

SWOT Analysis of the Marketing Strategy for *Empon-Empon* Products by the Mekar Women's Farming Group

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ABSTRACT

This study analyzes the marketing strategy of processed *empon-empon* products by the Women's Farming Group (KWT) Mekar in the Special Region of Yogyakarta using SWOT analysis integrated with Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE). The IFE analysis identifies the strengths of KWT Mekar, such as product quality and variety, as well as its weaknesses, including simple packaging, minimal promotion, and low profits. The EFE analysis reveals opportunities, such as the trend of healthy products and the potential for digitalization, and threats, such as competition and raw material price fluctuations. The results of the SWOT analysis position KWT Mekar in the growth quadrant, indicating significant potential for business development. Based on the SWOT matrix, a marketing strategy is designed to focus on leveraging strengths to capture opportunities (SO), addressing threats with strengths (ST), utilizing opportunities to overcome weaknesses (WO), and mitigating weaknesses to avoid threats (WT). This strategy includes improving packaging quality, developing structured promotion programs (both online and offline), enhancing human resource quality through training, and expanding the market through partnerships and the use of digital platforms. This study provides important implications for the development of KWT Mekar and similar micro-enterprises in the agricultural sector, with strategic recommendations expected to increase income, business sustainability, and member empowerment.

Keywords: Community empowerment, *empon-empon*, marketing strategy, SWOT analysis, women's farming group

INTRODUCTION

The Women's Farming Group (KWT) Mekar in the Special Region of Yogyakarta (DIY) has been active since 2018, running the Kampung *Empon-Empon* program that leverages local potential. Their flagship processed *empon-empon* products include kunir asem syrup, temulawak powder, and ginger dodol. However, KWT Mekar's income has fluctuated, especially after the Covid-19 pandemic. Despite various efforts, such as participating in exhibitions and improving product quality, marketing issues persist. This indicates the need for a more effective and targeted marketing strategy to support the sustainability of KWT Mekar's business.

KWT Mekar has great potential as a producer of regional specialty products that contribute to village empowerment. However, marketing instability is caused by two main factors: first, the lack of an appropriate marketing strategy; and second, the suboptimal internal and external factors supporting marketing,

promotion, and human quality. Therefore, this research is important to identify these factors and formulate an appropriate marketing strategy to increase income and business sustainability for KWT Mekar.

The main problem in this research is the fluctuation in KWT Mekar's income due to the lack of an appropriate marketing strategy and the suboptimal internal and external factors supporting the marketing of processed empon-empon products. This causes uncertainty in business sustainability and member empowerment for KWT Mekar.

The general proposed solution is to identify and analyze the internal and external factors affecting the marketing of KWT Mekar's processed empon-empon products. This analysis will serve as the basis for formulating an appropriate and effective marketing strategy to increase income and business sustainability for KWT Mekar.

An appropriate marketing strategy is crucial for the success of a business, including KWT Mekar (Tjiptono, 2015; Nitisusastro, 2019). This strategy must consider the marketing environment, both internal and external (Jauch & Gluek, 2004; Wahyudi, 2014). The internal environment includes controllable strengths and weaknesses, such as the marketing mix (product, price, place, promotion, people, process, physical evidence) according to Kotler & Keller (2009). Meanwhile, the external environment includes uncontrollable factors such as demographics, economy, natural environment, technology, legal politics, and socio-culture (Kotler & Keller, 2009).

SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is an appropriate tool to identify these internal and external factors (Rangkuti, 2013). This analysis helps determine the business position and formulate an appropriate strategy. Previous research has shown the success of SWOT analysis in formulating marketing strategies for various types of businesses, including SMEs (Chotimah, 2019; Setyawan, 2015; Pasaribu, 2018). Therefore, SWOT analysis is chosen as the main method in this research.

Previous research has shown the importance of SWOT analysis in formulating marketing strategies, especially for small and medium enterprises (SMEs) in the agriculture and fisheries sectors (Octorayanti et al., 2022; Mustofa et al., 2021; Viviana & Victor, 2022; Namotemo et al., 2021). Grošelj & Stirn (2015) also emphasized the importance of combining SWOT analysis with other methods to enhance strategic decision-making. However, there is still a research gap regarding the specific application of SWOT analysis to the marketing of processed empon-empon products by KWT in Indonesia. This research aims to fill this gap by providing a comprehensive overview of the appropriate marketing strategy for KWT Mekar.

The aim of this research is to identify the internal and external factors affecting the marketing of processed empon-empon products and to formulate an appropriate marketing strategy for these products at the Women's Farming Group Mekar. The novelty of this research lies in the specific application of SWOT analysis in the context of marketing processed empon-empon products by KWT Mekar in DIY, which has not been extensively studied before. The scope of the research includes SWOT analysis of the marketing strategy for KWT Mekar's processed empon-empon products, covering internal and external analysis, as well as strategic implications that can be drawn based on the results of this analysis.

METHOD

This study uses both qualitative and quantitative data. Qualitative data were obtained through in-depth interviews with members of KWT Mekar and direct observations of the production and marketing processes of processed *empon-empon* products. Quantitative data were collected through sales and production cost data over a specific period. The analysis method used is SWOT analysis, combined with Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) to provide a comprehensive overview (Nurhalizah, 2024). This analysis refers to a framework that combines internal (strengths and weaknesses) and external

(opportunities and threats) environmental analysis to determine business positioning and formulate appropriate marketing strategies.

Participants

The sample in this study includes KWT Mekar and the processed empon-empon products they produce. Data were collected through structured interviews with KWT Mekar members to gather information about production processes, marketing, and challenges faced. The interviews focused on aspects relevant to SWOT analysis, including the strengths, weaknesses, opportunities, and threats faced by KWT Mekar. Data collection also involved direct observation of the production and marketing processes of processed *empon-empon* products. This method refers to qualitative and descriptive approaches used in several previous studies (Kurniawan, 2023; Adiningrum et al., 2022).

Data Collection and Analysis

Data collection techniques included observation, questionnaires, interviews, and documentation. The research instruments measured observed social events. The instruments used were interview question lists and questionnaires. In this study, construct validity tests were conducted to determine the alignment of questionnaire statements with the phenomena occurring at the research location. Validity in this study considers expert opinions. Table 1 shows the grid of interview instruments and Table 2 shows grid of questionnaire instrument.

Table 1. Interview Instrument Grid

No.	Indicator	Sub Indicator
1	Product	a. Product quality b. Product variety c. Product appearance
2	Promotion	a. Advertisement appeal b. Competitor publicity
3	Price	a. Competitor product prices b. Discounts
4	Place	a. Access b. Visibility
5	People	a. Service people b. Customer
6	Process	a. Ease of ordering b. Distribution speed c. Response to complaints
7	Physical Evidence	a. Production infrastructure

This study uses a qualitative and quantitative descriptive approach. Qualitative data were thematically analyzed to identify the strengths, weaknesses, opportunities, and threats faced by KWT Mekar. Quantitative data, including sales and production cost data, were used to support the qualitative analysis and provide a more comprehensive picture. SWOT analysis was used to identify and evaluate internal and external factors affecting KWT Mekar's marketing performance (Tasdik, 2022; Ary & Sanjaya, 2020). IFE and EFE were used to provide quantitative assessments of internal and external factors (Nurhalizah, 2024). The results of the IFE and EFE analyses were then integrated with SWOT analysis to formulate an appropriate marketing strategy.

Table 2. Questionnaire Instrument Grid

Strengths (Kekuatan)	Weaknesses (Kelemahan)	Opportunities (Peluang)	Threats (Ancaman)
Guaranteed product quality	Very simple product appearance	Collaboration with various parties	Large-scale industry competitors
Varied products	No structured promotion program	Opening of online sales	Competitors with cheaper prices
Good service quality	Limited quantity and quality of HR	Expansion of consumers through tourist villages	Increase in raw material prices
Easily obtainable raw materials	Thin profit margins	Wide market share	More profitable job opportunities for members

The parameters measured in this study include the internal strengths and weaknesses of KWT Mekar (e.g., product quality, packaging, promotion, HR, profit), as well as external opportunities and threats (e.g., market trends, competition, raw material prices). Data were collected through interviews, observations, and literature studies. Parameter measurement was conducted using a Likert scale to assess the weight and rating of each factor in the IFE and EFE matrices (Nurhalizah, 2024). Qualitative data were descriptively analyzed to identify emerging themes and patterns. The results of the analysis were then used to construct a SWOT matrix and formulate an appropriate marketing strategy.

Data analysis in this study uses both qualitative and quantitative approaches. Qualitative data were descriptively analyzed to identify themes and patterns emerging from interviews and observations. Quantitative data, including sales and production cost data, were analyzed to support the qualitative analysis and provide a more comprehensive picture. SWOT analysis was used to identify and evaluate internal and external factors affecting KWT Mekar's marketing performance (Supriastuti & Rahayu, 2021; Wardhana et al., 2023). The IFE and EFE methods were used to provide quantitative assessments of internal and external factors (Nurhalizah, 2024). The results of the IFE and EFE analyses were then integrated with SWOT analysis to formulate an appropriate marketing strategy. No inferential statistical tests were used as the research focus is on descriptive and interpretative analysis. This study also refers to the combination of SWOT analysis with other methods as conducted by Pradnyawathi (2022), although it does not specifically use the EFI matrix.

FINDINGS

Internal Factor Analysis

Based on interviews focusing on internal factors, KWT Mekar has identified several strengths and weaknesses that affect the marketing strategy of their processed *empon-empon* products. Among the strengths are guaranteed product quality, product variety, good service, easy availability of raw materials, and adequate production tools. However, they also face some weaknesses, such as simple packaging design, lack of structured discount and promotion programs, absence of digital promotion, perception of KWT Mekar as a side job, and low sales profit.

The document also highlights the strategic approach taken by KWT Mekar in analyzing its operational environment. In-depth internal and external analyses were conducted to identify key factors affecting the business. Internal analysis emphasizes evaluating the organization's strengths and weaknesses, while external analysis highlights opportunities and threats in the market. KWT Mekar uses analysis tools such as the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices to visualize the organization's position in relation to identified factors. This structured approach enables the formulation of an appropriate marketing strategy, designed to leverage strengths, reduce weaknesses, capitalize on

opportunities, and protect against potential threats. This strategy is crucial for enhancing KWT Mekar's organizational effectiveness and competitive advantage.

The SWOT analysis conducted on the marketing strategy of the Women's Farming Group (KWT) Mekar's processed *empon-empon* products yielded comprehensive findings regarding the strengths, weaknesses, opportunities, and threats faced. The Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) analyses (see Tables 3 and 4) provide a quantitative overview of internal and external factors. The IFE matrix identifies KWT Mekar's internal strengths, particularly in guaranteed product quality (high weighted rating), product diversity, good service, ease of raw material access, and sufficient production tools. Significant internal weaknesses include simple product packaging (low weighted rating), lack of structured promotion and discount programs, minimal use of digital promotion, perception of KWT Mekar as a side job, and low sales profit.

Table 3. IFE Matrix

Internal Factor	Item Weight	Rating	Weighted Rating
<i>Strengths</i>			
Point 1	0.108	4	0.43
Point 2	0.099	4	0.395
Point 3	0.112	4	0.448
Point 4	0.11	4	0.442
Point 5	0.103	3	0.309
<i>Weaknesses</i>			
Point 1	0.1	3	0.3
Point 2	0.094	3	0.283
Point 3	0.091	1	0.091
Point 4	0.091	1	0.091
Point 5	0.091	2	0.183
Total			2.972

External Factor Analysis

Based on interviews focusing on external factors, KWT Mekar has identified opportunities and threats affecting the marketing strategy of their processed *empon-empon* products. Opportunities that can be leveraged include collaboration with universities or related institutions for training programs, collaboration with the government in tourist village programs, opening online sales channels through platforms like Shopee and Tokopedia, and having loyal regular customers. However, KWT Mekar also faces threats such as the presence of large-scale industry competitors, competitors offering cheaper prices, more effective competitor promotions through Instagram Ads or endorsements, and other more profitable jobs for members, such as rice harvests.

The document provides an in-depth analysis of KWT Mekar's internal and external environment, including the identification of strengths, weaknesses, opportunities, and threats through SWOT analysis. Additionally, the development of the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices helps assess the business's position in the market. The results of this evaluation are important for formulating an appropriate marketing strategy aimed at enhancing KWT Mekar's competitive advantage and supporting its growth in the market. By leveraging existing strengths and opportunities and addressing weaknesses and threats, KWT Mekar can strategically direct its steps toward sustainable growth and success.

The EFE analysis shows that external opportunities are more dominant than threats. Key opportunities include the increasing trend of consuming healthy and natural products, as well as the significant potential for utilizing digital platforms for marketing. External threats to be aware of include tight market competition and fluctuations in raw material prices. The total weighted rating score difference between opportunities and threats shows a significant gap (1.333), indicating great potential for growth if opportunities can be effectively utilized.

Table 4. EFE Matrix

External Factor	Item Weight	Rating	Weighted Rating
<i>Opportunities</i>			
Point 1	0.127	4	0.508
Point 2	0.14	4	0.56
Point 3	0.125	4	0.501
Point 4	0.125	3	0.376
<i>Threats</i>			
Point 1	0.118	1	0.118
Point 2	0.114	1	0.114
Point 3	0.122	1	0.122
Point 4	0.129	2	0.258
Total			2.556

The external opportunity factors for KWT Mekar are greater than the threat factors, with a difference of 1.333. This value is obtained from the difference between the subtotal weighted rating of opportunity factors (1.945) and the subtotal weighted rating of threat factors (0.612).

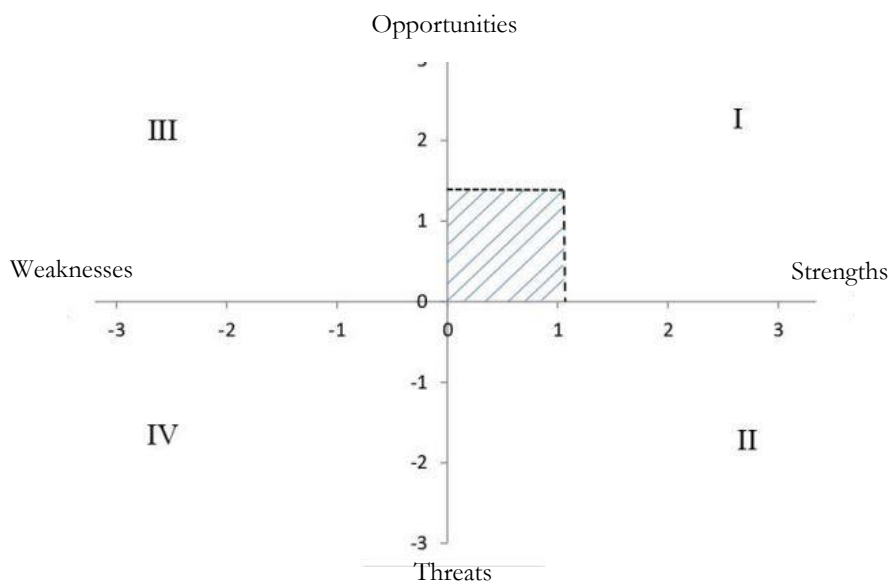


Figure 1. SWOT Analysis Diagram

The X-coordinate point on the SWOT analysis diagram is arranged based on the difference between the subtotal weighted rating of strengths and weaknesses. The Y-coordinate point is determined from the difference between the subtotal rating of opportunities and threats. The diagram shows that KWT Mekar is in Quadrant I, indicating a growth position for the business.

The SWOT diagram in Figure 1 and the SWOT Matrix in Table 5 integrate internal and external factors, positioning KWT Mekar in Quadrant I (growth) in the SWOT analysis diagram. This indicates a strategic and advantageous business position, where internal strengths can be leveraged to capture external

opportunities. The SWOT Matrix further formulates specific strategies (SO, ST, WO, WT) that can be implemented to maximize growth potential and minimize risks. The results of this analysis provide a strong foundation for formulating an appropriate and targeted marketing strategy for KWT Mekar. Quantitative data from the IFE and EFE matrices, combined with qualitative analysis from the SWOT diagram and matrix, provide a comprehensive and measurable understanding of KWT Mekar's marketing conditions.

Based on the calculations, KWT Mekar's internal strengths are greater than its weaknesses by 1.076. This value is obtained from subtracting the subtotal weighted rating of strengths (2.024) from the subtotal weighted rating of weaknesses (0.948).

SWOT Matrix

The marketing strategy formulation that KWT Mekar can implement is outlined in the SWOT Matrix in Table 5.

Tabel 5. Matriks SWOT

IFE/EFE	Strengths (S)	Weaknesses (W)
	<ul style="list-style-type: none"> Guaranteed product quality Varied product offerings Good service quality Easily obtainable raw materials Adequate production tools 	<ul style="list-style-type: none"> Very simple packaging and design No structured discount and promotion program No digital promotion KWT Mekar perceived as a side job Low sales profit
Opportunities (O)	Strategy (SO)	Strategy (WO)
<ul style="list-style-type: none"> Opportunities for collaboration with universities or related parties for training programs Opportunities for collaboration with the government for tourist village programs Opening online sales channels Having loyal regular customers 	<ul style="list-style-type: none"> Conduct regular training for members to improve quality, service quality, and product development. Initiate opening of offline and online stores with the government Regularly participate in events offered for market expansion 	<ul style="list-style-type: none"> Conduct structured promotions and discounts at certain events Increase prices in line with quality improvements for different market segments Apply for grant funds for agricultural product development
Threats (T)	Strategy (ST)	Strategy (WT)
<ul style="list-style-type: none"> Large-scale industry competitors Competitors with cheaper prices More effective competitor promotions More profitable jobs for members 	<ul style="list-style-type: none"> Focus on existing market segments Conduct regular promotions through online media 	<ul style="list-style-type: none"> Improve packaging quality without significantly increasing production costs Capture a wider market share that aligns with KWT's capabilities

Based on the SWOT Matrix, there are four strategies that KWT Mekar can implement to maximize product marketing, including SO (strength opportunities), ST (strength and threats), WO (weakness opportunities), and WT (weakness and threats) strategies. Referring to theoretical studies on the grand strategy matrix and SWOT analysis diagram, it is stated that businesses in Quadrant I occupy a growth position, meaning the business is in a perfectly strategic position and can be advantageous. In the research results showing KWT Mekar in Quadrant I of the SWOT analysis diagram, the most appropriate marketing

strategy focuses on product penetration and development. Business operators have business strengths and can leverage various opportunities. Therefore, it is concluded that the most appropriate marketing strategy for KWT Mekar is to implement the SO (strength opportunities) strategy.

The findings of this study, which examined the marketing strategy of KWT Mekar's processed *empon-empon* products through SWOT analysis, contribute significantly to the understanding of marketing strategies in the context of micro-enterprises, particularly in the agricultural sector. The findings regarding KWT Mekar's internal strengths and weaknesses align with the emphasis by Octorayanti et al. (2022) and Mustofa et al. (2021) on the importance of understanding internal factors to formulate effective strategies. The product quality, identified as KWT Mekar's main strength, supports Hanafie et al.'s (2020) findings on the correlation between product quality and marketing performance. However, internal weaknesses such as simple packaging and minimal digital promotion indicate the need to enhance marketing strategies, in line with Sumarni & Faddila's (2023) suggestions on the importance of modern marketing understanding for micro-enterprises.

The analysis of external opportunities and threats in this study reinforces Rahmadani & Jefriyanto's (2021) findings on the importance of capitalizing on market trends, in this case, the trend of healthy and natural products. The potential use of digital technology, identified as a major opportunity, aligns with findings by Hidayah et al. (2021) and Sengkey (2023) on the importance of digital marketing for micro-enterprises in the modern era. However, threats such as competition and raw material price fluctuations highlight the need for adaptive and resilient strategies, as suggested by Sumarni & Faddila (2023) regarding the importance of innovative marketing strategies in facing competition.

The findings of this study have broad and significant implications, both academically and practically, regarding the marketing strategy of KWT Mekar's processed *empon-empon* products and the development of micro-enterprises, particularly in the agricultural sector. KWT Mekar's position in Quadrant I (growth) on the SWOT analysis diagram, supported by high scores on the EFE and IFE matrices, indicates great growth potential. However, this potential can only be realized with the implementation of appropriate and targeted strategies, in line with the recommendations derived from the SWOT matrix.

Practically, this study provides a comprehensive guide for KWT Mekar to improve its marketing performance. Recommendations for improving packaging quality, developing structured promotion programs (online and offline), enhancing human resources through training, and expanding the market through collaboration and the use of digital platforms are concrete steps that can be implemented. Implementing the SO (Strength-Opportunities) strategy, which leverages internal strengths to capture external opportunities, is expected to increase income, business sustainability, and member empowerment for KWT Mekar. Increasing sales profits, which is KWT Mekar's main weakness, can be achieved through the WO (Weakness-Opportunities) strategy combined with the SO strategy.

Academically, this study contributes to the development of theory and practice of marketing strategies for micro-enterprises in the agricultural sector. The use of SWOT analysis integrated with the IFE and EFE matrices provides a more comprehensive and measurable analytical framework compared to previous studies. These findings can be used as a reference for future research that aims to study marketing strategies for micro-enterprises in the agricultural sector with similar characteristics. Furthermore, this study can inspire the development of policies and community empowerment programs in the agricultural sector, focusing on enhancing marketing capacity and utilizing digital technology. In conclusion, this study provides valuable implications for both the specific development of KWT Mekar and the broader development of marketing strategy theory and practice for micro-enterprises in the agricultural sector. This study surpasses previous research (Chotimah, 2019; Setyawan, 2015; Pasaribu, 2018) with its specific focus on processed *empon-empon* products and the context of KWT in DIY. The use of IFE and EFE analysis, in addition to SWOT analysis, provides a more quantitative and comprehensive picture. As a result, this study not only

identifies appropriate marketing strategies (SO, ST, WO, WT) but also provides a deeper understanding of the factors influencing the success of these strategies. Thus, this study makes a valuable contribution, both theoretically and practically, to the development of marketing strategies for micro-enterprises in the agricultural sector and community empowerment. The specific and measurable strategy recommendations, based on comprehensive SWOT analysis, make this study more applicable and beneficial for KWT Mekar and similar groups.

CONCLUSION

This study successfully identified the internal and external factors affecting the marketing strategy of KWT Mekar's processed *empon-empon* products through SWOT analysis integrated with IFE and EFE. The analysis results place KWT Mekar in a growth position, indicating significant potential for business development. KWT Mekar's main strengths lie in product quality and variety, while its main weaknesses are simple packaging, minimal structured promotion, and low profits. The main opportunities arise from the market trend of healthy and natural products and the potential use of digital platforms. The main threats include market competition and raw material price fluctuations.

Based on these findings, a marketing strategy was designed to focus on leveraging strengths to capture opportunities (SO), addressing threats with strengths (ST), utilizing opportunities to overcome weaknesses (WO), and mitigating weaknesses to avoid threats (WT). This strategy includes improving packaging quality, developing structured promotion programs (online and offline), enhancing human resources through training, and expanding the market through collaboration and the use of digital platforms.

This study provides important implications for the development of KWT Mekar and similar micro-enterprises in the agricultural sector. The implementation of the recommended strategies is expected to increase income, business sustainability, and member empowerment for KWT Mekar. Future research can examine the implementation of the recommended strategies and their impact on KWT Mekar's marketing performance in more detail. Additionally, further research can explore more innovative and adaptive marketing strategies in response to dynamic market changes.

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