



Business strategy analysis to improve competitiveness sustainable competitiveness in Bakpia AA Business in Gunung Sugih Lampung Tengah

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ABSTRACT

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The problem of this research is related to the low competitiveness of regional speciality food MSMEs in Lampung Province, mainly indicated by the decline in revenue of Bakpia AA in the past 5 years. The purpose of the study was to identify business strategies to increase competitiveness and sustainability in the Bakpia AA business in Gunung Sugih, Central Lampung. This study used SWOT analysis with six respondents involved in the operation and marketing of Bakpia AA. The results showed that Bakpia AA business in Gunung Sugih Central Lampung is in Quadrant III, indicating great opportunities but also some weaknesses in the business environment. Strategies for developing Bakpia AA's competitiveness and sustainability include limited technology investment to improve operational efficiency, online expansion through platforms such as Tokopedia/Shopee, partnership with local stores to maintain product quality, diversification of suppliers and products, utilisation of bazaars as promotional media, cooperation with nearby companies, delivery facilities and integration with online food applications, and utilising the unique location near offices as a competitive advantage.

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1. INTRODUCTION

Food MSMEs belong to a group of industries whose development is certainly quite progressive in Indonesia (Tampubolon., 2023) To improve the competitiveness of national food MSMEs, the government has set a vision for the development of snack food MSMEs, namely the realisation of a resilient food industry through hygienic, healthy, and also nationally popular products, as well as being able to create jobs and contribute to improving the welfare of citizens (Umesha et al., 2018), especially those living in rural areas". Currently, the competitiveness of Indonesian local food MSMEs is still low, which is indicated by low productivity and product quality. Actually, many food producers are able to create very creative, attractive, and tasty food, but often the quality of the food products produced is less qualified (Han et al., 2018). MSME food entrepreneurs often ignore various provisions, for example related to food safety, product composition and

nutritional content, expiry date, Indonesian National Standard (SNI) mark, and halal mark (Harahap et al., 2020).

Food MSMEs are also often faced with problems in the quality of human resources, capital, technology, marketing, pricing, and so on (Wardana et al., 2022). Typical food MSMEs in Indonesia now have a fairly good growth rate on the one hand, but on the other hand, the level of competition is also quite high (Mukhlis et al., 2015). This increase in competition is driven by an increase in the domestic market along with population growth. Indonesia is the 4th most populous country in the world, which is 247.1 million people (Hasibuan, 2015). In terms of players, the number of companies engaged in the food industry is also very large, both legally incorporated and not legally incorporated, with a variety of products sold by each company (Jane, 2019). This condition indicates that the level of competition in the food industry is quite high, the actors of the business sector, namely food, not only compete between fellow local business activists (Baker & Friel, 2016), but also with the same MSME food products, in various other regions (Adidaya, 2016). Compared to other regions on the island of Sumatra, Lampung Province is not yet known as a culinary tourism destination that has a variety of regional specialities in Indonesia. The growth of the food industry in Lampung Province is not as fast as in other manufacturing industries. However, Lampung is also developing food in small and medium scale. Therefore, we need to develop and empower regional food MSMEs in Lampung Province so that they are able to provide increased competitiveness in the challenges of the free market era. One of the bakpia businesses in Central Lampung is Bakpia AA. Bakpia AA, is a bakpia speciality food MSME that was established in 2014, has a uniqueness in its products. David (2011), business strategy is a tool to achieve long-term goals. A company must strive to achieve competitive advantage sustainable, in the form of (1) continuing to adapt to change in external trends and internal capacities, capabilities and resource; and (2) effective planning, implementation and strategy evaluation which plays a big role (David, 2011).

With the implementation of the right strategy, as done by its owner, Unggun Surya Saputra, the company has managed to survive and grow into a player to be reckoned with in the bakpia market. The combination of expertise in bakpia production and continuously improved strategies allows Bakpia AA to maintain sustainable competitiveness amidst intense market competition. The tight competition is one of the impacts of the decline in Bakpia AA's revenue from 2018 to 2022. This is due not only to business competition with similar products around the Gunung Sugih sub-district or Central Lampung district, but also competition that occurs in online markets throughout Indonesia including from its hometown (Yogyakarta) as digitalisation continues to grow. The following is Bakpia AA's revenue movement from 2018.

It shows that in general, Bakpia AA has experienced a decrease in revenue over the past 5 years. This means that with a decrease in revenue, the quantity of product sales at Bakpia AA has also decreased. In 2019, there was a decrease in revenue of 10.24% from the previous year. The following year (2020) the decline in revenue of 29.17% was the largest rate of decline in revenue in the last 6 years (Since 2023). Although there was an increase in revenue in 2021 (17.27%), this increase still could not restore the decline in revenue that occurred in 2020. In fact, in 2022, the decline in revenue again occurred by 7.84% from the sale of bakpia products. This decline in revenue indicates that a business strategy is needed by the owner of Bakpia AA in increasing its sales so that the business becomes more prolonged. One of them is to focus on highlighting strategic strategies for the Bakpia AA business compared to other competitors. Based on the marketing strategy problems of Bakpia MSMEs in Central Lampung, it is necessary to further identify the conditions Bakpia MSMEs in determining effective business strategies. Businessmen required to be able to keep up with changing times and be more creative and innovative in formulating the business strategies they use. Strategy the right business for Bakpia

MSMEs in marketing products so that they can survive conditions of economic crisis and competition. Similar efforts are getting tougher.

Thus, the formulation of MSME empowerment development strategies is based on two approaches, namely strategies based on SWOT Cartesius diagram analysis and a combination of SWOT matrix strategies. This research is expected to provide recommendations for strategies to increase the competitiveness of Lampung regional food MSMEs that are running continuously to be able to compete not only in the domestic market but also to be ready to compete with imported food products in the era of globalisation and free markets. This research aims to map the performance of superior products of Lampung typical food MSMEs and recommend development strategies for regional typical food MSMEs, namely AA in Gunung Sugih Central Lampung, Lampung Province, which are competitive and sustainable in the case of Lampung Province.

2. RESEARCH METHOD

Research Design

The research used a quantitative approach where the competitiveness and sustainability of Bakpia AA MSMEs in Gunung Sugih Central Lampung Lampung Province were evaluated based on experts' perceptions of the level of importance (weight) and assessment (rating) of a number of attributes using the IPA (Importance Performance Analysis) method. The attributes considered as shaping the competitiveness and sustainability of Bakpia AA MSMEs in Gunung Sugih Central Lampung according to (Hasibuan, 2015) are the conditions of 1) staple and additional materials, 2) production process, 3) water supply, 4) production equipment, 5) production supervision, 6) hygienic facilities and activities, 7) buildings and facilities, 8) production environment, 9) packaging, 10) distribution, 11) market, 12) quality standardisation, 13) business growth, 14) business management, 15) capital, and 16) promotion. On the other hand, the design of this research begins with the initiation of a hypothesis, data collection according to the required indicators, data processing, interpretation of the results to the conclusion and recommendations that can be taken from the research results. In this regard, the Regional Development Planning Agency of Central Lampung Regency conducted this research to study how salary and workplace regulations affect productivity.

Data Collection

Data results which are collected in the form of primary data and secondary data. Primary data is obtained directly in the field (field research) through interviews and questionnaires given to business owners and 5 employees who work at Bakpia AA in Gunung Sugih Central Lampung, Lampung Province as informants. Secondary data is obtained through various sources such as studies from literature, internet browsing, data in related agencies, and others.

Data Analysis Technique

Mapping the performance of Bakpia AA MSMEs in Gunung Sugih Lampung Central Lampung was carried out using a Cartesian diagram to illustrate the current position of Bakpia AA's business strategy which is also a reflection tool in organising business strategies in improving competitiveness in the future. The mapping to determine business strategies is carried out by considering the achievement numbers obtained by comparing the weight score (importance) with the assessment score (rating) on 16 attributes that form the competitiveness and sustainability of MSMEs by analysing internal and external factors, giving influence to efforts to develop the competitiveness and sustainability of Bakpia AA MSMEs in Gunung Sugih Lampung Central Lampung. For each of the factors, whether internal or external, a weighting process is carried out, namely giving the score of the factor under study based on the level of importance on a scale of 1-5, then further

assessing or rating the factors under study using a scale of 1 (not good) to 10. From the results of multiplying the weight and score, a value will be generated for each factor. In the next stage, mapping was carried out on the SWOT matrix to find out whether the position of Bakpia AA MSMEs in Gunung Sugih Central Lampung from the four quadrants (Cartesian Diagram). SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) will be very useful as a basis for strategy development. From the results of the analysis, it can be recommended a combination of strategies for the development of Bakpia AA MSMEs in Gunung Sugih Lampung Central Lampung that are competitive and sustainable.

3. RESULT AND DISCUSSION

Research Results

After collecting data from 6 respondents, the results of this study are divided into Internal Factor Analysis (IFAS) or internal factors and External Factor Analysis (EFAS) in which each factor is given a rating of 1 (Very Unimportant) - 10 (Very Important) for weight assessment and rating to calculate the score value. The IFAS for the research results of business strategy analysis in order to provide an increase in competitiveness in the Bakpia AA business in Gunung Sugih Central Lampung as follows.

Table 1. Internal Factor Analysis (IFAS)

No	Factors	Weight	Rating	Score
Internal Factor Analysis (IFAS)				
A. (Strength):				
S1	Bakpia AA has state-of-the-art equipment for efficient production.	0.106	0.086	0.009071181
S2	Using the best ingredients for consistent quality bakpia.	0.056	0.086	0.004774306
S3	Bakpia AA management tracks real-time inventory and sales.	0.128	0.086	0.010980903
S4	Bakpia AA regularly launches new flavours based on research.	0.106	0.094	0.009895833
S5	Collaboration with local suppliers guarantees raw material supply and competitive prices.	0.106	0.091	0.009620949
TOTAL STRENGTH		0.5000	0.44	0.044343171
B. (Weakness):				
W1	Bakpia AA's capital and revenue were only enough for a month's operations, limiting technology investment.	0.083	0.104	0.008680556
W2	With only one outlet and no online presence, Bakpia AA has limited market coverage and brand visibility.	0.072	0.112	0.008087384
W3	Sub-optimal equipment and operations cause Bakpia AA's products to be inconsistent.	0.150	0.115	0.0171875
W4	Dependence on one green bean supplier poses supply risks.	0.111	0.117	0.013020833
W5	Only five skilled employees limit production capacity and marketing effectiveness.	0.083	0.109	0.009114583
TOTAL WEAKNESSES		0.5000	0.56	0.056090856
S-W				-0.0117477

The score value of internal factors, namely strengths and weaknesses (Weakness) in Bakpia AA operations in Gunung Sugih Central Lampung is 0.044343171 and 0.056090856, respectively. Thus the difference value of strengths and weaknesses is -0.0117477. The difference value is used by researchers as a cartesian value on the abscissa X axis. On the other hand, the EFAS for the results of the business strategy analysis to

provide an increase in sustainable competitiveness in the Bakpia AA business in Gunung Sugih Central Lampung is as follows.

Table 2. Ekstern Factor Analysis (EFAS)

No	Factors	weight	Rating	Score
External Factor Analysis (EFAS)				
A (<i>Opportunity</i>):				
O1	An upward trend in demand for Bakpia from consumers.	0.101	0.075	0.003437309
O2	Potential to sell Bakpia on Tokopedia or Shopee.	0.046	0.078	0.004565784
O3	Partnership with local stores for distribution.	0.059	0.076	0.004482769
O4	Adding related products can reach a larger market.	0.059	0.072	0.003572207
O5	Bazaar as a medium to promote Bakpia AA.	0.049	0.074	0.00364225
O6	Location near offices opens up market opportunities.	0.04945	0.0708	0.00544781
O7	Cooperation as a snack supplier for nearby companies.	0.07692	0.0751	0.006049663
O8	Delivery facilities make it easier for employees to buy products.	0.08059	0.0765	0.005183202
O9	Integration with online food app increases reach.	0.06777	0.0666	0.002560471
O10	Unique location near offices as an advantage.	0.03846	0.0737	0.005800621
TOTAL OPPORTUNITY		0.0788	0.38	0.044742085
B. (<i>Threat</i>):		0.6044		
1	Government regulations on food are inconsistent.	0.049	0.034	0.001681039
T2	Customers switch products as trends change.	0.049	0.033	0.001610995
T3	Rising raw material prices increase costs.	0.038	0.028	0.001089562
T4	Bakpia AA's logistics are not optimised, and deliveries are often late.	0.049	0.033	0.001610995
T5	Tax rates and operational costs reduce profits.	0.05128	0.0283	0.001452749
T6	Healthy eating trend reduces demand for bakpia..	0.05128	0.0283	0.001452749
T7	Dependence on one supplier risks supply.	0.04945	0.0368	0.001821125
T8	Limited parking in small alley reduces footfall.	0.05678	0.0411	0.002332182
TOTAL THREATS		0.3956	0.09	0.013051396
O-T				0.031690689

The score value of external factors or factors from outside the control in the Bakpia AA business environment, namely opportunities (*Opportunity*) and threats (*Threat*) at Bakpia AA operations in Gunung Sugih Central Lampung are 0.044742085 and 0.013051396 respectively. Thus the difference value of opportunities and threats is 0.031690689. The difference value is used by researchers as a Cartesian value on the Y abscissa axis.

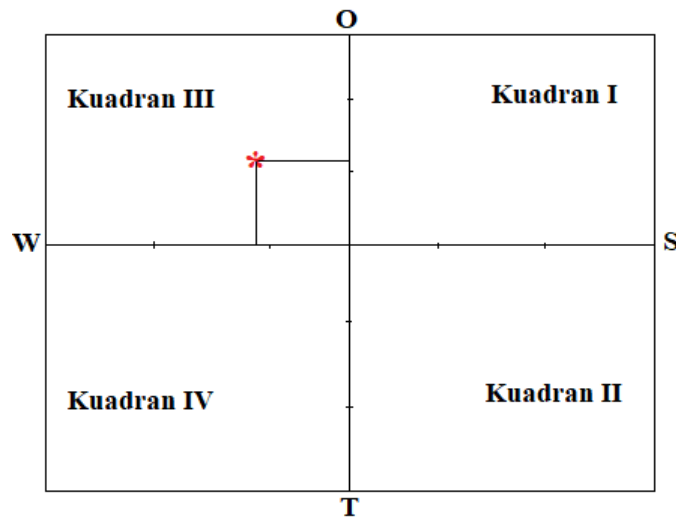


Figure 1. SWOT Cartesian Diagram of Research Results

The results showed that the Cartesian diagram was in Quadrant III (Based on Figure 1). In this case, the cartesian position in quadrant 3 shows that the Bakpia AA Business in Gunung Sugih Central Lampung has great opportunities but some of the weaknesses that exist in the business environment are the main focus for improving business strategies in the competitiveness of other bakpia shops in Gunung Sugih Central Lampung. Bakpia business opportunities in Central Lampung show very promising potential. According to (David, 2010) WO Strategy (weakness-opportunity), ST Strategy (strengths-threats) and WT Strategy (weaknesses-threats). Match key external and internal factors is the most difficult part of developing a matrix SWOT and requires good assessment. Given the business strategy to increase the competitiveness and sustainability of Bakpia as souvenirs and snacks is to use the strategy of maintaining the quality attributes of Bakpia's superior products. In facing challenges and opportunities located in Quadrant 3 (W-O), Bakpia AA needs to design a generic strategy to improve competitiveness that aligns its weaknesses and opportunities. By addressing capital limitations and brand visibility through measured investments in production technology, Bakpia AA can improve operational efficiency and respond to the upward trend in market demand. In addition, tapping into the potential of the online market through platforms such as Tokopedia or Shopee can expand coverage and increase brand presence. By correcting operational optimisations and improving product consistency through partnerships with local stores, Bakpia AA can meet higher quality standards. Supplier and product diversification can reduce supply risk and expand customer base with product variety. Meanwhile, by utilising its strategic location near offices, Bakpia AA can double its profits through business partnerships with nearby companies and strengthen its local presence. This strategy, which is holistic in nature, is expected to provide an overall improvement in the competitiveness as well as performance of Bakpia AA Business. More fully, to improve the competitiveness of Bakpia AA through the W-O strategy (utilising weaknesses to gain advantages), the following are the details of the strategies that can be implemented as follows.

1. Limited Technology Investment (W1) and Upward Trend in Bakpia Demand (O1):
 - Strategy: Improve operational efficiency with measured investment in production technology that can increase capacity and product consistency.
 - Benefits: By improving technology, Bakpia AA can meet increasing market demand, optimise production processes, and improve competitiveness.
2. Limited Market Coverage and Brand Visibility (W2) and Selling Potential on Tokopedia/Shopee (O2):

- Strategy: Open an official online store on platforms such as Tokopedia or Shopee to reach a wider market and increase brand visibility.
 - Benefits: Capitalising on the potential of online sales will open up new opportunities and increase Bakpia AA's brand presence in the digital market.
3. Inconsistent Products due to Non-optimal Operations (W3) and Partnership with Local Stores (O3):
 - Strategy: Partner with local stores to distribute products, ensure product quality, and provide operational training.
 - Benefits: The partnership can help improve the quality and consistency of Bakpia AA products, while expanding the distribution network.
 4. Dependence on One Green Bean Supplier (W4) and Add Related Products (O4):
 - Strategy: Establish relationships with multiple mung bean suppliers and develop related products to reduce supply risk and attract consumers with product variety.
 - Benefits: Diversification of suppliers and products will improve reliability of supply and provide customers with more choices.
 5. Limited Production Capacity and Marketing Effectiveness (W5) and Bazaar as a Promotion Medium (O5):
 - Strategy: Using bazaars as a promotional platform to increase consumer awareness, while working with employees to increase marketing effectiveness.
 - Benefits: Bazaars can be an opportunity to introduce products to potential customers, while engaging employees can increase interaction with customers.
 6. Location Near Offices as an Advantage (O6) and Cooperation with Nearby Companies (O7):
 - Strategy: Offer Bakpia AA products as office snacks and collaborate with nearby companies to become snack suppliers.
 - Benefits: Optimising the location near offices and taking advantage of business cooperation opportunities can increase sales and brand visibility.
 7. Delivery Facility and Integration with Online Food App (O8 and O9):
 - Strategy: Improve product delivery facilities and integrate Bakpia AA with online food applications to expand reach and make it easier for customers to get products.
 - Benefits: Delivery facilities and integration with online food apps can increase customer convenience and competitiveness in the market.
 8. Unique Location Near Offices as an Advantage (O10):
 - Strategy: Capitalise on the unique location near offices by holding special events or promotions to attract local customers.
 - Benefits: Strengthen local presence and make the unique location a competitive advantage.

Many researchers have conducted research on MSME marketing strategies starting from Oktaviani et al., (2018); Elwisam & Lestari (2019); Narto & HM(2020), but for research into Bakpia's food business strategy it is still limited. Bakpia as a typical regional food in Yogyakarta is necessary preserved so that they remain and are not lost from generation to generation. Previous research was conducted by Kusuma, ND (2017) in obtaining competitiveness strategy information. Meanwhile, research was carried out by Sari, Nur Indah (2021) to find out marketing strategies. However, from previous research it can be seen that this is not yet the case there are those who are researching optimizing bus strategies, but from previous research it can be seen whether this has not been done yet some are researching to optimize business strategies for MSME products bakpia.

Through sustainable implementation of this strategy, it is hoped that Bakpia AA can increase its competitiveness, reach a wider market, and achieve sustainable growth. In combination, this strategy forms a holistic approach to strengthen Bakpia AA's business from various aspects, from finance to operations and marketing.

4. CONCLUSION

The conclusion of this research provides an indication that Bakpia AA in Gunung Sugih, Central Lampung has great potential to increase its competitiveness by taking advantage of existing opportunities, although it needs to overcome several weaknesses in its business environment. The development of detailed strategies in the SWOT analysis and SWOT strategy matrix provides comprehensive guidance for improving Bakpia AA's performance. Investments measured in technology production, online expansion, partnerships with local stores, diversification of suppliers and products, use of bazaars as promotional media, collaboration with nearby companies, delivery facilities, integration with online food applications, and use of unique locations near offices are steps- proposed strategic steps. By implementing this strategy consistently, it is hoped that Bakpia AA can overcome challenges, improve product quality, expand markets and realize desires in its business. The suggestion for Bakpia AA is to immediately implement the proposed strategies accompanied by regular monitoring and evaluation of the achievement of each strategy. In addition, it is necessary to strengthen risk management related to strategy implementation, such as technology risk, supply risk and market risk. In order to achieve sustainability, Bakpia AA is also advised to continue to adapt to market changes, follow consumer trends, and pay attention to customer feedback. With commitment and good strategy implementation, Bakpia AA can strengthen its position in the market, increase revenue, and achieve sustainable growth in the regional specialty food industry in Lampung Province. Future research could explore the impact of implementing the proposed strategy on Bakpia AA's long-term performance, including revenue growth, market share expansion and business sustainability. Research may involve analyzing financial data and operational performance over the next several years to evaluate the overall impact of the strategy. In addition, research can consider customer views through surveys or interviews to evaluate consumer perceptions of changes in Bakpia AA products and services. Scientific contribution it is hoped that the results of this research can provide information as a basis for consideration, support and contribution of thought to decision makers in business to find out business strategies to increase sustainable competitiveness.

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