

SWOT ANALYSIS AS FORMULATION OF MARKETING STRATEGIES ON NOUGGY CULINARY BUSINESS IN MALANG CITY

Lia Ujung Tri Utami^{1*}, Tri Yulistyawati Evelina²

^{1,2}Business Administration Department, State Polytechnic of Malang, Malang, Indonesia

E-mail: ¹⁾ liaujungtr@gmail.com, ²⁾ trivelina@polinema.ac.id

Abstract

This research aims to formulate effective marketing strategies for the "NOUGGY" culinary business in Malang using SWOT analysis. A qualitative method with a descriptive approach was employed, utilizing in-depth interviews with the business owner, employees, suppliers, competitors, and consumers to gather data. The study analyzed internal factors (strengths and weaknesses) and external factors (opportunities and threats) affecting the business. Key findings indicate that "NOUGGY" benefits from unique raw materials and strong supplier relationships, but faces challenges such as inconsistent product quality and limited market reach. The analysis identified opportunities in untapped market segments and threats from rising competitors. The research provides theoretical insights for improving marketing strategies and practical recommendations for collaboration with stakeholders. The novelty of this study lies in its detailed application of SWOT analysis to a local SME in the culinary sector.

Keywords: Culinary Business, Marketing Strategy, SWOT Analysis

INTRODUCTION

Competition in the culinary industry has become a common phenomenon both in Indonesia and globally. The culinary sector in Indonesia has been growing rapidly, showing significant development year by year. According to Drs. Yedi Sabaryadi, Director of IKM Food, Furniture, and Building Materials at the Ministry of Industry of the Republic of Indonesia, the food and beverage sector is the largest contributor to the non-oil and gas processing industry, serving as a key driver of the national economy. In the first quarter of 2023, this sector contributed 38.61% of the non-oil and gas industry's GDP, or 6.47% of the total national GDP (Bali Post, 2023). Dr. Ir. Wawan Rusiawan, M.M., Director of Research and Development at Bekraf, noted that the culinary industry has been relatively stable in recent years, contributing significantly to the creative economy's GDP. In 2017, the culinary industry accounted for 41% of total tourism and creative economy revenues, or approximately Rp 410 trillion. The sector also employs around 8.8 million people and consists of 5.5 million culinary businesses (Ika, 2019). In 2018, the Ministry of Industry recorded an investment value of Rp 56.20 trillion in the culinary sector (Kementrian

¹State Polytechnic of Malang
Lia Ujung Tri Utami
*E-mai: liaujungtr@gmail.com

Perindustrian Republik Indonesia, 2019). Despite the economic impact of the pandemic, the sector continued to grow, with a positive growth rate of 1.58% in 2020 (Data Industri Research, 2023). Data from the Central Statistics Agency (BPS) released in June 2022 also highlights the growth, with 11,223 culinary businesses spread across Indonesia.

One of the cities with a significant culinary industry is Malang, East Java. Malang is known for its diverse MSMEs (Micro, Small, and Medium Enterprises) in the culinary sector, offering a variety of food and beverages to both locals and tourists (Irawati & Prasetyo, 2021). Mayor Sutiaji (as cited in Rahadi & Fizriyani (2023)) emphasized the importance of supporting the MSME sector, particularly in culinary, as it plays a vital role in tourism and economic growth. The Department of Cooperatives, Industry, and Trade reported over 14,000 active MSMEs in Malang in 2022 (Badan Pusat Statistik, 2023).

One of these businesses is "NOUGGY," a culinary enterprise that offers modern, healthy nougat with local flavors, using Indonesian soybean skins. This product is both affordable and environmentally friendly, addressing tempeh production waste. Over time, "NOUGGY" has made significant progress, improved product quality and expanding marketing efforts, such as adding online sales and new flavor variations. As competition increases, effective marketing strategies are crucial for "NOUGGY" to maintain and grow its market share.

Marketing strategies help companies take advantage of opportunities and achieve sustainable goals (Reza et al., 2020). SWOT analysis is one of the tools used to develop such strategies by identifying strengths, weaknesses, opportunities, and threats (Manap, 2016). By applying SWOT analysis, businesses like "NOUGGY" can better understand their internal and external factors and develop strategies to face competitive challenges. Therefore, this study aims to use SWOT analysis to formulate effective marketing strategies for the "NOUGGY" culinary business in Malang City. This research provides insights into the internal and external factors influencing "NOUGGY," assisting business owners and stakeholder.

Based on the background, the research addresses the following questions: 1). How to analyze the strengths of the "NOUGGY" culinary business in formulating an effective marketing strategy, 2). How to analyze the weaknesses of the "NOUGGY" culinary business in formulating an effective marketing strategy, 3). How to analyze the opportunities available to the "NOUGGY" culinary business in formulating an effective marketing strategy, 4). How to analyze the threats facing the "NOUGGY" culinary business in formulating an effective

marketing strategy, 5). What are the results of the SWOT analysis for "NOUGGY" in formulating an effective marketing strategy to face competition in Malang's culinary industry? in decision-making.

LITERATURE REVIEW

General Overview of Entrepreneurship

The term "entrepreneurship" derives from the combination of two words: Wira, meaning warrior and courage, and Usaha, meaning effort to change a situation. In the book *Guide to Starting a Startup*, entrepreneurship is defined as the courage to try or create work. The same source elaborates that the entrepreneurial spirit embodies enthusiasm for creating work for oneself or others (Balol, 2023). On a broader scale, entrepreneurship plays a crucial role in business and economic development (Kristanto, 2009). It encompasses the process of identifying business opportunities, creating and developing businesses, and managing resources to achieve business goals.

Schaper (2011) describe entrepreneurship as a process undertaken by individuals to identify new opportunities and transform them into products or services that can be marketed. Similarly, Lydianingtias et al. (2018) view entrepreneurship as the process of recognizing, developing, and actualizing a vision—whether an innovative idea, an opportunity, or an improved method. This process often culminates in the creation of a new business amid risk or uncertainty. According to the Decree of the Minister of Cooperatives and Small Entrepreneur Development Number 961/KEP/M/XI/1995, entrepreneurs are defined as individuals with entrepreneurial spirit, attitudes, behavior, and abilities. Entrepreneurship, in this context, refers to the spirit, attitude, behavior, and ability to manage business activities that involve creating and implementing new ways of working, technologies, and products to enhance efficiency and profitability.

The concept of entrepreneurship is fundamentally rooted in addressing the disparity between unlimited human needs and limited economic resources (Zahara, 2022). This challenge arises because different parts of human civilization have varying needs for economic resources. Entrepreneurship seeks to address this imbalance by efficiently combining existing resources to improve global living standards (Zahara, 2022).

Entrepreneurial orientation is a core aspect of entrepreneurship, characterized by a proactive attitude, willingness to take risks, and innovation. Setyawati (2013) emphasizes that entrepreneurial orientation involves methods and decision-making processes that include innovation, proactiveness, and risk-taking. It encompasses practices and decisions that drive

new directions and consist of three main aspects: continuous innovation, proactive actions, and risk-taking Sinarasri (2013). In the culinary sector, entrepreneurship involves identifying market trends, devising innovative marketing strategies, managing daily operations, and adapting to changes in consumer preferences. This underscores the importance of entrepreneurship in planning and executing marketing strategies for culinary businesses (Hafizhoh et al., 2023).

Overview of Efforts Carried Out

"NOUGGY" is a contemporary healthy nougat snack introduced in 2023. It offers a unique local taste with a savory flavor from soybean bran—an element of Indonesian wisdom—and a sweet note from vanilla powdered milk. Produced by a home industry, "NOUGGY" is packaged in a premium standing pouch with a design that blends modern and traditional elements. Each pouch contains 15 pieces of "NOUGGY" (12 grams each), priced at IDR 15,000 per packaging. The first production of "NOUGGY" took place in September 2021 in Malang City. The product addresses tempe production waste, harnesses ecopreneur potential, and aims to be a culinary staple in Malang City, supporting Micro, Small, and Medium Enterprises (MSMEs), creating jobs, and fostering new innovations to advance development and prosperity.

The production process of "NOUGGY" involves using various tools such as a Teflon pan, spoon, baking pan, stove, and gas. Ingredients include soybean skin flour, marshmallows, powdered milk, peanuts, raisins, margarine, and dried fruit. The process begins with melting margarine, followed by adding marshmallows and stirring until completely melted. All other ingredients are then added, poured into the baking pan, dried, and cut into portions. The final product is packaged and marketed (Nouggy, 2023).

In terms of packaging, "NOUGGY" has undergone design changes. The old packaging featured a more subdued color palette, while the new packaging uses vibrant colors. The "NOUGGY" logo, initially placed at the top of the packaging, has been moved to the center in the new design, emphasizing a modern aesthetic. Details on the packaging include net weight, product variants (original/raisin), and relevant regulatory information such as HAKI, PIRT, NIB numbers, and halal certification (Nouggy, 2023).

The marketing strategy of "NOUGGY" (Nouggy, 2023) follows the 4Ps framework, which includes Product: "NOUGGY" is a healthy snack made from local ingredients. It is packaged in premium plastic pouches, with each package containing 15 pieces, each weighing 12 grams. The product is branded as a modern, healthy, and delicious nougat snack. Price:

Priced at IDR 15,000 per package, "NOUGGY" is competitively positioned in the market, offering a more affordable alternative to similar products. Promotion: "NOUGGY" employs various promotional strategies, including advertisements, sales promotions, and participation in bazaars. Public relations efforts also help introduce the product to new customers, while regular feedback is gathered to maintain product quality. Place: "NOUGGY" is primarily marketed in souvenir shops around Malang City and at local culinary bazaars. It is also distributed through shopping centers and minimarkets to reach a wider audience.

Theoretical Study

Marketing can be defined as a social and managerial process through which individuals and groups obtain what they need and want by creating, offering, and exchanging products and value (Sunarto, 2006). Kotler (2002) explains marketing as the process of creating, introducing, and delivering goods and services to consumers and businesses. Abdullah & Tantri (2012) offer a more formal definition, referring to marketing as a system of business activities designed to plan, price, promote, and distribute goods and services that meet the needs of both current and potential customers. Marketing is not just about sales, advertising, or promotion; it involves delivering the right products at the right time, place, and price (Suharyadi et al., 2007).

Effective marketing strategy planning is essential for achieving organizational goals. According to Ferrell et al. (2005), companies need to understand their strengths and weaknesses by gathering internal and external data. This allows them to take advantage of opportunities while mitigating threats. A well-developed marketing strategy should account for factors such as competition, regulations, economic cycles, and consumer preferences.

A strategy, according to Lestari (2011), refers to a series of decisions and actions aimed at achieving organizational goals. It requires careful consideration of both external and internal factors, as well as long-term planning. Rangkuti (2014) emphasizes that a well-formulated strategy can provide companies with a competitive edge by helping them execute activities better than their competitors.

An organization's ability to thrive depends heavily on its ability to adapt to changes in its environment. Factors such as technological advancements, economic shifts, and social or political regulations can greatly affect a company's marketing strategy. Radical changes, including rethinking past assumptions and beliefs, may be necessary to align with new environmental conditions. Companies that fail to adjust risk falling behind in competition.

According to Putra (2003), there is no definitive term for competitive advantage in either practice or marketing strategy literature. Occasionally, "special interest" is employed to refer to relative advantages in capabilities and resources. Competitive advantage lies at the heart of a company's performance in a competitive market. A company achieves competitive advantage when it remains alert to environmental changes and continually adapts its strengths and opportunities. By doing so, it can mitigate weaknesses and threats, securing a competitive edge over its competitors.

According to Pearce et al. (2013), SWOT analysis is founded on the principle that an effective strategy arises from aligning internal resources (strengths and weaknesses) with external conditions (opportunities and threats). Such alignment maximizes strengths and opportunities while minimizing weaknesses and threats. SWOT, an acronym for Strengths, Weaknesses, Opportunities, and Threats, provides a quick overview of a company's strategic situation. When applied correctly, this straightforward method has significant implications for designing successful strategies (Pearce et al., 2013).

Conceptual Research

Conceptual research serves as an abstraction of reality, allowing researchers to communicate theories that explain relationships between variables (Nursalam, 2007). The current study aims to support the culinary business "NOUGGY" in developing effective marketing strategies to enhance profitability and competitiveness. Figure 1 outlines the conceptual research framework, illustrating how the SWOT analysis informs strategic decisions for maximizing "NOUGGY's" strengths and opportunities while addressing weaknesses and threats.

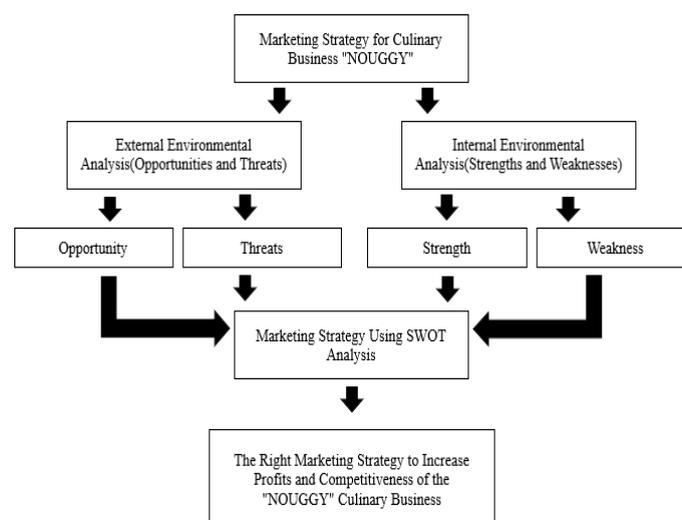


Figure 1. Conceptual Research

RESEARCH METHOD

Research Scope

The scope of the research defines the extent of the study in relation to the chosen variables, which includes the research subjects, location, and material studied (Asnan, 2022). This research focuses on marketing management, specifically the marketing strategies of the culinary business “NOUGGY” in Malang City. The selection of “NOUGGY” was based on its accessibility and its status as a product developed under the PMW program of Politeknik Negeri Malang, making it ideal for research without sacrificing quality. The absence of a prior SWOT analysis in the company adds value to the study, as it will provide insights into improving "NOUGGY's" future marketing strategy. The objective of this research is to use a SWOT analysis to formulate a marketing strategy for "NOUGGY.”

Type of Research

To ensure clarity and structure, this study adopts a qualitative research method. Qualitative research is appropriate for this investigation, as the study seeks to answer questions concerning the use of SWOT analysis as a marketing strategy for “NOUGGY.” Despite being academic in nature, the research is applicable to a business context, and the findings can contribute to strategy formulation. Based on its temporal dimension, this research is cross-sectional (Sugiyono, 2017), covering a period from December 2023 to April 2024. The research methodology is designed to effectively analyze and utilize the results of the SWOT analysis.

Research Object

In qualitative research, the term "population" is replaced with "research object" (Sugiyono, 2011). The research object for this study is the culinary business “NOUGGY,” which is located in Building AX of the business incubator space at Politeknik Negeri Malang, Jl. Soekarno Hatta No. 9, Malang City, East Java. The operational hours of the business, from 08:00 to 16:00 WIB, allow for ample opportunity to collect data for this research.

Unit of Analysis

According to Morissan (2017), the unit of analysis comprises the subjects or entities being researched to provide a thorough understanding. In this study, the unit of analysis includes all actors involved in "NOUGGY's" culinary business. The participants are selected using a census technique, gathering data from 1 founder, 2 employees, 1 raw material supplier, 1 competitor, and 5 customers.

Type of Data

- a) **Primary Data:** Primary data refers to data collected directly from respondents (Hendryadi & Suryani, 2015). In this study, primary data is obtained through in-depth interviews and questionnaires covering various aspects of "NOUGGY" such as sales, product details, and work environment.
- b) **Secondary Data:** Secondary data refers to pre-existing data collected from various sources (Hendryadi & Suryani, 2015). For this research, secondary data includes books, research journals, and official websites that provide company profiles and administrative data relevant to "NOUGGY."

Data Collection Methods

This research utilizes a descriptive method with a qualitative approach, which is suitable for exploring behaviors and social phenomena (Soekanto, 2006). The specific methods of data collection include:

- a) **Observation:** The researcher conducted direct observations of "NOUGGY" as part of the study. Observation is particularly useful for assessing behaviors and processes in small-scale settings (Siregar, 2012).
- b) **Interview:** Interviews with relevant stakeholders were conducted to gather detailed and targeted data (Hasan, 2018).
- c) **Documentation:** Additional data was obtained from written sources such as company records, publications, and other forms of documentation relevant to "NOUGGY" (Usman, 2013).

Data Analysis Methods

The data analysis in this research follows a qualitative/naturalistic approach, which allows for inductive analysis (Sedarmayanti, 2014). The steps involved in the analysis include:

- a) **Data Reduction:** This step involves summarizing and selecting key information to simplify the subsequent analysis (Subagyo, 2004).
- b) **Data Presentation:** The data is presented in tables, charts, and diagrams, making it easier to understand and interpret (Subagyo, 2004).
- c) **Conclusion and Verification:** The conclusions drawn are supported by valid data and are verified through.

The SWOT matrix, introduced by (Rangkuti, 2014), is used as a tool to map internal and external factors that affect "NOUGGY." The matrix generates four strategic scenarios (SO, ST, WO, and WT), which include further field research (Subagyo, 2004).

- a) SO Strategy: Utilizing strengths to exploit opportunities.
- b) ST Strategy: Using strengths to counter threats.
- c) WO Strategy: Leveraging opportunities to overcome weaknesses.
- d) WT Strategy: Minimizing weaknesses to avoid threats.

RESULT AND DISCUSSION

Company Overview

"NOUGGY" began its operations in September 2021 in Malang. It is a culinary business that focuses on addressing tempeh production waste, maximizing ecopreneurial potential, and supporting Micro, Small, and Medium Enterprises (MSMEs). "NOUGGY" also contributes to job creation and triggers innovations for equitable development and prosperity. Over time, it has gained several recognitions, including winning 2nd place in the National Business Administration Olympic Competition (2022) and 1st place in the Youth Pioneer event at the Malang regional level in 2023.

The organizational structure at "NOUGGY" follows a line organizational model, where authority flows from top management to department heads. This structure ensures that communication and delegation of tasks are clear and efficient.

- a) Chief Executive Officer (CEO): Responsible for leading and managing the company, designing its vision and mission, financial planning, partnerships, and ensuring the quality of production.
- b) Chief Financial Officer (CFO): Reports to the CEO, responsible for financial management, budgeting, and administrative tasks.
- c) General Manager (GM): Oversees daily operations, making short-term and long-term decisions, establishing standards, and formulating policies.

"NOUGGY" started producing nougat in September 2021. The production process uses simple kitchen equipment such as Teflon pans and stoves. The ingredients include soy skin flour, marshmallow, powdered milk, peanuts, raisins, margarine, and dried fruits. The process is straightforward: melt margarine, stir in marshmallow, add the remaining ingredients, and bake until ready.

Marketing for "NOUGGY" focuses on quality control, pricing strategies, and customer satisfaction. The company uses both online (e.g., Instagram) and offline marketing methods (e.g., MSME exhibitions). "NOUGGY" ensures that its pricing aligns with production costs and market demand, with a focus on achieving an optimal Break-Even Point (BEP).

Data Presentation

Data presentation involves providing a clear depiction of collected information without making generalizations. Informants for this research included 7 individuals, such as the business owner, employees, suppliers, competitors, and customers. The informants are classified by age, showing that the majority (60%) are between 21-25 years old, consisting of the owner, employees, and competitors. The remaining respondents include children (30%) and suppliers (10%).

Strengths of "NOUGGY" include its unique raw materials and excellent supplier relationships. Weaknesses involve inconsistencies in product quality and limited marketing strategies. Opportunities arise from its brand awareness and growing market demand, while threats include unstable pricing and increasing competition.

Strategic Environmental Analysis

- 1) Internal Environmental Analysis:
 - a) Management: "NOUGGY" struggles with planning and organizing business activities. Planning is not well-documented, and business execution does not always follow the plan.
 - b) Finance: The company secures capital from personal savings and external sources like PMW programs and competition winnings. However, financial management still faces challenges.
 - c) Marketing: "NOUGGY" markets its products through online platforms but lacks comprehensive marketing research. Customer loyalty is maintained through product quality, but improvements are needed in broader marketing strategies.
- 2) External Environmental Analysis:
 - a) Economic: Population growth in Malang presents opportunities for increasing demand.
 - b) Social, Cultural, Environmental: "NOUGGY" benefits from its strategic location in Sanan, a culinary center in Malang.
 - c) Government: Limited governmental support impacts "NOUGGY's" development.

- d) Technology: "NOUGGY" has not adopted modern technology, which affects production efficiency.

Strategy Analysis

Strategic planning provides a comprehensive overview of future business activities and programs. It is essential for achieving common goals, requiring a strategy that adapts to changing situations and conditions. Without a well-formulated strategy, a company or culinary business may struggle to implement its plans effectively. The culinary business "NOUGGY" must develop strategies aligned with its business environment to achieve its goals and facilitate growth.

In the context of "NOUGGY," which produces nougat—a product with a short shelf life if not produced correctly—culinary entrepreneurs are seeking new strategies to ensure optimal production. Imperfect production can harm both producers and consumers. Implementing a creative economy approach can mitigate potential losses for both parties. The SWOT analysis for "NOUGGY" is detailed in below.

Table 1. SWOT analysis for "NOUGGY"

	<p>Strengths (S)</p> <ol style="list-style-type: none"> 1. Good relationships within the culinary industry. 2. High-quality products 3. Promotion through online media 4. Abundance of main supporting materials, especially raw materials 	<p>Weaknesses (W)</p> <ol style="list-style-type: none"> 1. Unwritten management programs 2. Basic production equipment 3. Unstable prices and product
<p>Opportunities (O)</p> <ol style="list-style-type: none"> 1. Population growth 2. Economic growth of the community 3. High demand for production 4. Technological advancements 5. Difficulty in entering the culinary business with nougat products 6. Absence of similar competitors in terms of the same nougat product format 	<p>Strategy SO</p> <ol style="list-style-type: none"> 1. Collaborate with other culinary businesses. 2. Improve product quality to attract new customers. 3. Enhance promotions through online advertising. 4. Optimize production activities with modern equipment. 	<p>Strategy WO</p> <ol style="list-style-type: none"> 1. Improve management to address human resource challenges. 2. Begin offering products to consumers. 3. Increase business capital and maintain clear financial records. 4. Upgrade both production and management equipment. 5. Enhance 6. infrastructure to support the success of "NOUGGY" 7. culinary business.

Threats (T)	Strategy ST	Strategy WT
1. Similar products emerge over time. 2. Competitive behavior from other culinary businesses using similar raw materials.	1. Leverage strong industry relationships to secure exclusive agreements or partnerships. 2. Emphasize and market the superior quality of products. 3. Implement a robust online marketing. 4. Capitalize on the abundant supply of raw materials.	1. Develop and document formal management programs and processes. 2. Invest in upgrading production equipment. 3. Implement a risk management plan to stabilize prices and product quality.

Discussion

Every business uses marketing to achieve its goals by increasing its value and sales. For "NOUGGY," enhancing business development is crucial. The SWOT analysis of "NOUGGY" revealed the following for formulating effective marketing strategies.

Implications and Limitations

a) Theoretical Implications

This research exemplifies SWOT analysis application in the culinary sector, enriching theoretical understanding of how SWOT elements guide marketing strategies. The study highlights SWOT's role in strategic decision-making and adds to literature by offering a practical case study in the culinary industry. This contributes to a broader understanding of SWOT's application in dynamic and competitive market.

b) Practical Implications

For "NOUGGY," leveraging strengths and addressing weaknesses through targeted strategies can enhance market position. The study's findings can assist other culinary entrepreneurs in applying SWOT analysis to overcome challenges. Educational institutions and consultants may use these insights to design relevant training for SMEs, focusing on strategic decision-making and effective marketing.

c) Limitations

This research primarily uses in-depth interviews, which may be limited by incomplete or dishonest responses and time constraints, potentially affecting the accuracy of the SWOT analysis. As the study focuses solely on "NOUGGY" in Malang City, its findings may not be applicable to other culinary businesses in different locations or under different conditions. The limited timeframe of the research might also miss recent market changes, meaning the SWOT analysis may become outdated quickly. Additionally, while SWOT analysis provides

qualitative insights, it lacks specific quantitative recommendations, and other methods might be needed for a more comprehensive strategy. Unforeseen external factors, such as policy changes or economic crises, were not considered and could impact the effectiveness of the recommendations.

CONCLUSION

A SWOT analysis helps refine an organization's vision and mission by evaluating its strengths, weaknesses, opportunities, and threats. For "NOUGGY," the analysis reveals several key points. The strengths include the use of unique raw materials, high product quality, strong service, and solid industry relationships. Weaknesses are identified as unwritten management programs, basic equipment, and unstable pricing. Opportunities are found in the lack of similar products and market growth, while threats come from competitors and the ease of product replication.

In order to address these findings, strategic planning for "NOUGGY" includes various approaches: the SO strategy aims to leverage strengths to capitalize on opportunities by forming partnerships, improving quality, enhancing online promotion, and investing in modern equipment. The ST strategy focuses on using strengths to counter threats by emphasizing product quality, robust marketing, and abundant raw materials. The WO strategy suggests addressing weaknesses by improving management practices, increasing capital, and upgrading tools and infrastructure. Lastly, the WT strategy involves reducing weaknesses and mitigating threats through formal management programs, equipment upgrades, and a risk management plan.

Based on these findings, several recommendations are made: investing in employee training and development, building strong industry relationships, implementing a risk management plan, upgrading production equipment, and maintaining a strong online presence.

REFERENCES

- Abdullah, T., & Tantri, F. (2012). *Manajemen pemasaran*. Jakarta: Raja Grafindo Persada.
- Badan Pusat Statistik. (2023). *Statistic Pertumbuhan Penduduk*.
- Bali Post. (2023). *Ini 13 Produk Kuliner Terbaik Pilihan Masyarakat di "Terbukti Nyam! 2023."*
<https://www.balipost.com/news/2023/08/16/356390/Ini-13-Produk-Kuliner-Terbaik...html>
- Balol, S. W. A. (2023). *Buku Ajar Kewirausahaan Panduan Mengawali Startup*. Media Nusa Creative (MNC Publishing). <https://books.google.co.id/books?id=1k7OEAAAQBAJ>

- Ferrell, O. C., Hartline, M., Hochstein, B. W., & Boivin, M. (2005). *Marketing strategy*. Cengage Canada.
- Hafizhoh, S., Asmelia, F., Thoha, M. A., Hakim, A. R., Gultom, A. N., Sitorus, N. I. K., Ardiyanti, S., Sitorus, K. T. A., & Luthfiah, D. N. (2023). Pengembangan Usaha Kuliner Tahu Walik Melalui Pendekatan Kewirausahaan. *Populer: Jurnal Penelitian Mahasiswa*, 2(3), 36–41.
- Hasan, A. (2018). *Marketing dan kasus-kasus pilihan*.
- Hendryadi, H., & Suryani, S. (2015). *Metode Riset Kuantitatif Teori dan Aplikasi Pada Penelitian Bidang Manajemen dan Ekonomi Islam*.
- Ika. (2019). *Industri Kuliner Jadi Penopang Terbesar Perekonomian Kreatif Indonesia*. Universitas Gajahmada. <https://ugm.ac.id/id/berita/18389-industri-kuliner-jadi-penopang-terbesar-perekonomian-kreatif-indonesia/>
- Irawati, R., & Prasetyo, I. B. (2021). Pemanfaatan Platform E-Commerce Melalui Marketplace Sebagai Upaya Peningkatan Penjualan dan Mempertahankan Bisnis di Masa Pandemi (Studi pada UMKM Makanan dan Minuman di Malang). *Jurnal Penelitian Manajemen Terapan (PENATARAN)*, 6(2), 114–133.
- Kementrian Perindustrian Republik Indonesia. (2019). *Industri Makanan dan Minuman Jadi Sektor Kampiun*. <https://kemenperin.go.id/artikel/20298/Industri-Makanan-dan-Minuman-Jadi-Sektor-Kampiun->
- Kotler, P., & Keller, K. L. (2002). *Marketing places*. Simon and Schuster.
- Kristanto, D. (2009). Pembudidayaan Buah Naga Dipot dan di Kebun. *Jakarta: Penebar Swadaya*.
- Lestari, E. P. (2011). Pemasaran Strategik Bagaimana Meraih Keunggulan Kompetitif. *Yogyakarta: Graba Ilmu*.
- Lydianingtiyas, D., ST, M. M., Trijanto, D., Suselo Utoyo, S. T., & MT, M. (2018). *Kewirausahaan Teknik Sipil: Kewirausahaan Teknik Sipil* (Vol. 1). UPT Percetakan dan Penerbitan Polinema.
- Manap, A. (2016). Revolusi manajemen pemasaran. *Jakarta: Mitra Wacana Media*, 20–21.
- Morissan, M. (2017). *Metode Penelitian Survei (Riefmanto (ed.))*. Kencana Prenadamedia Group.
- Nouggy. (2023). *Pioneer Youth Competition Proposa*.
- Nursalam, I. I. (2007). *Metodologi Penelitian Ilmu Keperawatan: Pendekatan Praktis*.
- Pearce, J. A., Robinson, R. B., & Subramanian, R. (2013). *Strategic management: Formulation, implementation, and control*. Irwin/McGraw-Hill Columbus, OH.

- Putra, E. (2003). Studi Mengenai Orientasi Strategi dan Kinerja Pemasaran. *Jurnal JSPI*, 2(1), 93–110.
- Rahadi, F., & Fizriyani, W. (2023). *Produk UMKM di Kota Malang Ditargetkan Go International*.
<https://rejogja.republika.co.id/berita/rvxifb291/produk-umkm-di-kota-malang-ditargetkan-go-international>
- Rangkuti, F. (2014). *Analisis SWOT: teknik membedah kasus bisnis cara perhitungan bobot rating dan OCAI*.
- Reza, F., Santoso, B., & Dewi, E. (2020). Strategi Pemasaran Berdasarkan Analisis SWOT pada Mini Market di Mutiara Mart Rowotengah Jember. *International Journal of Social Science and Business*, 4(2), 301–307.
- Schaper, M. (2011). Entrepreneurship and small business/Michael. *Marketing*, 1009, 271.
- Sedarmayanti, M. (2014). *Sumber daya manusia dan produktivitas kerja*. CV. Mandar Maju.
- Setyawati, H. (2013). Pengaruh Orientasi Kewirausahaan Dan Orientasi Pasar Terhadap Kinerja Perusahaan Melalui Keunggulan Bersaing Dan Persepsi Ketidakpastian Lingkungan Sebagai Prediksi Variabel Moderasi (Survey pada UMKM Perdagangan di Kabupaten Kebumen). *Fokus Bisnis : Media Pengkajian Manajemen Dan Akuntansi*, 12. <https://doi.org/10.32639/fokusbisnis.v12i2.3>
- Sinarasri, A. (2013). Analisis pengaruh orientasi kewirausahaan terhadap strategi bisnis dalam meningkatkan kinerja perusahaan (studi kasus pada pedagang kaki lima bidang kuliner di Semarang). *Prosiding Seminar Nasional*.
- Siregar, S. (2012). Buku Statistika Deskriptif untuk Penelitian. *Jakarta: Rajawali Pers*.
- Soekanto, S. (2006). Pengantar penelitian hukum. *(No Title)*.
- Subagyo, J. (2004). Metode Penulisan dalam Teori dan Praktek. *Jakarta: PT Rineka Cipta*.
- Sugiyono, D. (2011). *Memahami penelitian kualitatif*.
- Suharyadi, A. N., Purwanto, S. K., & Maman, F. (2007). Kewirausahaan: Membangun usaha sukses sejak usia muda. *Jakarta: Salemba Empat*.
- Sunarto, A. (2006). *Pengantar Manajemen Pemasaran*. Yogyakarta: UST Press.
- Usman, H. (2013). *Manajemen: teori, praktik, dan riset pendidikan*.
- Zahara, L. (2022). *Pengaruh Karakteristik Wirusaha, Modal Usaha dan Strategi Pemasaran Terhadap Perkembangan Usaha Mikro Kecil dan Menengah (UMKM) di Kecamatan Trienggadeng Kabupaten Pidie Jaya*. UIN Ar-Raniry.