

Development and Priority Selection of Marketing Strategies for Pangas Catfish Skin Chips at Gatiga Snack MSMEs

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Abstract

Gatiga Snack MSMEs, a chip producer in South Lampung, faces tough competition and requires effective marketing strategies to grow. This study aims to develop and select strategies that can be implemented by Gatiga Snack using SWOT analysis and QSPM. Based on the SWOT analysis results, 18 recommended strategies were obtained. These strategies are then prioritized using QSPM analysis. There are three recommended strategy implementation periods. In the first period, six strategies were recommended that could be implemented. The highest TAS score among the strategies in the first period was forming a special marketing team for managing the Gatiga Snack MSME business (WO4), amounting to 7.296. In the second period, six strategies were also recommended that could be implemented. An intensive promotional strategy by creating a schedule of online and offline routine promotional activities (WO2) resulted in the highest TAS score of 7.141 in the second period. The third-period strategy consisted of six strategies with the highest TAS score of 7.031, namely building a brand image by making reviews or testimonials about the quality of Pangas Catfish Skin Chips's Gatiga Snack so that new consumers would trust and be interested in buying (ST3).

Keywords: Fish Skin Chips, Marketing Strategy, Pangas Catfish, QSPM, SWOT

1. INTRODUCTION

Economic development in Indonesia is increasingly rapid due to globalization and free markets, causing intense business competition. Companies must be adaptive to survive and compete in the business world. One way for companies to be adaptive is to have a competitive advantage (Wiwoho, 2019). Developing the right marketing strategy is one way to create a competitive advantage. One business requiring a marketing strategy is the Gatiga Snack MSMEs in Banjar Agung, South Lampung. Gatiga Snack MSME has several products, including pangas catfish skin chips, bitter melon chips, banana chips, etc. One of the superior products of Gatiga Snack MSMEs is pangas catfish skin chips, which are branded "Fish Skin Gatiga." This pangas catfish fish skin is unique compared to other processed chip products, namely that the raw materials used are by-products from companies that process pangas catfish fillets. Pangas catfish skin has a high selling value when used as a chip product (Noviani & Wahyuni, 2019). Utilizing pangas catfish skin waste is a good business opportunity for Gatiga Snack MSMEs because it can increase the added value of the products produced.

Sales at Gatiga Snack MSME experienced fluctuations from 2021 to 2023. From September 2021 to August 2022, the lowest sales of pangas catfish skin chips were 48 packages, and the highest was 218 packages. Then, from September 2022 to August 2023, the lowest sales of pangas catfish skin chips were 123 packages, and the highest was 852 packages. The difference between the amount of demand and the supply of products sold causes this fluctuation condition. Gatiga Snack, a micro, small, and medium enterprise (MSME), employs a hybrid production approach that integrates make-to-stock and make-to-order systems. While the enterprise primarily prioritizes the make-to-order model servicing orders from partner souvenir shops the production and inventory

levels remain inconsistent. This inconsistency arises due to the variability in order volumes, which are heavily influenced by the partners' estimations of consumer demand. Such estimations tend to fluctuate, particularly increasing during the periods leading up to religious holidays, thereby adding further unpredictability to the production process. Gatiga Snack transitions to a make-to-stock approach without partner orders, producing inventory intended for display and sale through its marketing channels. However, this reactive shift between production systems contributes to uncertainty in product availability and results in fluctuating sales figures. The lack of a stable and predictive production and inventory strategy poses significant operational challenges, especially in aligning supply with actual market demand.

Based on the problems in the Gatiga Snack MSMEs that have been described, a marketing strategy is essential so that marketing the pangas catfish skin chips of Gatiga Snack product can be carried out optimally. The methods that can be used to develop marketing strategies in this research are SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and Quantitative Strategic Planning Matrix (QSPM). SWOT analysis analyzes internal and external factors in a business to obtain alternative strategies. Recommendations for alternative strategies obtained from the SWOT analysis cannot be implemented simultaneously, so it is necessary to prioritize the strategies that will be implemented. QSPM is a decision-making method that can provide a weighting of alternative strategies (Sianturi, 2020).

2. MATERIAL AND METHODS

This research is a case study on Gatiga Snack MSMEs located on Jl. Ryacudu Canal, Banjar Agung Village, Kota Baru, South Lampung. The object of this research is the marketing strategy for "Pangas Catfish Skin Chips" products in Gatiga Snack MSMEs. Marketing strategy is a company's planned actions to have a competitive advantage in achieving goals (Hartono & Maligan, 2020). The method used in this research is SWOT analysis and QSPM. SWOT analysis is a simple method of preparing marketing strategies by analyzing internal and external conditions in an organization or company. The components of SWOT analysis are strengths, weaknesses, opportunities, and threats (Sundari et al., 2022). SWOT analysis is carried out on marketing mix variables. A marketing mix is a collection of variables to target markets to achieve goals. The marketing mix has seven variables: product, price, place, promotion, people, process, and physical evidence. (Riyono & Budiharga, 2016). Apart from that, this research will prioritize strategies using QSPM. QSPM is a method for objectively evaluating strategic alternatives to obtain optimal results. This method determines marketing strategy priorities that can be applied to a business (Shelinda et al., 2021).

This research data was collected using a non-probability sampling technique, and the type of sampling was a purposive sampling technique. This research used a sample size of 30 internal and external respondents. The internal respondent consists of the owner and the employee; the external respondent is the customer. The types of data needed are primary data and secondary data. The research stages can be seen in Figure 1.

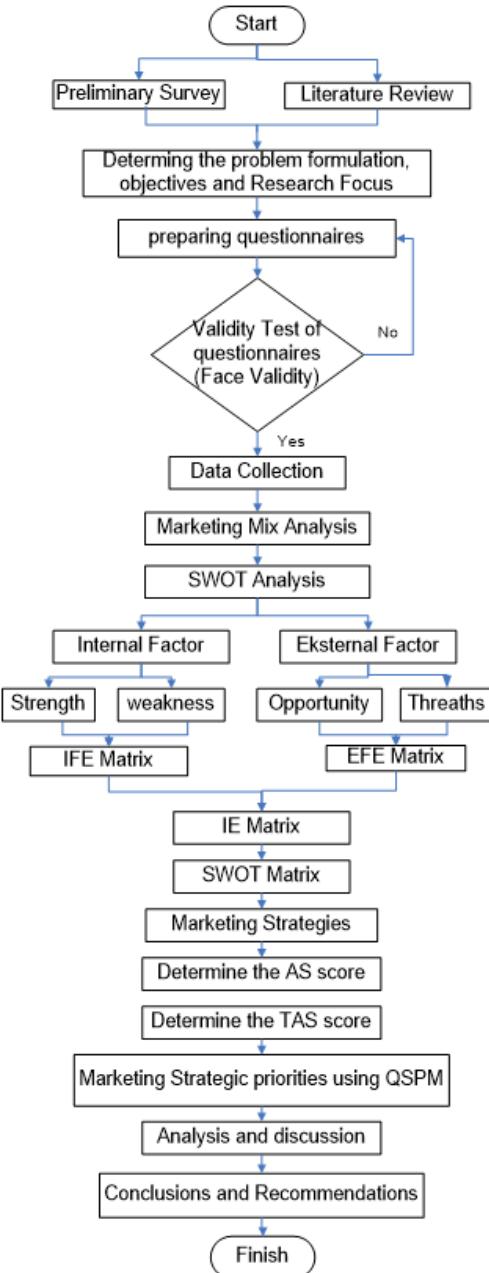


Figure 1. Research Stages

3. RESULTS AND DISCUSSION

3.1 General Description of Gatiga Snack MSMEs

Gatiga Snack MSMEs is a business founded by Mr. Rahmat Ibnu Mas'ud in January 2020. Mr. Rahmat started his business with Rp capital. 500,000- at that time, the first product was bitter melon chips. Mr. Rahmat's bitter melon chips product business has been growing over time. The development of the bitter melon chips business made Mr. Rahmat take the initiative to produce other types of chips, namely pangas catfish skin chips, banana chips, opak (fried crispy chip made from a roll of steamed rice or cassava), and prawn klanting. Gatiga Snack MSMEs produces around 50 to 100 kg of raw materials for pangas catfish skin every month. The production process in MSMEs is carried out only a few times a week because it considers the amount of product inventory in the sales window. This "Pangas Catfish Skin Chips" product can be found directly at Gatiga Snack MSMEs or souvenir shops in Bandar Lampung.

3.2 Develop a Gatiga Snack MSME Marketing Strategy Using SWOT Analysis

A. Internal Factor Analysis

Based on Table 1, it can be seen from the IFE matrix that the strengths score is greater than the weaknesses, which means that Gatiga Snack MSMEs can use their strengths to overcome weaknesses. According to Setyowati & Khoriyah (2020), a company's internal capabilities are between 3.00-4.00 on the IE matrix, meaning the company can use strengths to overcome weaknesses.

Table 1. Internal Factor Evaluation

IFE	Weight	Rating	Score
Strength			
Gatiga Snack MSMEs has a business permit (P-IRT)	0.087	3.700	0.323
Gatiga Snack MSMEs has a halal certificate to provide a guarantee of halal products	0.092	3.867	0.354
The owner of the Gatiga Snack MSMEs helps reduce waste pollution by processing pangas catfish skin waste from fish fillet companies.	0.074	3.633	0.269
Gatiga Snack MSMEs products have a long shelf life.	0.073	3.367	0.247
Gatiga Snack MSMEs provides discounts for purchasing products in specific quantities	0.081	3.533	0.288
Gatiga Snack MSMEs offers bundling package products	0.075	3.300	0.246
The owner of Gatiga Snack MSME understands how to manage accounts on e-commerce and social media for selling online and as a means of promotion	0.071	3.400	0.241
Gatiga Snack MSMEs responsively provides good service to customers in e-commerce	0.080	3.500	0.279
Total of strength	0.632	28.30	2.245
Weakness			
The "Pangas Catfish Skin Chips" of Gatiga Snack product only has one packaging weight variation	0.066	3.167	0.208
Promotional activities carried out by Gatiga Snack MSMEs are not yet optimal online	0.077	3.467	0.267
The location of Gatiga Snack MSMEs is less strategic	0.068	3.400	0.232
Lack of workforce for the Gatiga Snack MSME marketing team	0.080	3.500	0.281
Soft skills for product offering copywriting are still lacking	0.076	3.433	0.262
Total of weakness	0.368	16.967	1.250
Total	1.000	45.267	3.495

The first highest strength factor is "having a halal certificate to guarantee product halalness." Halal certification impacts a business because it needs to guarantee the halalness of its products; apart from that, halal certification is mandatory based on the provisions of the MUI institution (Ningrum, 2022). Furthermore, the second highest factor is "Gatiga Snack MSMEs have a business permit (P-IRT)." A business permit (P-IRT) is helpful as a guarantee of legal protection for the continuity of developing a business (Kusmanto & Warjio, 2019). The third highest factor is "Gatiga Snack MSMEs provide discounts." Price discounts can create customer loyalty because they get cheaper than average (Mela et al., 2020).

The first weakness is the "lack of manpower for the marketing team." The role of employees is vital, especially their abilities according to their field because they influence the success of strategic factors. The second highest threat factor "is "the online promotional activities carried out are not optimal" Promotions will not run optimally if a business has limited employees

in the marketing field, which can affect the success strategy if it is not carried out optimally. (Setyowati & Khoiriyah, 2020). The third highest threat factor is "soft skills for product offering copywriting are still lacking." The success of promotional activities can run well if the word processing of the offer copywriting is made attractive to encourage customers to buy the products offered (Handini & Choiriyati, 2020).

B. External Factor Analysis

Based on Table 2, the opportunity score results are more significant than the threats. In this case, Gatiga Snack MSMEs respond more to opportunities than threats. Companies with an excellent external position respond to more opportunities than threats and are between 3.00-4.00 on the Setyowati & Khoiriyah (2020) EFE table score.

Table 2. External Factor Evaluation

EFE	Weight	Rating	Score
Opportunity			
Customers who are satisfied with Gatiga Snack products do repurchase	0.110	3.667	0.405
Having resellers expand the market share of Gatiga Snack products	0.107	3.867	0.415
Advances in digital markets make it easier for people to shop online	0.108	3.700	0.400
Social media as a promotional tool for Gatiga Snack MSMEs to attract more consumers	0.111	3.733	0.415
There is support from the government for MSMEs	0.103	3.633	0.373
Total of opportunity	0.540	18.600	2.008
Threats			
The existence of shipping costs in e-commerce has the potential to reduce consumers' interest in shopping online.	0.083	3.367	0.281
Damaged products and packaging can impact MSME Gatiga Snack store reviews on e-commerce.	0.103	3.667	0.379
Competitors who have more vital branding	0.087	3.300	0.289
Competitors are more aggressive in promoting similar products	0.092	3.533	0.326
Loss of customers due to unsatisfactory quality of service provided	0.094	3.600	0.338
Total of threats	0.460	17.467	1.612
Total	1.000	36.067	3.620

The first highest opportunity factor is "social media as a promotional tool for Gatiga Snack MSMEs to attract more consumers". Online promotion via social media can make business more accessible because it does not require costs, energy, and time. The second highest opportunity factor is "having resellers expand the market share of Gatiga Snack products." The more resellers, the more excellent the opportunity for people to know about a product (Puspitarini & Nuraeni, 2019). Then the third opportunity factor is "the existence of support from the government for MSMEs". The government's role in supporting MSMEs is influential because it helps improve human resource capabilities and increase entrepreneurial spirit and tremendous skills (Mersita et al., 2019).

The first threat factor is that "damaged products and packaging can impact MSME Gatiga Snack store reviews on e-commerce." Store reviews on e-commerce can influence potential new consumers' purchasing decisions (Mersita et al., 2019). "Losing customers due to unsatisfactory quality of service provided" is the second threat factor. This fast response from the seller can

maintain loyalty because the service obtained is in line with consumer expectations (Putra et al., 2017). Then the third highest threat factor is "competitors are more aggressive in promoting similar products." The more promotions competitors carry, the higher the attractiveness of consumer buying interest (Mersita et al., 2019).

1. Matirx IE

Based on the results, the average IFE value is 3.495, and the average EFE value is 3.620. The position of Gatiga Snack MSMEs is in cell I, namely grow and build, which can be seen in Figure 2, meaning that Gatiga Snack needs a strategy to grow better and develop its business to be more advanced. The strategies that MSME Gatiga Snack can implement are intensive strategies and integration strategies (Setyorini et al., 2016). An intensive strategy can be carried out by developing a broader market reach. Meanwhile, integration strategies can be carried out by focusing on being able to compete with other competitors (Halimah et al., 2020).

			IFE score (3.495)		
			High (3,00-4,00)	Medium (2,00-2,99)	Low (1,00-1,99)
EFE score (3.620)	High (3,00-4,00)	I	II	III	
	Medium (2,00-2,99)	IV	V	V	
	Low (1,00-1,99)	VII	VIII	IX	

Figure 2. IE Matrix

2. SWOT Matrix

The SWOT Matrix is a matrix that combines internal and external factors to create strategies for optimizing and improving business. The SWOT matrix can clearly describe the external opportunities and threats faced by Gatiga Snack MSMEs and adjust their strengths and weaknesses. The following are the results of the SWOT strategy combination planning matrix, which can be seen in Table 3.

Table 3. SWOT Matrix

Strength	Weakness
<ol style="list-style-type: none"> 1. Gatiga Snack MSMEs has a business permit (P-IRT) 2. Gatiga Snack MSMEs has a halal certificate to provide a guarantee of halal products 3. The owner of the Gatiga Snack MSMEs helps reduce waste pollution by processing pangas catfish skin waste from fish fillet companies. 4. Gatiga Snack MSMEs products have a long shelf life. 5. Gatiga Snack MSMEs provides discounts for purchasing products in specific quantities 6. Gatiga Snack MSMEs offers bundling package products 	<ol style="list-style-type: none"> 1. The "Pangas Catfish Skin Chips" of Gatiga Snack product only has one packaging weight variation 2. Promotional activities carried out by Gatiga Snack MSMEs are not yet optimal online 3. The location of Gatiga Snack MSMEs is less strategic 4. Lack of workforce for the Gatiga Snack MSME marketing team 5. Soft skills for product offering copywriting are still lacking

	Strength	Weakness
	<p>7. The owner of Gatiga Snack MSME understands how to manage accounts on e-commerce and social media for selling online and as a means of promotion</p> <p>8. Gatiga Snack MSMEs responsively provides good service to customers in e-commerce.</p>	
Opportunities	SO Strategy	WO Strategy
<p>1. Customers who are satisfied with Gatiga Snack products do repurchase</p> <p>2. Having resellers expand the market share of Gatiga Snack products</p> <p>3. Advances in digital markets make it easier for people to shop online</p> <p>4. Social media as a promotional tool for Gatiga Snack MSMEs to attract more consumers</p> <p>5. There is support from the government for MSMEs</p>	<p>1. Expand the marketing area for Gatiga Snack products by utilizing business permits (P-IRT) and halal certificates to increase sales.</p> <p>2. Increase and establish collaboration between Gatiga Snack MSME owners and resellers.</p> <p>3. Join communities about e-commerce and social media.</p> <p>4. Place paid advertisements on social media platforms to increase brand awareness of Gatiga Snack products.</p> <p>5. Create content that involves interaction between Gatiga Snack and the audience on social media to increase customer engagement and maintain consistency in advertising posts.</p> <p>6. Take advantage of support from the local government by actively participating in the government's MSME activities, such as opening a stand to introduce Gatiga Snack products.</p>	<p>1. Added variations in product packaging weight and taste to the pangas catfish skin chips of Gatiga Snack product</p> <p>2. Intensive promotion by creating a regular schedule of promotional activities both online and offline.</p> <p>3. Open a private outlet strategically or place it in a gift shop so that Gatiga Snack products are easily accessible to consumers.</p> <p>4. Form a special marketing team to manage the Gatiga Snack MSME business.</p> <p>5. Improve your ability to read the market to create copywriting on social media.</p>
Threats	ST Strategy	WT Strategy
<p>1. The existence of shipping costs in e-commerce has the potential to reduce consumers' interest in shopping online.</p>	<p>1. Offer discounts, cashback and flash sales to attract consumers at e-commerce promotional events.</p>	<p>1. Improve the management of Gatiga Snack MSMEs in the marketing department.</p>

	Strength	Weakness
2. Damaged products and packaging can impact MSME Gatiga Snack store reviews on e-commerce.	2. Improve good service to maintain consumer comfort by providing Gatiga Snack products that are always available.	2. Evaluate the performance of Gatiga Snack MSMEs.
3. Competitors who have more vital branding	3. Build a brand image by making reviews or testimonials about the quality of Gatiga Snack products so that new consumers will trust and be interested in buying.	3. Create a mascot identical to the Gatiga Snack MSME to strengthen its identity.
4. Competitors are more aggressive in promoting similar products		
5. Loss of customers due to unsatisfactory quality of service provided.	4. Maintain the product's price, quality and taste so that it can compete with similar products.	

3.3 Marketing Strategy Priorities for Pangas Catfish Fish Skin Chip of Gatiga MSME using QSPM

TAS is the result of multiplying each internal and external factor's weight by the attractiveness score assigned to each strategy. It reflects how attractive and appropriate a strategy is when considering the SMSE's internal strengths and weaknesses, as well as external opportunities and threats. A higher TAS indicates a more favorable and implementable strategy. Based on the SWOT matrix, 18 alternative strategies were identified for Gatiga Snack MSMEs. Since these strategies cannot be implemented simultaneously, prioritization using the QSPM matrix is essential to ensure structured execution. The QSPM enables ranking of strategies based on their TAS values, helping determine the appropriate implementation timeline. For Gatiga Snack MSMEs, the marketing strategy implementation is divided into three periods: the first period (less than one year), the second period (1–3 years), and the third period (3–5 years or more) (Nataliningsih et al., 2018). The prioritized strategies specific to Gatiga Snack MSMEs are shown in Table 4.

Table 4. Marketing Strategy Priorities for Pangas Catfish Fish Skin Chip

Strategy Code	Strategy	TAS	Rank	Period
WO4	Form a special marketing team to manage the Gatiga Snack MSME business.	7.296	1	
WO2	Intensive promotion by creating a regular schedule of promotional activities both online and offline.	7.141	2	
ST3	Build a brand image by making reviews or testimonials about the quality of Gatiga Snack products so that new consumers will trust and be interested in buying.	7.031	3	
SO1	Expand the marketing area for Gatiga Snack products by utilizing business permits (P-IRT) and halal certificates to increase sales.	7.025	4	1 st Period
WO5	Improve your ability to read the market to create copywriting on social media	6.900	5	
SO4	Place paid advertisements on social media platforms to increase brand awareness of Gatiga Snack products.	6.885	6	

Strategy Code	Strategy	TAS	Rank	Period
ST1	Offer discounts, cashback and flash sales to attract consumers at e-commerce promotional events.	6.819	7	
SO5	Create content that involves interaction between Gatiga Snack and the audience on social media to increase customer engagement and maintain consistency in advertising posts.	6.793	8	
ST4	Maintain the product's price, quality and taste so that it can compete with similar products.	6.700	9	
SO3	Join communities about e-commerce and social media.	6.682	10	2 nd Period
ST2	Improve good service to maintain consumer comfort by providing Gatiga Snack products that are always available.	6.494	11	
SO6	Take advantage of support from the local government by actively participating in the government's MSME activities, such as opening a stand to introduce Gatiga Snack products.	6.441	12	
SO2	Increase and establish collaboration between Gatiga Snack MSME owners and resellers.	6.421	13	
WT2	Evaluate the performance of Gatiga Snack MSMEs.	6.317	14	
WT3	Create a mascot identical to the Gatiga Snack MSME to strengthen its identity	6.273	15	
WO1	Added variations in product packaging weight and taste to the Pangas Catfish Skin Chips of Gatiga Snack product	6.178	16	3 rd Period
WO3	Open a private outlet strategically or place it in a gift shop so that Gatiga Snack products are easily accessible to consumers.	5.952	17	
WT1	Create a mascot identical to the Gatiga Snack MSME to strengthen its identity.	5.424	18	

The marketing strategies formulated for Gatiga Snack MSME are structured into three implementation periods based on urgency, feasibility, and business growth projections. Six strategies are prioritized in the first period, intended for implementation within less than a year. These include Form a special marketing team to manage the Gatiga Snack MSME business (WO4) with the highest TAS of 7.296 to handle digital promotion and event participation. Intensive promotion by creating a regular schedule of promotional activities both online and offline (WO2) are also emphasized, involving scheduled online postings and participation in offline bazaars to enhance product visibility. Build a brand image by making reviews or testimonials about the quality of Gatiga Snack products so that new consumers will trust and be interested in buying (ST3) by encouraging customer testimonials aims to increase trust among new consumers. The business is also advised to utilize existing P-IRT and halal certifications (SO1) to expand its market while ensuring these certifications remain valid. Additional strategies include enhancing copywriting skills (WO5) through training to improve communication on digital platforms and using paid social media advertisements (SO4), particularly Instagram Ads, to reach a broader audience and improve brand awareness.

In the second period, which spans one to three years, strategies focus on strengthening consumer engagement and sustaining competitive advantages. These include offering promotional deals such as discounts, vouchers, and flash sales (ST1) to stimulate impulse buying, especially on e-commerce platforms. Gatiga Snack is also encouraged to create interactive content (SO5), like

quizzes and giveaways, to boost customer engagement and social media performance. Maintaining consistency in product quality, taste, and pricing (ST4) is vital to retain customer loyalty and compete effectively. Joining e-commerce and social media communities (SO3) supports networking and business learning while providing quality service and maintaining product availability (ST2), essential for enhancing customer satisfaction. Additionally, leveraging government support by participating in MSME-related events (SO6) can increase brand exposure and market access.

The third period, designed for long-term strategies (three to five years or more), involves expanding the business's reach and solidifying its brand identity. Collaborating with resellers (SO2) helps broaden distribution channels, while regular business performance evaluations (WT2) ensure strategic effectiveness and accountability. Developing a brand mascot (WT3) which can be seen in Figure 3 adds a visual identity that strengthens brand recall, particularly during events. The selection of the character and colors is based on the business owner's preferences. The yellow Siger symbolizes that Gatiga Snack MSME is located in Lampung, while the orange color and body shape represent enthusiasm. This reflects that the business owner must remain spirited in developing the business.

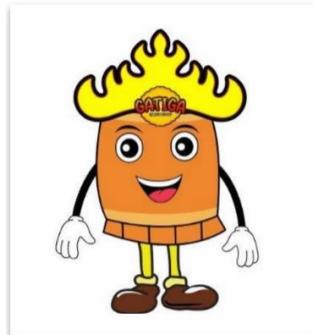


Figure 3. Gatiga Snack MSME's Mascot Recommendation

Adding variations in product packaging weight and taste to the pangas catfish skin chips of Gatiga Snack product (WO1) offers value to consumers and meets diverse market preferences. Establishing a physical retail outlet in a strategic location (WO3) is also recommended to improve product accessibility. Lastly, improving internal marketing management systems (WT1), especially in digital marketing and financial record-keeping, will support the business's sustainable growth and operational efficiency. These strategies collectively guide Gatiga Snack MSME toward improved competitiveness and long-term success.

4. CONCLUSIONS

This study on the making and priority selection of marketing strategies for Gatiga Snack MSMEs concluded that based on a SWOT analysis incorporating marketing mix variables, 18 strategic alternatives were identified. These include 6 Strength–Opportunity (SO) strategies, 4 Strength–Threat (ST) strategies, 5 Weakness–Opportunity (WO) strategies, and 3 Weakness–Threat (WT) strategies. Three implementation periods were established using the Quantitative Strategic Planning Matrix (QSPM). In the first period, six strategies are recommended, with the highest Total Attractiveness Score (TAS) of 7.296 assigned to Forming a special marketing team to manage the Gatiga Snack MSME business (WO4). Six other strategies were proposed in the second period, with the highest TAS of 6.819 for Offer discounts, cashback and flash sales to attract consumers at e-commerce promotional events. (ST1). Six strategies are also recommended in the third period, with the highest TAS of 6.412 assigned to increase and establish collaboration between Gatiga Snack MSME owners and resellers (SO2).

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