

## Strategies To Improve The Performance Of Micro, Small And Medium Enterprises Damariz Snack And Catering Magelang City

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**Abstrak:** *This article is motivated by the phenomenon of a number of MSMEs that ignore the management system in building strategies so that they face various problems and have less than optimal performance. This study aims to provide strategic solutions to improve the performance of MSME Damariz through an in-depth analysis of internal and external factors that affect their operations. The main focus is to develop strategies that can be implemented practically to face existing challenges and take advantage of available opportunities. In this context, research not only functions as an evaluation tool, but also as a strategic guide for better decision making. This study uses a qualitative descriptive approach, which is based on primary and secondary data collection. Primary data was collected through in-depth interviews and direct observations with MSME owners to get a real picture of operational conditions and directly understand the problems in MSMEs directly. Secondary data was obtained from scientific journals and related books as references to build a strong theoretical foundation. The findings of this study indicate that MSME Damariz has unexplored opportunities with the aim of improving performance from identifying potential and providing strategic recommendations. SWOT analysis is used as an analytical tool in this study using the IFE, EFE, and IE matrices. As a supporter of this research, the IE matrix table is depicted in cell V, where horizontal integration occurs, which means that there is a need to improve strategies in supporting Damariz MSMEs.*

**Keywords:** *UMKM; strategy; SWOT analysis*

**JEL :** L26, M10, M13

### 1. INTRODUCTION

In a competitive business world, human resources are a factor that cannot be separated from an organization's needs (Prasmoro & Zulkarnaen, 2021). Therefore, the quality and management of human resources are important factors that need to be considered in improving employee performance (Prastika, 2023). Performance itself is an effort made by a company in measuring the success, success, and sustainability of a company (Hidayat, 2019). Performance is always related to efforts, activities, or programs supervised by leaders to plan, direct, and supervise employee performance. Performance is assumed to be the value or work results obtained by a person when completing the responsibilities given (Ruth Silaen et al., 2021). Performance is very important because it affects work results, productivity, and efficiency as well as the effectiveness of an organization or individual. Improving performance is beneficial for customer satisfaction, company profits, and strengthening reputation (Primawanti et al., 2022). Good performance can increase employee motivation and job satisfaction and help an organization achieve its goals (Suryadi & Efendi, 2018). Therefore, it is important for MSMEs to understand the urgency of performance and strive to improve it in order to achieve success beyond the initial goals.

The goal of MSMEs to increase their business growth can be achieved by increasing performance that occurs well. However, many aspects affect employee performance ranging from rewards, motivation, and also satisfaction (Kridharta & Rusdianti, 2017). So from that, the benchmark for knowing the level of company success will also be reflected from the increase in company growth. Performance assessment is the basis of key factors in building an organization effectively and efficiently (Sutrisno et al., t.t.). Where performance assessment is also important for

MSMEs to help improve effectiveness, understand the level of operational success, and contribute to economic growth and community welfare (P et al., 2023). It can be understood that performance assessment is not just an evaluation, but also a basis for identifying potential improvements and developments.

This study discusses strategies for improving performance at Damariz MSMEs. Damariz MSMEs are one of the businesses in the food industry in Magelang. The products produced by Damariz MSMEs are in the form of boxed rice, tumpeng rice, catering, and various snacks. This business faces various challenges because it has internal problems that can hinder business performance and stability. Existing internal problems include the lack of understanding of Damariz MSME owners regarding the management system, management of business capital turnover that has not been well planned, use of technology that is not optimal for business operations, and management of human resource competencies that are not yet optimal. Meanwhile, MSMEs generally increase economic growth, job creation, and income equalit (Vinatra et al., 2023) The various problems that exist are known based on the results of interviews with the author and the owner of Damariz MSMEs, as well as from the analysis of their sales data. Such as simple financial management, less than optimal use of social media, and the absence of labor absorption in Damariz MSMEs hinder the role of these MSMEs in economic growth. According to the author, strategic planning can be a way to overcome existing problems.

There are several reasons behind our choice of Damariz UMKM as the object of research. Damariz UMKM can be said to have quite good experience and large market coverage as evidenced by cooperation with the local government such as the Population and Civil Registration Service, General Hospital, Satpol PP, and other government agencies. We want to analyze what problems exist in Damariz UMKM, both in terms of production, marketing, HR, and management systems. By knowing the problems in this UMKM, we can provide solutions to overcome these problems. UMKM actors need to be creative and innovative in developing effective marketing strategies to produce high performance.

One of the measurements related to improving the performance of Damariz MSMEs can be seen from the competence of its human resources. In the last two years, Damariz MSMEs have not maximized some of the resources they have, from these data it can be concluded that Damariz MSMEs require an evaluation of strategies and design in resource management to improve performance and sales and build more effective strategies. Therefore, this study will examine more deeply the right strategy to improve the performance of Damariz MSMEs using IFE, EFE, IE, and SWOT analysis.

## **2. LITERATURE REVIEW**

This literature review is used by researchers to obtain a theoretical basis as a guideline in this study, which can be in the form of knowledge about the results of research conducted by previous researchers. Performance improvement strategies have been widely discussed by economists who can be used as a reference regarding the effectiveness of developing strategies to improve MSME performance. Previous research on performance improvement strategies has inconsistent results on the strategies implemented to improve MSME performance.

According to Fauzi (2020) performance has the same meaning as the words work achievement, effort, productivity, initiative, loyalty, leadership potential and work morale. While performance has another meaning, namely the manifestation of a person's work achievement in an organization where he does his job. Meanwhile, according to (Nurhandayani, 2022), performance is the result obtained by employees from carrying out the tasks given to achieve work goals. Performance is also an activity to evaluate with various methods. The evaluation method and the rights of each individual in living their life are the most common performance assessments used. Performance appraisal is a process to measure performance, categorize development plans, and convey the results of the process to employees (Fauzi & Nugroho, 2020).

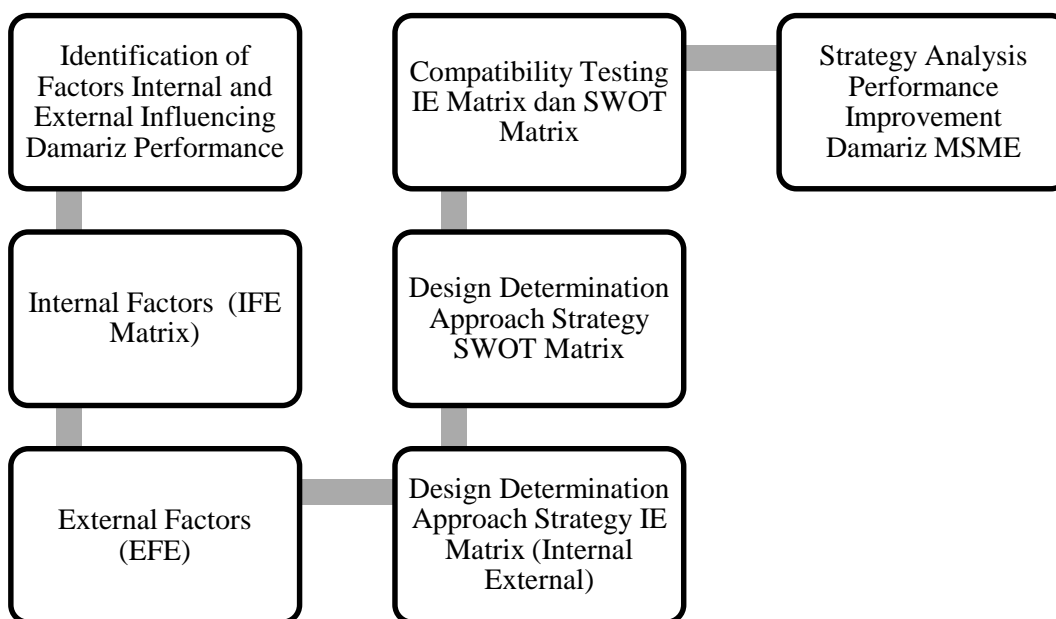
Research (Sony Erstiawan et al., 2021), Explains that recording business income and expenses makes it easier to manage finances in MSME operational activities in order to improve business performance. Financial management needs to be carried out by MSME actors which is useful for creating balance in the business environment related to business performance (Rokhayati et al.,

2022). The running of an MSME well is influenced by the individuals who organize it, as well as the right human resource management strategy according to the conditions of the MSME in providing significant benefits to the success and growth of the MSME (Herliyani et al., 2024). Research (Suindari et al., 2020), states that with the high human resource capabilities of MSMEs, the performance of the MSME will increase.

According to (Komarudin, 2021), , in his research revealed that competitive advantage has a significant effect on the performance of MSMEs, meaning that good competitive advantage can improve the performance of MSMEs. This explanation shows the uncertainty of implementing the right strategy in improving the performance of MSMEs, while in improving performance in MSME management, these strategies are needed. With a good marketing strategy, it has a positive impact on the performance of MSMEs (Suindari et al., 2020). The marketing strategy carried out will provide a competitive advantage to MSMEs.

### 3. METHOD

This research was conducted by making Damariz UMKM the object of observation. A qualitative descriptive approach was used to collect information about internal and external factors that affect performance in the MSME. Primary data was collected through interviews with the owner of the Damariz MSME, and secondary data was collected from journals and previous research books. The first input stage was to pour the results of interviews and observations in the form of strengths, weaknesses, opportunities, and threats in the MSME into the form of an Internal Factor Evaluation Matrix and an External Factor Evaluation Matrix. Then the matching stage will be carried out using the Internal-External Matrix and the SWOT Matrix. The last step is the decision and formulation stage which will be carried out using the results of the IE matrix and SWOT matrix analysis.



**Figure 1.** Stages of the Method

Source : Developed by the author for research based on (Rangkuti, 1998)

According to Rangkuti (1998), SWOT analysis systematically identifies various factors to build a business strategy. Basically, this analysis can maximize one's strengths (strengths) and weaknesses (weaknesses) and minimize weaknesses (weaknesses) and threats (threats). Developing a company's mission, goals, strategies, and policies both internally and externally is an important part of corporate strategic planning.

#### 1. IFE Matrix

The IFE Matrix is a strategic measurement or calculation tool that summarizes and evaluates the main strengths and weaknesses in the functional areas of a business. As a basis for connecting these areas. The internal company factors used by IFE include management, marketing, finance, business operations, human resources, and management information

(Simangunsong & Alamsyah, 2023).

## **2. EFE Matrix**

The EFE matrix is used to review the company's response to information from its external conditions. The EFE matrix is also used to provide information on external factors of the company related to the threats and opportunities that the company can take (Prayudi dkk., 2020).

## **3. IE Matrix**

The IE matrix is created based on the results of the IFE and EFE matrices. The IE matrix aims to determine the company's strategic position so that the right strategy for the company can be identified (Siregar, 2020).

## **4. SWOT Matrix**

The SWOT matrix is created based on a SWOT analysis so that general strategies can be obtained that can be taken and utilized by the company to maximize strengths and opportunities, and minimize weaknesses and threats to the company (Ife et al., 2024)

The uncertain phenomena and research results provide evidence of the lack of further research on appropriate strategies to support performance. The existing problems are the basis for this research to be conducted with the aim of providing alternative strategies to improve performance at Damariz MSMEs. This research seeks to provide alternative strategies to improve performance and provide knowledge about a good management system at Damariz MSMEs. The results of the research are expected to be useful as an initial step for Damariz MSMEs in strategic planning and increasing sales.

### **3.1 Identification of Internal and External Factors Affecting Damariz's Performance**

Identification of internal and external factors that influence the performance of Damariz MSMEs in this study refers to primary data collected from interviews with Damariz MSME owners regarding the challenges and opportunities faced by the MSMEs.

### **3.2 Internal Factors (IFE Matrix)**

Internal factors are factors that exist within UMKM Damariz to determine the strengths and weaknesses of UMKM Damariz. Internal factors used in this study are based on factors that influence performance in UMKM Damariz.

### **3.3 External Factors (EFE)**

External factors are forces beyond the control of Damariz MSMEs that greatly influence growth and strategic planning. In the context of the sustainability of Damariz MSMEs, external factors such as opportunities and threats are key points that need to be taken into account in designing future performance and strategies. This study is based on external factors that come directly from primary data to provide a strong and valid foundation for analyzing performance improvement strategies.

### **3.4 Determining the Design of the IE Matrix Approach Strategy (Internal External)**

The determination of the matrix approach strategy design involves the results of the analysis of internal factor parameters and also external factors faced by Damariz UMKM. The use of this matrix is to assess and obtain a strong strategy in utilizing strengths and weaknesses to face threats and opportunities in order to have high competitiveness.

### **3.5 Determining the SWOT Matrix Approach Strategy Design**

Determining the design of the SWOT matrix approach strategy is a tool that is often used to identify factors both internally and externally and can describe in detail the external opportunities and threats as well as the internal strengths and weaknesses of Damariz MSMEs, there are 4 strategies in forming a SWOT matrix, namely the Strength-Opportunity (SO) strategy, Strength-Threats (ST), Weakness-Opportunity (WO), and Weakness-Threats (WT).

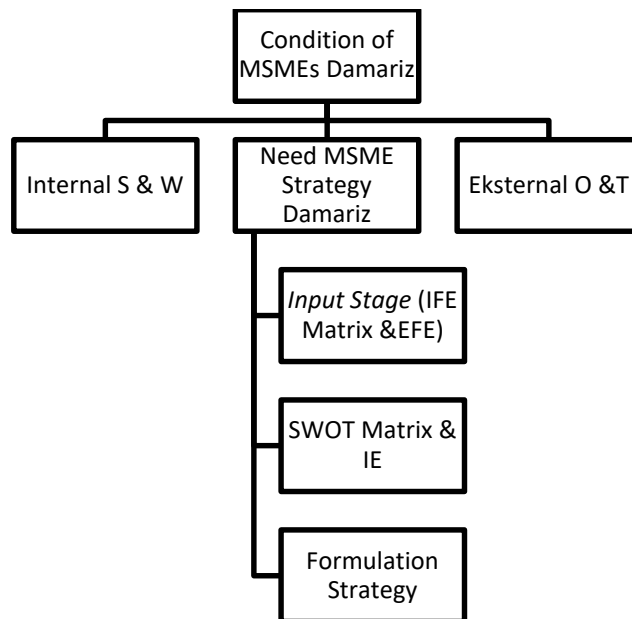
### **3.6 Testing the Suitability of the IE Matrix and SWOT Matrix Strategies**

The strategy suitability test is determined by the suitability between the alternatives obtained from each method, such as the IE matrix and the SWOT analysis matrix. The results of this test will produce the best strategy that can be suggested for Damariz UMKM.

### **3.7 Analysis of Performance Improvement Strategy of Damariz MSMEs**

The purpose of the performance improvement analysis of Damariz MSMEs is to provide

strategic suggestions to MSMEs by looking at the results of the IE Matrix, SWOT Matrix, and decisions on alternative strategies for improving the performance of Damariz MSMEs.



**Figure 2.** Thought Diagram

**Source:** Developed by the author based on (Rangkuti, 1998)

#### 4. RESULTS AND DISCUSSION

Damariz MSME business actors were involved in compiling the matrix and helped provide an assessment of the weight and ranking according to the most important order. Based on the internal and external elements of the Damariz UMKM business strategy, the following results can be obtained:

1. Damariz UMKM orders are produced according to the needs desired by consumers by providing good service and using raw materials without preservatives so that Damariz UMKM has a good name and branding among the community. Promotion is done by using advertisements, posts, and utilizing WhatsApp stories . Damariz UMKM also uses social media such as Instagram, but its use is not yet optimal to market products. Marketing only serves the Magelang City area because for the current era, the use of e-catalogs must be in accordance with the domicile.
2. Damariz UMKM products are diverse and marketed offline and online as well as through business partners or resellers. Business partners who want to make orders for products must provide order information to the owner first . Then the owner will open the e-catalog system from his business to see the number of product orders. UMKM Damariz has not tried to join through e-commerce such as shopeefood, grabfood, gofood, and so on. This is because sales are online The products being marketed must always have stock every day, while the Damariz MSME only serves pre-order sales system. Damariz UMKM rarely participates in stand events because the owner calculates the profit and loss of his business. If you follow this, the products sold cannot be guaranteed to run out.
3. MSME Damariz sets a minimum order every day due to limited employees, which also impacts its production operating hours. The limited number of employees for UMKM Damariz is due to the Covid-19 pandemic which has caused many employees to be laid off and until now, employees at UMKM Damariz are casual employees with daily salaries.
4. Damariz MSME has not yet utilized the e-commerce platform to its full potential, so the market reach and promotions carried out are only around the Magelang City area.
5. Financial management at Damariz UMKM is still not well structured Damariz UMKM still mixes personal finances with operational finances, so that its financial system is not organized



and the amount of profit obtained is not clearly visible because it only calculates the costs used to purchase raw materials for production, but the exact profit has not been calculated.

6. Damariz MSME already has complete business documents such as: Trade Business License (SIUP), Taxpayer Identification Number (NPWP), Business Identification Number (NIB), and other letters. The letters and permits that are currently owned are the result of cooperation with the Department of Industry and Trade.

**4.1 The following Internal Factor Evaluation (IFE) Matrix shows the strengths and weaknesses of Damariz MSME:**

**Table 1.** IFE Matrix

No	Strength	Weight	Rating	Score
1	Can be made according to consumer needs	0,118	1,5	0,177
2	Have complete business documents and good branding	0,118	1,5	0,177
3	Providing a variety of products without preservatives	0,094	2	0,189
4	Have cooperation with business partners and resellers	0,108	2	0,217
5	Providing good service	0,094	2,5	0,236
No	Weakness	Weight	Rating	Score
1	Limitations on production operating hours	0,071	3	0,212
2	Financial management is done simply and unstructured	0,127	1,5	0,191
3	Suboptimal use of social media	0,094	2,5	0,236
4	Do not have permanent employees	0,094	2	0,189
5	Marketing and sales have not yet gone through e-commerce	0,080	2,5	0,200
<b>Balanced sum of internal values</b>				<b>2,024</b>
Total strength				0,995
Total weakness				1,028
<b>Interval</b>				<b>-0,033</b>

Source: processed data (2024) by the author

The following External Factor Evaluation (EFE) Matrix shows indicators of opportunities and threats. MSME Damariz.

**Table 2.** EFE Matrix

No	Opportunity	Weight	Rating	Score
1	Optimal use of social media	0,123	3	0,369
2	Market expansion through e-commerce	0,099	2	0,197
3	Building business relationships and joining communities related to MSMEs	0,113	2	0,227
4	The existence of events and during big days	0,133	2	0,266
5	Government support for business actors	0,084	1,5	0,126
No	Threats	Weight	Rating	Score
1	Dependence on raw material prices	0,123	3	0,369
2	Orders depend on pre-orders from consumers	0,123	2,5	0,308
3	Competition with other local MSMEs	0,099	3	0,296
4	Lack of business owner knowledge of management systems	0,103	2,5	0,259
<b>Balanced sum of external values</b>				<b>2,416</b>
Total opportunity				1,185
Total threats				1,232

<b>Interval</b>			<b>-0,047</b>
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Source: processed data (2024) by the author

#### 4.2 SWOT Matrix Analysis

SWOT analysis is a strategic method used to evaluate the strengths , weaknesses , opportunities , and threats of Damariz MSMEs. This step can provide a clear picture of the condition of Damariz MSMEs and help in creating the right strategy for implementing its operations.

**Table 3.** SWOT Matrix Strategy Combination Formulation

EFAS	Opportunities (O)	Threats (T)
IFAS		
Strengths (S)	Strategy (SO) : = 0,995 + 1,185 = 2,18	Strategy (ST) : = 0,995 + 1,232 = 2,227
Weaknesses (W)	Strategy (WO) : = 1,028 + 1,185 = 2,213	Strategy (WT) : = 1,028 + 1,232 = 2,26

Source: processed data (2024) by the author

The table above shows the largest score for the Weaknesses-Threats (WT) strategy at 2.26, the Strengths-Threats (ST) strategy at 2.227, the Weaknesses-Opportunities strategy at 2.227, strategy *Weaknesses-Opportunities* (WO) of 2.213, and the Strengths-Opportunities (SO) strategy of 2.18. Furthermore, an explanation of the strategies that must be carried out by Damariz UMKM can be seen in the strategy formulation.

#### 4.3 IE Matrix

The IE matrix is used at the matching stage by connecting the total IFE value of 2.024 and EFE 2.416 from the analysis of internal and external factors of Damariz MSMEs. The results of the values can be entered into cell V, where the cell shows a concentration strategy through horizontal integration which is basically a growth strategy. This strategy aims for the growth and improvement of Damariz MSME performance in the future. These goals can be achieved by lowering prices, developing new products, increasing product or service quality, and increasing wider market access.

**Table 4.** IE Matrix

	4.0	3.0	2.0
3.0	I	II	III
2.0	IV	V	VI
1.0	VII	VIII	IX

Source: processed data (2024) by the author

#### 4.4 Strategy Formulation

The results of the analysis above show that the position of Damariz UMKM is in cell V. This shows that Damariz UMKM has quite good strengths and opportunities, but is also faced with significant challenges and weaknesses. Damariz UMKM needs to take advantage of existing opportunities and overcome challenges with the internal strengths it has to achieve optimal success. Damariz UMKM also needs to pay attention to what strategies can overcome its weaknesses. Thus, Damariz UMKM can increase business growth as well as increase market share and gain a profitable position. Here are some strategies that can be formulated from the results of the analysis above:

1. Lowering prices by optimizing operational costs and reviewing inefficient costs, Damariz UMKM can increase customer appeal with more affordable prices.
2. Develop new products by innovating to meet market needs and attract customer interest.
3. Improve product quality and resource quality, such as improving internal management systems to increase efficiency in operational management.

4. Increase access to a wider market by building new relationships and using technology to reach new customers and increase the efficiency and productivity of Damariz MSMEs.

After implementing the above strategies, Damariz UMKM also needs to pay attention to and consider other strategies contained in the SWOT matrix strategy combination formula table such as the Weaknesses-Threats (WT) strategy, Strengths-Threats (ST) strategy, Weaknesses-Opportunities (WO) strategy, and Strengths-Opportunities (SO) strategy. These strategies are also useful for improving business performance by utilizing existing opportunities and overcoming internal and external challenges. The results of the analysis tools used are not mandatory results for use in Damariz UMKM. However, these results are strategic options that can be considered by Damariz UMKM..

## 5. CONCLUSION AND SUGGESTIONS

### CONCLUSION

Based on the research results above, we can see that performance is an important thing in a competitive business world and is an important factor in increasing customer satisfaction, reputation benefits, motivation to achieve company goals, and others. Therefore, the right strategy is needed to improve business performance by considering all internal and external factors as well as strategy evaluation to provide alternative strategies in achieving business goals.

The results of the analysis show that there are strengths and opportunities owned by Damariz UMKM. However, there are also weaknesses and threats, therefore conclusions can be drawn based on data processing from interviews conducted at Damariz UMKM using SWOT analysis to find out what to do in building the right strategy to improve business performance. The steps that must be taken can be seen through the IE matrix which shows the location of Damariz UMKM in cell V, indicating the potential for strategy development and improving the performance of Damariz UMKM. In addition, there are other strategies that can be implemented by Damariz UMKM, namely the Weakness-Treats (WT) strategy by maximizing the provision of workforce development training, building relationships with customers, conducting routine evaluations of management systems and operating hours and increasing the use of technology such as social media and e-commerce as a strategy that anticipates pre-order dependence. However, the strategies produced are not absolute and only provide options for Damariz UMKM as an illustration in taking a strategy for their business. This research also has several implications for improving strategies, both Strengths-Opportunities (SO), strategi *Strengths-Threats* (ST), strategi *Weaknesses-Opportunities* (WO).

### SUGGESTION

This study suggests several strategies for Damariz MSMEs that can be implemented to develop their business, namely the Weakness-Treats (WT) strategy by maximizing the provision of workforce development training, building relationships with customers, conducting routine evaluations of management systems and operating hours, and increasing the use of technology such as social media and e-commerce as a strategy that anticipates pre-order dependence . However, the strategies produced are not absolute and only provide options for Damariz MSMEs as an illustration in taking strategies for their business. This study also has several implications for improving strategies, both Strengths-Opportunities (SO) strategies, Strengths-Threats (ST) strategies, Weaknesses-Opportunities (WO) strategies. In addition, this study also suggests further research to expand the scope of the analysis, including deepening the evaluation of the effectiveness of each strategy implemented, and enriching the data by using a wider sample so that the research results can be generalized. For stakeholders, it is important to always adapt to market changes and strengthen operational foundations in order to compete in the long term.

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