



The Role of Business Assistance in Digital Marketing Strategies to Increase MSME Sales Volume in East Lampung: A SWOT and QSPM Approach (A Case Study of Bank BTPN Syariah Customers)

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ABSTRACT

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Micro, Small, and Medium Enterprises (MSMEs) are required to continuously adapt to utilize digital technology, but many MSMEs face limitations in knowledge and resources. This research examines the role of business mentoring by Bank BTPN Syariah in enhancing the digital capabilities of MSMEs owners and its contribution to increasing sales, as well as formulating appropriate strategies that can be used by MSMEs owners in East Lampung. This research uses descriptive quantitative method. The analysis was conducted using the SWOT approach to identify internal and external factors, and QSPM to formulate effective strategies. The research results show that BTPN Syariah's mentoring contributes to increasing digital marketing knowledge and has an impact on the increase in sales volume. Based on the SWOT and QSPM analysis, MSMEs in East Lampung are positioned in Quadrant I with a Grow and Build development strategy, where the suitable strategies are Market Development Strategy, Innovation-Based Strategy, and Market Penetration Strategy.

Keywords: Business Mentoring, Digital Marketing Strategy, EFE, IFE, QSPM, SWOT

1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in Indonesia's economy, as regulated in Law No. 20 of 2008. MSMEs contribute greatly to job creation, improving community welfare, and driving innovation (Parlindungan & Tamburian, 2020). East Lampung shows rapid growth in the MSME sector, although MSME actors in this region face significant challenges. In order to compete and develop, MSME actors need to adopt innovative and adaptive strategies to market changes, particularly in increasingly competitive marketing. Effective marketing is the main key to introducing and promoting products so they can be accepted by the market.

However, many MSME actors in East Lampung have not fully utilized digital technology for marketing, even though the use of social media and digital platforms is very important in today's era. Limited access to technology and limited financial resources are the main obstacles. Additionally, many MSME actors have difficulty maximizing digital potential due to limited knowledge of digital marketing, as expressed by Hadziq and Nafis (2017). Therefore, it is important for MSMEs to adopt digital marketing strategies that can reach consumers more broadly at an efficient cost.

One effort to overcome this obstacle is through assistance from financial institutions such as Bank BTPN Syariah. This bank is committed to empowering MSMEs, particularly productive underprivileged families, by providing intensive assistance to MSME customers. The assistance provided aims to help MSMEs in planning, coaching, assessment, and business development. This process primarily focuses on improving the ability of MSME actors to utilize digital marketing to strengthen their competitiveness in the market.

On the other hand, the MSME sector in East Lampung has great potential, yet they still face various challenges in competing in an increasingly competitive market. The implementation of digital marketing, which utilizes the internet and social media, can be a very effective solution, but requires special effort to optimize it. Recent studies have confirmed that digital marketing significantly enhances the competitiveness and market reach of MSMEs, particularly in emerging economies (Amin et al., 2025; Landjohou & Christopher, 2026; Sharabati et al., 2024). Although there have been several studies discussing the role of digital marketing in improving MSME performance, studies focusing on its implementation in regions with characteristics like East Lampung remain limited.

This research aims to fill that gap by analyzing how digital marketing strategies supported by BTPN Syariah assistance can increase MSME sales volume in East Lampung. In addition, this research also aims to identify key factors that can influence the success of digital marketing strategy implementation. The results of this research are expected to make a significant contribution to MSME development in East Lampung and serve as a reference for relevant parties in designing more effective assistance programs.

Based on this background, this research will focus on the problems faced by MSMEs in East Lampung, such as lack of knowledge about digital marketing, limited access to technology, and limited financial resources. Using SWOT and QSPM approaches, this research aims to formulate more effective and appropriate digital marketing strategies for MSMEs in East Lampung.

2. LITERATURE REVIEW

2.1. Marketing

Marketing is the process of identifying consumer needs and fulfilling those needs through products or services. It encompasses pricing, design, distribution, and product promotion (Parlindungan & Tamburian, 2020). In the digital era, marketing has evolved by integrating technology to reach consumers more broadly. Relational marketing strategy, which focuses on building long-term relationships with customers, is important for increasing loyalty (Suwanto et al., 2024). Additionally, product life cycle theory helps companies adjust strategies based on the product phase (Fitriani et al., 2021).

2.2. Marketing Strategy

Marketing strategy is a plan to anticipate the impact of marketing activities on product demand in the market (Nabilla & Tuasela, 2021). It encompasses objectives, targets, policies, and resource allocation to respond to market changes (Fitriani et al., 2021). Segmentation, targeting, and positioning are the main steps in marketing strategy, which help companies reach the right market and build positive perception (Annisa, 2023).

2.3. Digital Marketing

Digital marketing uses the internet and social media to promote products or services (Kurniawan et al., 2021). This strategy enables companies to reach a wider audience at a more efficient cost compared to traditional marketing (Bobsaid & Saputro, 2022). The use of social media and marketplaces has the potential to increase sales (Pradiani, 2018). Social media provides flexibility in real-time communication with consumers and allows companies to adjust promotional content (Maulidasari, 2020). Digital marketing is important in increasing marketing reach and efficiency.

2.4. Business Assistance

Assistance is a process that involves mutual support to achieve shared goals (Amanda & Ridho, 2023). According to Maq (2022), assistance aims to empower groups through mutually supportive interactions. Assistants act as facilitators and communicators, providing materials and advice to support community empowerment activities. The success of assistance is measured by the ability to convey relevant information and support the continuity of activities.

2.5. SWOT Analysis

SWOT analysis is a method for assessing an organization's strengths, weaknesses, opportunities, and threats (Suwanto et al., 2024). SWOT helps design strategies by identifying internal and external factors

affecting the company. Strengths help the organization achieve its goals, while weaknesses identify areas for improvement (Haerawan & Magang, 2019). Opportunities from the market or technology can be utilized for growth, while threats from competitors or regulations must be managed to reduce their impact (Jaludallasa & Hariyadi, 2023). External factors include economic conditions, socio-cultural conditions, government policies, suppliers, technology, competitors, and natural conditions (Atikah, 2021). SWOT analysis forms the basis for formulating SO, WO, ST, and WT strategies to optimize strengths and opportunities while minimizing weaknesses and threats.

2.6. Quantitative Strategic Planning Matrix (QSPM) Method

QSPM is a tool for evaluating strategies by considering key external and internal factors (Yanto & Nugraha, 2022). This method helps determine the best strategy based on the relative attractiveness of alternative strategies formulated in the SWOT analysis. QSPM involves assigning weights to these factors, evaluating the attractiveness of strategies, and determining the strategy with the highest total attractiveness score as the priority (Prayudi et al., 2019).

3. RESEARCH METHODS

This research applies a quantitative descriptive method with the aim of obtaining a more comprehensive understanding of the role of business assistance in formulating effective digital marketing strategies for MSME actors in East Lampung. This research focuses on Micro, Small, and Medium Enterprise (MSME) actors who have participated in the assistance program provided by Bank BTPN Syariah. The types of data used in this research are primary data and secondary data. According to Sugiyono (2016), primary data is data obtained directly from the object being studied through in-depth interviews and field findings, while secondary sources are sources that provide data indirectly to data collectors, for example through third parties or written documents.

According to Suriani et al. (2023), population refers to a collection of objects that are the researcher's concern and are used as the main data source. The population in this research is all Micro, Small, and Medium Enterprise (MSME) actors who are customers of Bank BTPN Syariah, East Lampung Regency, Batanghari District, who received assistance from September to December 2024, totaling 50 customers who have been assisted. According to Suriani et al. (2023), a sample is a portion of the number and characteristics possessed by the population. According to Sugiyono (2019), purposive sampling is a sampling technique with certain considerations aimed at ensuring the selected sample is truly relevant to the research focus. The criteria used to determine the sample in this research are BTPN Syariah bank customers in Batanghari District, East Lampung, who have received assistance in 4 meetings, have a running business, and represent each village across the entire population. Based on these criteria, the researcher decided to select seven MSME actors as research subjects.

This research uses data collection techniques of observation, interviews, and documentation. According to Sugiyono (2019), observation is a data collection method with its own distinctive characteristics; observation does not only focus on people, but also on other natural objects. According to Sugiyono (2016), interviews are a data collection technique used when researchers want to conduct an in-depth case study to identify problems that need to be resolved. Meanwhile, documents are records of events that have occurred, which can be in the form of writing, images, or other works.

In this research, two types of data analysis are used, namely qualitative and quantitative analysis. Qualitative analysis is used to understand the assistance process, marketing conditions, and the internal and external factors affecting MSMEs, using SWOT analysis. In addition, this analysis also supports the use of quantitative analysis through IFE, EFE, IE, and QSPM matrices. The collected data is then processed to develop marketing strategies.

4. RESULTS AND DISCUSSION

4.1. Identification of Internal and External Factors

Table 1. Internal and External Factors

Internal Factors		External Factors	
Strengths		Opportunities	
a.	Improved digital marketing competency	a.	Expansion of digital market reach
b.	Increased business results	b.	Building a strong brand with content
c.	Utilization of various digital platforms	c.	Collaboration with local partners
d.	More structured business identity	d.	Increasing trend in digital media usage
Weaknesses		Threats	
a.	Lack of initial ability in creating promotional content	a.	Intense competition
b.	Dependence on assistance	b.	Changes in social media algorithms
c.	Not yet optimal in using all digital features	c.	Consumer trust levels toward new products
d.	Manual business management	d.	Risk of inability to keep up with digital changes

Source: Researcher’s Data Processing Results, 2025

The identification of internal and external factors is based on the analysis of conditions faced by MSMEs in East Lampung summarized in table 1. Internal factors consist of strengths and weaknesses originating from within the business, while external factors comprise opportunities and threats originating from the surrounding environment.

On the internal side, the main strengths identified include improved digital marketing competency among business actors, increased business results from initial digital adoption, utilization of various digital platforms, and a more structured business identity. Conversely, the primary weaknesses are a lack of initial ability in creating promotional content, high dependence on external assistance, suboptimal use of all available digital features, and business management that is still conducted manually.

Externally, the opportunities available for MSMEs include the potential for expanding digital market reach, building a strong brand through engaging content, collaborating with local partners, and capitalizing on the increasing trend in digital media usage. However, these opportunities are accompanied by significant threats, such as intense competition from similar businesses, frequent changes in social media algorithms, low consumer trust levels toward new products, and the risk of inability to keep up with rapid digital changes.

4.2. IFE, EFE, and IE Matrices

4.2.1. IFE Matrix

The IFE matrix is determined by identifying internal factors to understand the strengths and weaknesses of a business. After identifying, weighting and rating will be carried out for each indicator within the variable.

Table 2. IFE Matrix

No	Strengths	Total	Weight	Rating	Score
1	Improved digital marketing competency	29	0.13	3	0.39
2	Increased business results	35	0.16	4	0.64
3	Utilization of various digital platforms	25	0.11	3	0.33
4	More structured business identity	29	0.13	4	0.52
Total strength factors					1.88
No	Weaknesses	Total	Weight	Rating	Score
1	Lack of initial ability in creating promotional content	35	0.16	3	0.48
2	Dependence on assistance	16	0.07	3	0.21
3	Not yet optimal in using all digital features	28	0.12	3	0.36
4	Manual business management	26	0.12	3	0.36
Total weakness factors					1.41
Total (Strengths and Weaknesses)		223	1.0	3.24	

Based on Table 2, the calculation of total weights and ratings in the IFE matrix yields a total score of 3.24, which means that MSMEs in East Lampung already have a strong strategy in dealing with their weaknesses.

The main strength of MSMEs in East Lampung, producing the highest score of 0.64, is increased business results. Meanwhile, the most influential weakness of MSMEs in East Lampung, with a score of 0.21, is dependence on assistance.

4.2.2. EFE Matrix

The EFE matrix is determined by identifying external factors to understand the opportunities and threats of a business. After identifying, weighting and rating will be carried out for each indicator within the variable.

Table 3. EFE Matrix

No	Opportunities	Total	Weight	Rating	Score
1	Expansion of digital market reach	31	0.14	3	0.42
2	Building a strong brand with content	26	0.12	3	0.36
3	Collaboration with local partners	25	0.12	3	0.36
4	Increasing trend in digital media usage	32	0.15	4	0.60
Total opportunity factors					1.74
No	Threats	Total	Weight	Rating	Score
1	Intense competition	32	0.15	3	0.45
2	Changes in social media algorithms	19	0.09	3	0.27
3	Consumer trust levels toward new products	22	0.10	3	0.30
4	Risk of inability to keep up with digital changes	28	0.13	2	0.26
Total threat factors					1.19
Total (Opportunities and Threats)		215	1.0		3.02

Based on Table 3, the calculation of total weights and ratings in the EFE matrix yields a total score of 3.02, which means MSMEs in East Lampung are able to respond well to external factors in overcoming threats that will impact the business by utilizing existing opportunities. The main opportunity for MSMEs in East Lampung, with the highest score of 0.60, is the increasing trend in digital media usage. The threat with the strongest influence on MSMEs in East Lampung is the risk of inability to keep up with digital changes, with a score of 0.26.

4.2.3. IE Matrix

Based on Table 2, the average result of the IFE matrix is 3.24, and Table 3 shows that the average result of the EFE matrix is 3.02. Both values will be mapped into the IE matrix.

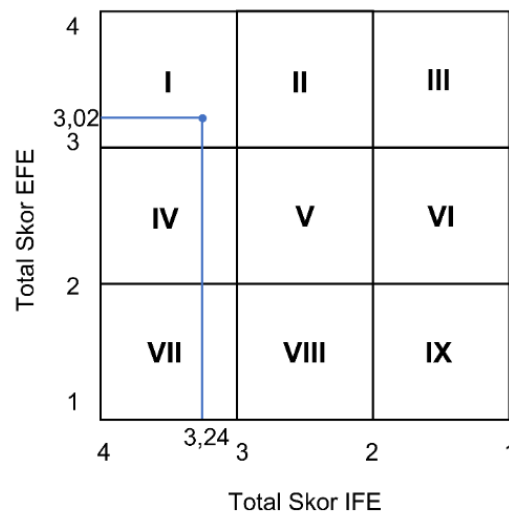


Figure 1. IE Matrix

Based on the IE Matrix, the strategy being implemented is in quadrant I of the EFE-IFE matrix. This position indicates that MSMEs are in a strong condition with great opportunities. The appropriate strategy recommendation for this position is a progressive strategy, meaning MSMEs have the opportunity to expand the market, increase growth, and achieve optimal development. The business position in quadrant I indicates

that the suitable strategy to implement is the Grow and Build strategy, which also applies to quadrants II and IV. Strategies that can be taken include intensive strategies such as Market Development, Innovation-Based Strategy, and Market Penetration.

4.3. SWOT Matrix

The SWOT matrix is needed to formulate strategies based on the combination of internal and external factors, resulting in alternative strategies including SO strategy (Strength, Opportunity), WO (Weakness, Opportunity), ST (Strength, Threat), and WT (Weakness, Threat).

Table 4. SWOT Matrix

SO Strategy		WO Strategy	
a.	Utilizing digital marketing competency to expand market reach (S1, S3, O1)	a.	Participating in content training to build brand (W1, W3, O2, O3)
b.	Utilizing digital marketing trends to increase business results (S2, O4)	b.	Developing a digital system to reduce manual management (W2, W4, O4)
ST Strategy		WT Strategy	
a.	Using digital platforms to face competition (S3, T1)	a.	Improving content capabilities to compete (W1, T1)
b.	Using a strong business identity to increase trust (S4, T3)	b.	Optimizing the use of digital features to address digital changes (W2, W3, T2, T4)

Source: Researcher’s Data Processing Results, 2025

Table 5. IFAS and EFAS Results

IFAS - EFAS	Strengths	Weaknesses
Opportunities	SO Strategy - Using company strengths to gain business opportunities. 1.88 + 1.74 = 3.62	WO Strategy - Minimizing weaknesses by utilizing opportunities. 1.41 + 1.74 = 3.15
Threats	ST Strategy - Using strengths to overcome threats. 1.88 + 1.19 = 3.07	WT Strategy - Minimizing weaknesses and avoiding threats. 1.41 + 1.19 = 2.60

Source: Researcher’s Data Processing Results, 2025

Based on the table 5, it can be seen that the SO combination strategy is obtained through weighting and assessment of the company’s strengths and opportunities, with a total score of 3.62. The WO combination strategy is obtained from weighting and assessment of weaknesses and opportunities, resulting in a total score of 3.15. Next, the ST combination strategy is produced from weighting and assessment of strengths and threats, with a total score of 3.07. Meanwhile, the WT combination strategy is obtained from weighting and assessment of weaknesses and threats, with a score of 2.60. This indicates that the most appropriate strategy to implement is the SO combination strategy. In addition, the ST strategy is also worth considering.

4.4. QSPM Matrix

Table 6. QSPM Matrix

No	Internal and External Factors	Weight	MDS		IBS		MPS	
			AS	TAS	AS	TAS	AS	TAS
Strengths								
1	Improved digital marketing competency	0.13	3	0.39	4	0.52	4	0.52
2	Increased business results	0.16	3	0.48	3	0.48	3	0.48
3	Utilization of various digital platforms	0.11	3	0.33	4	0.44	4	0.44
4	More structured business identity	0.13	3	0.39	4	0.52	4	0.52
Weaknesses								
1	Lack of initial ability in creating promotional content	0.16	3	0.48	3	0.48	3	0.48
2	Dependence on assistance	0.07	3	0.21	3	0.21	2	0.14
3	Not yet optimal in using all digital features	0.12	3	0.36	3	0.36	3	0.36
4	Manual business management	0.12	3	0.36	3	0.36	3	0.36
Opportunities								
1	Expansion of digital market reach	0.14	4	0.56	4	0.56	4	0.56
2	Building a strong brand with content	0.12	4	0.48	4	0.48	4	0.48

No	Internal and External Factors	Weight	MDS		IBS		MPS	
3	Collaboration with local partners	0.12	3	0.36	3	0.36	3	0.36
4	Increasing trend in digital media usage	0.15	4	0.6	4	0.6	4	0.6
Threats			AS	TAS	AS	TAS	AS	TAS
1	Intense competition	0.15	3	0.45	3	0.45	3	0.45
2	Changes in social media algorithms	0.09	3	0.27	3	0.27	3	0.27
3	Consumer trust levels toward new products	0.10	3	0.3	3	0.3	3	0.3
4	Risk of inability to keep up with digital changes	0.13	3	0.39	3	0.39	3	0.39
Total			6.41		6.78		6.71	

Source: Researcher’s Data Processing Results, 2025

Overall, based on the QSPM matrix, the strategy with the highest value is IBS (Innovation-Based Strategy) with the highest TAS score of 6.78, second is MPS (Market Penetration Strategy) with a TAS score of 6.71, and third is MDS (Market Development Strategy) with a TAS score of 6.41.

4.5. Strategy Priority Results

Based on the identification of internal and external factors, the strategy that can be implemented by MSMEs in East Lampung is the Build and Grow strategy, with the order of strategy priorities based on the QSPM matrix indicating that MSMEs must continue to develop innovations that match their needs (Innovation-Based Strategy - IBS), plan market penetration with intensive and effective promotion across various digital platforms (Market Penetration Strategy - MPS), and expand marketing territory and enlarge marketing networks to new areas (Market Development Strategy - MDS) (Bobsaid & Saputro, 2022).

In more detail, by combining the QSPM matrix (with the strategy order of IBS, MPS, and MDS) and the SWOT matrix (with the strategy order of SO, WO, ST, and WT), the priority strategies that must be carried out are as follows:

- 1) Developing a digital system to reduce manual management. (IBS - WO2)
- 2) Optimizing the use of digital features to address digital changes. (IBS - WT2)
- 3) Utilizing digital marketing trends to increase business results. (MPS - SO2)
- 4) Participating in content training to build brand. (MPS - WO1)
- 5) Using a strong business identity to increase trust. (MPS - ST2)
- 6) Utilizing digital marketing competency to expand market reach. (MDS - SO1)
- 7) Using digital platforms to face competition. (MDS - ST1)
- 8) Improving content capabilities to compete. (MDS - WT1)

5. CONCLUSIONS

The assistance conducted over four meetings had a significant positive impact on MSME actors in East Lampung. Assistance participants successfully improved their skills in utilizing digital media such as WhatsApp, social media, and marketplaces to expand the marketing reach of their products. This assistance also made a significant contribution to increasing MSME sales volume. Overall, this assistance proved effective in helping MSMEs optimize their digital marketing strategies, open new market opportunities, and increase their competitiveness in an increasingly competitive market. After conducting the research, based on the EFE, IFE, SWOT, and QSPM matrices, the appropriate strategies to implement are the innovation-based strategy (IBS), market penetration strategy (MPS), and market development strategy (MDS).

Based on these findings, several suggestions can be proposed for MSME actors and related stakeholders. The strategy that needs to be implemented by MSMEs begins with the Innovation-Based Strategy (IBS), which focuses on product innovation and developing attractive content to strengthen the brand and face competition. Participating in content training will help build the brand and improve content capabilities to attract consumer attention. Following this, the Market Penetration Strategy (MPS) utilizes digital marketing competency and digital marketing trends to expand market reach and increase business results, so that more consumers can be

reached. The final step is the Market Development Strategy (MDS), which focuses on expanding the market through collaboration with local partners and the use of digital platforms to face intense competition, opening new market opportunities, and strengthening the business position in a larger market.

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