

MARKETING STRATEGIES FOR SMEs IN THE CULINARY SECTOR: A CASE STUDY OF QUEEN CAKE IN MAKASSAR

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Abstract

MSMEs must have a strong marketing plan in order to compete with their rivals due to technological improvements and growing business competitiveness. An efficient marketing plan is necessary to guarantee company expansion and optimize earnings. This study aims to determine the appropriate marketing strategy to increase the sales turnover of Queen Cake products. This research is a descriptive study using a qualitative approach. Respondents in this study were the owner of the Queen Cake business and four employees, two from the production department and two from the marketing department. Data collection procedures used in the study included observation, interviews, and documentation. The data obtained were analyzed using a SWOT analysis. The results showed that the strategy implemented by the Queen Cake business is in quadrant one, namely SO (Strengths-Opportunities), using an aggressive strategy. The Queen Cake shop business focuses on strategies using all its strengths and exploiting opportunities to create synergistic conditions and great potential for achieving growth and success.

Keywords: *Marketing strategy, SWOT analysis, Culinary, Queen Cake shop.*

1. INTRODUCTION

In the Indonesian economy, micro, small, and medium-sized businesses (MSMEs) hold a strategic position. MSMEs contribute to economic growth and job creation. In Indonesia, it is impossible to separate the different activities and services produced by MSMEs from other everyday activities (Junaedi et al., 2025). Cake shops are one of the products of MSMEs. More than 940,000 business units were registered in 2019, rising to over 1.2 million in 2020 and then to 1.5 million in 2021, according to data from the South Sulawesi Province's Cooperatives and MSMEs Office. Up to 33% of them are enterprises that sell bread and cakes.

The national economy is strategically supported by Micro, Small, and Medium-Sized Enterprises (MSMEs) in the culinary sector, especially the cake industry. In addition to making a substantial contribution to GDP, MSMEs are essential for boosting public welfare

and creating jobs (Putranto et al., 2025). As the number of businesses in the culinary sector increases, competition among MSMEs is also intensifying. Many culinary MSMEs face challenges in reaching consumers, maintaining customer loyalty, and competing with larger brands with larger marketing budgets, necessitating effective and sustainable marketing strategies. (Aisyah et al., 2025)

One of the most important factors in achieving a company's objective of generating profit is product marketing. (Najib et al., 2024). To encourage customers to test and purchase their products, business actors need to consider how to present them and shape customers' perceptions (Bughin, J. 2014). To ensure that MSME products are well known to potential customers, marketing encompasses more than promotional efforts. It also entails understanding consumer behavior, price, distribution, and successful brand positioning. Advances in digital technologies have driven changes in MSME marketing strategies. Because of their broad reach and affordability, social media and digital platforms have emerged as powerful marketing tools. It has been demonstrated that MSMEs can boost their competitiveness and market share by utilizing digital marketing (Elim et al., 2024); (M. Pindra & Ni Putu Widhia Rahayu, 2024). However, a lack of expertise, human resources, and a lack of marketing strategy planning prevent MSMEs from fully capitalizing on these opportunities.

The "Queen Cake" shop sells pastries, sponge cakes, bread, and small traditional cakes. The Queen Cake shop has been operating since 2020. It is located at Jalan Karaeng Bontotangnga 1 No. 61 in Karunrung Village, Rappocini District, Makassar City. Since its opening, the number of buyers has been relatively small, but has continued to increase significantly. This cake shop aims to attract customers in Makassar and the surrounding area by accepting orders and delivering via courier services. However, amid intense competition, new businesses have emerged, both small and large. Thus, the challenge facing all marketers today is how to influence consumer purchasing behavior in favor of their products or services. Consumer behavior has long been a central topic in marketing, as understanding how and why consumers act and make purchasing decisions helps companies refine their marketing strategies and succeed in the market (Stankevich, 2017).

Previous research on culinary arts, particularly cakes, has been conducted by Firdaus et al. (2023), Aulia et al. (2022); (Diana et al., 2024); (Febrian & Defrizal, 2025). This research is a community service activity that provides mentoring and teaches entrepreneurial concepts. The study (Sabila & Aji, 2022) focuses more on the marketing mix strategy for Alikka Cake and Cookies, focusing on four aspects: product, price, place, and promotion. Meanwhile, research (Putri et al., 2027) also emphasizes the 4P marketing mix strategy (Product, Promotion, Place, and Price) in Ledy's Cake MSMEs. The marketing strategy implemented by Kebab Cake by Al-barra MSMEs (Charmel et al., 2024; Fazrin et al., 2025) is to formulate a marketing strategy for traditional cakes typical of Teluk Dalam Village, a tourist area in Indragiri Hilir Regency, while Ramadona et al. (2020) apply a marketing

strategy for UD Bagus Abadi Jaya's chip products. The research generally discusses marketing strategies for cake products and the like through marketing mix analysis, while the novelty of the research we conducted places more emphasis on internal and external factors, as well as various types of cake products.

The success of a home industry can be seen from the marketing strategy used to market its products. Therefore, selecting the right marketing plan is crucial for a company's success (Hadi & Ardhi, 2020). Therefore, every cake industry is required to understand the right strategy for promoting its products. A well-designed marketing strategy can help a company achieve its goals.

2. RESEARCH METHOD

This study was carried out in the Queen Cake Shop, which is situated in Karunrung Village, Rappocini District, Makassar City, at Jalan Karaeng Bontotangnga 1 No. 61. The study ran from June to August of 2025, a span of three months.

The research data used included primary and secondary data. Primary data were obtained through direct observation, discussions, questionnaires, and in-depth interviews with internal company personnel, including the business owner and four employees: two in production and two in marketing. Furthermore, primary data were collected through offline questionnaires completed by bread consumers. Secondary data were obtained from relevant agencies such as the Central Statistics Agency (BPS), company reports, the internet, journals, online news, and references relevant to the research. This study employed two types of respondents: internal and external. Internal respondents were selected through purposive sampling.

Data collection was conducted by administering questionnaires to consumers using accidental sampling. The accidental sampling method is the unintentional selection of respondents who happen to be encountered at that time. This is consistent with Sugiyono's (2011) view that accidental sampling selects respondents at random. Qualitative data analysis was used to determine the company's internal environment in the form of strengths and weaknesses, and the external environment in the form of opportunities and threats. The data analysis used in this study was the SWOT analysis technique with a qualitative approach consisting of Strengths, Weaknesses, Opportunities, and Threats. The SWOT analysis was used to address the problems in this study (Rangkuti, 2016).

Analysis of three stages of strategy formulation to determine the right strategy through several stages, namely the input stage, the matching stage, and the decision stage. The input stage consists of the preparation of the IFE matrix and the EFE matrix, the matching stage consists of the preparation of the SWOT matrix, and the decision stage consists of the preparation of the QSP matrix. At the input stage, an analysis of the company's internal and external environments is carried out. Internal analysis is carried out to determine the

company's strengths and weaknesses, while external environmental analysis is carried out to determine the company's opportunities and threats. The results of the analysis are entered into the IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary) matrices. Next, the matching stage is carried out to match strengths and weaknesses with opportunities and threats. The matching stage is carried out using an analytical tool, namely the SWOT matrix.

A SWOT matrix was created to clearly show the external opportunities and risks encountered by the four potential alternative strategies after the strategic aspects involved in boosting Queen Cake sales were weighted and rated (Marhawati et al., 2023).

- a. The SO (Strengths-Opportunities) approach, which makes use of every strength to take advantage of and optimize opportunities.
- b. The ST (Strengths-Threats) approach, which makes use of current advantages to counter threats.
- c. The WO (Weaknesses-chances) approach, which minimizes weaknesses to take advantage of current chances.
- d. The WT (Weaknesses-Threats) strategy is a defensive tactic that aims to reduce threats and weaknesses.

Final stage or decision stage: At this stage, several strategies obtained from the decision stage will be analyzed using the QSP matrix.

3. RESULTS AND DISCUSSION

Internal Factor Analysis

The internal factors identified for Queen Cake are as follows:

Strengths

- a) A convenient and advantageous position
Customers may readily reach Queen Cake Shop because of its advantageous location. The company is situated in the heavily populated Royal Spring Hertasning neighborhood on a major route.
- b) Queen Cake Shop complies with all relevant legal and halal standards and has an official business license and halal certification.
Legal certifications for Queen Cake products include a Business Identification Number (NIB) and MUI Halal Certification, which attests to a product's halal status in accordance with Islamic law.
- c) Offering a wide range of high-quality cake items and numerous innovative variations
Queen Cake's dedication to preserving delectable and superior ingredients, look, and taste is demonstrated by the variety of products it offers. A competitive advantage that can draw in customers and lessen interest in current products is the introduction of new versions.

d) Customer loyalty is demonstrated by repeat business.

Consumers who buy the same product frequently and refer others to it show their loyalty. Customers rely on Queen Cake for consistently high-quality products and first-rate service, which sets it apart from other companies.

Weaknesses

a) Inadequate utilization of online resources.

Queen Cake products are still not well promoted on social media, which limits their marketing reach.

b) Queen Cake's production facilities and equipment are inadequate.

Inadequate equipment can cause uneven product quality, decrease manufacturing volumes, and slow down the cake-making process.

c) Limited funding for businesses.

Enough money is needed for manufacturing, marketing, and sales in order to build a profitable business. The capacity to supply high-quality raw materials is hampered by a lack of company capital.

d) The packaging is not attractive

The cake packaging is less attractive because it still uses plastic, which is not environmentally friendly.

External Factors Analysis

Identification of external factors in the queen cake business in Makassar City is as follows:

Opportunity

a) The creation of online platforms.

Queen Cake is able to take advantage of the contemporary era's growing digitization by marketing its products on a variety of digital platforms.

b) Customers can afford Queen Cake's costs.

This pricing strategy makes the product appealing to a broad spectrum of consumers, increasing the company's competitiveness and encouraging them to pick Queen Cake over rival cake stores.

c) Providing affordable packages

Queen Cake offers value-for-money bundles that let customers buy more cakes for the same price. This might expand the customer base and boost sales.

d) Possibility of market share

The public's strong interest in cakes for both special occasions and daily requirements makes the market opportunity substantial. Queen Cake has the chance to reach local

customers as effectively as possible thanks to its high-quality products, large selection of cakes, and proximity to residential areas.

Threats

- a) The rise of comparable companies with innovative ideas.
 Product innovation and first-rate customer service are essential to staying ahead of the many competitors offering comparable goods and services.
- b) Expensive raw materials
 The cost of cake-making ingredients is skyrocketing. To ensure a sustainable supply of raw materials, marketing and trade services are essential (Gabrieli & Almubaroq, 2022).
- d) Shifts in the way consumers behave
 When making cake purchases at Queen Cake, customers must consider physical features or qualities that meet the requirements. Market data that shows consumer preferences for cake kinds is required to ascertain the cake qualities that consumers want. Customers' inclination to favor a specific product over a variety of possibilities is indicated by their preferences.

IFAS Matrix (Internal Factor Analysis Summary)

The IFAS Matrix is a tool that helps businesses and organizations understand their strengths and weaknesses by analyzing internal conditions. To determine a company's overall internal strength, each internal element is assigned a weight and score. These scores are then used to inform strategic decision-making.

Table 1. Summary Matrix of Internal Strategic Factor Analysis (IFAS) in the marketing strategy of the Queen Cake business in Makassar City

No	Internal Strategy Factor	Weight	Rating	Weight x Rating
	Strength (A)			
1	A convenient and advantageous position	0,14	4	0,56
2	Queen Cake Shop complies with all relevant legal and halal standards and has an official business license and halal certification	0,13	3	0,39
3	Offering a wide range of high-quality cake items and numerous innovative variations	0,17	4	0,68
4	Customer loyalty is demonstrated by repeat business.	0,16	4	0,64
	Amount (A)	0,60		2,27
	Weaknesses (B)			
1	Inadequate utilization of online resources.	0,13	1	0,13

2	Queen Cake's production facilities and equipment are inadequate.	0,13	3	0,39
3	Limited funding for businesses.	0,13	3	0,39
4	The packaging is not attractive	0,01	3	0,03
	Amount (B)	0,40		0,94
	Amount (A+B)	1		3,21

Source: Data processing results, 2026

The internal factor analysis results in Table 1 indicate that Queen Cake's product diversity, numerous new and high-quality variants, are key internal factors. Therefore, this business represents a strength for future business development, with the highest score of 0.68. However, the cake packaging is less attractive, with a score of 0.03, necessitating improvements to make the packaging more attractive and environmentally friendly. The IFAS strengths and weaknesses matrix yielded a total weighted score of 3.21. This indicates Queen Cake's ability to capitalize on its strengths and overcome its weaknesses is relatively strong.

EFAS Matrix (External Factor Analysis Summary)

Identification of external factors in the Queen cake business in Makassar City is as follows:

Table 2. Summary Matrix of External Strategic Factor Analysis (EFAS) in the marketing strategy of the Queen Cake business in Makassar City

No	External Strategy Factor	Weight	Rating	Weight x Rating
	Opportunities (A)			
1	The creation of online platforms.	0,15	4	0,60
2	Customers can afford Queen Cake's costs.	0,15	4	0,60
3	Providing affordable packages	0,15	3	0,45
4	Possibility of market share	0,13	3	0,39
	Amount (A)	0,58		2,04
	Threats (B)			
1	The rise of comparable companies with innovative ideas.	0,16	1	0,16
2	Expensive raw materials	0,15	3	0,45
3	Shifts in the way consumers behave	0,11	4	0,44
	Amount (B)	0,42		1,05
	Amount (A+B)	1		3,09

Source: Data processing results, 2026

The results of the external factor analysis in Table 2 show that the external factor indicator, namely the development of a viable digital platform, scored 0.60, thus providing an opportunity for the development of the Queen Cake business. Furthermore, the emergence of competitors selling similar products, with a score of 0.16, threatens the business's sustainability. The EFAS opportunity and threat matrix yielded a weighted total score of 3.09. This indicates that Gembong Ratu's business can capitalize on opportunities and overcome relatively serious threats.

The Internal Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis Summary (EFAS) matrix calculations yield a horizontal (X) value for the strength factor of 1.33 and a vertical (Y) probability value of 1.00. Based on these calculations, the development of the Queen Cake business in Makassar City can be depicted in a SWOT diagram, as shown in Figure 1.

The SWOT diagram in Figure 1 shows that the strategic position of Queen Cake's business development in Makassar City, based on the strategic environmental analysis (internal and external), is in quadrant I, namely Aggressive (Growth-Oriented Strategy), or in a dynamic or in-depth growth position. The strategic position is based on the strengths-opportunities (using strengths to exploit opportunities in decision-making). This indicates that there are opportunities to develop the Queen Cake business. Besides having greater strengths than weaknesses, opportunities also outweigh threats.

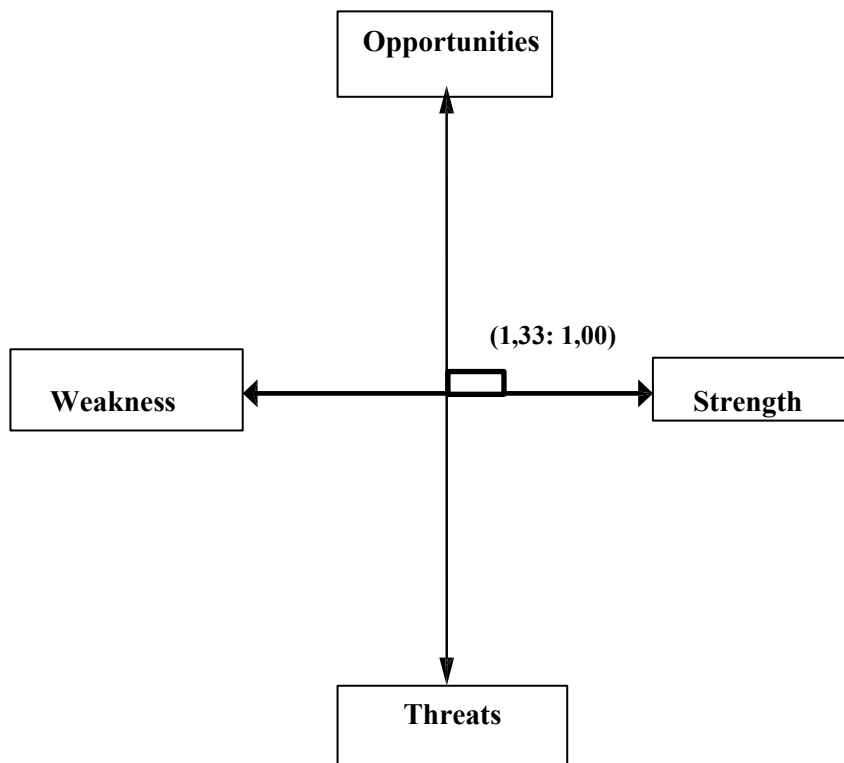


Figure 1. SWOT diagram of the Queen Cake business in Makassar city.

SWOT Matrix

A matching tool for gathering a company's strategic elements is the SWOT matrix. To develop strategies based on the identified internal and external elements, the IFE and EFE matrix analysis is combined into a SWOT matrix. The four (4) combinations of factors that make up the Strength-Opportunity (S-O) strategy, Strength-Threat (S-T) strategy, Weakness-Opportunity (W-O) strategy, and Weakness-Threat (W-T) strategy in Table 3 are as follows.

Based on the SWOT matrix analysis in Table 3, it can be concluded that the marketing strategy for the Queen Cake business in Makassar City is determined by a combination of internal and external factors. The results of this combination of factors are shown in the SWOT analysis results diagram as follows:

Table 3. SWOT matrix of Queen Cake business in Makassar City

Internal Factors	Strength (S)	Weaknesses (W)
External Factors	<ol style="list-style-type: none"> 1. A convenient and advantageous position 2. Queen Cake Shop complies with all relevant legal and halal standards and has an official business license and halal certification 3. Offering a wide range of high-quality cake items and numerous innovative variations 4. Customer loyalty is demonstrated by repeat business 	<ol style="list-style-type: none"> 1. Inadequate utilization of online resources. 2. Queen Cake's production facilities and equipment are inadequate. 3. Limited funding for businesses. 4. The packaging is not attractive
Opportunities (O)	S-O Strategies	W-O Strategies
<ol style="list-style-type: none"> 1. The creation of online platforms 2. Customers can afford Queen Cake's costs 3. Providing affordable packages 4. Possibility of market share 	<ol style="list-style-type: none"> 1. Maintaining customer loyalty by offering value-for-money packages (S4, O3) 2. Providing a variety of quality cake products at affordable prices for consumers (S3, O2) 3. Retaining loyal customers by maximizing the use of digital platforms (S4, O1) 4. Queen Cake's strategic business location allows for expanded reach and market share (S1, O4) 5. Having legal standing/business permits facilitates opportunities and wider market reach (S2, O4) 	<ol style="list-style-type: none"> 1. Increase the use of social media to promote Queen Cake by utilizing the facilities available on digital platforms (W1, O1). 2. Improve product packaging to make it more attractive to consumers so it can be promoted on social media (W4, O1). 3. Address limited capital by offering various savings packages to customers (W3, O3). 4. Leverage digital platforms to expand market reach by capitalizing on opportunities and market share (W1, O4).

Threats (T)	S-T Strategies	W-T Strategies
<ol style="list-style-type: none"> 1. The rise of comparable companies with innovative ideas 2. Expensive raw materials 3. Shifts in the way consumers behave. 	<ol style="list-style-type: none"> 1. Creating a variety of cake products to anticipate changing consumer preferences (S3, T3) 2. Maintaining consumer loyalty and repeat customers by creating a variety of cake products, despite fluctuating raw material prices (S4, S3, T2) 3. Strategic location, with a variety of high-quality cake products, does not affect the presence of competitors selling similar products (S1, S3, T1). 4. Maintaining regular customers due to the large number of competitors by improving product quality (S3, T1) 	<ol style="list-style-type: none"> 1. Expanding marketing by increasing the use of digital media to compete with other similar businesses (W1, T1). 2. To face competitors and changing consumer preferences, the business owner must improve facilities to support the smooth operation of Quenn Cake (W2, T1, T3). 3. Rising raw material prices and changing consumer behavior require better capital management (W3, T2, T3).

Source: Data processing results, 2026

Based on the analysis in Table 3 of the SWOT matrix, it can be concluded that Quenn Cake's marketing strategy is determined by a combination of internal and external factors. The results of this combination of factors are shown in the SWOT analysis results diagram as follows:

1. SO Strategy

An SO strategy combines internal factors (Strengths) and external factors (Opportunities). This strategy is based on analytical thinking, utilizing all strengths to seize and maximize opportunities. The SO strategy employed by Quenn Cake is as follows:

- a. Maintaining customer loyalty by offering value-for-money packages (S4, O3)
- b. Providing a variety of quality cake products at affordable prices for consumers (S3, O2)
- c. Retaining loyal customers by maximizing the use of digital platforms (S4, O1)
- d. Queen Cake's strategic business location allows for expanded reach and market share (S1, O4)
- e. Having legal standing/business permits facilitates opportunities and wider market reach (S2, O4)

2. ST Strategy

The ST strategy combines internal factors (Strengths) and external factors (Threats). This strategy is designed to utilize the strengths of Queen Cake's business to overcome existing threats. These strategies are:

- a. Creating a variety of cake products to anticipate changing consumer preferences (S3, T3)
- b. Maintaining consumer loyalty and repeat customers by creating a variety of cake products, despite fluctuating raw material prices (S4, S3, T2)

- c. Strategic location, with a variety of high-quality cake products, does not affect the presence of competitors selling similar products (S1, S3, T1).
- d. Maintaining regular customers due to the large number of competitors by improving product quality (S3, T1).

3. WO Strategy

WO strategy is a combination of internal factors (Weaknesses) and external factors (Opportunities). This strategy is implemented based on exploiting opportunities. These strategies are:

- a. Increase the use of social media to promote Queen Cake by utilizing the facilities available on digital platforms (W1, O1).
- b. Improve product packaging to make it more attractive to consumers so it can be promoted on social media (W4, O1).
- c. Address limited capital by offering various savings packages to customers (W3, O3).
- d. Leverage digital platforms to expand market reach by capitalizing on opportunities and market share (W1, O4).

4. WT Strategy

This tactic blends external (Trust) and internal (Weakness) elements. This approach, which is centered on defensive actions, aims to reduce current vulnerabilities and avert dangers. Queen Cake Business uses the following tactics:

- a. Expanding marketing by increasing the use of digital media to compete with other similar businesses (W1, T1).
- b. To face competitors and changing consumer preferences, the business owner must improve facilities to support the smooth operation of Queen Cake (W2, T1, T3).
- c. Rising raw material prices and changing consumer behavior require better capital management (W3, T2, T3)

4. CONCLUSION

Based on the research conducted on the Queen Cake business, the following conclusions can be drawn: Queen Cake's business is in quadrant I, namely SO (Strengths-Opportunities), using an aggressive strategy. This business will focus on a strategy of using all strengths and exploiting opportunities to create synergistic conditions and great potential for growth and success. Efforts to achieve this strategy include: (a) Maintaining customer loyalty by offering value-for-money packages, (b) Providing a variety of quality cake products at affordable prices for consumers, (c) Retaining loyal customers by maximizing the use of digital platforms, (d) Queen Cake's strategic business location allows for expanded reach and market share, (e) Having legal standing/business permits facilitates opportunities and wider market reach.

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