



**MARKETING STRATEGY OF MSMEs BASED ON SWOT ANALYSIS: A
CASE STUDY ON THE BASIC NEEDS BUSINESS “SAHABAT
SAYUR” IN NGIMBANG VILLAGE, LAMONGAN**

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ABSTRACT

This study aims to analyze the marketing strategy of the UMKM “Sahabat Sayur” in Ngimbang Village, Lamongan Regency, using a SWOT analysis approach. Data sources were obtained from three key informants directly involved in the business operations. Data collection techniques included in-depth interviews, direct observation, and documentation. The data analysis method used was descriptive qualitative analysis. The results showed that the main strengths of the UMKM include a strategic location, product variety and quality, and good relationships with customers. Weaknesses include limited capital, suboptimal digital promotion, and minimal financial record-keeping. Opportunities arise from increased public awareness of healthy food consumption, online shopping trends, and government support. Threats include competition from similar businesses, price fluctuations, and changes in government policy.

Keywords: *Marketing Strategy, UMKM, SWOT Analysis*

A. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in Indonesia’s economy, both in terms of their contribution to the Gross Domestic Product (GDP) and in generating employment opportunities. This sector has proven to be a key pillar of the economy, particularly during times of crisis, due to its high level of flexibility and ability to adapt to market changes. Data from the Ministry of Cooperatives and SMEs shows that MSMEs contribute more than 60% of the national GDP and absorb around 97% of the workforce. These figures not only highlight the significant economic contribution of MSMEs but also underscore their role in promoting equitable employment opportunities across regions. With such a substantial contribution, MSMEs can rightly be regarded as the “backbone” of the national economy, sustaining growth stability and supporting long-term economic development.

Despite their significant contribution, MSMEs face various challenges that could hinder their growth. These challenges include limited access to capital, which affects production capacity and innovation; low levels of financial literacy, leading to suboptimal business management; and limited utilization of digital technology for marketing purposes. In addition, competition has become increasingly intense with the rise of modern retail stores and online shopping platforms that can reach wider markets through competitive pricing and extensive promotions. If not addressed properly, these obstacles may weaken the market position of MSMEs. Therefore, appropriate strategies are needed to ensure that MSMEs can survive and continue to grow in today’s dynamic business environment.

The challenges faced by MSMEs in rural areas have their own unique characteristics. Although the market potential is relatively large due to the community’s stable demand for certain products, rural MSME actors often encounter limited access to capital, information, technology, and marketing networks. Moreover, most of them still rely on conventional

marketing methods based on personal relationships and face-to-face transactions. According to Wulandari (2024), rural MSMEs need to combine traditional approaches with modern marketing innovations to enhance competitiveness. This is particularly relevant for businesses operating in the basic needs sector, such as *Sahabat Sayur* in Ngimbang Village.

Sahabat Sayur is a basic necessities business located in Ngimbang Village, Lamongan Regency, East Java. The enterprise sells a variety of fresh food products such as vegetables, cooking spices, eggs, rice, and other household essentials that form part of the community's daily consumption. Its strategic location in the village market makes it easily accessible to customers while also supporting a smooth supply of goods from both local and regional suppliers. The business is well known for maintaining product quality and providing friendly service to customers, which has fostered a loyal consumer base. This strong relationship with customers serves as a form of social capital that strengthens the sustainability of the business amid growing competition.

Amid the dynamics of an evolving market, *Sahabat Sayur* faces competition from multiple directions. Modern retail stores in the surrounding area offer shopping convenience with more comprehensive facilities, while online shopping platforms allow consumers to purchase basic necessities without leaving their homes. This situation calls for an effective marketing strategy that not only retains existing customers but also attracts new ones. According to Kotler, P. and Keller (2016), an appropriate marketing strategy should integrate an analysis of the company's internal conditions with the opportunities and threats present in the external environment.

One method that can be used to formulate a marketing strategy is SWOT analysis, which involves identifying strengths, weaknesses, opportunities, and threats. Rangkuti (2016) states that SWOT analysis helps organizations maximize internal potential while minimizing the impact of external threats. This approach is highly relevant for *Sahabat Sayur* as it provides a comprehensive overview of the business's condition, ensuring that the strategies developed are focused, measurable, and realistic to implement.

A marketing strategy is an integrated plan designed to achieve a business's marketing objectives effectively and efficiently. This plan involves a series of key decisions regarding pricing, promotional strategies, distribution channels, and product development tailored to market needs. Armstrong, G. and Kotler (2017) define marketing as a social and managerial process by which individuals and groups obtain what they need and want through the creation, offering, and exchange of value-laden products. This definition emphasizes that marketing is not merely about selling products, but also about building long-term relationships with consumers through the creation of sustainable value. In the context of MSMEs, marketing strategy serves as a crucial tool to differentiate from competitors, enhance customer loyalty, and expand market share.

SWOT analysis is a strategic planning tool used to identify four key aspects of a business: strengths, weaknesses, opportunities, and threats. According to Rangkuti (2016), this analysis helps organizations maximize their strengths and opportunities while minimizing weaknesses and threats. The advantage of SWOT analysis lies in its ability to provide a comprehensive overview of a business's position, considering both internal and external factors, which facilitates the formulation of measurable strategies. For MSMEs, applying SWOT enables business owners to focus more effectively on their competitive advantages while anticipating potential disruptions in an increasingly dynamic business environment.

Previous studies have shown that SWOT analysis is an effective tool for enhancing the competitiveness of MSMEs. M.Masrukhan and Yuniasih (2025) emphasize the importance of digital marketing as part of the strategies derived from SWOT analysis, particularly in the era of rapid technological development. Andriani (2021) found that the application of SWOT analysis helps clarify the direction of business strategies and has a positive impact on performance, including revenue growth and market expansion. Meanwhile, Safitri (2024) highlights that consistent product quality and competitive pricing are key factors in winning market competition,

both of which can be effectively identified through the SWOT approach. The consistency of these findings indicates that SWOT is not merely an analytical tool but also a practical strategic framework for MSMEs across various sectors.

The theoretical review of marketing strategies and SWOT analysis serves as an essential foundation for the research conducted on *Sahabat Sayur* MSME. A deep understanding of these two concepts enables the formulation of strategies that focus not only on increasing sales but also on building long-term relationships with customers. By utilizing SWOT analysis, *Sahabat Sayur* can identify internal and external factors that influence its business, ensuring that the strategies developed are better aligned with local market conditions while remaining responsive to changes in the business environment. This approach is expected to strengthen the enterprise's competitiveness amid growing competition from modern retail stores and online shopping platforms.

B. RESEARCH METHODOLOGY

This research employs a qualitative approach with a descriptive research design, which was deliberately chosen to provide a more comprehensive and in-depth understanding of the phenomenon under study. The qualitative approach allows the researcher to explore and interpret the reality experienced by the informants, rather than merely presenting numerical data or statistical outputs. By using a descriptive design, the study aims to provide a detailed explanation regarding the actual conditions and situations encountered by the business. In particular, this method enables a systematic description of the marketing strategies applied by the *Sahabat Sayur* MSME, while also capturing the dynamics and contextual factors that influence the business environment.

The selection of informants in this study was carried out through purposive sampling, a technique that allows the researcher to intentionally choose individuals who are considered to possess sufficient knowledge, experience, and relevance to the research focus. This approach ensures that the information obtained is both rich and directly related to the phenomenon being studied. In this case, three informants were selected: the business owner, Mrs. Astarina, who plays a central role in strategic decision-making; the operations manager, Mr. Bowo, who is directly involved in managing day-to-day business activities; and a loyal customer, Mrs. Tyas, whose long-term relationship with the business provides valuable insights from the consumer's perspective.

For data collection, the study utilized three main techniques, namely in-depth interviews, direct observation, and documentation. In-depth interviews were conducted to obtain detailed and nuanced information from each informant, allowing the researcher to explore not only factual information but also perceptions, motivations, and personal experiences. Direct observation was applied to understand the real-time operational processes of the business, including how employees handle customers, manage product displays, and maintain service quality. Meanwhile, documentation served as a complementary technique by collecting supporting evidence such as records, photographs, and written materials, which helped strengthen the credibility of the data and provided additional context for analysis.

The process of data analysis was carried out using the Miles and Huberman model, which consists of three interrelated stages. The first stage is data reduction, in which the researcher organizes, categorizes, and filters the collected data to focus on information that is most relevant to the research objectives. The second stage is data presentation, where the information is systematically displayed in the form of narrative descriptions, tables, and SWOT analysis matrices to make the data more understandable and interpretable. The third stage involves drawing conclusions, which is conducted inductively by identifying emerging patterns, relationships, and insights from the analyzed data. This stage allows the researcher to build a comprehensive picture of the marketing strategies of *Sahabat Sayur* MSME.

To ensure data validity, the researcher employed triangulation techniques, specifically technique triangulation and source triangulation. Technique triangulation was carried out by comparing and cross-checking the findings obtained through interviews, observations, and documentation, ensuring that the data is consistent across different methods of collection. Source triangulation, on the other hand, was conducted by comparing the perspectives and statements of the three informants, allowing the researcher to identify whether the information provided is consistent, complementary, or contradictory. Through this process, the credibility and reliability of the research findings were strengthened, thereby ensuring that the conclusions drawn truly reflect the actual conditions of the Sahabat Sayur MSME.

C. RESEARCH RESULTS AND DISCUSSION

1. Strengths Analysis of *Sahabat Sayur* MSME.

The main strength of *Sahabat Sayur* lies in the freshness and diversity of its product offerings, which serve as a major attraction for customers in the food sector, where quality and reliability are highly valued. By consistently providing fresh products, the business not only meets basic consumer needs but also builds a strong reputation as a trusted source of daily necessities. Beyond product quality, the origin story of the business and its environmentally friendly production methods provide additional value, differentiating it from competitors and fostering deeper consumer loyalty. In an era where consumers are increasingly conscious of sustainability, these practices create a positive brand image that resonates well with the market.

Another important strength is the strategic location of *Sahabat Sayur*, which enhances accessibility for customers and opens up opportunities for collaboration with nearby businesses. This advantage is consistent with the theory of business location put forward by Kotler, P. and Keller (2016), which emphasizes the role of accessibility in attracting and retaining customers. By being situated in a convenient area, *Sahabat Sayur* can position itself as the go-to option for households seeking both quality and convenience. Furthermore, strong relationships with customers and suppliers play a vital role in sustaining operations. Customer trust, nurtured through personalized service, drives loyalty and repeat purchases, while stable ties with suppliers ensure consistent product quality and continuity of supply. Together, these strengths provide *Sahabat Sayur* with a solid foundation to maintain competitiveness and build sustainable growth in a dynamic market environment (Pratama & Arifin, 2024).

2. Weaknesses Analysis of *Sahabat Sayur* MSME

Limited capital represents one of the primary weaknesses of *Sahabat Sayur*, as it restricts the ability to invest in promotional activities and the development of new products. Without adequate resources, the business struggles to create brand awareness or expand its reach beyond the local market, which ultimately limits its competitiveness against larger or better-funded competitors. Furthermore, the lack of understanding and application of digital marketing also poses a significant barrier to growth. In today's business landscape, where consumers increasingly rely on online platforms for purchasing decisions, this gap prevents *Sahabat Sayur* from tapping into a wider customer base. Supporting this, data from the Ministry of Cooperatives and SMEs (2022) highlights that the effective use of digital marketing can increase MSME revenue by up to 40%, underscoring the urgency for *Sahabat Sayur* to build capacity in this area.

Another notable weakness lies in the absence of proper financial record-keeping systems, which hampers effective business management and long-term planning. Without structured financial data, the owner faces difficulties in evaluating performance, calculating profits accurately, or identifying areas for efficiency improvement. This lack of transparency also complicates efforts to access external funding, as lenders and investors typically require clear documentation of financial health. In contrast, studies consistently show that MSMEs with sound financial systems are more resilient, better able to withstand external shocks, and more prepared to scale their operations. Therefore, addressing this weakness through training and the adoption of

simple accounting tools would significantly strengthen the overall sustainability and resilience of *Sahabat Sayur*.

Table 1 IFAS Matrix of *Sahabat Sayur* MSME in the Marketing Sector

No	Internal Factors	Weight	Rating	Score	Remarks
Strengths					
1	Fresh and complete products	0.20	4	0.80	Main strength
2	Strategic location	0.15	4	0.60	Close to residential area
3	Good relationship with customers	0.10	3	0.30	Friendly service
4	Affordable prices	0.10	3	0.30	Suited to local purchasing power
5	Trust from suppliers	0.05	3	0.15	Stable partnership
Weaknesses					
6	Lack of digital promotion	0.15	2	0.30	Limited market reach
7	Limited capital	0.10	2	0.20	Unable to expand
8	Few workers	0.10	2	0.20	High operational burden
9	Lack of proper financial records	0.05	2	0.10	Difficult to evaluate
Total		1.00		2.65	

Data sources: processed by researchers (2025)

3. Opportunities Analysis of *Sahabat Sayur* MSME

The growing public awareness of healthy eating habits offers a promising market opportunity for *Sahabat Sayur*, particularly in the demand for high-quality vegetables, including organic produce. This consumer trend reflects a shift toward healthier lifestyles, which directly benefits businesses that can ensure freshness, nutritional value, and reliability in their products. The organic market segment, in particular, is projected to expand rapidly in the coming years, providing significant potential for *Sahabat Sayur* to strengthen its market position by catering to health-conscious consumers (Setyowati et al., 2016).

At the same time, external support in the form of government programs presents another opportunity for growth. Training initiatives and improved access to capital are critical tools that can help enhance business management, particularly in areas such as digital marketing, financial record-keeping, and operational efficiency. Moreover, the rising trend of online shopping and the increasing adoption of e-commerce platforms have been proven to boost the competitiveness of MSMEs in the digital era. By taking advantage of these platforms, *Sahabat Sayur* can reach a broader consumer base, adapt to changing purchasing behaviors, and build stronger brand visibility in both local and wider markets. (Aryanda et al., 2025).

4. Threats Analysis of *Sahabat Sayur* MSME

Threats faced by *Sahabat Sayur* primarily stem from external factors that, if not managed properly, could weaken its market position and profitability. One of the most significant challenges is the intense competition with other MSMEs and modern retail stores, which often have greater capital resources, stronger branding, and the ability to offer lower prices. This competitive pressure requires *Sahabat Sayur* to consistently pursue product innovation, whether through offering fresher and more diverse product assortments, providing bundled packages, or

introducing value-added services such as home delivery. Such innovation not only helps differentiate the business but also builds stronger customer loyalty by offering unique benefits that modern retailers may not provide, particularly in terms of personal interaction and community trust (Fristya et al., 2024).

Another pressing threat comes from fluctuations in raw material prices, which directly impact operational costs and profit margins. Given the perishable nature of agricultural products, sudden changes in price or supply can disrupt stability. To mitigate this risk, supplier diversification becomes a crucial strategy. By establishing relationships with multiple suppliers, *Sahabat Sayur* can avoid over-reliance on a single source, thereby ensuring more stable supply availability and reducing vulnerability to price spikes or delivery delays. This diversification also creates bargaining power, enabling the business to secure better terms and maintain competitive pricing for consumers.(Hidayah et al., 2023).

In addition, changes in government policies whether related to taxation, licensing, or food safety regulations can significantly influence day-to-day operations. For a small-scale business, such shifts may create administrative burdens or additional compliance costs. Therefore, active participation in MSME associations or local cooperative groups is highly recommended, as it provides access to information, advocacy, and collective support in responding to policy adjustments. These associations often serve as intermediaries between government agencies and small businesses, offering training, resources, and platforms for dialogue that can help MSMEs remain adaptive and resilient.

Overall, while these threats present tangible risks, they also encourage *Sahabat Sayur* to build greater resilience through innovation, diversification, and collaboration. By proactively addressing these challenges, the business can transform potential obstacles into opportunities for long-term sustainability and competitive advantage.

Table 2 EFAS Matrix of *Sahabat Sayur* MSME in the Marketing Sector

No	External Factors	Weight	Rating	Score	Remarks
Opportunities					
1	Public awareness of the importance of local products	0.20	4	0.80	High awareness
2	Potential for digital marketing	0.20	4	0.80	Through WhatsApp/Social Media
3	Support from the village government	0.10	3	0.30	MSME programs
4	Potential collaboration with local e-commerce	0.10	3	0.30	Additional distribution channel
Threats					
6	Competition from modern retail	0.20	2	0.40	Lower prices offered
7	Weather changes and supply disruptions	0.10	2	0.20	Risk of unstable supply
8	Fluctuation in staple food prices	0.05	2	0.10	Impact on profit margins
9	Dependence on a single supplier	0.05	2	0.10	Risk of delayed supply
Total		1.00		3.00	

Data sources: processed by researchers (2025)

5. Utilizing Strengths and Opportunities to Address Weaknesses and Threats

Strengths such as high product quality, a strategic location, and a wide variety of goods can serve as key advantages that *Sahabat Sayur* may leverage to attract a larger customer base and build long-term loyalty. These strengths can be further optimized through active promotions, loyalty-based programs, and organic marketing efforts that emphasize freshness, affordability, and reliability, allowing the business to remain competitive in the increasingly dynamic local market (Arifin, 2020). In addition, government-provided digital training offers an important opportunity to address existing weaknesses, particularly in the area of online marketing, which has not yet been fully utilized. By participating in such training programs, *Sahabat Sayur* can enhance its digital capabilities, enabling the business to promote products more effectively, expand its visibility on social media platforms, and reach a broader and more diverse consumer segment beyond the immediate community. This integration of internal strengths with external support is expected to create a stronger foundation for sustainable growth and competitiveness.

Table 3 SWOT Strategy Matrix of *Sahabat Sayur* MSME

	STRENGTH	WEAKNES
OPPORTUNITY	<p>SO Strategies</p> <p>Strategies that use strengths to take advantage of opportunities:</p> <ol style="list-style-type: none"> Utilize the strategic location and fresh products for simple digital promotion through WhatsApp. Leverage customer trust to encourage a local delivery order system. 	<p>WO Strategies</p> <p>Strategies that minimize weaknesses by taking advantage of opportunities:</p> <ol style="list-style-type: none"> Utilize collaboration opportunities with the government for training in financial record-keeping and digital marketing. Expand the supplier network with the help of online platforms.
THREAT	<p>ST Strategies</p> <p>Strategies that use strengths to overcome threats:</p> <ol style="list-style-type: none"> Use price advantages and strong customer relationships to maintain loyalty amid competition from modern retail stores. 	<p>WT Strategies</p> <p>Defensive strategies to minimize weaknesses and avoid threats:</p> <ol style="list-style-type: none"> Start simple documentation using free applications to reduce reliance on manual records. Diversify supply sources to minimize the risk of single-supplier dependency.

Data sources: processed by researchers (2025)

6. Most Effective Marketing Strategy

Based on the results of the SWOT analysis, the marketing strategy considered the most effective for *Sahabat Sayur* is a combination of direct marketing and digital marketing, as both approaches complement each other in achieving broader and more sustainable business growth. Direct marketing remains highly relevant for this business model because it enables closer and more personal interactions with customers. Through personalized services, customers can feel valued and appreciated, which in turn strengthens their loyalty and trust toward the brand. In addition, the use of loyalty discounts and bundling promotions is an effective tactic to not only stimulate repeat purchases but also to encourage customers to buy more varied products in a single transaction. These efforts are in line with Kotler, P. and Keller (2016), who emphasize that personalized and value-added services significantly enhance customer engagement and create stronger emotional bonds between consumers and businesses (Nuryadi et al., 2023)

At the same time, the role of digital marketing cannot be overlooked, especially in the context of increasing internet penetration and consumer shopping habits that are shifting toward online platforms. By utilizing social media such as WhatsApp, Facebook, and TikTok, *Sahabat Sayur* can carry out promotional activities more creatively and efficiently, reaching not only local consumers but also potentially wider markets. Moreover, the use of e-commerce platforms provides opportunities for structured online sales, making transactions easier and more transparent. Collaborations with local influencers also offer additional benefits, as influencers have credibility and influence in shaping consumer perceptions and decisions. This is supported by Chaffey and Ellis-chadwick (2019), who argue that digital channels and influencer collaborations are increasingly becoming essential tools in building brand image, expanding market reach, and enhancing competitiveness in the digital era. (Arifin et al., 2020).

By combining these two approaches—direct and digital marketing—*Sahabat Sayur* can create a comprehensive marketing strategy that maintains traditional customer relationships while at the same time adapting to modern consumer behavior trends. This hybrid strategy is expected to not only increase sales but also establish *Sahabat Sayur* as a resilient and innovative MSME capable of competing with both traditional and modern retail businesses.

D. CONCLUSION AND SUGGESTION

Conclusion

Based on the results of the research and discussion conducted, the following conclusions can be drawn:

1. The *Sahabat Sayur* MSME in Ngimbang Village has several strengths, including fresh and diverse products, a strategic location, and strong relationships with both customers and suppliers. Its weaknesses lie in the limited use of digital promotion and unstructured financial record-keeping. The opportunities available include the rising trend of local shopping, the potential of digital platforms such as WhatsApp and TikTok, and government support. Meanwhile, the threats consist of competition from modern retail stores and fluctuations in staple food prices.
2. The business utilizes its strengths and opportunities to overcome weaknesses and threats by maintaining product freshness and quality, strengthening customer relationships, and expanding promotions through accessible digital platforms. These efforts aim to minimize the impact of limited capital, weak financial systems, and external competition while ensuring long-term sustainability.
3. Based on the SWOT analysis, the most effective strategy for *Sahabat Sayur* is the Strengths–Opportunities (SO) strategy. This approach allows the business to maximize

its internal advantages, such as product quality and customer trust, while proactively seizing external opportunities like digital marketing trends and government support to improve competitiveness and resilience.

Suggestions:

1. For Sahabat Sayur MSME
Sahabat Sayur MSME is advised to optimize the use of simple digital platforms such as WhatsApp, Facebook, and TikTok as tools for promotion and customer communication. Utilizing these media can not only expand market reach but also strengthen brand image. In addition, the business owner should participate in basic training on financial record-keeping, inventory management, and digital marketing strategies to improve operational efficiency and support data-driven decision-making. Supplier diversification and collaboration with other MSMEs or village cooperatives are also recommended to ensure supply stability and broaden distribution networks.
2. For Local Government
The local government is encouraged to provide more concrete support for MSME development, particularly through training programs in digital marketing, basic financial management, and business operations. Furthermore, the government can facilitate business mentoring programs, provide access to low-interest financing, and help expand market access through local exhibitions, fairs, or regionally managed e-commerce platforms. Such support will enhance the competitiveness of rural MSMEs, including Sahabat Sayur, and contribute to the growth of the local economy.
3. For Future Research
Future research is recommended to expand the study by including additional variables such as the role of digital technology, leadership style, organizational culture, or customer loyalty, which may also influence MSME marketing strategies. Moreover, increasing the number of informants or conducting comparative studies of similar MSMEs in different regions would provide a more comprehensive perspective on marketing patterns. Employing a quantitative or mixed-methods approach could also be considered to generate findings that are more generalizable and insightful.

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