Peer Reviewed - International Journal

**Vol-8, Issue-2, 2024 (IJEBAR)** 

E-ISSN:2614-1280 P-ISSN2622-4771

https://iurnal.stie-aas.ac.id/index.php/IJEBAR

# ANALYSIS OF BOTTLED DRINKING WATER (AMDK) BUSINESS STRATEGIES IN IMPROVING THE ECONOMY OF Islamic Boarding Schools (CASE STUDY OF MAMBAUL ULUM Islamic Boarding School, BATA-BATA PAMEKASAN)

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Abstract: At this time, the business world is entering an era of globalization, where all parties can freely enter any desired market, both domestically and abroad, without any restrictions. Seeing these conditions, every business sector should be required to know and follow climate developments or changes in every business activity. The company must clearly determine the direction in which its business activities are carried out and which parties are the targets of the movement of its business activities or in other words, having determined the direction of its business activities, the company must determine which parties are the targets of the sales of the products offered by the company. Bottled Drinking Water (AMDK) as a newly growing industry has been encouraged to increase national economic growth in the last year. In terms of the number of companies operating in the AMDK sector, according to the Association of Indonesian Bottled Drinking Water Companies (Aspadin), it continues to increase. The increasingly rapid progress in AMDK has encouraged many companies in this industry to expand their production and markets, as well as encouraging the entry of new entrants. The situation that has developed in recent years is increasing competition. The aim of this research is to find out the business strategy for bottled drinking water to improve the economy of the Mambaul Ulum Bata-bata Islamic Boarding School Cooperative. The type of research used in the research is SWOT analysis. The sample used in this research was 30 respondents, namely employees at the Aneka Usaha Bata-bata Islamic Boarding School Cooperative (KOPPONTREN AUBA). Data collection techniques in this research used interviews and observation. Based on the results of business strategy analysis research conducted by KOPPONTREN AUBA to improve the economy of its Islamic boarding schools, KOPPONTREN AUBA implements five business strategies, namely the first SO (Strengths-Opportunities) strategy by expanding market share by carrying out effective and efficient promotions, expanding cooperation with various parties, the second is the ST (Strength - Threats) strategy by managing product quality and carrying out product innovation, the third is the WO (Weakness-Opportunities) strategy by increasing promotions both online and offline and increasing the effectiveness of promotions, the fourth is the WT (Weakness-Threaths) strategy by how to increase the promotion of Labini AMDK to the community.

**Keywords:** Strategy, Business, AMDK, SWOT

<u>Peer Reviewed – International Journal</u>

**Vol-8, Issue-2, 2024 (IJEBAR)** 

E-ISSN:2614-1280 P-ISSN2622-4771

https://jurnal.stie-aas.ac.id/index.php/IJEBAR

#### 1. Introduction

At this time, the business world is entering an era of globalization, where all parties can freely enter any desired market, both domestically and abroad, without any restrictions. Seeing these conditions, every business sector should be required to know and follow climate developments or changes in every business activity. Business can be defined as all activities of various institutions that produce goods and services needed in everyday life. Business is the exchange of goods and services or money that produces goods and services (Zainiyah & Qadariyah, 2022). The company must clearly determine the direction in which its business activities are carried out and which parties are the targets of the movement of its business activities or in other words, having determined the direction of its business activities, the company must determine which parties are the targets of the sales of the products offered by the company (Kusbandono, 2019).

Strategy is a shared means of long-term goals to be achieved by the company. Meanwhile, according to Konter, strategy is a managerial process for developing and maintaining harmony between company goals, company resources and constantly changing business opportunities, with the aim of shaping and adapting the company's business and the products it produces, so that it can achieve profits and profitable growth rates (Sakdiyah & Rohman, 2022). In companies, marketing strategy is a process that plays an important role in companies that market goods and services to consumers because each company has the same opportunity to produce goods or services, so that competition can occur between companies and competitors in capturing the market, apart from the role of marketing strategy. Existing employees also have an influence on increasing sales volume, therefore the company should be able to provide motivation to employees by providing incentives so that these employees can work more actively in marketing the company's products (Sari et al., 2021). In addition, marketing functions to close the distance between producers and consumers (Kamaluddin, 2020). By producing goods and services, companies try to increase sales with the right methods and strategies (Sundari et al., 2022). To win as many customers as possible, each company has different methods and strategies(Lusiana & Novitaningtyas, 2020). The use of these methods in marketing science is called marketing strategy (Kuswoyo et al., 2018; Luntung & Tawas, 2019).

Bottled Drinking Water (AMDK) as a newly growing industry has been encouraged to increase national economic growth in the last year. In terms of the number of companies operating in the AMDK sector, according to the Association of Indonesian Bottled Drinking Water Companies (Aspadin), it continues to increase. The increasingly rapid progress in AMDK has encouraged many companies in this industry to expand their production and markets, as well as encouraging the entry of new entrants. The situation that has developed in recent years is increasing competition. The conditions of tight competition in this industry are structurally potential. This is due to weak entry barriers, such as the easy availability of raw materials (water), manufacturing technology that is easily available, and does not require large amounts of capital. Conditions like this are made worse by the entry of AMDK companies without official permission, the use of used bottles by irresponsible producers.

One of the business entities operating in the field of bottled drinking water is the Mambaul Ulum Bata-bata Islamic Boarding School which is located in Sampang and Pamekasan and has 2 factories. The bottled drinking water product owned by the Mambaul Ulum Bata-bata Islamic Boarding School is known as Labini. Labini is a trademark managed and owned by the Aneka Usaha Bata-bata Islamic Boarding School Cooperative (KOPPONTREN AUBA). The idea for creating this Labini AMDK product was the initiative of one of the Board members, namely A'wan, Late. RKH. Moh Hasan Abdul Hamid and directed directly by him. This product was born

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https://jurnal.stie-aas.ac.id/index.php/IJEBAR

out of concern for the condition of some Islamic boarding school alumni who have not been absorbed by the world of work and do not have a steady income.

Meanwhile, if we look at their abilities, these boarding school alumni have enormous potential and are supported by the economic potential of bottled drinking water. So in 2015 the AMDK Labini company or cooperative was formed. The aim of the Labini AMDK product is to contribute to empowering Alumni in the economic sector, supporting and improving the Islamic boarding school economy, and meeting the water needs of local communities and those outside the community. Labini itself is packaged using a hygienic process in several packaging sizes including plastic bottles, namely 600 ml and 1500 ml, as well as in plastic cups measuring 220 ml and gallon packaging measuring 19 L. The aim of this research is to find out the strategy for the bottled drinking water business to increase economy of the Mambaul Ulum Bata-bata Islamic Boarding School.

#### 2. Research Methods

This research was carried out from February to April 2024 at the Aneka Usaha Bata-bata Islamic Boarding School Cooperative (KOPPONTREN AUBA). The type of research used in the research is qualitative research with a descriptive approach. The population in this study were all employees at the Mambaul Ulum Bata-bata Islamic Boarding School. The sampling technique in this research uses a saturated sample technique or census which is used if the entire population is used as respondents, provided that the population is less than 100 people (Riduwan and Sunarto, 2007:17). The sample used in this research was 30 respondents, namely employees at the Aneka Usaha Bata-bata Islamic Boarding School Cooperative. To analyze the data obtained, the author uses qualitative descriptive data analysis, namely analyzing several explanations or discussion descriptions based on research data obtained through direct interviews, observation and documentation, by organizing the data into categories, breaking it down into units, synthesize, organize into patterns, choose what is important and what will be studied, and make conclusions so that they are easily understood by oneself and others. Meanwhile, other supporting data include a brief history of the agency, organizational structure, other data related to research.

#### 3. Results and Discussion

# General Description of the Mambaul Ulum Bata Bata Islamic Boarding School Cooperative (KOPPONTREN AUBA)

The Mambaul Ulum Bata Bata Islamic Boarding School Cooperative (KOPPONTREN AUBA), was founded in 2015 on the initiative of one of the Board members, namely A'wan, Late. RKH. Moh Hasan Abdul Hamid and directed directly by him. From the establishment of the Mambaul Ulum Bata Bata Islamic Boarding School Cooperative (KOPPONTREN AUBA), it already has 2 factories located in Pamekasan and Sampang with a trademark called Labini. Labini itself is packaged using a hygienic process in several packaging sizes including plastic bottles, namely 600 ml and 1500 ml, as well as in plastic cups measuring 220 ml and gallon packaging measuring 19 L. Workers at the Mambaul Ulum Bata Bata Islamic Boarding School Cooperative (KOPPONTREN AUBA) numbering several people consisting of men and women. Koppontren Auba generally applies local community empowerment in drinking water processing activities, namely by employing alumni of the Mambaul Ulum Bata Bata Islamic Boarding School and the local community.

Based on the results of the interview, the business strategy analysis carried out by KOPPONTREN AUBA to improve the economy of its Islamic Boarding School consists of:

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#### **Product Strategy**

According to Sumarni and Soeprihanto, a product is anything that can be offered in the market to get demand, attention, consumption or use that can fulfill a need or desire (Christina Indriani Sianipar and Ubat Panjaitan, 2019).

The Mambaul Ulum Bata Bata Islamic Boarding School Cooperative (KOPPONTREN AUBA) has more strength in quality and innovation in products. The steps taken by the Mambaul Ulum Bata Bata Islamic Boarding School Cooperative (KOPPONTREN AUBA) where the company sets quality standards that meet health requirements in accordance with SNI 3553-2015 issued by the Ministry of Health of the Republic of Indonesia. Apart from that, product quality control is also carried out which is divided into three, namely: water quality, packaging quality and production process quality. The systems used in the production process are Filterization and Ozonization. This is done so that the AMDK processing meets the requirements set by the company.

Apart from that, standards are also implemented for product packaging which includes containers and net contents, where containers must be made from materials that do not contain toxic substances or anything that can harm health and have no effect on quality. Each bottle of AMDK contains information that consumers need, such as brand, manufacturer, contents, company logo and product expiration date.

# **Pricing Strategy**

According to Tjiptono (2019) price is a monetary unit for goods or other services that is useful for exchange in order to obtain ownership rights to a good or service. For this reason, determining standard, high or low prices depends on the individual conditions of consumers who have different backgrounds.

The price of AMDK for the Mambaul Ulum Bata Bata Islamic Boarding School Cooperative (KOPPONTREN AUBA) at the company level includes additional marketing costs and expected profits. Marketing costs at the company are generally more efficient than marketing costs at the industrial/institutional or retail level, so that the price received by the final consumer is higher than the price at the company.

The marketing strategy it implements in relation to its products is to offer better quality products than other bottled drinking water products. The price of AMDK for Labini products offered by Koppontren Auba varies depending on the packaging, namely 220 liters is IDR 12,000 per carton containing 48 pieces, 600 liters is IDR 22,000 per carton containing 24 pieces, 1500 liters is IDR 22,000 per carton containing 12 pieces.

#### **Place Strategy**

Place or location is one part of the marketing strategy which is a key factor, proximity, ease of reach and comfort are important factors for consumer purchasing decisions (Sanjaya et al., 2020). So the decision about how to manage aspects of the place is about location, facilities and having strategic access for consumers. Location functions as an effort to calculate the extent to which location will influence consumer purchases (Firmansyah et al., 2023; Kumalasari, 2016).

The AMDK factory for Labini production has 2 places which are both located in Madura, namely in East Bira Village, Sokobanah District, Sampang Regency, and Garuk Blumbungan Village, Larangan District, Pameksan Regency

So far there are no plans to add new branches as a form of marketing expansion to increase production and meet consumer needs.

# **Promotion Strategy**

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Promotion is a tool used by companies to provide broader information about products to consumers through elements of the marketing mix. In line with the theory according to Stanton, Etzel and Walker that promotion is one of the elements in a company's marketing mix which is used to inform, persuade and remind about the company's products (Danang Sunyoto, 2015: 157).

To introduce its products in order to attract buyers, KOPPONTREN AUBA carries out several promotions both through online and offline media. Promotions carried out online are usually promoted via social media such as Facebook. Meanwhile, offline through approaching sellers by providing discounts. The price discount in question is if customers buy in large quantities for both existing customers and new customers. This is because the company distributes directly to consumers and not through agents or supermarkets but through the company's sales force. The aim is to get closer to consumers by agreeing to see the factory if there are interested consumers.

Apart from the above, based on the results of observations and analysis as well as interviews conducted by researchers at KOPPONTREN AUBA, Islamic Boarding Schools apply SWOT strategic analysis to support the success of the business they run, the analysis is as follows:

#### **SO Strategy (Strengths- Opportunities)**

SO strategy is a strategy that uses the company's internal strengths to take advantage of existing external opportunities (Rizqi et al., 2019). The strategy that can be used by companies is to be able to maintain prices/compete with similar industries which have been implemented to attract consumers without reducing quality. It is even hoped that with this price, product quality will be further improved so that the level of consumer satisfaction is prioritized. (Widowati & Andrianto, 2022). The company's strategic location can be utilized by companies to facilitate marketing, promotion and product distribution activities. The SO strategy implemented by KOPPONTREN AUBA for its Bottled Drinking Water business consists of:

a. Expanding market share by carrying out effective and efficient promotions

This strategy focuses on the Mambaul Ulum Bata Bata Islamic Boarding School Cooperative (KOPPONTREN AUBA) carrying out sustainable promotions and making broader promotional plans that attract public interest and increase sales so that promotions become effective and efficient.

b. Expanding cooperation with various parties

This strategy aims to enable the Mambaul Ulum Bata Bata Islamic Boarding School Cooperative (KOPPONTREN AUBA) to expand its market reach. This has been done by collaborating with agents, distributors and sellers/grocery stores.

#### **ST Strategy (Strength -Threaths)**

ST is a strategy that uses the company's internal strengths to reduce or avoid the impact of existing external threats (Djufri & Lukman, 2020). The recommended alternative strategy is to maintain product prices and improve product quality. The increase in fuel oil (BBM) prices which has resulted in the weakening of the rupiah exchange rate and high production and distribution costs means that companies must be clever in dealing with this phenomenon. However, companies must be able to compete on price with other AMDK products. The ST strategy carried out by KOPPONTREN AUBA for its Bottled Drinking Water business consists of:

#### a. Carry out product innovation

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This strategy aims to ensure that the products produced by the company are always accepted and can compete with other AMDK products. What companies are currently doing is frequently updating their logos or product packaging to attract the attention of consumers.

# b. Product quality management

This management aims to ensure that the product can compete with other products. This strategy is also carried out so that consumers are satisfied and it is hoped that it can become a promotional tool so that the product is able to compete with other AMDK products.

#### **WO (Weakness-Opportunities) Strategy**

WO strategy is a strategy that aims to improve the company's weaknesses by taking advantage of existing opportunities. There are three alternative strategies that can be used in the WO strategy

# a. Improving the quality of human resources

The strategy can be carried out by overcoming the problem of employee skills which are still low, so that by improving the quality of human resources the support from increasing the amount of production and problems in facing competition can be overcome by the company.

#### b. Add branches and distribution network

This strategy can be carried out by increasing sales volume by searching for and collaborating with new customers, agents or distributors who have strategic locations, so that the company's products can be better known. With this strategy, it is hoped that sales volume can increase more than before.

# c. Add operational vehicles

It is hoped that this strategy will increase distribution coverage and seek a larger market share by penetrating the market to increase sales. This strategy is good for companies to implement so that the company's products gain a wider market share for existing products through more intensive marketing efforts to get potential consumers.

# **WT Strategy (Weakness-Threats)**

The WT strategy is a strategy that aims to reduce the company's internal weaknesses and avoid the company's external threats.

Market penetration can be carried out by companies by carrying out maximum promotions, providing discounts for large purchases, and adding sales personnel, so that target consumers are more familiar with their products and are expected to want to buy and consume the company's products so that they can increase sales (Pasaribu et al., 2022). Apart from that, other WT strategies carried out by KOPPONTREN AUBA for its Bottled Drinking Water business consist of:

#### a. Increasing promotions both online and offline

Along with the many companies that produce brands of AMDK products, one way to be able to compete more with similar products is by introducing Labini AMDK products to the public. The strategy that can be done is to increase promotions through social media such as WhatsApp, Facebook and Instagram (Anggreani, 2021). This is done so that the product can be widely known, not only in the Madura region but throughout Indonesia. Meanwhile, for offline promotions, the company only promotes products through product introductions to sellers/grocery stores in the Medura area.

#### b. Increase promotional effectiveness

This strategy aims to maximize promotions so that products and companies are better known to the public. The introduction of AMDK Labini products can be done by carrying out promotional activities by carrying out advertisements such as installing billboards in

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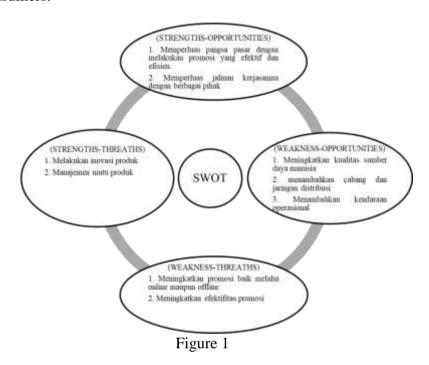
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E-ISSN:2614-1280 P-ISSN2622-4771

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strategic places and providing browsers so that the product is better known to the public (Son, 2020).

Choosing the right promotional media will indirectly provide information about the product being advertised, and is expected to increase sales volume (Wicaksono, 2018). It is hoped that this will ultimately retain existing customers and increase other customers to purchase the advertised product (Andhika Putra et al., 2020). Considering that KOPPONTREN AUBA is a relatively new company entering the AMDK industry, it would be wise to carry out product promotions to introduce its products so that they are better known to consumers.



Based on the picture above, use SWOT analysis and produce several business strategies, namely: SO (Strengths-Opportunities) strategy 1. Expand market share by carrying out effective and efficient promotions. 2. Expand cooperation with various parties. ST Strategy (Strength - Threaths) 1. Carry out product innovation. 2. Product quality management. WO (Weakness-Opportunities) Strategy 1. Improve the quality of human resources. 2. Add branches and distribution network. 3. Add operational vehicles. WT (Weakness-Threats) Strategy. 8. Increase promotions both online and offline. 9. Increase promotional effectiveness.

#### 4. Conclusion

Based on the research results above, it can be concluded that the business strategy analysis carried out by KOPPONTREN AUBA to improve the economy of its Islamic boarding schools uses a SWOT analysis by implementing four business strategies, namely the first SO (Strengths-Opportunities), ST (Strengths-Threaths), WO (Weakness-Opportunities) strategy. , WT (Weakness-Threats) and produced nine strategies 1. Expand market share by carrying out effective and efficient promotions. 2. Expand cooperation with various parties. 3. Carry out product innovation. 4. Product quality management. 5. Improve the quality of human resources. 6. Add branches and distribution network. 7. Add operational vehicles. 8. Increase promotions both online and offline. 9. Increase promotional effectiveness

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Based on the research results obtained by the company, the suggestions submitted are in accordance with the resulting alternative strategies, including: 1. Expanding market share by carrying out effective and efficient promotions. This is to increase sales and production by expanding market share. 2. Expanding cooperation with various parties, cooperation is needed to facilitate the product sales process by collaborating with agents, distributors and sellers/grocery stores. 3. Carry out product innovation by updating products such as logos and packaging. 4. Product quality management needs to be improved considering government regulations regarding SOPs as well as increased supervision of products so that they comply with company and government SOPs. 5. Improve the quality of human resources. The importance of good human resources needs to be of concern to company management because human resources are a very important asset for the company. The progress of a company depends on the quality of its people. 6. Adding branches and distribution networks by collaborating with various parties involved in product distribution which is expected to expand and add branches to the company. 7. Add operational vehicles. The addition of operational vehicles is very profitable for the company, because with this addition product distribution will be maximized so that it can expand market share and sales will increase. 8. Increase promotions both online and offline. In this era, it is impossible if people still don't use gadgets in their daily lives, therefore companies are smarter about promoting products through social media considering that people now live side by side with gadgets every day. 9. Increase promotional effectiveness. This is needed to promote products more effectively and in a planned manner.

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Peer Reviewed – International Journal

Vol-8, Issue-2, 2024 (IJEBAR)

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