

# Quo Vadis Micro, Small, and Medium Enterprises Competitive Advantage: Evidence from Indonesia

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**Abstract**— This research aims to identify the influence of personal network variables and product quality on the competitive advantage of MSMEs through moderating variables. The data used in this research is primary data in the form of a questionnaire filled in by 167 respondents who have heterogeneity in gender, age, education and information about business. Researchers use Structural Equation Modeling as a method for extracting data. The research results show that all independent and moderating variables have a positive influence on the competitive advantage variable of MSMEs. This is indicated by a t-statistic value that is greater than the t-table with a p-value  $< 0.05$ . The validity and reliability indicators through outer loading also show values above 0.6 on average. Therefore, the implications of this research are as follows: The government as a stakeholder must be able to bridge the community to be able to access business capital through networks, business incubators, academia, media, and society. The community must have good literacy regarding the quality of a product and product knowledge so that it can have competitiveness in numerous free MSME's Market, Academics and researchers are expected to accelerate the down streaming of products so that they have greater benefits for the informal sector economy.

**Keywords:** *Competitiveness, Quality, SEM, MSMEs, Personal Networks*

## I. INTRODUCTION

Indonesia's informal sector economy over the last 5 years has experienced fluctuations which have resulted in drastic economic changes. If we look at the formal sector as a variable calculated in gross domestic product, the MSME sector also increases along with the increase in population. This shows that the formal sector is no longer effective in absorbing labor. However, pandemic conditions have worsened conditions in the formal and informal sectors. The informal sector which is almost 90% without legal permits and completed business resistance tends to go bankrupt or go out of business (Harahap et al., 2020). Based on the empirical facts above, the government, business actors, academics and society must work together to strengthen the sustainability of the Indonesian economy, especially in the informal sector whose contribution to the economy is actually more than 50 percent (Arianto, 2020). The largest number of MSME

workers in 2016 was 123.23 million people. Meanwhile, from 2017 to 2020 there was an increase in the number of workers in the MSME sector by 5%. This shows that the MSME sector contributes greatly to employment, namely 79% (Widodo & Djaja, 2019)

Previous research conducted by Arianto (2020) regarding the competitive advantages of MSMEs, if seen from the increase in income and turnover of MSMEs over the last few years, MSMEs that have experienced digitalization have significantly increased their income. Apart from that, research by Dwijayanti & Pramesti (2021) reveals that MSMEs that have implemented digital business have more competitive advantages. This is in line with research conducted by Kartini & Gede (2019) regarding the marketing of handicraft products which has increased sales due to marketing via social media via Instagram and Tiktok. Considering these facts, MSME actors must have a correct and reliable business strategy. As is the case with research conducted by Marfuin (2021) Sultoni et al., (2021), and Werthi et al., (2021) regarding strategies and mediating the impact of the economic crisis on the performance of MSMEs. Some empirical facts found are as follows: (1) digitalized MSMEs were able to survive during the COVID-19 pandemic because sales transactions can be carried out online, (2) the decline in digitalized MSMEs was not very significant during the pandemic, (3) innovative MSMEs in digital products and marketing more attractive to the public during the pandemic.

This research was conducted to find out how much influence product quality and personal networks have on increasing the competitive advantage of MSMEs through digital marketing strategy variables. The researcher realizes that the variables observed in this research have never been of concern in an academic context because this research model originates from the uniqueness of previous relevant research that has been conducted. The researcher also observed that the suitable respondents for this research were the group of MSMEs because they are the parties who implement economic activities in society directly. Researchers also understand that MSMEs are very vulnerable to economic turmoil or shock. Therefore, the importance of mapping the competitiveness of MSMEs can be useful for improving information practically and academically (Wicaksono et al., 2022).

Based on the above phenomenon, the problem in this research can be identified as the lack of contribution

of product quality which includes form, durability and features as well as effective digital marketing strategies on the impact of MSMEs' competitive advantage. Therefore, it is necessary to make efforts by MSME actors in the regions to increase or maintain competitiveness for business continuity, therefore the formulation of the problem that is relevant in this research is: How big is the influence of Personal Networks and Product Quality and Digital Marketing Strategy (as moderators) on the Competitive Advantage of MSMEs. Which variables most influence the Competitive Advantage of MSMEs.

Based on the formulation and identification of the problem described above. The relevant research objectives are as follows : analyze how much influence Personal Networks and Product Quality and Digital Marketing Strategy (as moderators) have on the Competitive Advantage of MSMEs, Identify the variables that most influence the Competitive Advantage of MSMEs.

The research outcomes aspire to serve two main purposes: firstly, they aim to contribute to future extensive studies utilizing more current data, particularly in the context of research focused on Indonesia's MSME sector. Secondly, these findings can serve as informative resources for research endeavors within Indonesia's MSME sector, specifically concerning the correlation between digital marketing strategies and governmental policies in the pursuit of creating fair and inclusive economic development policies.

## II. METHODOLOGY

This research aims to examine the competitive advantage of SMEs using the Generic Competitive Theory or Competitive Strategy Theory developed by Michael Porter. In this theory, key factors that can help companies achieve a competitive advantage include low cost, product differentiation, focus, vertical integration, industry networks, innovation, and product quality (Mavilinda et al., 2021; Putriana et al., 2022). The focus of this research is on two independent variables, namely product quality and personal networks, with the dependent variable being the competitive advantage of SMEs. Product quality is defined through indicators such as product features, product performance, durability and reliability, and product aesthetics (Ali & Anwar, 2021). Meanwhile, personal networks are measured through understanding the business partner's profile, experience as a business partner, and the ability to leverage networks to introduce partner products .

In this research model, the digital marketing variable is introduced as a moderating variable that can influence the relationship between product quality, personal networks, and competitive advantage. Digital marketing strategies, including providing information and guidance on products, the ability to enhance brand image online, and online product accessibility, are considered as factors that can moderate the influence of product quality and personal networks on the competitive advantage of SMEs. Thus, this research is of significant relevance in understanding

the factors that can enhance the competitive advantage of SMEs in the context of competitive strategy (Tiya et al., 2019).

Meanwhile, this research also aims to test hypotheses and generalize the results to become general truths. It is hoped that the truth received from the results of hypothesis verification can answer the phenomenon of the research problem. This research examines objects, namely independent, moderating and dependent variables. The research subjects are the community as MSME actors who actively use online technology to market goods and services (Melatnebar et al., 2022; Wicaksono, 2022).

The population is the community studied and the sample is representative of the respondents studied. The population in this study are people who have independent businesses whose population size cannot be identified with certainty. Because the population is unknown, the number of research samples is determined using the Hair method, namely the number of samples is calculated using the formula, the highest number of indicators for the variables studied is multiplied by 10 (Melatnebar et al., 2022).

The sample selection method uses the Convenience method. Namely selecting the most frequently encountered respondents accompanied by purposive sampling (i.e. samples with certain criteria). Purposive sampling was used to select respondents who fit the criteria relevant to the research variables. The research method uses a research questionnaire which is prepared based on the indicators of each variable studied. Respondents' answers used a Likert scale of 1 to 5 consisting of: strongly disagree (1), disagree (2), neutral (3), agree (4), strongly agree (5). The purpose of using a Likert scale is to quantify the quality of the variables studied so that they can be tested using statistics (Putra, 2021).

Researchers used a multiple linear regression model with two independent variables, namely labor and local government spending and one dependent variable, namely agricultural sector productivity. The regression carried out is equipped with several statistical tests, namely: classic assumption tests consisting of autocorrelation tests, heteroscedasticity, normal distribution and multicollinearity tests (Adithia & Jaya, 2021). Apart from that, test the hypothesis partially using the t-test and simultaneously or jointly using the F-test (Fahrun, 2020).

## III. RESULTS AND DISCUSSION

### A. General Description of Respondent Characteristics

The following is data regarding Data regarding the Influence of Personal Networks and Product Quality on the Competitive Advantage of MSMEs through Digital Marketing Strategy as a moderating variable explained in the table 1 that explaining about descriptive statistics of variables on the research model.

Table 1. Descriptive Statistics of Research Variables in the Model

Variable	Minimum Score	Maximum Score	Average	Std. Dev
<i>Personal Networks</i>	2	5	4.33	0.63
Product Quality	2	5	4.52	0.74
Digital Marketing	2	5	3.96	0.65
MSME's Competitiveness	2	5	3.67	0.59

Based on the table 1, it can be seen that all variables have the same minimum and maximum score values. This indicates that the number 1 is too extreme as an ordinal scale. The average variable score is 4.22, meaning that the majority of respondents chose an answer score of 4 to 5, namely agree and strongly agree. This is relevant because respondents are compatible with the characteristics of the ordinal scale so they choose scores 4 and 5 as preferences. Meanwhile, table 2 shows gender comparison between respondents.

Table 2. Respondent Data by Gender (167 respondent responses)

Sex	Quantity	Percentage Ratio
Male	44	26%
Female	123	74%
Total	167	100%

Based on table 2 illustrate that respondent data based on gender above, it can be seen that from a total of 167 respondents, it is known that there were 44 men with a percentage of 26% and 123 women with a percentage of 74%. Table 3 shows education level of respondent that filled the questionnaire as follows:

Table 3. Respondent Data based on Education Level (167 respondent responses)

Education Level	Percentage Ratio
Elementary School	0
Junior High School	1,4%
Senior High School	58,3%
Undergraduate / Bachelor	31,9%
Etc	8,3%
Total	100%

Based on data from table 3 respondents based on the education level above, it can be seen that Senior High School and equivalent is 58.3%, respondents who have Junior High School and equivalent education are 1.4%, while at the S1 or Bachelor level it is 31.9%. Meanwhile, respondents who had outside the formal education level mentioned were 8.3% of the total respondents. Table 4 mentioned length of business conduction of respondent.

Table 4. Respondent data based on length of business

Length of Business Ownership	Percentage Ratio
1-2 years	30,6%
3-4 years	23,6%
5-6 years	16,7%
7-8 years	2,8%
> 8 years	15,2%
Total	100%

Based on table 4, the respondent data, it can be seen that in general respondents have businesses that are 1-2 years old, which means they have just started their business and do not yet have a stable income, while MSMEs occupy the rest with a business period of 5-6 years (16.7%), 3-4 years (23.6%), and above 8 years (15.2%). This indicates that MSME respondents in Tangerang City have relatively young businesses. This research also provide income from respondent business, it is in table 5.

Table 5. Respondent data based on income level per month

Income Group	Percentage Ratio
Above 5 million IDR	14%
Below 3 million Idr	31%
Rp. 3.000.000 - Rp. 5.000.000.	55%
Total	100%

Based on the information from table 5, respondent data based on the income level above, it can be seen that the average total income of respondents is in the range of IDR 3,000,000 – IDR 5,000,000 with 55% of the total respondents, then income below IDR 3,000,000, namely 31% as well as those who have income above IDR 5,000,000, namely 14%. Respondent whom running their business on their own must financing their day-to-day business activity so that business cycle can increase and make a profitable company to its owner. Table 6 illustrate financial source regarding to respondent answer.

Table 6. Respondent data based on business capital sources

Financial Sources	Percentage Ratio
Bank Loan	9,7%
Siblings / family	20,8%
Business Partner	4,2%
Owner's money	55%
Et cetera	8%
Total	100%

Based on respondent data from table 6, it can be seen that more than 50% of respondents have sources of business capital that come from personal funds in the form

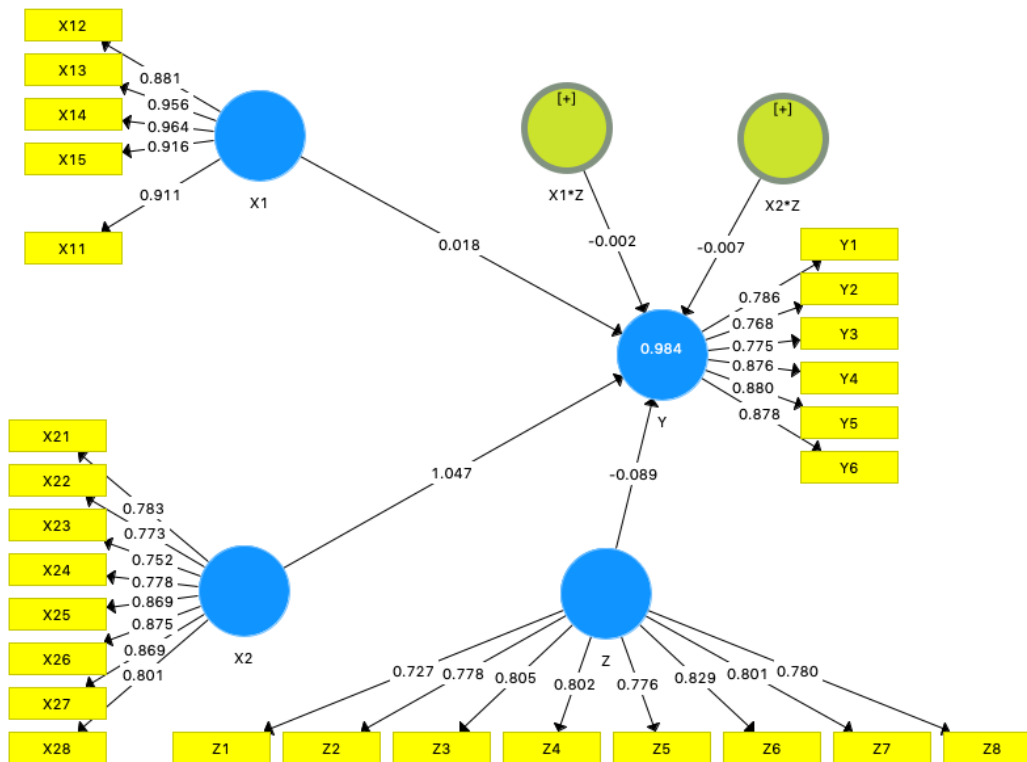
of savings, investment money, savings from work, etc. Meanwhile, 21% of capital sources were obtained from the respondents' relatives. The remaining respondents sourced business capital from bank loans and the remaining 8% had sources of business capital that were influenced by other things.

*B. Outer Model Testing*

*1.. Validity test*

This test was carried out using convergent validity and discriminant validity methods. Figure 1 illustrated Structural Equation Modelling of this research.

Figure 1. Structural Equation Modelling Estimation Output



The Figure 1 illustrates the path coefficient test in the Structural Equation Modeling framework which was previously explained in the thinking framework. The

results of data processing which contain validity tests or Outer Loading in the form of data tabulation are as follows on table 7.

Table 7. Outer Loading Value

	X1	X1*Z	X2	X2*Z	Y	Z
X1*Z		1.167				
X11	0.891					
X12	0.862					
X13	0.937					
X14	0.95					
X15	0.903					
X16	0.707					
X2*Z				1.271		
X21			0.783			
X22			0.773			
X23			0.752			
X24			0.778			
X25			0.896			
X26			0.875			
X27			0.899			
X28			0.801			
Y1					0.788	
Y2					0.768	
Y3					0.775	
Y4					0.878	

Y5	0.881	
Y6	0.876	
Z1		0.727
Z2		0.778
Z3		0.805
Z4		0.802
Z5		0.776
Z6		0.829
Z7		0.801
Z8		0.781

Based on the table 7, it can be seen that the outer loading value of each indicator for each research variable is all worth more than 0.5. This means that the indicators used in this research have met convergent validity. The results of the outer loading values can also be seen through the PLS structural model as follows.

2. Convergent Validity

Convergent Validity or convergent validity using loading factor and average variance extracted (AVE) are follows on table 8.

Table 8. Average Variance Extracted dan Composite Reliability

Variable	AVE	CR
Personal Networks	0.772	0.953
Product Quality	0.663	0.941
Digital Marketing	0.621	0.929
MSME's Competitive Advantage	0.687	0.939

Based on the table 8, it can be seen from the estimation results that all AVE and CR values have an average of above 0.6, so it can be said that the independent variables studied have good reliability and can be relied upon to illustrate research on the competitive advantages of MSMEs.

C. Inner Model

R-Square indicate determination level of independence variable that can elaborate or explain variation of dependence variables. If R-Square value closer to 1, that means independence variable has strong determination or they can explain dependence variable as it finest, *vice versa*. Table 9 shows R-Square Value of this model research.

Table 9. R-Square Value

Variable	R-Square
Personal Networks, Product Quality, and Marketing Strategy - > Competitive Advantage	0.981
Digital Marketing Strategy -> Competitive Advantage	0.825

The tabulated estimation results on table 9, point towards a noteworthy trend: each R-squared value, which measures the proportion of variance explained by the independent variables, consistently exceeds an average of 0.5. This collective demonstration strongly suggests that the variables under scrutiny make a substantial and meaningful contribution to elucidating the fluctuations observed in the competitive advantage of MSMEs. The

persistent pattern of R-squared values consistently surpassing the 0.5 benchmark across all variables reinforces the assertion that these factors play a pivotal role in explaining the changes in the competitive advantage of MSMEs (Armiani et al., 2021). Meanwhile, table 10 illustrate *t-test* to shows there is significant influence between each independence variables and it's impact to dependence variables.

Table 10. T-Test

Variable	t-statistics	p-value
<i>Direct Effect</i>		
Personal Networks -> Competitive Advantage	0.716	0.475
Product Quality -> MSME's Competitiveness	2.329	0.002
Digital Marketing Strategy -> MSME's Competitiveness	15.338	0.000
<i>Indirect Effect</i>		
Personal Networks -> MSME's Competitiveness (Via Moderation)	1.253	0.211
Product Quality -> MSME's Competitiveness (Via Moderation)	3.293	0.001

Upon reviewing the provided table 10, it's discernible that three out of the five t-statistic values associated with the independent variables exhibit p-values exceeding the conventional threshold of 0.05. This observation might imply a lack of statistical significance for these specific variables concerning their individual contributions to elucidating changes in the competitive advantage of MSMEs. Consequently, this could tentatively suggest that these three variables might not exert a substantial impact in isolation on explaining the fluctuations in MSMEs' competitive advantage within the confines of this analysis. However, it's crucial to approach this interpretation cautiously, considering additional factors such as the sample size, potential model specifications, the presence of multicollinearity, and the theoretical context, as these elements could influence the significance of these variables in a more nuanced manner. Thus, while these findings hint at limited individual impact, a comprehensive assessment encompassing various considerations is necessary to draw more definitive conclusions about the overall contributions of these independent variables to MSMEs' competitive advantage (Priyatna et al., 2020).

Table 11. Regression Model

Variable	equation 1			equation 2			equation 3		
	Coefficient	t-statistic	Prob.	Coefficient	t-statistic	Prob.	Coefficient	t-statistic	Prob.
C	6.912	1.692	0.000	-0.936	-2.96	0.003	5.7678	4.34	0.000
<i>Personal Networks</i>	0.745	12.89	0.000						
Product quality				0.774	90.49	0.000			
Digital Marketing Strategy							0.6003	16.43	0.000
R-Squared	0.5018			0.9802			0.6206		
F-statistic	166.18			81.8812			269.91		
Prob (F-statistic)	0.00			0.00			0.00		

If viewed based on the three regression equation models on table 11, it can be seen that all independent variables have a significant and positive influence on the dependent variable. This is supported by the t-statistic value which exceeds the t-table (1.96) and the p-value <0.05.

Based on the research results, the following conclusions can be drawn: The first hypothesis in this study was rejected. The influence of Personal Networks on the competitive advantage of MSMEs has a significance value based on the T statistics obtained which is smaller than the t-table, namely 1.96. The P value for the influence of personal networks on competitive advantage is 0.475. On the basis of these two values, it can be said that the influence of personal networks on the competitive advantage of MSMEs has an insignificant influence (Nizam et al., 2020). The influence of personal networks on the competitive advantage of MSMEs has a path coefficient value of 0.018 which provides information that the relationship is positive. Thus, the first hypothesis tested in research activities states that the personal networks variable has indicators (1.) Understanding of business partner profiles, (2.) Experience as a business partner, (3) and ability to utilize networks to promote partner products and The impact of the competitive advantage of MSMEs is proven to have a positive but not significant influence.

The second hypothesis in this research is accepted. The influence of product quality on the competitive advantage of MSMEs has a significant value based on the T statistics obtained which is greater than the t-table, namely 2.329 > 1.96. The P value for the influence of product quality which includes product features, product performance, durability, and product aesthetics on competitive advantage is 0.002. Based on these two values, it can be said that the influence of product quality on the competitive advantage of MSMEs has a significant influence (Mirzanti et al., 2022). The influence of product quality on the competitive advantage of MSMEs has a path coefficient value of 1.046 which provides information that the relationship is positive. Thus, the second hypothesis tested in research activities stated that the product quality variable on the competitive advantage of MSMEs was proven to have a positive and significant influence (Hilmiana & Kirana, 2021).

The third hypothesis in this research is accepted. The influence of digital marketing strategies on the competitive advantage of MSMEs has a significance value based on the T statistics obtained which is greater than the t-table, namely 15.338. The P value for the influence of personal networks on competitive advantage is 0.000. On the basis of these two values, it can be said that the influence of digital marketing strategies has several indicators such as (1.) providing information about products, (2.) the ability to improve brand image, (3) accessibility of a product online, (4) provision of online consumer services and assistance on the competitive advantage of MSMEs has a significant influence (Kampamba, 2015; Wuryandani et al., 2018). The influence of digital marketing strategies on the competitive advantage of MSMEs has a path coefficient value of 0.09 which provides information that the relationship is positive. Thus, the third hypothesis tested in research activities states that digital marketing strategy variables on the competitive advantage of MSMEs are proven to have a positive and significant influence (Singh & Jaiswal, 2018).

The fourth hypothesis in this study was rejected. The influence of Personal Networks on the competitive advantage of MSMEs through moderation of digital marketing strategies has a significance value based on the T statistics obtained which is smaller than the t-table, namely 1.253. The P value for the influence of personal networks on competitive advantage is 0.211. On the basis of these two values, it can be said that the influence of personal networks on the competitive advantage of MSMEs through moderating variables has an insignificant influence (Santi Singagerda et al., 2019). The influence of personal networks on the competitive advantage of MSMEs has a path coefficient value of 0.001 which provides information that the relationship is positive. Thus, the fourth hypothesis tested in research activities stated that the personal networks variable on the competitive advantage of MSMEs through moderating variables was proven to have a positive but not significant influence (Wicaksono, 2022).

The fifth hypothesis in this study was accepted. The influence of product quality on the competitive advantage of MSMEs through moderating variables has a significance value based on the T statistics obtained which is greater than the t-table, namely 3.329 > 1.96. The P

value for the influence of personal networks on competitive advantage is 0.000. On the basis of these two values, it can be said that the influence of product quality on the competitive advantage of MSMEs through moderating variables has a significant influence. The influence of product quality on the competitive advantage of MSMEs has a path coefficient value of 0.009 which provides information that the relationship is positive. Thus, the fifth hypothesis tested in research activities states that the variable Product quality on the competitive advantage of MSMEs which have indicators of (1) competitive aggressiveness, (2) business autonomy, (3) tendency to dominate the market is proven to have a positive and significant influence (Wicaksono, 2022).

#### IV. CONCLUSION

the independent variables of personal networks and product quality together influence the competitive advantage of MSMEs positively and significantly. This is indicated by the t-test, F-test, and the classical assumption test which has goodness of fit results. The structural equation model using moderation also shows a positive and significant effect. This is indicated by various indicators. The characteristics of respondents who have educational, financial backgrounds, and responses to the questionnaires that have been given are very heterogeneous or varied. This is both a challenge and an opportunity to be able to identify the influence of the variables that most influence the income of MSME players. Analysis of the proposed hypothesis testing along with field response data for this research, the researcher suggests several things as follows: marketing strategies can be further improved to influence the success of small and micro businesses. Literacy regarding the positive and negative sides of E-marketing opens up and broadens the knowledge of SMEs who are more ready to use this marketing strategy. SME participants, including the millennial generation, are no strangers to using the internet, social media and even online marketing. They are expected to be able to optimally use the marketing of their products through media such as; Facebook, Toutube, Instagram, Whatsapp, and including managing the display of SME products can be shared well with the public.

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