision Stage**

According to Atikah and Moeliono (2021), the decision stage is the process of analyzing to formulate strategic decisions. According to David and David (2017), the QSPM tool aids strategists in assessing various strategies impartially, utilizing previously recognized external and internal key success factors. The following are the steps in preparing the QSPM matrix (Setyorini et al., 2016):

1. List the company's key external opportunities/threats and internal strengths/weaknesses in the left column of the QSPM, using data from the EFE and IFE matrices completed in the prior step.
2. Assign weights to each internal and external factor, matching the weights from the EFE and IFE matrices.
3. Assess the matrix from step 2 by identifying potential strategies the company might implement.
4. Determining Attractiveness Score (AS) is a measure indicating the relative appeal of each strategy within a set of alternatives:
  - a. 1 = not interesting
  - b. 2 = somewhat interesting
  - c. 3 = quite interesting
  - d. 4 = very interesting

The Total Attractiveness Score (TAS) value is calculated by multiplying the weight by the attractiveness scores.

## 2.6. Theoretical Framework

The theoretical framework begins by identifying problems and analyzing internal and external factors at Sate Asin Pedas Bang Ote, which will be structured into the IFE and EFE Matrix. These matrices aim to assess internal (strengths and weaknesses) and external (opportunities and threats) conditions based on derived values and weights. Furthermore, determining the strategic design using the IE Matrix and SWOT Matrix can be obtained and can also be determined regarding alternative marketing strategic planning that can be implemented by Sate Asin Pedas Bang Ote using QSPM calculations.



## 3. Research Methods

This research uses qualitative research methods and purposive sampling techniques to obtain data from certain target groups determined in advance to obtain the required information because the samples are parties related to the research object who are asked about their opinions and experiences (Indrawati, 2018). Primary data used in this research was obtained through interviews with five participants, including the owners, customers, and competitors of Sate Asin Pedas Bang Ote. The questions from this interview focus on factors related to the internal and external environment. The stages in implementing data analysis consists of three stages: the input stage, the matching stage, and the decision stage to develop a marketing strategy using SWOT and QSPM analysis carried out by the owner of Sate Asin Pedas Bang Ote as the party who will carry out and implement the new alternative strategy (Harisudin et al., 2022).

#### 4. Results and Discussion

Interviews were conducted with five participants divided into internal and external, including the owner, three customers, and one competitor of Sate Asin Pedas Bang Ote, focusing on identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats) that the business faces.

##### 4.1. The Input Stage

The results of interviews with five sources who had information about the business's internal and external environmental conditions at Sate Asin Pedas Bang Ote resulted in 19 internal and 11 external factors. The owner of Sate Asin Pedas Bang Ote determines the rating to provide an overview of how the business responds to existing internal and external factors.

#### A. Internal Factor Evaluation Matrix (IFE) Matrix

**Table 1: IFE Matrix**

No.	Internal Factors	Weight	Rating	Score
<b>Strength</b>				
1.	Broad market segmentation	0.04838709677	3	0.1451612903
2.	Has a varied menu	0.04838709677	3	0.1451612903
3.	Has a unique satay seasoning recipe	0.04838709677	3	0.1451612903
4.	A more mature business concept compared to other competitors	0.06451612903	4	0.2580645161
5.	Raw materials are hygienic, fresh, and quality-guaranteed	0.04838709677	3	0.1451612903
6.	Has promo menu packages and bundles	0.04838709677	3	0.1451612903
7.	Affordable satay prices	0.04838709677	3	0.1451612903
8.	Clear SOPs in terms of products, services, and management team	0.04838709677	3	0.1451612903
9.	Strategic sales location	0.04838709677	3	0.1451612903
10.	Availability of complete facilities	0.04838709677	3	0.1451612903
11.	Available on the online food platform (GoFood)	0.06451612903	4	0.2580645161
12.	Create content on social media by following the latest trends	0.06451612903	4	0.2580645161
Total Strength Score		0.6290322581	39	
<b>Weakness</b>				
1.	Marketing activities on social media are not carried out routinely	0.04838709677	3	0.1451612903
2.	Limited knowledge in the field of marketing	0.04838709677	3	0.1451612903
3.	Sales targets that have not been achieved	0.04838709677	3	0.1451612903
4.	Not yet focused on segmentation and target market	0.06451612903	4	0.2580645161
5.	Only focused on selling products to outperform the market	0.04838709677	3	0.1451612903

6.	There are no experts and experienced staff on the marketing team	0.06451612903	4	0.2580645161
7.	Don't have a mature marketing concept yet	0.04838709677	3	0.1451612903
Total Weakness Score		0.3709677419	23	
Total		1	62	3.322580645

Based on the result of the analysis of internal environmental conditions, it can be concluded that the total IFE Matrix score for Sate Asin Pedas Bang Ote is 3.322580645. The total score shows that Sate Asin Pedas Bang Ote has a strong internal position because it indicates its ability to utilize internal strengths and minimize internal weaknesses as much as possible. This happens because the average score of the IFE matrix exceeds 2.5.

## **B. External Factor Evaluation Matrix (EFE) Matrix**

**Table 2: EFE Matrix**

No.	External Factors	Weight	Rating	Score
<b>Opportunity</b>				
1.	Suppliers and vendors are easy to find and have good relationships	0.1052631579	4	0.4210526316
2.	Conducive sustainability of a business	0.07894736842	3	0.2368421053
3.	A comfortable dine-in atmosphere	0.1052631579	4	0.4210526316
4.	Competent and responsive service	0.07894736842	3	0.2368421053
5.	Using the QRIS and transfer payment method	0.1052631579	4	0.4210526316
Total Opportunity Score		0.4736842105	18	
<b>Threats</b>				
1.	There are similarities in the products sold with other satay sellers	0.07894736842	3	0.2368421053
2.	The level of competition in Bandung City is tight	0.07894736842	3	0.2368421053
3.	Raw material prices often fluctuate	0.1052631579	4	0.4210526316
4.	Satay sometimes tends to be saltier, the meat is small, and the level of doneness is dry	0.07894736842	3	0.2368421053
5.	Product prices on GoFood tend to be more expensive	0.1052631579	4	0.4210526316
6.	The physical appearance of the facilities on the front is less attractive	0.07894736842	3	0.2368421053
Total Threat Score		0.5263157895	20	
Total		1	38	3.526315789

Based on the result of the analysis of external environmental conditions, it can be concluded that the total EFE Matrix score for Sate Asin Pedas Bang Ote is 3.526315789. The total score shows that Sate Asin Pedas Bang Ote has a strong external position, demonstrating its ability to respond to opportunities and overcome company threats effectively. This is caused by the total EFE Matrix score exceeding 2.5, which is the average value of the EFE Matrix.

## 4.2. The Matching Stage

### A. IE Matrix

Based on the results in the IFE and EFE Matrix, the position of the IE Matrix of Sate Asin Pedas Bang Ote is located on the y-axis with a total IFE Matrix score of 3.322580645 and along the x-axis with a total EFE Matrix score of 3.526315789. With the results of the IFE and EFE Matrix scores, the position of the Sate Asin Pedas Bang Ote category can be determined through analysis of the IE Matrix, which can be seen in Figure 1.

		Total IFE Score		
		Strong 3,0 - 4,0	Average 2,0 - 2,99	Weak 1,0 - 1,99
Total EFE Score	High 3,0 - 4,0	I (Grow and Build)	II (Grow and Build)	III (Hold and Maintain)
	Medium 2,0 - 2,99	IV (Grow and Build)	V (Hold and Maintain)	VI (Harvest or Diverst)
	Low 1,0 - 1,99	VII (Hold and Maintain)	VIII (Harvest or Diverst)	IX (Harvest or Diverst)

Figure 1. IE Matrix

The results of the IE Matrix show that Sate Asin Pedas Bang Ote is in the position category cell I (grow and build). The grow and build cell position shows that Sate Asin Pedas Bang Ote requires a strategy to encourage better growth and more advanced business development. In this cell position, the appropriate strategy for Sate Asin Pedas Bang Ote is an intensive strategy, such as market penetration, product development, and market development, or an integrative strategy, such as backward, forward, and horizontal integration.

### B. SWOT Matrix

The SWOT matrix generates several of alternative strategies derived from the analysis of internal and external factors in Sate Asin Pedas Bang Ote, including:

#### 1. S-O Strategy

- a) Optimizing product quality, service, and business image to increase consumer loyalty: This strategy combines all strengths and opportunities to increase consumer loyalty so that consumers will make repeat purchases if the products, services, and business image offered are of good quality. This can be done by consistently using high-quality raw materials and providing responsive service to optimize the business image.

#### 2. W-O Strategy

- a) Collaborate on products with other brands, influencers, content creators, or KOLs (Key Opinion Leaders): This strategy aims to make Sate Asin Pedas Bang Ote better known and attract consumer buying interest by collaborating on products that follow the most recent trends through endorsement promotions.
- b) Hiring professionals to improve marketing skills in the team and strengthen the strategy: This strategy aims to ensure that Sate Asin Pedas Bang Ote can have a mature marketing concept by recruiting experienced professionals to improve marketing skills in the team and strengthen the strategy.
- c) Increase sales promotions by participating in events or MSME exhibitions organized by the government or local organizers: This strategy aims for Sate Asin Pedas Bang Ote to introduce and effectively promote its products to a broader market by participating in the event.

#### 3. S-T Strategy

- a) Innovation in creating new products at low prices: This strategy aims to ensure that Sate Asin Pedas Bang Ote can develop affordable product innovations that maintain the quality of raw materials to increase buying interest. One approach is to add menu variations to avoid consumer boredom with the products offered.
- b) Improve the implementation of SOPs in more consistent in serving the product: This strategy aims to improve service through consistent product presentation to satisfy consumers with the products served. Sate Asin

Pedas Bang Ote can also conduct regular evaluations to maintain the implementation of SOPs for services to optimize the business image.

- c) Increase the visual appeal of facilities: This strategy aims to improve the physical appearance of the front because it is still not attractive enough to attract customers' attention. This will allow the facility to outperform the market, considering the tight competition in Bandung City.

**4. W-T Strategy**

- a) Maintain product characteristics: This strategy aims to create consumer satisfaction so that they do not switch to competitors with the product characteristics they have. Sate Asin Pedas Bang Ote can optimize and maintain the product's characteristics from its spice recipes, the meal menu packages offered, and the raw materials used.

**4.3. The Decision Stage**

**A. Quantitative Strategic Planning Matrix (QSPM)**

The QSPM Matrix is an analytical tool used in the decision stage to analyze strategies and determine the best strategy for Sate Asin Pedas Bang Ote. The results on the QSPM Matrix were obtained through the analysis of the SWOT Matrix, which produced 8 alternative strategies and the respective scores obtained for each strategy that Sate Asin Pedas Bang Ote can implement, as can be seen in Table 4.

**Table 4: Alternative Strategies Results of the QSPM**

No.	Alternative Strategy	TAS Score
1.	Optimize product quality, service, and business image to increase consumer loyalty	5.215619694
2.	Collaborate on products with other brands, influencers, content creators, or KOLs (Key Opinion Leaders)	5.203735144
3.	Hiring professionals to improve marketing skills in the team and strengthen the strategy	4.949066214
4.	Increase sales promotions by participating in events or MSME exhibitions organized by the government or local organizers	5.269949066
5.	Innovation in creating new products at low prices	5.056027165
6.	Improve the implementation of SOPs in more consistent in serve the product	5.038200339
7.	Increase the visual appeal of facilities	5.070458404
8.	Maintain product characteristics	4.959252971

The strategy that can be recommended to be implemented by Sate Asin Pedas Bang Ote is the fourth (4) alternative strategy, namely, increase sales promotions by participating in events or MSME exhibitions organized by the government or local organizers. Based on the results of the QSPM analysis, in the fourth (4) alternative strategy with a TAS score of 5.269949066, Sate Asin Pedas Bang Ote can take part in MSME events or exhibitions, as an example is the West Java Festival 2023, which is held at Gedung Sate and Gasibu Field, Bandung City in September 2023 (Bagaskara, 2023). Sate Asin Pedas Bang Ote can use that kind of event or exhibition as a place to promote and introduce the product to be better known to the wider community.

**5. Conclusions**

Based on the results of interviews with internal and external sources as well as the analysis that has been carried out and described in Chapter IV, it can be concluded as follows:

- 1. Sate Asin Pedas Bang Ote has 12 strengths and 7 weaknesses in the internal environment. Based on the total score of the IFE Matrix, the internal environmental conditions of Sate Asin Pedas Bang Ote received a score of 3.322580645, which is considered to have a strong internal position because the score obtained exceeds 2.5. This



shows that the Sate Asin Pedas Bang Ote can maximize its strengths and minimize the weaknesses in its internal conditions.

2. Sate Asin Pedas Bang Ote's external environment contains 5 opportunities and 6 threats. Based on the total EFE Matrix score, the external environmental conditions of Sate Asin Pedas Bang Ote obtained a value of 3.526315789, which is considered to have a strong external position because the value obtained exceeds 2.5. This shows that Sate Asin Pedas Bang Ote can optimally respond to opportunities and overcome threats in its external conditions.
3. The best marketing strategy that can be implemented for Sate Asin Pedas Bang Ote is from the outcomes of the analysis of internal and external factors in the SWOT matrix. Strategies chosen from the outcomes of the QSPM analysis include increasing sales promotions by participating in events or MSME exhibitions organized by the government or local organizers.

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