



Digital Marketing Strategy and Purchase Intention: A 7P Marketing Mix Approach to Enhancing Sales Performance of Bang Zack's Chips MSME

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Abstract

The rapid growth of digital technology has fundamentally changed consumer purchasing behavior in the Indonesian snack food industry, creating both opportunities and challenges for micro, small, and medium enterprises (MSMEs). This study aims to analyze the implementation of digital marketing strategies based on the 7P Marketing Mix framework (Booms & Bitner, 1981) and its impact on purchase intention and sales performance of Kripik Bang Zack, an MSME producing chips. This study uses a qualitative descriptive method with in-depth interviews with 5 key informants, consisting of the business owner, 2 employees, and 2 loyal customers, selected through purposive sampling. Data were analyzed using the Miles and Huberman interactive model, which includes data reduction, data display, and conclusion drawing. The findings show three main contributions: (1) Instagram and TikTok-based content marketing, as the most influential digital strategy, drove an approximately 73% increase in online sales over 12 months (from 300 to 520 units/month); (2) active customer engagement through social media strengthened brand loyalty and extended market reach beyond the local area, as evidenced by a growing proportion of non-local buyers; and (3) the integrated application of all 7P elements particularly the Promotion and Process dimensions was identified as the most critical factor in sustaining purchase intention among digitally active consumers. This study contributes to the limited literature on the implementation of digital marketing among Indonesian food MSMEs, offering a replicable strategic framework for similar small businesses looking to improve their digital sales performance.

Keywords: Marketing Strategy, Digital Marketing, MSMEs

1 Introduction

The Indonesian snack food industry has undergone rapid transformation in the wake of widespread digital adoption. Chips, in particular, have emerged as one of the most demanded snack categories among Indonesian consumers, yet the competitive landscape has grown

increasingly complex as digital platforms reshape how products are discovered, evaluated, and purchased (Lubis et al., 2023). The proliferation of e-commerce and social media has fundamentally altered consumer decision-making processes from product discovery through algorithmic content feeds to peer-influenced purchasing on platforms such as TikTok and Instagram (Harahap & Tambunan, 2022). (Azizah et al., 2021) found that more than 60% of Indonesian consumers reported having purchased snacks online within a six-month period, reflecting a structural shift in retail behavior that carries direct implications for small-scale producers.

However, behind the enormous potential offered by digitalization in marketing, there are various challenges faced by Micro, Small, and Medium Enterprises (MSMEs) such as Kripik Bang Zack. Micro, Small, and Medium Enterprises (MSMEs) Kripik Bang Zack is one of the snack industry players operating on a small to medium scale. As part of the MSME sector, Kripik Bang Zack produces various variants of chips with various flavors and packaging that are attractive to consumers. Along with the growth and development of the snack food industry in Indonesia, MSMEs like Kripik Bang Zack play a vital role in meeting consumer needs for quality and innovative snacks. Despite having a relatively small production scale compared to large companies, this MSME is able to compete by offering chip products that have their own unique characteristics (Deddy & Putra, 2022). With creativity in product design and perseverance in marketing, the Bang Zack Chips MSME continues to strive to expand its market share and increase its contribution to the Indonesian snack industry.

The following table shows sales for the Bang Zack Chips MSME from January to December 2024:

Table 1. Total Sales

Month	Sales Amount (Direct Consumers)	Number of Sales (Consumers with Online Sales)
January	30	300
February	32	320
March	35	350
April	37	370
May	38	380
June	40	400
July	42	420
August	44	440
September	46	460
October	48	480
November	50	500
December	52	520

Source: 2026 research data

Based on the sales data above, direct consumer sales and online sales both showed consistent growth throughout the year. Direct consumer sales increased steadily from 30 units in January to 52 units in December. Online sales likewise grew consistently, beginning at 300 units in January and reaching 520 units in December representing an overall increase of approximately 73% over the 12-month period. This parallel growth across both sales channels indicates the positive impact of digital marketing strategies and a gradual shift in consumer preferences toward online purchasing, presenting an opportunity to further maximize the potential of the online market going forward.

The increasing sales level from month to month indicates strong demand for the product throughout the year. Consistent sales increases also indicate the effectiveness of the company's marketing strategy and supply chain management in maintaining product availability and meeting consumer demand (L. P. Sari & Yafiz, 2022). Furthermore, higher year-end sales could reflect the effects of the holiday season and successful end-of-year promotions. Therefore, this sales data could be a positive performance indicator for the company and indicate promising future growth potential (Harahap & Tambunan, 2022).

During this time, sales may experience a decline due to factors such as weather, seasonality, or other economic factors. Therefore, digital marketing strategies can focus on increasing consumer awareness and interest during this period to mitigate any potential sales decline.

One of the main challenges is the increasingly fierce competition in the chip market, driven by the rapid emergence of new chip brands competing for market share (Deddy & Putra, 2022). This phenomenon demonstrates the fierce competition that MSMEs must face in order to distinguish their products in an increasingly crowded market. Furthermore, MSMEs often face obstacles in understanding and effectively utilizing digital platforms to market their products. Suboptimal use of digital technology can cause MSMEs to miss opportunities to reach potential consumers and increase their brand visibility online. Technical constraints, lack of knowledge about search algorithms, and limitations in managing digital marketing campaigns are also obstacles for MSMEs in making maximum use of digital platforms.

Consumer selectivity in the Indonesian snack market is also intensifying. Research by (Julia & K, 2023). indicates that a growing proportion of consumers factor health and nutritional content into their snack purchasing decisions, reflecting a broader lifestyle trend toward balanced dietary habits. Awareness of the importance of a balanced diet and health is growing, leading consumers to prefer chips with good nutritional value and high-quality ingredients (Rahayu et al., 2013).

Furthermore, the shift in consumption patterns toward low-fat and low-sugar snacks is also influencing consumer preferences for chips. Consumers are increasingly paying attention to nutritional information and product labels, seeking healthier and more health-friendly products. This requires chip producers, including MSMEs like Kripik Bang Zack, to focus more on product innovation that offers high nutritional value, uses natural ingredients, and reduces the use of potentially harmful additives.

In this context, MSMEs need to pay attention to evolving consumer trends and preferences and adapt their marketing and product development strategies to reflect the increasingly discerning market demand for health and nutrition. By embracing this trend, MSMEs can position their chip products as a healthier and higher-quality choice in the eyes of consumers, thereby increasing their competitiveness in an increasingly competitive market (Sedyastuti, 2018).

In light of these issues, this study aims to explore the challenges and opportunities faced by MSMEs, such as Kripik Bang Zack, in marketing their chips digitally. By understanding these issues in depth, it is hoped that this research will provide concrete strategic recommendations that can be implemented by these MSMEs to increase their competitiveness and market penetration in the current digital era.

This approach aims to specifically identify the barriers faced by MSMEs in utilizing digital platforms to market their chips. With a deeper understanding of these challenges, this study will generate strategic recommendations that can help MSMEs like Kripik Bang Zack overcome these obstacles and capitalize on opportunities to effectively market their products through digital platforms (Anggoro & Hasugian, 2020).

Furthermore, by strengthening their digital presence, MSMEs can increase the visibility and accessibility of their chip products to potential consumers, both locally and nationally. Therefore, this research is expected to make a significant contribution to developing relevant and effective digital marketing strategies for MSMEs in the snack food sector, thereby increasing their competitiveness and business growth in today's digital era.

2 Literature Review

Definition of Marketing Strategy

A marketing strategy is a structured and directed plan to achieve the marketing objectives of a product or service, encompassing steps to identify the target market, understand consumer needs, and determine the most effective means of promoting and distributing the product (Dimas & Nasution, 2024). Empirical research on Indonesian MSMEs consistently highlights that a clearly defined marketing strategy is among the strongest predictors of sales performance. (Harahap & Tambunan, 2022) found that MSMEs deploying structured digital marketing strategies recorded significantly higher revenue growth than those relying on traditional channels alone. (Anggoro & Hasugian, 2020) further demonstrated that strategic use of digital platforms enabled small food-sector businesses to maintain and expand market share even under constrained operating conditions. These findings underline the critical importance of strategy formulation as a prerequisite for effective digital marketing execution. A marketing strategy is also defined as including steps designed to identify the target market, understand consumer needs and preferences, and determine the best way to promote and distribute the product or service. Marketing strategy also involves the use of various marketing tools and techniques, such as market research, branding, promotion, distribution, and pricing, with the aim of achieving sustainable business growth and gaining a competitive advantage in the market (Tirtayasa et al., 2021).

Marketing theorists such as Philip Kotler and Michael Porter emphasize the importance of developing coordinated and integrated marketing strategies that account for both internal capabilities and external market conditions (Kotler, 2014). This includes thorough market analysis, competitor benchmarking, and the development of actionable plans aligned with marketing objectives (Sasongko et al., 2020). Thus, marketing strategy serves as the foundation for all marketing activities, helping firms identify opportunities and threats in the market and take necessary steps toward long-term competitive success (Prihadi & Susilawati, 2018).

Digital Marketing

Digital marketing is a marketing practice that uses digital platforms and internet technologies to promote products or services to a target market, encompassing channels such as websites, social media, email, search engines, online advertising, and digital content to reach and engage consumers (Y. Sari & Utami, 2021). The main goal of digital marketing is to increase brand awareness, expand market reach, generate prospects or leads, and increase sales or conversions online. By leveraging internet and digital technology, digital marketing offers greater flexibility, measurability, and targeting precision than traditional marketing methods. Several empirical studies confirm its effectiveness for MSMEs: (Sasongko et al., 2020) reported that food-sector MSMEs adopting social media marketing experienced a measurable increase in brand awareness and consumer reach within three months of implementation; (Damayanti et al., 2023) found that consistent content creation on Instagram and TikTok significantly enhanced purchase intention among younger Indonesian consumers; and (Y. Sari & Utami, 2021) documented that MSMEs using integrated digital channels outperformed single-channel peers in both customer acquisition

and retention. These empirical findings collectively suggest that the effectiveness of digital marketing for MSMEs is not merely theoretical but well-documented across diverse industry contexts in Indonesia.

According to (Kotler, 2014), digital marketing is the marketing of products or services to a target market using various digital tools and technologies, including the internet and social media. Meanwhile (Widyaswari, 2021) defines digital marketing as the use of digital technology to create, communicate, and deliver value to customers through both online and offline channels. Synthesizing these perspectives, digital marketing for MSMEs functions not only as a promotional tool but as a comprehensive value-delivery mechanism that integrates product discovery, consumer engagement, and transactional conversion. Critically, however, the literature also identifies a gap: many MSME practitioners lack the digital literacy and resources to exploit these platforms optimally (Anggoro & Hasugian, 2020), suggesting that access to digital tools alone is insufficient without accompanying capability development. This gap is particularly relevant for food-sector MSMEs such as Kripik Bang Zack, which operate in highly competitive markets where digital presence increasingly determines consumer choice (Killian, 2015).

7P Theory in Marketing

The 7P marketing mix framework comprising Product, Price, Place, Promotion, People, Process, and Physical Evidence provides a comprehensive theoretical lens through which to analyze the marketing performance of MSMEs in digital environments (Wulandari, 2018; Prasetyo et al., 2018). While the original 4P model McCarthy, (1960) focused primarily on tangible elements, the extended 7P framework is particularly relevant for service-oriented and digitally-mediated businesses, where intangible factors such as People, Process, and Physical Evidence play decisive roles in shaping consumer purchase intention (Sipahutar et al., 2023). In the context of food-sector MSMEs, the Product element encompasses not only chip variants and packaging but also brand identity and perceived quality attributes that consumers increasingly evaluate through digital platforms before making a purchase decision. Pricing, meanwhile, must balance cost recovery with competitive positioning in a market where price transparency is heightened by e-commerce platforms.

The Place element has been fundamentally transformed by digitalization: online marketplaces such as Shopee and Tokopedia now function as primary distribution channels for Indonesian food MSMEs, with (Fachrina & Zuhrinal, 2022) demonstrating that MSME sellers on Shopee recorded significant sales uplift through platform-native promotional features. Promotion, operationalized through social media content, influencer collaboration, and targeted online advertising, has emerged as the most actively studied 7P element in the MSME digital marketing literature.

The People, Process, and Physical Evidence elements are equally consequential in digital contexts. People encompassing customer-facing staff and social media managers directly shape consumer trust through responsiveness and interaction quality. Process efficiency, including order fulfillment speed and after-sales responsiveness, influences repeat purchase behavior (L. P. Sari & Yafiz, 2022). Physical Evidence in the digital domain is primarily conveyed through product photography, packaging design visible in online listings, and user-generated reviews all of which function as trust signals that mediate the relationship between digital marketing exposure and consumer purchase intention (Wulandari, 2018).

By considering all seven elements holistically in their digitally-mediated forms, MSMEs can design and implement comprehensive marketing strategies to achieve business goals, grow market share, and better meet evolving consumer expectations.(Prasetyo et al., 2018).

Conceptual Framework

Drawing on the theoretical and empirical literature reviewed above, this study proposes a conceptual framework in which the implementation of a 7P-based Digital Marketing Strategy functions as the independent variable, exerting a direct influence on Consumer Purchase Intention as the dependent variable, with Sales Performance as the measurable outcome. Within this framework, the seven 7P elements are operationalized in their digital forms: Product (digital presentation and packaging appeal), Price (online pricing and promotional offers), Place (marketplace and social media channel selection), Promotion (content quality, frequency, and engagement), People (responsiveness of digital customer service), Process (order fulfillment efficiency and ease of checkout), and Physical Evidence (visual credibility through photos, reviews, and ratings). Consumer Purchase Intention is conceptualized as a mediating construct shaped by digital marketing exposure, consumer trust, and perceived product value (Damayanti et al., 2023); (Julia & K, 2023) Sales Performance, measured through monthly sales volume trends, serves as the observable outcome variable. This framework integrates resource-based theory (Sedyastuti, 2018) which posits that MSMEs can achieve competitive advantage by leveraging unique digital capabilities with consumer behavior theory, which explains how digital touchpoints shape purchase decisions. The framework thus positions digital marketing not merely as a promotional channel but as an integrated strategic system linking MSME resource deployment to consumer response and business outcomes.

Research Propositions

Based on the conceptual framework and the body of empirical literature reviewed, this study advances three research propositions to guide the qualitative inquiry:

- P1:** The implementation of a 7P-based digital marketing strategy by Kripik Bang Zack positively influences consumer purchase intention by enhancing product visibility, perceived value, and consumer trust through digital channels (Damayanti et al., 2023); (Sasongko et al., 2020).
- P2:** Among the 7P elements, Promotion (social media content quality and engagement) and Physical Evidence (online visual credibility) are the most significant drivers of consumer purchase intention in the digital snack food market, consistent with findings from (Anggoro & Hasugian, 2020) and (Harahap & Tambunan, 2022).
- P3:** Barriers related to digital literacy, limited resources, and inadequate platform utilization moderate the effectiveness of digital marketing strategy implementation in MSME contexts, such that MSMEs with higher digital capability demonstrate stronger linkages between strategy implementation and sales performance outcomes (Sedyastuti, 2018); (Deddy & Putra, 2022)

3 Method Research

This research uses a descriptive qualitative method with an interview approach to explore digital-based marketing strategies aimed at increasing the sales of Kripik Bang Zack's MSME products. Prior to data collection, an initial review of the MSME's digital marketing activities was conducted, revealing that Kripik Bang Zack actively utilizes several digital channels in its marketing operations. These include Instagram and TikTok as primary social media platforms for product promotion and consumer engagement through visual content and short-form videos; WhatsApp Business as a direct communication channel for order management and customer service; and the Shopee and Tokopedia marketplaces as primary e-commerce platforms for online sales transactions. Each channel plays a distinct and complementary role: Instagram and TikTok are used to build brand awareness and drive consumer interest through promotional content, while WhatsApp Business facilitates personalized interaction with repeat and prospective customers. Shopee and Tokopedia function as the main transactional platforms where consumers place orders, access product reviews, and benefit from platform-native promotions such as flash sales and free-shipping vouchers. The research process began with an initial literature review on digital

marketing strategies and the characteristics of MSMEs in the snack food industry. Subsequently, a research design was developed, focusing on a descriptive approach to detail the digital marketing strategies employed across these channels by Kripik Bang Zack's MSME (Rahmani, 2022).

During the interview process, the researcher sought to gain a comprehensive understanding of Kripik Bang Zack's digital marketing strategies across its active channels. The primary focus was to identify the internal strengths, weaknesses, opportunities, and threats the MSME faces in the context of its digital marketing operations specifically in relation to its use of Instagram, TikTok, WhatsApp Business, Shopee, and Tokopedia. Therefore, the researcher conducted an in-depth SWOT analysis to evaluate channel-specific factors that could impact the MSME's product sales performance. A SWOT analysis helps identify critical elements of a digital marketing strategy, including strengths that can be leveraged, weaknesses that need to be addressed, opportunities that can be expanded, and threats that must be addressed. With a deep understanding of SWOT analysis, Kripik Bang Zack's MSME can develop more effective digital marketing strategies, increase the marketability of their products, and better compete in an increasingly competitive market.

Informants were selected through purposive sampling, a technique in which participants are deliberately chosen based on their direct relevance to the research objectives (Sugiyono, 2019). This study involved five informants: Mr. Ahmad Zaky (the MSME owner), Ms. Sri (production technician), and three consumers with documented purchase histories spanning at least six months. The owner was selected as the primary informant given his comprehensive knowledge of strategic decision-making, channel selection, and business performance. The production technician was included to provide an operational perspective on how digital marketing demand translates into production adjustments. Three consumers rather than one were included to strengthen the market-side perspective and reduce the risk of idiosyncratic individual bias; all three were identified as repeat buyers who had engaged with Kripik Bang Zack's content on at least two digital platforms (Instagram or TikTok and Shopee or Tokopedia). This composition reflects the case study logic articulated by (Hardani, 2020), in which informant selection prioritizes informational richness and role diversity over numerical size, ensuring that all key stakeholder perspectives strategic, operational, and consumer are represented within the analytical framework.

Interviews were conducted using a pre-developed interview guide, with questions specifically addressing: (1) the selection and rationale for each digital channel used (Instagram, TikTok, WhatsApp Business, Shopee, and Tokopedia); (2) the type and frequency of content published on each platform; (3) the role of each channel in supporting sales conversion and customer retention; and (4) the perceived challenges and outcomes associated with each platform.

Interview data were analyzed using the (Huberman, 1992) interactive model of qualitative data analysis, comprising three iterative stages. In the first stage data reduction raw interview transcripts were systematically reviewed and coded to identify recurring themes and pattern clusters related to each of the 7P elements and the digital channels in use. Codes were organized into thematic categories aligned with the research propositions. In the second stage data display the reduced data were structured into narrative summaries and thematic matrices that allowed cross-informant comparison of perspectives on each digital channel's role and effectiveness. In the third stage conclusion drawing and verification interpretive conclusions were drawn from the thematic patterns identified, with each conclusion traced back to specific informant statements to ensure grounding in the empirical data. This approach is consistent with established qualitative research practice in MSME marketing studies in Indonesia (Hadi, 2016).

In this study, three key informants provided in-depth insights into Kripik Bang Zack's digital marketing strategy and its impact. Mr. Ahmad Zaky, the company owner, elaborated on the overall digital marketing strategy, including the decision to adopt Instagram and TikTok for brand promotion, WhatsApp Business for customer relationship management, and Shopee and Tokopedia as the primary sales platforms as well as the measurable impact of these channels on the company's growth. Ms. Sri, the production technician, discussed how increasing order volumes driven by digital channel promotions have affected production capacity, product innovation, and the adoption of more sustainable packaging in response to consumer feedback received via social media. Meanwhile, Azri Muharramsyah, a consumer, provided his perspective on how promotional content encountered on Instagram and TikTok influenced his shopping experience, purchasing decisions, and overall satisfaction with Kripik Bang Zack products. The triangulated perspectives of these three informants provide a comprehensive and multi-dimensional overview of how specific digital channels shape both operational processes and consumer behavior.

To ensure the credibility and validity of the findings, this study employed source triangulation as the primary validity strategy (Sugiyono, 2019). Source triangulation involved cross-checking data obtained from three distinct informant categories: the business owner (strategic perspective), the production technician (operational perspective), and the three consumers (market perspective) to identify convergences and divergences in their accounts of the same digital marketing phenomena. Where informant accounts were consistent across roles, findings were treated as strongly supported. Where divergences emerged, these were noted and interpreted as reflecting legitimate differences in role-based experience rather than data error. In addition to source triangulation, member checking was conducted: a summary of key findings was shared with the primary informant (Mr. Ahmad Zaky) prior to finalization to verify factual accuracy, particularly regarding sales figures and platform usage details. This dual-validation approach combining source triangulation with member checking ensures that the findings reported in this study meet the trustworthiness criteria established for qualitative research.

The research findings are presented through a research report that includes a description of the digital marketing strategy by channel, data analysis of each platform's contribution to sales performance, and conclusions regarding the most effective digital channel configurations for food-sector MSMEs. Research findings can also be disseminated through presentations or scholarly publications to contribute to academic knowledge and digital marketing practice.

4 Results and Discussion

A digital marketing strategy is a crucial step in increasing the sales of MSME products, such as Kripik Bang Zack. By utilizing various digital platforms such as social media, websites, and mobile applications, MSMEs can reach more potential customers. Through creative and relevant content, product promotions can be effectively implemented to attract consumer attention. Furthermore, MSMEs can utilize features like e-commerce and online payments to simplify the purchasing process for customers. Thus, a digital marketing strategy can help MSMEs like Kripik Bang Zack significantly increase the sales of their products.



Figure 1. Image of Bang Zack's Chips Product
Source: 2026 research data

Implementation of Digital Marketing Strategy and Its Impact on Sales

This study found that Kripik Bang Zack's digital marketing strategy is built around three complementary channel functions: Instagram and TikTok for brand awareness and content-driven promotion, WhatsApp Business for direct customer relationship management, and Shopee and Tokopedia as primary transactional platforms. The convergence of these channels produced a measurable sales outcome: online sales grew from 300 units in January 2024 to 520 units in December 2024, representing a 73% increase over twelve months.

The business owner, Mr. Ahmad Zaki, explained the strategic logic behind this multi-channel approach:

" We started leveraging social media and other online platforms to promote our products more widely. We saw that through this strategy, we were able to reach more potential customers in various regions. We actively created engaging and relevant content for our audience, such as contests, customer reviews, and special promotions. Furthermore, we focused on direct interaction with customers through social media responding to inquiries, providing additional product information, and receiving feedback about what they liked or needed from us. "

This account reveals two distinct but reinforcing mechanisms through which digital marketing drove sales growth: content-based reach expansion and relationship-based trust building. The content function contests, reviews, and promotions on Instagram and TikTok served to attract new consumers and increase brand visibility beyond the local area. The relationship function direct messaging responsiveness via WhatsApp Business and social media comments served to convert interest into purchase and repeat purchase into loyalty. This finding aligns with (Kotler, 2014), who conceptualizes digital marketing as a relational process in which value is co-created through ongoing digital interactions, not merely delivered through one-way promotional content.

Consumer informant Azri Muharramsyah corroborated this dual mechanism from the demand side:

"I frequently see their promotions on social media, and the content they share is always interesting and relevant. This makes me interested in trying their products. Furthermore, their quick responses from their social media accounts when I have questions give the impression that they truly care about their customers' needs. "

The convergence of owner and consumer accounts confirms that both content quality and response speed are operative drivers of purchase intention a finding consistent with (Damayanti

et al., 2023) and (Nurbaiti et al., 2023), who identified social media responsiveness as a significant predictor of consumer trust and purchasing decisions among Indonesian MSME consumers.

Operational Impact: Production Adaptation and Product Innovation

The implementation of digital marketing strategies produced cross-functional effects that extended beyond the marketing department. As online demand increased following viral content and promotional campaigns, the production team was required to adapt capacity, accelerate fulfillment, and innovate products in response to real-time consumer feedback. Ms. Sri, the production technician, described these adjustments:

"As consumer demand through social media increases, we need to increase our production capacity. We often receive large orders following promotions or viral content on social media, making it crucial for us to be prepared for this surge. Furthermore, we've begun to prioritize sustainability in our production process, reducing the use of plastic and prioritizing eco-friendly packaging, as many consumers are concerned about environmental issues through comments and feedback on social media."

Ms. Sri further elaborated on the role of consumer feedback in product development:

"We're not just focusing on classic, popular flavors, but we're also exploring new flavors based on current food trends. The production team frequently collaborates with the marketing team to test new products based on direct feedback from social media, and the results are quite satisfying. With real-time feedback, we can adapt more quickly."

These operational findings demonstrate that digital marketing at Kripik Bang Zack functions as more than a promotional mechanism it operates as a real-time market intelligence system that informs production planning, capacity management, and product innovation. This is consistent with market orientation theory (Fachrinda & Zuhriana, 2022), which emphasizes that companies capable of translating consumer feedback into operational decisions achieve greater responsiveness and competitive adaptability than those relying on periodic market research alone

Strategic Analysis: SWOT, IFE/EFE, and 7P Framework

a. SWOT Analysis

Furthermore, Kripik Bang Zack has successfully implemented a holistic marketing strategy utilizing the 7Ps theory. A holistic marketing strategy using the 7Ps theory is an excellent step in developing and strengthening the Kripik Bang Zack MSME brand. Below is a more detailed explanation of each point in the 7Ps theory:

- 1) **Product:** This is the core of the marketing strategy. Kripik Bang Zack needs to ensure its products are of good quality, offer a variety of attractive flavors, and have attractive and functional packaging.
- 2) **Price:** Determine the right price based on product value, production costs, and competitors' prices. Prices must be competitive but still provide a reasonable profit for the Kripik Bang Zack MSME.
- 3) **Place:** Focuses on product distribution. Kripik Bang Zack needs to choose strategic sales locations, both offline and online, to ensure its products are easily accessible to target consumers.
- 4) **Promotion:** Promote the product through various means, from traditional advertising to digital marketing. This can involve promotional activities such as discounts, contests, or collaborations with influencers.

- 5) People: This involves everyone involved in providing a product or service to customers. This includes employees, business owners, and suppliers. They must be friendly, knowledgeable, and able to provide a good customer experience.
- 6) Process: This refers to the business process from start to finish, including purchasing, shipping, and customer service. This process must be efficient, transparent, and easy for customers to understand.
- 7) Physical Evidence: This is concrete evidence of the quality of a product or service, such as packaging, a logo, or a store design. Kripik Bang Zack needs to ensure that all physical aspects of its product and brand reflect the desired quality and value.

The following is a SWOT analysis table related to Digital Marketing-Based Marketing Strategy to increase the Selling Power of Bang Zack's Chips MSME Products.

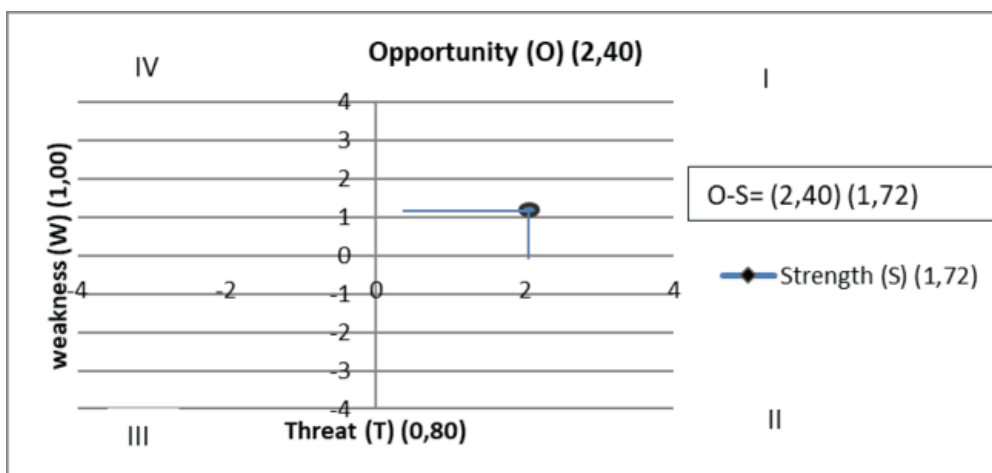


Figure 2. IFE and EFE Matrix Analysis
 Source: 2026 research data

Based on the analysis results of the IFE and EFE Matrix for the Bang Zack Chips MSME, it can be seen that this MSME has a number of significant strengths that they can utilize to improve their business performance. Internal factors such as high-quality products with local raw materials, unique flavors, attractive packaging, a good reputation among loyal customers, and competitive prices give them a fairly high score, reaching a total of 1.72. However, there are also weaknesses that need to be addressed such as limited distribution reach, limitations in technology and digital, and dependence on one main product type, which collectively give a score of 1.00. In terms of external factors, this MSME has quite large opportunities with an opportunity score of 2.40, which includes the growth of the e-commerce market, the opportunity to reach a wider market through social media, partnerships with digital platforms and influencers, and support from government programs for MSME digitalization. However, they are also faced with threats such as intense competition with similar products and rapid changes in consumer trends, which need to be anticipated well. By understanding their position in each of these factors, Bang Zack's Chips UMKM can design a more appropriate strategy to optimize their strengths, minimize weaknesses, take advantage of existing opportunities, and overcome threats that may occur in the market.

Table 2. SWOT Analysis

SWOT Analysis	Description
Strengths	<ul style="list-style-type: none"> - High-quality products made from local ingredients - Unique and distinctive flavors - Attractive and environmentally friendly packaging

	<ul style="list-style-type: none"> - Good reputation among loyal customers - Competitive prices
Weaknesses	<ul style="list-style-type: none"> - Limited distribution reach - Limited technological and digital capabilities - Limited marketing capital - Dependence on one main product type - Lack of skilled digital marketing personnel
Opportunities	<ul style="list-style-type: none"> - Growth of the e-commerce and online shopping market - Opportunity to reach a wider market through social media - Partnerships with digital platforms and influencers - Opportunity to follow content and video marketing trends - Government programs supporting the digitalization of MSMEs
Threats	<ul style="list-style-type: none"> - Fierce competition with similar products in the market - Rapid changes in consumer trends - Risk of declining product quality if demand increases drastically - Changes in government policies regarding digital trade - Threats from cheaper imported products

Source: 2026 research data

This table provides an overview of the strengths, weaknesses, opportunities, and threats faced by Kripik Bang Zack in implementing a 7P-based marketing strategy. This SWOT analysis can help Kripik Bang Zack identify areas for improvement and opportunities that can be exploited to achieve a competitive advantage in the market. By considering all points in this 7P theory, Kripik Bang Zack MSMEs can develop a comprehensive and effective marketing strategy to increase sales and strengthen their market position.

b. IFE and EFE Matrix Analysis

The following table shows the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrix analysis for the Bang Zack Chips MSME. This matrix consists of internal and external factors, along with the weights, ratings, and scores for each factor.

Table 3. IFE Matrix (Internal Factor Evaluation)

Internal Factors	Weight	Rating	Score Value
Strength			
1. High-quality products made from local ingredients	0.15	4	0.60
2. Unique and distinctive flavors	0.10	4	0.40
3. Attractive and environmentally friendly packaging	0.10	3	0.30
4. Good reputation among loyal customers	0.10	4	0.40
5. Competitive prices	0.05	3	0.15
Weakness			
6. Limited distribution reach	0.10	2	0.20
7. Limited technological and digital capabilities	0.10	2	0.20
8. Limited marketing capital	0.10	2	0.20
9. Dependence on one main product type	0.10	2	0.20
10. Lack of skilled digital marketing personnel	0.10	2	0.20
Total	1.00		2.85

Source: 2026 research data

The IFE total score of 2.85 is derived from the sum of the strengths subtotal (1.85) and the weaknesses subtotal (1.00). The strengths subtotal of 1.85 not 1.72 as referenced in an earlier draft reflects the correct weighted scores as calculated in Table 3 above. According to (Mubarrok,

2018), an IFE score above 2.5 indicates that a company holds a relatively strong internal position, suggesting that Kripik Bang Zack's internal capabilities particularly product quality, reputation, and competitive pricing provide a solid foundation for digital marketing expansion

Table 4. EFE Matrix (External Factor Evaluation)

External Factors	Weight	Rating	Score Value
Opportunity			
1. Growth of the e-commerce and online shopping market	0.20	4	0.80
2. Opportunities to reach a wider market through social media	0.15	4	0.60
3. Partnerships with digital platforms and influencers	0.10	3	0.30
4. Opportunities to follow content and video marketing trends	0.10	3	0.30
5. Government programs supporting the digitalization of MSMEs	0.10	4	0.40
Threat			
6. Fierce competition with similar products in the market	0.15	2	0.30
7. Rapidly changing consumer trends	0.10	2	0.20
8. Risk of declining product quality if demand increases drastically	0.05	2	0.10
9. Changes in government policies regarding digital trade	0.05	2	0.10
10. Threats from cheaper imported products	0.05	2	0.10
Total	1.00		3.20

Source: 2026 research data

The EFE total score of 3.20 is derived from the sum of the opportunities subtotal (2.40) and the threats subtotal (0.80). An EFE score above 3.0 indicates that the company responds effectively to external opportunities relative to threats (Mubarrok, 2018). The dominant opportunity contributors are e-commerce market growth (0.80) and social media reach expansion (0.60), both of which directly align with Kripik Bang Zack's active channel strategy and confirm the strategic relevance of continued digital marketing investment.

c. SWOT Matrix

Table 5. SWOT Matrix

Strategy	Description
SO (Strengths-Opportunities)	<ol style="list-style-type: none"> 1. Leverage high-quality products and unique flavors to reach the growing e-commerce market. 2. Leverage your reputation and attractive packaging for promotions through social media and influencer partnerships. 3. Embrace content and video marketing trends to increase visibility.
WO (Weaknesses-Opportunities)	<ol style="list-style-type: none"> 1. Enhance technological and digital capabilities to support broader distribution through e-commerce platforms. 2. Take advantage of government programs to obtain additional marketing capital and workforce training in digital marketing. 3. Diversify products to reduce reliance on a single product type.
ST (Strengths-Threats)	<ol style="list-style-type: none"> 1. Leverage your reputation and product quality to differentiate yourself from competitors and overcome intense competition. 2. Implement the latest technology to mitigate cybersecurity risks and ensure data protection. 3. Monitor changing market trends and adapt quickly with product innovations to maintain relevance.

WT (Weaknesses- Threats)	<ol style="list-style-type: none">1. Increase production capacity to meet increasing demand and intense competition.2. Develop digital marketing capabilities to compete more effectively in the e-commerce market.3. Diversify risks by expanding product and market reach to mitigate the impact of raw material price fluctuations and regulatory changes.
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Source: 2026 research data

Based on the research results, it is known that the Kripik Bang Zack MSME has designed a marketing strategy on the e-commerce platform to leverage the strengths of its high-quality products and good reputation in reaching a wide market. By focusing on platform optimization, efficient stock management, and SEO optimization, they strive to increase product visibility and expand their customer base. This strategy also includes the use of quality product photos, special offers, and loyalty programs to maintain customer interest and increase retention. With this approach, the Kripik Bang Zack MSME not only faces stiff competition in the e-commerce market but also takes proactive steps to overcome potential challenges in digital marketing.

Application of the 7P Marketing Mix Framework

The 7P framework is applied here not as a normative checklist but as an analytical structure grounded in field evidence. Each element is linked to specific informant accounts or observational data collected during the study.

Product. Kripik Bang Zack offers multiple chip variants with consistent quality sourced from local ingredients. Product development is directly informed by consumer feedback received through digital platforms. As Ms. Sri stated: *"We're also exploring new flavors based on current food trends... the production team frequently collaborates with the marketing team to test new products based on direct feedback from social media."* This evidence-based innovation process reflects a consumer-responsive product strategy.

Price. Pricing is set competitively relative to comparable chip products available on Shopee and Tokopedia, calibrated to the purchasing power of the target demographic — primarily younger, digitally active consumers. Mr. Ahmad Zaki noted that promotional pricing, including platform-native flash sales and bundling offers, is used strategically to drive conversion at key demand periods.

Place. Distribution encompasses both offline retail and online marketplaces (Shopee and Tokopedia), with online channels now constituting the dominant sales volume — evidenced by the 73% growth in online sales versus the comparatively modest growth in direct consumer sales (from 30 to 52 units) over the same period. This disparity confirms a structural shift in the channel mix toward digital-first distribution.

Promotion. Instagram and TikTok serve as the primary promotional channels, combining short-form video content, consumer testimonials, and interactive campaigns. Consumer informant Azri Muharramsyah confirmed the effectiveness of this approach: *"I frequently see their promotions on social media, and the content they share is always interesting and relevant. This makes me interested in trying their products."*

People. Customer-facing responsiveness is a defined operational priority. Mr. Ahmad Zaki explicitly identified response speed answering inquiries, providing product information, and acknowledging feedback as a key driver of consumer trust and repeat purchase. WhatsApp Business serves as the primary channel for this personalized interaction.

Process. Order fulfillment is managed through Shopee and Tokopedia's integrated logistics systems, providing consumers with standardized checkout, payment, and delivery tracking. The production team has adapted internal processes including capacity scaling and raw material management to accommodate demand surges triggered by viral promotional content, as described by Ms. Sri.

Physical Evidence. Packaging design functions as a primary trust signal in the digital context, where consumers evaluate products visually before purchase. Ms. Sri noted: *"Packaging is a crucial element in digital marketing. Consumers tend to choose products that look attractive on social media... we must ensure that packaging designs are up-to-date and align with market tastes, especially for the younger generation."* User-generated reviews on Shopee and Tokopedia further serve as digital physical evidence, reinforcing perceived product credibility

Discussion

The research results show that digital-based marketing strategies play a significant role in increasing the sales of Bang Zack's Kripik MSME products. The use of social media, e-commerce platforms, websites, and digital payment systems has been proven to expand market reach and simplify consumer transactions. This condition aligns with the concept of digital marketing proposed by Kotler and Keller, which states that digital marketing is the process of building relationships with consumers through digital technology to create value and drive purchasing decisions (Kotler, 2014). In the context of this research, promotions conducted through creative content, customer testimonials, discounts, and direct interactions on social media successfully increased public awareness of Kripik Bang Zack products. This finding is also relevant to previous research that found that the use of digital media by MSMEs can increase brand visibility, expand market share, and sustainably increase sales volume (Dewi et al., 2023).

Interviews with business owners revealed that social media is used not only as a promotional tool but also as a two-way communication channel with consumers. Responding quickly to customer inquiries, providing product information, and accepting consumer feedback are crucial factors in building market trust. This aligns with relationship marketing theory, which emphasizes the importance of maintaining long-term relationships with customers through intensive communication and responsive service. Consumer trust built through digital interactions will drive loyalty and repeat purchase intentions (Nasution et al., 2020). Previous research also found that the speed of social media admin response and the quality of digital communication have a positive effect on customer satisfaction and purchasing decisions (Nurbaiti et al., 2023). Thus, Kripik Bang Zack's success lies not only in promotions but also in the ability to manage customer relationships digitally.

This study also found that digital marketing strategies drove internal changes in the production department. When demand increased due to digital promotions and viral content, the production

team had to increase capacity, increase raw material efficiency, and maintain product quality. This phenomenon demonstrates that digital marketing has a cross-functional impact on company operations. According to operations management theory, increasing market demand requires synchronization between marketing and production so that companies can meet consumer needs in a timely manner (Fachrina & Zuhrinal, 2022). Bang Zack's chips have also begun implementing environmentally friendly packaging innovations and attractive visual designs, adapting to the preferences of digital consumers who tend to prioritize product aesthetics. These findings align with previous studies that found product packaging to be a crucial factor in attracting purchase interest in marketplaces and social media (Kaswinata et al., 2023).

Furthermore, research findings show that consumer feedback via digital media is used as a basis for product innovation. Kripik Bang Zack developed new flavors, practical packaging sizes, and designs that align with market trends based on customer input (Chairunnisa et al., 2023). This aligns with market orientation theory, which emphasizes the importance of companies understanding consumer needs and responding quickly to market changes. Data-driven strategies and consumer feedback enable MSMEs to be more adaptive than conventional marketing models. Previous research also suggests that MSMEs that are able to process customer insights from social media tend to have a greater competitive advantage because they are able to create products relevant to market needs.

Based on the SWOT analysis, Kripik Bang Zack's main strengths are product quality, unique flavors, attractive packaging, a good reputation, and competitive pricing. A total IFE score of 2.85 indicates a strong internal business environment, while an EFE score of 3.20 indicates significant external opportunities, particularly from the growth of e-commerce and social media. According to (Mubarrok, 2018), in strategic management, an IFE score above 2.5 indicates a company has strong internal capabilities, while an EFE score above 3.0 indicates the ability to respond effectively to external opportunities. This means that Kripik Bang Zack is strategically positioned to expand its market through digitalization. However, weaknesses such as limited digital human resources, marketing capital, and distribution still need to be addressed for optimal growth.

Furthermore, the implementation of the 7P marketing mix has also proven to support the success of this MSME's digital strategy. From a product perspective, Kripik Bang Zack offers a variety of flavors and consistent quality. Price-wise, it is set competitively according to market purchasing power. In terms of place, the product is available offline and online, making it easily accessible to consumers. Promotion is carried out actively through social media and marketplaces. People are reflected in responsive service, the process through easy ordering and delivery, and physical evidence is visible in the packaging and attractive brand identity (Ahmad et al., 2023). This concept aligns with Booms and Bitner's theory that the combination of the 7Ps can improve customer satisfaction and business competitiveness. Relevant research also shows that MSMEs that integrate their marketing mix with digital strategies tend to have better sales performance than those that rely solely on traditional marketing.

Overall, this research confirms that digital marketing is not just a promotional tool, but rather an integrated business strategy spanning marketing, customer service, product innovation, and production management. Kripik Bang Zack has successfully capitalized on opportunities in the digital era to increase sales and strengthen its market position. However, to maintain long-term

growth, this business needs to continuously improve its digital human resource competency, expand its distribution network, utilize consumer data analytics, and maintain consistent product quality. With these steps, Kripik Bang Zack has the potential to become a local MSME capable of competing more broadly in regional and national markets.

5 Conclusion

It can be concluded that this study confirms that the implementation of digital marketing strategies has had a significant positive impact on Kripik Bang Zack. By focusing on creating engaging promotional content and actively interacting with customers through various social media platforms, the company has succeeded not only in increasing consumer purchasing interest but also in expanding market share and strengthening customer relationships. These efforts have increased customer trust and loyalty, reflecting the success of digital marketing strategies in optimizing the online shopping experience. Furthermore, this strategy allows the company to be more responsive to customer needs and market trends, thus creating a sustainable competitive advantage in an increasingly competitive industry.

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