



Regular article

Strategic Digital Marketing Innovation for Sustainable Growth of Traditional Food MSMEs in Indonesia

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ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in Indonesia's economic development; however, many face challenges in maintaining competitiveness, particularly in the traditional food sector. One example is the Putri Madu Cassava Tape Business in Jember Regency, East Java, which has experienced a decline in sales even though it has a wide market network. This study aimed to formulate an effective marketing strategy by combining SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and Quantitative Strategic Planning Matrix (QSPM). The literature review highlighted the importance of strategic management, marketing mix, digital marketing, and empirical findings related to the competitiveness of MSMEs. Data was collected through interviews, questionnaires, and documentation involving business owners, employees, and marketing experts. The SWOT analysis identified key strengths such as product quality and an extensive distribution network, as well as weaknesses in the form of limited product innovation and conventional promotion. External analysis showed opportunities from digital technology adoption and government support, accompanied by the threat of fierce competition and changing consumer preferences. The QSPM results prioritized six alternative strategies, with digital marketing integration (TAS: 6.52) and product diversification (TAS: 6.20) as top priorities. These findings showed that the combination of SWOT-QSPM with digital marketing can provide a strategic framework for MSMEs to increase competitiveness, expand the market, and achieve sustainable growth.

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Introduction

Micro, Small, and Medium Enterprises (MSMEs) are one of the main pillars of the Indonesian economy, which contribute significantly to gross domestic product (GDP) and labor absorption (Indonesian Chamber of Commerce, 2023). Among various MSME sectors, the agroindustry plays an important role, especially cassava-based industries that provide opportunities in creating added value and developing rural economies (Rahayu et al., 2025; Rois & C.P.Z, 2023). Jember Regency in East Java is known as one of the production centers of cassava and its derivative products, including cassava chips,

shredded cassava, prol tape, and cassava tape (Wibowo et al., 2015). Cassava tape produced through the fermentation process not only has cultural value as a traditional food, but also has economic value because of its distinctive taste and high consumer demand (Moelyaningrum, 2012).

The Tape Putri Madu business, which was established in 2016, has successfully expanded its distribution network through a reseller system to major cities such as Jember, Banyuwangi, Surabaya, Bali, and Jakarta. However, in recent years, this business has faced a significant decline in sales. The number of monthly orders, which was previously able to reach

4,000-5,500 boxes, decreased due to increasingly fierce competition, lack of product innovation, conventional promotional strategies, and limited distribution. This condition shows that there is an urgent need to develop a more structured and comprehensive marketing strategy to maintain business sustainability. According to Kotler and Keller (2016), an effective marketing strategy is not limited only to the promotional aspect, but must also integrate products, prices, distribution, and promotions (4P) as a mix that determines the company's ability to create and provide superior value for consumers.

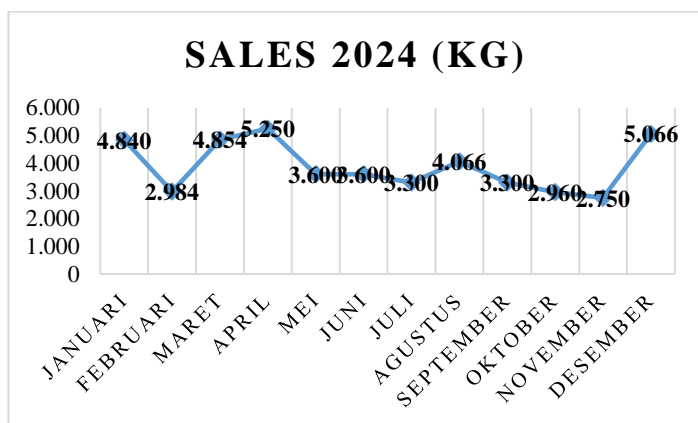


Figure 1. Tape Putri Madu Sales Data in 2024

Previous research on cassava-based MSMEs in Indonesia has mostly focused on aspects of financial feasibility, business profitability, or development strategies in general (Rahmawati et al., 2017; Latifa et al., 2023). While making important contributions, there is a research gap in the application of integrative strategic analysis to identify and prioritize marketing strategies. SWOT analysis allows the systematic identification of strengths, weaknesses, opportunities, and threats (Rangkuti, 2014), but it is descriptive. To overcome these limitations, the Quantitative Strategic Planning Matrix (QSPM) is used to measure the relative attractiveness of various alternative strategies (David, 2019). Although it has proven to be effective, the application of the combination of SWOT and QSPM is still limited in empirical studies, especially on traditional food MSMEs such as cassava tape producers in Jember.

This research tried to bridge these gaps by applying SWOT and QSPM to evaluate the internal and external environment of the Putri Madu Tape Business and determine priority marketing strategies. By placing the research in the context of traditional agro-industries facing declining sales and modern competitive pressures, the research made a dual contribution: practically, by offering evidence-based recommendations for MSMEs to adjust their marketing strategies; and theoretically, by strengthening the role of the strategic management framework in guiding small-scale agro-industries towards long-term competitiveness and sustainability.

Literature Review

Strategy and Strategic Management

A strategy is defined as a series of planned actions that are structured to achieve the long-term goals of the organization by utilizing available resources (David, 2019). The strategy not only focuses on short-term decisions but also includes a future orientation, as well as multidimensional consequences that can affect the organization's sustainability. According to Kotler and Keller (2016), an effective marketing strategy must be able to create sustainable value for customers while providing a competitive advantage for the company. In the context of MSMEs, the formulation of the right strategy is the key to dealing with competitive market dynamics and limited resources.

Strategic management, as described by David (2019), is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. The strategic management process consists of three stages: (1) strategy formulation, including identification of vision, mission, and internal strengths and weaknesses; (2) strategy implementation, which involves the formulation of goals and resource allocation; and (3) evaluation of strategies to assess effectiveness and make continuous improvements. For MSMEs, a strategic management framework is important to guide marketing decisions that are adaptive to changes in the external environment.

Marketing Strategy and Marketing Mix

A marketing strategy is a set of policies and rules that direct a company's marketing efforts from time to time to remain relevant to dynamic market conditions (Assauri, 2013). Kotler and Keller (2012) emphasize the concept of marketing mix (4P: Product, Price, Place, Promotion) as the main component in designing a marketing strategy. Quality products that meet consumer needs, competitive prices, effective distribution channels, and targeted promotions will determine the company's competitiveness. In the case of Putri Madu, the limitations of digital promotion and the lack of product innovation indicate weaknesses in the management of the marketing mix, which has implications for a decrease in sales.

Internal and External Environmental Analysis

The company's internal environment includes factors that can be controlled, such as products, prices, human resources, distribution, and promotion (Amirullah, 2015). On the other hand, the external environment includes factors that are beyond the company's control but have a significant influence, such as consumers, suppliers, technology, competitors, and economic conditions (Amirullah, 2015). A comprehensive analysis of both aspects is essential to understand a company's competitive position and formulate an appropriate strategy. In the context of Tape Putri Madu, the strength lies in the affordable

price and distinctive taste of the product, while the disadvantages include the lack of modern promotions and product variety.

SWOT Analysis

SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is a strategic tool used to systematically identify internal and external factors (Rangkuti, 2014). SWOT helps companies maximize strengths and opportunities while minimizing weaknesses and threats. David (2019) explained that the SWOT matrix can produce four main strategies: SO (harnessing strengths to seize opportunities), WO (minimizing weaknesses to take advantage of opportunities), ST (using strengths to overcome threats), and WT (reducing weaknesses and avoiding threats). In this research, SWOT is used as the basis for formulating an alternative marketing strategy for Tape Putri Madu.

Quantitative Strategic Planning Matrix (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) is a high-level strategic management tool used to evaluate and prioritize feasible alternative strategies (Leliga et al., 2019). Its primary purpose is to objectively determine which of several potential strategies is the most attractive for an organization to pursue. Unlike other matrices that identify strategic positions (e.g., SWOT, SPACE), the QSPM is a decision-making stage tool that provides a numerical basis for choosing between multiple viable strategies (Riahi Dorcheh et al., 2021). It systematically compares strategic alternatives by assessing their ability to exploit critical success factors, mitigate threats, leverage strengths, and improve upon weaknesses.

MSMEs and role in the economy

MSMEs make a significant contribution to economic development, not only in Indonesia but also in various developing countries. In Indonesia, MSMEs contribute more than 60% to the national GDP and absorb more than 97% of the workforce (Central Statistics Agency, 2022). However, MSMEs also face a number of challenges, such as limited capital, low access to technology, and limitations in management and marketing strategies (Tambunan, 2019). In this context, the development of innovative and adaptive marketing strategies is essential for MSMEs to be able to survive in global competition. For Tape Putri Madu's business, its status as an MSME puts it in a position that is prone to competition, but at the same time opens up opportunities to innovate in utilizing local strengths and digital technology.

Digital marketing for MSMEs

The development of digital technology has changed the modern marketing paradigm. Digital marketing is not only a communication tool, but also a strategic means to build relationships with customers, expand market reach, and increase sales (Chaffey & Ellis-Chadwick, 2019). According to Kotler et al. (2021), digital marketing allows companies, including MSMEs, to be more responsive to consumer needs,

increase promotion efficiency, and measure campaign effectiveness with analytics data.

In the context of MSMEs in Indonesia, digital marketing is one of the keys to success in expanding the market, especially through social media, marketplaces, and instant messaging applications (Pradiani, 2018). However, the adoption of digital marketing by MSMEs is often hampered by the limitations of competent human resources, lack of digital literacy, and limited funds (Sari & Santoso, 2020). For Putri Madu, who has been relying on conventional promotions, the use of digital marketing can be a strategic solution to overcome the decline in sales. The use of digital platforms such as Instagram, TikTok, or e-commerce marketplaces can expand market access, increase brand awareness, and strengthen relationships with millennial consumers who are potential targets for traditional food products. Thus, the integration of digital marketing into the marketing strategy of Tape Putri Madu is in line with the demands of modernization of MSMEs in order to be able to survive and compete in the digital economy era.

Relevance of previous research

Several previous studies have examined cassava-based business development strategies. Rahmawati et al. (2017) analyzed the strategy for the development of the glutinous tape business with SWOT and QSPM, resulting in strategic priorities in the form of improving product quality and active promotion. Latifa et al. (2023) researched Tape Manis 31 Bondowoso and found that business development is feasible with a strong opportunity-based strategy. Choirunnisa et al. (2024) emphasized the importance of maintaining product quality to maintain consumer loyalty in the cassava tape business in Jember. However, there are still limited studies that specifically integrate SWOT and QSPM to formulate marketing strategies for cassava tape MSMEs in Jember Regency. Therefore, this research is expected to make an empirical and practical contribution to the development of traditional food MSME marketing strategies in the modern era of competition. Most previous research focused on the development of cassava-based businesses (Rahmawati et al., 2017; Latifa et al., 2023; Choirunnisa et al., 2024) or on the adoption of digital marketing by MSMEs (Pradiani, 2018; Sari & Santoso, 2020). However, there has been no research that comprehensively combines SWOT-QSPM analysis with the integration of digital marketing strategies to develop marketing strategies for cassava tape MSMEs. Thus, this research has a unique position to fill this gap while making an empirical contribution to the development of marketing strategies for traditional food MSMEs in the digital economy era.

The sustainability of MSMEs is greatly influenced by their ability to formulate adaptive and sustainable marketing strategies. According to Kotler and Keller (2016), an effective marketing strategy is able to create value for customers through the integration of the marketing mix (4Ps:

product, price, place, promotion). However, in practice, MSMEs such as Tape Putri Madu often face limitations in product innovation and digital promotion, which has an impact on declining competitiveness. To formulate the right strategy, a systematic analysis of the internal environment (strengths and weaknesses) and the external environment (opportunities and threats) is needed. SWOT analysis is used to identify these strategic factors (Rangkuti, 2014). Furthermore, the weaknesses of SWOT that are descriptive can be overcome with the Quantitative Strategic Planning Matrix (QSPM), which allows researchers to give quantitative weight to the attractiveness of the strategy so that more objective strategic priorities are obtained (David, 2019).

In addition, the literature shows that digital marketing plays an important role in increasing the competitiveness of MSMEs (Chaffey & Ellis-Chadwick, 2019; Pradiani, 2018). The adoption of digital technology, especially social media and e-commerce, allows MSMEs to expand market reach, increase brand awareness, and strengthen relationships with consumers. However, challenges in the form of limited human resources, digital literacy, and capital are still the main obstacles (Sari & Santoso, 2020). Thus, the conceptual framework of this research combines three main components, namely SWOT analysis to identify the internal and external conditions of the business; QSPM to determine the most rational marketing strategy priorities; and Digital Marketing Integration as a modern approach to strengthen the marketing mix of traditional food MSMEs. Through this approach, it is hoped that the research can make an empirical contribution in the form of a marketing strategy that is applicable to Putri Madu Tape MSMEs, as well as make a theoretical contribution by combining SWOT-QSPM analysis and digital marketing in the context of the traditional food industry in Indonesia.

Research Methods

This study uses a quantitative descriptive approach to analyze the marketing strategy of Putri Madu Tape in Jember Regency. According to Sugiyono (2019), a quantitative descriptive approach is used to explain phenomena based on numerical data, so that it is able to provide a clear picture of internal, external, and marketing strategy priorities.

The research was carried out at the Putri Madu Tape Business, which is located in Jember Regency, East Java. The selection of the location was made purposively because this business is one of the largest producers of cassava tape in the area, but has faced a decline in sales in the last three years. The research was conducted during March–August 2025.

The subjects of the study included business owners, employees, and local marketing experts. The data used consisted of primary data: obtained through structured interviews and questionnaires to identify internal (strengths & weaknesses) and external (opportunities & threats)

factors; and Secondary data: derived from sales reports, BPS data, journals, and literature related to MSMEs and digital marketing.

The data were collected through several techniques, which were: Interview: to dig up information related to operations, promotions, and marketing constraints; Closed questionnaire: for the assessment of internal and external factors using the Likert scale; Documentation: to obtain sales data and business profiles.

The analysis was carried out in two stages, namely SWOT Analysis: to identify strengths, weaknesses, opportunities, and threats (Rangkuti, 2014); and QSPM Analysis: to determine strategy priorities through the calculation of Total Attractiveness Score (TAS) (David, 2019). The results of the analysis produced alternative marketing strategies that are then prioritized based on the highest score to be implemented. The integration of digital marketing concepts is used to adapt marketing strategies to the demands of the digital age (Chaffey & Ellis-Chadwick, 2019).

Research Population and Sample The population in this study was all GrabFood service users at Sun Plaza, Medan, who had heard of or used the "Dine Out Deals" promotion. Since the exact population size is unknown, the researcher used non-probability sampling with a purposive sampling technique, which is sampling based on certain criteria, including: Respondents are active users of the GrabFood application, have seen or used the "Dine Out Deals" promotion, and are located in or have made transactions at Sun Plaza Medan. The sample size was determined based on the rules of Hair et al. (2014), namely, 5–10 times the number of indicators. With 21 indicators, the minimum sample size was $21 \times 8 = 168$ respondents.

Data Collection Technique Data was collected using a closed-ended questionnaire with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The research instrument was tested through validity and reliability tests to ensure the accuracy and consistency of the measurements. **Data Analysis Technique** Data analysis was performed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) through SmartPLS software. This method was chosen because it is capable of analyzing complex relationships between latent variables with a relatively small sample size.

Findings and Discussion

The results of the identification of internal and external factors in the Putri Madu Cassava Tape Business show that the company has several strengths that can be used to increase competitiveness. In terms of strengths, the use of high-quality cassava raw materials, distinctive taste, affordable prices, and distribution networks to major cities in Java and Bali are important assets to maintain consumer loyalty. An experienced

and loyal workforce also contributes to the consistency of product quality. However, there are significant weaknesses. The main weakness lies in the lack of product innovation, both in terms of flavor variants and packaging design, as well as promotions that are still traditional and minimally utilize digital platforms. In addition, the limited number of resellers and the lack of HR training in terms of modern marketing are also obstacles to wider market penetration.

From the external side, opportunities come from the increasing demand for tape products at certain moments, such as Ramadan and the New Year, as well as government support for the development of MSMEs through digitalization programs and entrepreneurship training. The development of information technology opens up opportunities for Tape Putri Madu to conduct digital-based marketing through social media and e-commerce. However, there are threats such as fierce competition from other, more innovative tape manufacturers, changes in consumer preferences for products with longer durability, and fluctuations in the price of cassava raw materials. Overall, the results of the SWOT analysis show that Tape Putri Madu is in the position of Cell I (Growth and Build) in the Internal-External (IE) Matrix according to David (2019), which suggests the application of aggressive strategies to utilize internal strengths in seizing external opportunities as much as possible.

Table 1. Matrix SWOT Business Tape Putri Madu

Internal Factors	Strengths	Weaknesses
Product	Using high-quality cassava with a distinctive taste and unique texture.	There is no product innovation, only selling original flavored tape.
Price	Affordable prices for consumers and resellers	There is no price differentiation between direct consumers and resellers
Promotion	Marketing has reached several major cities in Java and Bali	Not yet making optimal use of digital media, promotion is still traditional
Distribution	It has direct distribution channels to several major cities (Jember, Banyuwangi, Surabaya, Bali, Jakarta)	The number of resellers is still limited, so market penetration is not optimal.
HR	Loyal workforce with long experience in cassava tape production	No special training for human resource capacity building
External Factors	Opportunities	Threats
Markets	Demand increases in the months of Ramadan and the New Year	Fierce competition from other tape manufacturers with diverse product innovations
Technology	The development of digital technology can be used for promotion and distribution	Changing consumer preferences for products with modern packaging and longer durability
Economic Conditions	Government support for MSMEs to increase competitiveness and business digitalization	Fluctuations in the price of cassava raw materials at the farmer level
Supplier	Cooperation with local farmers for the supply of quality raw materials	Dependence on one major supplier region has the potential to disrupt production stability

After identifying SWOT factors, the Quantitative Strategic Planning Matrix (QSPM) is used to determine the priorities of marketing strategies based on the Total Attractiveness Score (TAS). The results of the QSPM analysis show six alternative strategies with different scores.

Table 2. Results of QSPM Analysis of Honey Princess Tape Business

Alternative Strategies	TAS (Total Attractiveness Score)
Utilization of digital technology for product promotion and distribution	6.52
Diversify products with modern flavor and packaging innovations	6.20
Increased production capacity during seasonal demand	5.95
HR training and development to improve production quality	5.82
Optimization of cooperation with suppliers to maintain the quality of raw materials	5.65
Halal and P-IRT certification to increase consumer confidence	5.48

The strategy with the highest score is the use of digital technology for product promotion and distribution. These results are in line with the findings of Pradiani (2018) and Kotler et al. (2021), who emphasized that digital marketing through social media, e-commerce, and other digital platforms is effective in expanding market reach, increasing brand awareness, and facilitating direct interaction with consumers. The second strategy, namely product diversification through modern flavor and packaging innovations, is very relevant to the findings of Choirunnisa et al. (2024), which show that product innovation has a positive effect on consumer loyalty in the traditional food sector. Attractive packaging designs and new flavor variants can increase the appeal of young consumers while expanding market segments. Furthermore, increasing production capacity during seasonal demand, such as Ramadan and the New Year, is important to take advantage of market momentum. These findings are consistent with Latifa et al. (2023), who suggest that MSMEs take advantage of seasonal demand as a strategic opportunity to increase turnover and expand distribution networks.

Strategies related to HR training in digital marketing have also emerged as an important priority, considering that digital literacy is often the main obstacle for MSMEs (Sari & Santoso, 2020). Without adequate digital competence, modern promotion strategies will not run optimally. Meanwhile, halal and P-IRT certification, despite scoring the lowest, are still needed to strengthen consumer confidence and expand market access to a wider segment, particularly modern markets and large retail. Based on the TAS score, the priority strategies that need to be implemented immediately are the use of digital technology for the promotion and distribution of products with the highest score of 6.52, while the strategies with the lowest scores are halal certification and P-IRT, although they are still important to increase long-term

competitiveness.

The results of this study show that the marketing transformation of Tape Putri Madu must focus on digitalization, product innovation, and improving human resource competence. These findings reinforce the previous literature that digital technology-based marketing can help MSMEs face competition and expand the market more efficiently (Chaffey & Ellis-Chadwick, 2019). In addition, product innovation is a key factor to maintain relevance amid changing consumer preferences (Kotler & Keller, 2016). Increasing production capacity during high-demand seasons is also in line with the aggressive strategy suggested in the IE Matrix (David, 2019), which encourages MSMEs to maximize external opportunities through the use of internal strength. The combination of SWOT-QSPM provides a solid analytical basis for more objective strategic decision-making. This approach can be adopted by other MSMEs that face similar challenges, especially in the traditional food sector, which is transforming towards the digital era.

Conclusion

This study aimed to formulate the right marketing strategy for the Putri Madu Cassava Tape Business in Jember Regency by combining SWOT analysis and Quantitative Strategic Planning Matrix (QSPM). The results of the analysis showed that this effort is in the position of Cell I (Growth and Build) in the IE Matrix, which demanded the application of an aggressive strategy to maximize internal strength in taking advantage of external opportunities. Based on the results of QSPM, six alternative strategies with top priorities were obtained, namely the use of digital technology for product promotion and distribution (TAS: 6.52); Product diversification through modern flavor and packaging innovations (TAS: 6.20); Increased production capacity during seasonal demand (TAS: 5.95); HR training to improve digital marketing capabilities (TAS: 5.82); Optimization of cooperation with suppliers to maintain the quality of raw materials (TAS: 5.65); and Halal and P-IRT certification to increase consumer confidence (TAS: 5.48).

These findings confirmed that digital-based modern marketing strategies, product innovation, and strengthening human resource capacity are the main keys to increasing the competitiveness of traditional food MSMEs. The use of digital platforms such as social media, e-commerce, and marketplaces not only expands market reach but also able to increase consumer loyalty through interactive communication and more effective promotions. Practically, this study recommends that the Putri Madu Cassava Tape Business immediately switch to a digital marketing strategy that is integrated with product innovation and HR training. In addition, government support in the form of MSME digitalization training and product certification facilitation needs to be optimized to accelerate business transformation

towards long-term competitiveness and sustainability.

The analysis and resulting strategies are tailored specifically to the Putri Madu business in Jember Regency. The applicability of these prioritized strategies (e.g., specific digital platforms, flavor innovations) to other cassava tape businesses or MSMEs in different geographical or cultural contexts may be limited without further adaptation and research. The SWOT and QSPM analyses capture the business's internal and external environment at a single point in time. The dynamic nature of the market, including shifting consumer trends, emerging competitors, and changes in technology or supply chains, is not accounted for. The strategies may require frequent reassessment to remain relevant. The study excels at formulating high-priority strategies but does not detail the implementation plan. Critical factors such as the required budget, a detailed timeline, specific key performance indicators (KPIs), and potential operational hurdles for executing these strategies (e.g., the cost of halal certification, sourcing trainers for HR development) are not explored.

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