



Analysis of digital marketing strategies on the development of UMKM in Bogor district case study: MSME Pearl Mat in Kemang District, Bogor Regency

Erny Indrayanti¹ Awang Darmawan Putra², Popy Novita P³, Raden M Jiddan Aziz⁴
^{1,2,3}Postgraduate School, Management, Ibn Khaldun University, Bogor City
⁴Prasetiya Mandiri Polytechnic, Bogor City

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ABSTRACT

This research discusses the marketing strategy and growth of Mutiara Keset MSMEs in Bogor Regency, with a focus on marketing techniques, business plan patterns, digital marketing, and the role of government. The method used is a qualitative approach with a case study method. Data was collected through in-depth interviews with the owners of Mutiara Keset MSMEs, direct observation of marketing and operational activities, as well as analysis of related documents, such as business plans and financial reports. Marketing techniques used include selecting products with different colors to increase attractiveness and influence consumer psychology, as well as a strong brand identity to build customer trust and loyalty. The Mutiara Keset MSME business plan pattern includes product diversification strategies, setting the right prices, choosing strategic marketing locations, and promotion through exhibitions and social media. Additionally, digital marketing involves the use of online and mobile platforms to increase visibility and interaction with customers. The government's role in supporting MSMEs is realized through policies, facilities and support for innovation and collaboration. The success of Mutiara Keset MSMEs in overcoming challenges and achieving stable growth is an example for other MSMEs in developing business

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Corresponding Author:

Erny Indrayanti
Postgraduate School, Management,
Ibn Khaldun University, Bogor City
Courtroom, Fl. 1, RT.01/RW.10, Bogor City, West Java 16164
Email: Erny_Indrayanti1@gmail.com

1. INTRODUCTION

Industry has undergone continuous transformation since the late 18th century when the mechanical loom was invented in 1784. At that time, industry began to use mechanized production facilities that used water and steam power, replacing manual work that previously relied on human and animal power. The second industrial revolution, which took place around 1900-1960, brought innovation in the development of industry based on science and technology, with mechanized mass production systems, more efficient assembly lines, and standardization of quality. In the industrial era 5.0, there was a

paradigm shift businesses that utilize technology such as automation, big data analysis, robot technology, artificial intelligence (AI), and the internet of things (IoT). The connection between humans, machines and data is becoming tighter, known as the Internet of Things (IoT) Maya (2018). This change is driven by technological advances that support industrial goals, along with changes in society's interaction with technology and the internet. Society now has an important role in regulating the internet in an industrial context and in developing industry norms Tjahja et al. (2021).

Indonesia is ranked third among the five countries with the largest number of internet users in Asia. The growth of technology and digitalization in Indonesia has experienced a significant increase in recent years, supported by increasingly better telecommunications infrastructure, the growth of the information technology industry, and the availability of digital devices such as smartphones. This phenomenon has changed the business landscape with increasing public interaction on social media. Social media, as a collection of internet-based applications, has become a platform not only for personal communication but also for various activities, including buying and selling. Therefore, to maintain their attractiveness in the eyes of consumers, brands must improve and manage their presence on the internet, because the internet is a mirror for companies in this digital era.

Data shows that 77% of Indonesia's population uses the internet, while connected mobile devices reach 128% of the total population. Social media is also actively used by 82% of the population. This phenomenon creates great opportunities in marketing and promotion for business people, especially for Micro, Small and Medium Enterprises (MSMEs). Although MSMEs face various challenges, including limited access to capital, markets and technology, they have great potential to grow and contribute to the national economy. By adopting digital marketing strategies and increasing innovation, as well as getting support from government policies, MSMEs can overcome these challenges and develop in this digital era. According to BPS data, the number of Micro, Small and Medium Enterprises (MSMEs) in Bogor Regency shows an increasing trend from 2016 to 2021, reaching a total of 50,348 in the last year, with the industrial sector being the largest followed by processed food and beverages and services, however there will be a decline in 2021 in the industrial sector.

The research conducted in response to the burgeoning number of MSMEs and heightened competition in Kemang District, Bogor Regency sheds light on the resilience of businesses like "Mutiara Doormat." This enterprise, lauded by the local government with consecutive awards, including recognition as an outstanding MSME in 2016, has navigated challenges adeptly. The lack of marketing acumen among local businesses led to sales fluctuations, notably exacerbated during the COVID-19 pandemic from 2019 to 2021. Recognizing the untapped potential and limited competition in the region, the decision to focus on doormat production stemmed from a strategic vision for business expansion. Operating from Pondok Udik Village RT 004 RW 006, Kemang District, Mutiara Keset's turnover has seen oscillations over the past five years. Despite a promising start in 2018 with a turnover of IDR 25,000,000, a downturn to IDR 15,000,000 in 2019 marked challenges possibly influenced by economic instability and market demand. However, concerted efforts saw a recovery in 2020, with turnover reaching IDR 20,000,000, and a return to the 2018 level in 2021. Notably, by 2022, Mutiara Keset achieved significant growth, reaching a turnover of IDR 30,000,000, emblematic of its resilience and commitment to sustained improvement despite market dynamics.

Previous research gaps that have been used as a reference have discussed macro policies and the effectiveness of MSMEs during the Covid 19 Pandemic. The novelty in this research is to discuss marketing techniques, business plan patterns, digital marketing and the role of government that has been given to support MSMEs which is

expected by their existence. analysis related to these four things can create a marketing strategy for Mutiara Keset MSMEs.

In the context of this research, the urgency of increasing MSME development and high competition between business actors in Bogor Regency, especially in Kemang District, is a driving force for finding effective solutions to face these challenges. Mutiara Keset, as one of the MSMEs that has successfully overcome these challenges, shows the importance of creating competitive advantages in innovative products and marketing strategies. With limited initial capital, the owner of Mutiara Kemat took a wise step by choosing to produce household items that are much needed and play an important role in everyday life. They also identified a potential market by producing cotton-based mats, which have high water absorption and are in demand on the market. To compete with other doormat industries, Mutiara Keset innovated by changing product motifs from plain to characters or cartoons, increasing the appeal of their products. Marketing strategies directly to consumers and via internet media are also used to increase product visibility and accessibility. The Mutiara Keset case study provides an opportunity for other MSMEs to learn and imitate strategies that have been successfully used to face challenges and develop their businesses. Through identifying strategies that have been implemented, problems faced, and ways to overcome these problems, other MSMEs can take inspiration and strengthen their position in market competition.

2. RESEARCH METHOD

The research method applied in this journal is qualitative research with a descriptive approach. The research was conducted at Mutiara Keset UMKM in Bogor Regency, Kemang District, for three months from April to June 2023. Primary data was obtained through interviews and direct observation with business owners and retail and wholesale customers (Sujarweni 2018). Apart from that, literature studies are also used to support information obtained from primary data. The research instrument was adjusted to focus on discussing marketing techniques, business plan patterns, digital marketing, and the role of government, using a research instrument table to direct data analysis (Sugiyono 2019).

This research uses a mixed design that combines qualitative data with descriptive analysis to understand the marketing phenomenon of Mutiara Keset MSMEs (Sukmananda 2006). The research instrument includes interview techniques, observation and literature study for comprehensive data collection. Data analysis was carried out by identifying dimensions such as marketing techniques, business plan patterns, digital marketing, and the relevant role of government to gain a deep understanding of the strategies and challenges faced by MSMEs in developing their businesses. With this approach, it is hoped that this research can provide valuable insights for the development of MSMEs as well as contribute to the literature on MSME marketing in Indonesia. The research instruments used are as follows:

Table 1. Research Instrument

No	Indicator	Dimension	Indikator
1	Marketing Techniques	<p>he dimensions of marketing techniques according to Never and Slater (1998) are</p> <p>1) Business culture where the organization fosters behavior to continue to be creative</p> <p>2) Creating superior value.</p>	<p>1) A business culture where the organization fosters behavior to continue to be creative:</p> <ul style="list-style-type: none"> • Product or service innovation • Employee involvement in providing creative ideas • Organizational support for experimentation and new developments <p>2) Creating superior value:</p> <ul style="list-style-type: none"> • Customer satisfaction with the product or service • Product or service superiority over competitors • Customer loyalty to the brand or company

No	Indicator	Dimension	Indikator
2	Business Plan Pattern	The Business Plan Pattern according to Kotler (2009) has the following dimensions: 1) Product 2) Price 3) Place 4) Promotion 5) People 6) Process 7) Physical Evidence	1) Product: according to Tjiptono (2012) the indicator is <ul style="list-style-type: none"> • Variety, • Quality, • Design, • Brand, • Packaging, • Service. 2) Price: according to Kotler & Amstrong (2012) the indicator is <ul style="list-style-type: none"> • Price list, • Discount, • Discounts, • Credit Payment Period. 3) Promotion: according to Kotler (2009) the indicator is <ul style="list-style-type: none"> • Advertisement, • Sales promotion, • Direct Marketing or Public Relations. 4) Place: according to Ferdinand (2002) in a journal Saidani & Arifin (2012) the indicator is <ul style="list-style-type: none"> • Channels, • Scope, • Location Selection, • Inventory, and • Logistics Transportation. 5) People according to Ferdinand (2002) in a journal Saidani & Arifin (2012) the indicator is <ul style="list-style-type: none"> • Attitude • Action • How to dress, • Appearance • Communication 6) Process according to Ferdinand (2002) in a journal Saidani & Arifin (2012) the indicator is <ul style="list-style-type: none"> • Efficient, • Effective, and • Provide a satisfying experience to customers 7) Physical Evidence according to Ferdinand (2002) dalam jurnal Saidani & Arifin (2012) the indicator is <ul style="list-style-type: none"> • Environment • Consistent use of logos and colors in branding, • Good quality equipment can increase consumer confidence
3	Digital Marketing	1) Identify engines search 2) Marketplace search 3) Social Media Search	1) Identify search engines: <ul style="list-style-type: none"> • The level of visibility of the website on major search engines • Level of SEO optimization (Search Engine Optimization) • Number of visits originating from search engines 2) Marketplace search: <ul style="list-style-type: none"> • Presence and branding on various marketplace platforms • Sales originating from the marketplace • Customer satisfaction from transactions in the marketplace 3) Social Media Search: <ul style="list-style-type: none"> • Growth of followers on social media • Customer interaction and engagement on social

No	Indicator	Dimension	Indikator
			media
			<ul style="list-style-type: none"> Brand as measured by activity on social media
4	Role of Government	<p>According to Nirwana et al., (2017), the dimensions of the government's role are divided into 3 dimensions, namely</p> <ol style="list-style-type: none"> 1) Role as Facilitator 2) Role as Regulator 3) Role as a Catalyst 	<ol style="list-style-type: none"> 1) Role as Facilitator: <ul style="list-style-type: none"> Government support for MSMEs through policies and programs Facilities and conveniences provided by the government to support MSMEs MSME access to assistance and resources from the government 2) Role as Regulator: <ul style="list-style-type: none"> Clarity of regulations and policies related to MSMEs Fairness and effectiveness of supervision of MSMEs MSME compliance with applicable rules and regulations 3) Role as Catalyst: <ul style="list-style-type: none"> Government support in encouraging collaboration and synergy between MSMEs Government support for the development of innovation and technology in MSMEs The role of government in facilitating MSME access to local and global markets.

3. RESULTS AND DISCUSSIONS

In this section, analysis is carried out on marketing techniques, business plan patterns, digital marketing strategies, and the role of government in developing Mutiara Keset micro, small and medium enterprises (MSMEs) in Bogor Regency, in (1) Marketing Techniques based on interviews with MSME owners Mutiara Kemat in choosing its products uses different colors that are slightly darker, this strategy avoids the possibility that the product will not get dirty easily, especially for doormat products. From a psychological perspective, color turns out to have a strong influence on human mood and emotions. Even colors can make an atmosphere hot or cold, sympathetic or provocative, and emotions can excite or calm a consumer Zharandont (2015), Color selection can also influence marketing Natadjaja et al., (2017). Apart from that, the marketing technique used is branding and brand identity. A strong brand identity helps MSMEs look more professional and attractive to consumers, making it easier to recognize the brand and differentiate it from competitors. (Mashuri 2019) stated that a brand carries a promise that must be fulfilled by the company. This promise is a branding effort carried out by the company. Fulfilled promises will create trust in a brand (brand trust).

The UMKM Mutiara brand has received awards around four times every year as a quality product in Bogor Regency. The stronger the brand identity, the easier it is for consumers to choose the product. This finding is in line with a study by (Achmad, Buchori. 2010), which shows that positive perceptions of the brand have a positive impact on purchasing decisions. Brand strength can also build consumer loyalty, making them more likely to make repeat purchases. Loyalty is defined as fidelity or commitment to a product. The definition of loyalty according to (John C. Mowen 2010) is a condition where customers have a positive attitude, commitment and intention to continue buying the product in the future.



Source: UMKM Mutiara Keset

Figure 1. UMKM Products, Bogor Regency

According to Aaker in his book "Building a Strong Brand" (1996), creating a strong brand involves analyzing the position of competitors' brands and the position of brands that have been launched. This process begins with designing a brand identity and establishing the desired positioning for the brand. Effective communication about the brand identity that is built will help improve the brand image, which in turn increases sales. Brand strength also allows companies to compete better in the market, because consumers are more likely to choose products from companies with a strong brand image. Apart from building a strong brand, it is also important to establish balanced and mutually beneficial partnerships. According to (Frans Sudirjo et al. 2023), There are three models of collaboration between organizations: pseudo partnership, mutualism partnership, and conjugation partnership. Each model has its own characteristics and benefits, which organizations, agencies or individuals can leverage to enhance their capabilities. Decisions and agreements in the partnership can then be expressed in the form of a joint decision letter, memorandum of understanding, or work contract (Rahadi and Wardiman 2022).

Additionally, interorganizational partnerships can have different natures, such as incidental, short-term, and long-term. This reflects the diversity of goals and needs that can be met through such partnerships. By understanding the characteristics and nature of these diverse partnerships, organizations can choose a collaboration model that suits their needs and goals to achieve optimal results. (2) Business Plan Pattern, Strengthen digital marketing efforts by increasing presence on social media, using measurable online advertising, and utilizing SEO (Search Engine Optimization) to increase visibility in search engines (Noor and Rahmasari 2018). Digital marketing is more flexible and can help reach consumers more efficiently amidst social restrictions. One of the techniques used by UMKM Mutiara Keset to reduce costs at the start of production is to use production equipment elsewhere. Production techniques like this are usually used so that the costs of procuring production equipment can be reduced. Related to sales techniques will be discussed in accordance with marketing theory. In marketing, the term 4Ps is known as appropriate (Kotler & Amstrong (2012), namely: Product, Price, Place, Promotion. In terms of products, UMKM Mutiara Keset has diversified its products, namely producing products with different motifs. The aim of products with different motifs) different is that it adds value to the mat for its users (Gunawan 2018).

Table 2. Analysis (Product, Price, Place, Promotion) of Mutiara MSMEs

<p><i>Product:</i> With different motifs, customers can adjust the color of the mat to suit the objects around the mat. For example, wall color, door color, curtain color, carpet color, and so on. Apart from that, with different motifs, users get the impression that the mats used are always new or changing, not one mat that has been used for a long time. Examples of products owned by UMKM Mutiara Keset.</p>	<p><i>Price:</i> Price range analysis is vital for Mutiara Keset MSMEs' marketing, covering pricing strategies, target segments, and competition. Strategies include low, medium, and premium tiers, meeting varied consumer needs. Market research guides pricing decisions, ensuring competitiveness and consumer alignment.</p>
<p><i>Place:</i> Mutiara Keset UMKM employs various marketing channels, including house-front displays, shop</p>	<p><i>Promotion</i> Promotion is carried out through exhibitions and also social media. The exhibition requires assistance</p>

placements, and direct sales. While house-front displays offer visibility, the market is limited, often targeting wholesale buyers visiting the production site. Retail stores, including traditional markets and modern outlets like IKEA and AEON, cater to different consumer segments, influencing pricing set by shop management.

from related parties such as the local government so that it can be facilitated. Do MSMEs need a special form of exhibition or not? For example, thematic exhibitions specifically for crafts, specifically for food, specifically for fashion. Or actually a combination is needed so that consumers can find various kinds of needs in one exhibition area.

People

Mutiara Keset UMKM employees have an important role in providing friendly customer service and helping run business operations well.

In a pandemic situation, they also pay great attention to compliance with health protocols to protect staff and customers.

Process

UMKM Mutiara Kemat's production process is based on selecting high-quality raw materials and innovation in product design. They also carry out a wholesale sales process, allowing them to achieve larger sales volumes, and have adjusted their business strategy during the pandemic.

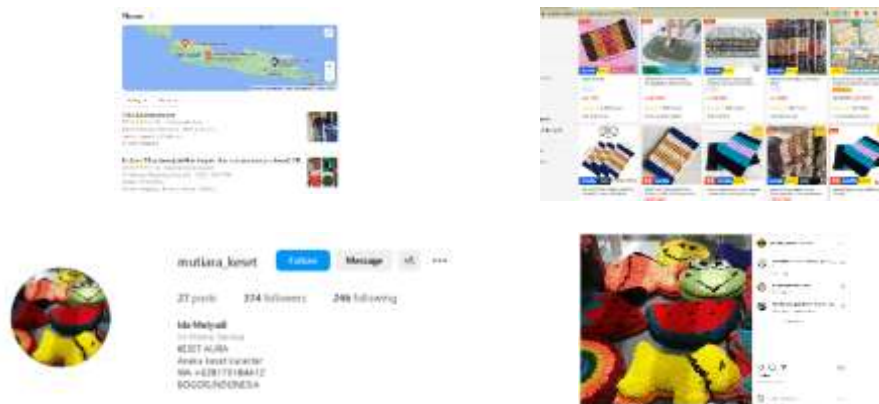
Physical Evidence (Bukti Fisik):

Physical evidence of the Mutiara Keset UMKM product is a doormat product that can be touched and seen by customers, showing the quality and sustainability of the product.

The physical outlets they have are also real physical evidence of the existence of their business.

(3) Digital marketing. In recent years, there has been a significant shift from the use of personal computers towards cellular or wireless communications. This change is driven by continued technological advances and increasingly affordable costs for computer devices and smartphones (Maytanius et al. 2022). The increasing ease of internet access has also enabled the emergence of various digital content, both free and paid. The growth in the number of smartphone users makes it a very significant new medium, which is utilized by manufacturers as a platform for advertising. This makes marketing via mobile devices a more efficient choice for marketers, due to lower costs, more focused focus on targeted consumers, and ease of measuring sales effectiveness. One of the main advantages for companies in using mobile marketing is its ability to improve relationships with consumers, which is known as Consumer Relationship Management (CRM) (Ramadhani 2021). By using mobile platforms, companies can increase the quality and range of services they offer. For example, banks can easily send transaction messages to customers, while travel agents can manage ticket bookings from their clients. CRM strategies allow companies to establish closer relationships with their customers, by providing more personalized and responsive service based on the information they have about customers (Abdullah 2022).

Apart from that, the use of mobile marketing also provides benefits in terms of internal company use, as explained by (Wiji Yuwono 2020). Improved communication between employees without time limits and the ability to easily check schedules and information are examples of the benefits companies gain through the use of mobile apps. This increases efficiency and productivity in the organization. Apart from that, mobile marketing can also help reduce communication costs to customers and increase brand awareness, while offering special products to potential customers, as stated by (Natadjaja et al. 2017). E-commerce platforms also provide a platform for sellers and buyers to interact, communicate and carry out transactions online, resulting in a more comfortable and efficient shopping experience for consumers. Even though Mutiara Kemat has succeeded in ensuring its presence on the internet through a registered Google business profile since three years ago, there are still shortcomings in their online strategy. One of them is the absence of an official website with a unique name. Even though there is a related website that has existed since 2016, namely <https://mutiara-keset.blogspot.com>, the content and product presentation displayed are relatively minimal. Information only includes some products and contact telephone numbers only. In the view of potential customers, the existence of a website with a free domain does not give an optimal professional impression (Islami, Supanto, and Soeroyo 2021).



Source: UMKM Mutiara Kemat

Figure 2. Social Media for UMKM Mutiara Kemat Bogor Regency

(3) The role of government, Based on research on the Role of Regional Government in Empowering Micro Enterprises in Bogor Regency, the author has collected a number of data which is considered sufficient to explain the role of government in empowering business actors in Bogor Regency. Various methods or actions have been taken by the government to control and improve the quality of MSMEs in Bogor district, including by providing assistance, training and developing human resources as well as providing facilities. The Bogor Regency government has made various efforts to develop MSMEs as stated by Nirwana et al., (2017) namely by paying attention to its role as a Facilitator, Regulator and as a Catalyst. The Bogor Regency Government has demonstrated its commitment to supporting the development of Micro, Small and Medium Enterprises (MSMEs) through its role as facilitator, regulator and catalyst (Chaffey and Bosomworth 2013). As a facilitator, the government provides financial support and provides various facilities and pathways needed by MSMEs, such as training and assistance with government programs related to MSMEs. As a regulator, the government designs policies that benefit MSMEs, such as Government Regulation Number 07 of 2021 which aims to provide convenience, protection and empowerment for MSMEs. Meanwhile, as a catalyst, the government accelerates the growth and development of MSMEs through various assistance, coaching and business development programs (Islami et al. 2021).

4. CONCLUSION

Based on interviews, research, and analysis, key conclusions regarding Mutiara Kemat MSMEs in Bogor Regency emerge. Firstly, they employ proactive marketing, leveraging social media and e-commerce to enhance brand visibility, using patchwork waste for added value. Secondly, they display adaptability during challenges like the pandemic by diversifying products and adhering to health protocols. Thirdly, e-commerce and digital marketing play pivotal roles in expanding brand awareness. Lastly, government support through policies, training, and environmental management collaborations is crucial for their sustainability (Buchdadi 2008). This research contribution provides insight into the marketing strategy and adaptation of Mutiara Kemat MSMEs in Bogor Regency in facing business challenges, especially during the pandemic. Through careful analysis, this research highlights the importance of product development, increasing brand awareness, and the role of government in supporting MSMEs. The results can be a guide for other MSMEs and related stakeholders to develop business, strengthen capacity and build sustainable business practices.

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