

***MICRO, SMALL AND MEDIUM ENTERPRISE DEVELOPMENT STRATEGY (MSME)
BASED ON CREATIVE ECONOMY IN PANGGUNGHARJO VILLAGE, YOGYAKARTA***

Agnes Ratih Ari ¹⁾, Fatmawati ²⁾, Rini Raharti³⁾

1. Faculty of Economic and Business, Janabadra University
e-mail: agnes@janabadra.ac.id
2. Faculty of Economic and Business, Janabadra University
e-mail: fatmawati271199@gmail.com

Abstract

This study aims to analyze the development strategy of micro, small and medium enterprises based on creative economy in Panggungharjo Village, Bantul Regency, Special Region of Yogyakarta, and provide alternative strategies that are carried out, faced with the Covid 19 Pandemic. As a tourist village, Panggungharjo Village has great potential to developing, including MSME companies based on the creative economy, namely creative businesses: Dibyo Lurik, Kajeng Handicraft, and Embroidery (Convection). Every MSME has different problems especially when faced with the Covid 19 Pandemic situation. This study uses a qualitative approach with the data sources used are primary and secondary data sources. Data collection techniques by conducting observations, in-depth interviews (in-depth interviews), and documentation. The data analysis technique uses SWOT analysis to determine the main strategy to be carried out by MSME actors in Panggungharjo Village. The results of the research obtained from the results of the SWOT analysis, namely the Dibyo Lurik, Embroidery (Convection) business, are in the first quadrant position with a very profitable situation for the company. Kajeng Handicraft's business is in quadrant II, where a company may face various threats, so it needs to use its strengths in order to take advantage of opportunities.

Keywords: Strategy, Development of MSMEs, Creative Economy, SWOT Analysis

A. INTRODUCTION

a. Background

One of the backbones of the national economy is the Micro Small and Medium Enterprises (MSME) sector. This business has considerable potential because it covers various fields and involves many people.

MSMEs occupy a strategic position in the national economic structure and concern the lives of many people so that it has a big impact on the national economy. MSMEs are also the largest group of economic actors in Indonesia. Business groups at the bottom level have a very important role especially in terms of job creation (Anggraeni, 2013).

Many local governments are now making the development of the creative economy and creative industries one of the priorities of the program, including the Yogyakarta Special Region (DIY). It is also natural that Yogyakarta is then famous as a creative city or industrial

center based on the creative economy. According to Howkins, the creative economy is an economic activity that relies more on ideas or ideas (creative) to manage materials sourced from the surrounding environment into economic value added (Saksono, 2012).

One of them is in Panggungharjo Village,. The village, which is located on the border of Yogyakarta City and Bantul Regency, is now also known as a tourist village.

In that regard, the problems discussed in this study are about the development of business actors by looking at the strategies carried out. To know the strategy in a business, an analysis of the strength, weaknesses, opportunities and threats in the business or also called SWOT analysis, which is useful for evaluating both internal factors and from external factors.

Based on the above rationale, it can be formulated the problem that will be answered in this research is how the strategy of developing

micro, small and medium enterprises (MSMEs) based on the creative economy in Panggungharjo Village, Sewon Subdistrict, Bantul Regency.

B. LITERATURE REVIEW

a. Business Development Strategy

According to Siagan, strategy is a fundamental set of decisions and actions made by top management and applied by all ranks in the organization for the achievement of organizational goals. In Pearce's opinion, strategy is a plan of a company, reflecting the company's awareness of when, where and how to compete in the face of opponents with certain intentions and goals. (Kurniawan, 2021).

b. Micro, Small and Medium Enterprises (MSMEs)

Small and medium enterprises (SMEs) are one of the important parts of a country's economy or region. Various efforts to develop SMEs have been carried out, one of which is by raising and multiplying new people or entrepreneurs in the field of SMEs, so that villagers are given skills in the hope that these skills become a creative business that benefits the economy of families and rural communities (Amin Dwi Ananda & Dwi Susilowati) (Darwanto, 2013).

1. Creative Economy

According to Romer (1993), that idea is a very important economic good, more important than the object that is often emphasized in most economic models and systems. In this world of physical limitations, the discovery of big ideas, accompanied by millions of small ideas, has kept the economy growing dynamically.

In Indonesia, there are 16 subsectors of the creative economy developed, Presidential Regulation (Perpres) Number 72 of 2015 on Changes to Presidential Regulation No. 6 of 2015 concerning the Creative Economy Agency from 15 subsectors to 16 subsectors.

2. SWOT Analysis

SWOT analysis is a method that contains strategic planning to evaluate strengths, weaknesses, opportunities, and threats that can be applied in a project or business speculation. The process in SWOT analysis will involve

determining the specific objectives of business or project speculation (Wijayati, 2019: 5).

SWOT analysis has four elements that make up SWOT, namely as follows:

a. Strength (S)

Strength is part of the company's internal factors. In this power, we will look for elements of company characteristics that show its strength, namely specifically able to provide advantages or advantages for business development.

b. Weaknesses (W)

The element of weakness is also part of the internal factors of the company. In this element of darkness, it is necessary to find elements of company characteristics related to weaknesses that may be able to inhibit the pace of development of the company.

c. Opportunities (O)

Opportunity is an extrinsic element or that comes from outside the company. In opportunity, we need to look for characteristic elements related to opportunities from the surrounding environment or related sectors that exist for the company, so as to encourage the company to progress.

d. Threats (T)

The threat factor is part of the company's external factors. Threat factors include various elements related to threats from situations outside the company that allow to hamper the company, put the company in difficult situations, or pose problems that are difficult for the company to deal with (Wijayati, 2019: 8-10).

3. Types and Approaches of Research

This research uses a type of *field research* that is a study that is conducted intensively, detailed and in-depth in a qualitative way with a type of *naturalistic* research where this research is or has the actual characteristics that occur in the field expressed in its natural state or as is (*natural setting*), without changing in the form of symbols or numbers (Moleong, 2000).

The research method used in this study is a descriptive qualitative analysis method that researchers analyze data, existing information from various sources by connecting with existing phenomena so as to provide a clear picture of the Strengths, Weaknesses, Opportunities, and Threats in creative economy-

based MSMEs in Panggunharjo Village (Aditi et al, 2018).

3.1. Research Location

The location selected in this study is in accordance with the data needed by researchers, namely related to Micro, Small and Medium Enterprise Development Strategy (MSMEs) based on creative economy. This research was conducted at Micro, Small and Medium Enterprises (MSMEs) in Panggunharjo Village, Sewon Subdistrict, Bantul Regency, Yogyakarta

3.2. Data Source

According to Lofland and Lofland (1984:47), the main sources of data in qualitative research are words, and actions, the rest are additional data such as documents and others. The data sources used in this study are primary and secondary data sources.

3.3. Data Collection Techniques

3.3.1. Observation

Observation is done to directly observe research objects that are considered appropriate and can complement the necessary information (Noviana, 2016).

3.3.2. Interview

An interview is a conversation with a specific intention. The conversation was conducted by two parties, namely the interviewer (interviewer) who asked the question and the interviewee (interviewee) who gave the answer to the question (Moleong, 2017).

3.3.3. Documentation

Documentation is a collection of documents that can provide information or evidence related to the process of collecting and managing documents systematically and disseminated to users of such information. (Setiawan, 2021)

3.3.4. Data Analysis Techniques

The research technique used is a descriptive approach to analysis with a qualitative approach. This research uses SWOT analysis, so the first step is the data that has been obtained first by conducting an analysis of internal factors (strengths and advantages) and external factors (opportunities and threats).

SWOT Matrix
Table 1 SWOT Matrix

IFAS	STRENGTHS (S)	WEAKNESSES (W)
------	---------------	----------------

EFAS	Determine 5-10 factors Internal weakness factors	0.30 Determine 5-10 internal forces
OPPORTUNIES (O) Determine 5-10 External opportunity factors	SO STRATEGY Create strategies that use power to take advantage of opportunities	WO STRATEGY Create strategies that minimize weaknesses to take advantage of opportunities

a. SO Strategy

This strategy is made based on the company's way of thinking, namely by utilizing all the power to seize and take advantage of the greatest opportunity.

b. Strategy ST

This is a strategy in using the power that the company has to overcome threats.

c. WHERE strategy

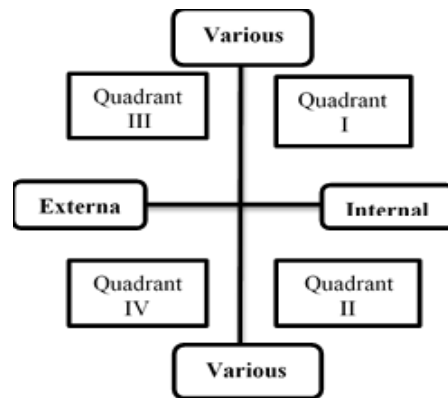
This strategy is applied based on the utilization of existing opportunities by minimizing existing weaknesses.

d. WT Strategy

This strategy is based on activities that are defensive and try to minimize existing weaknesses and avoid threats (Summary, 2016: 84).

4. Diagram SWOT

Besides being able to be realized in the form of a SWOT matrix, SWOT analysis can also be understood in the form of diagrams. Here is an analysis diagram.



Source: Hasna Wijayanti, (2019)
Figure 1. SWOT Diagram

In the SWOT diagram, we can see that the condition of the company will be affected by the four main segments grouped in four quadrants. The four quadrants are divided into diagrams I, II, III, and IV, with their respective characteristics. The following is a description of each quadrant:

Quadrant I contained analysis that is useful for supporting aggressive strategies. That is, this situation shows a very favorable situation for the company. Quadrant I provided an idea that a company has the opportunity and strength to be able to mandate existing market opportunities.

a. Quadrant II

Quadrant II contains analysis that supports diversification strategies. That is, a company may face various threats, and things are common. However, it should also be understood that the company still has internal power.

b. Quadrant III

Quadrant III contains analysis that supports turnaround strategies. In this case, it should be understood that a company may face a variety of very large market opportunities. However, the company also has to face some internal constraints or weaknesses.

c. Quadrant IV

In quadrant IV, the analysis is conducted to support the company's defensive strategy. This shows that once upon a time, the company may face a very unfavorable situation. There will be internal threats and weaknesses that must be faced by the company (Wijayati, 2019: 24-27).

C. RESULTS AND DISCUSSIONS

a. MSME data

Based on the results of interviews and MSME data that became sampling in the area of Panggungharjo Village, Sewon, Kab. Bantul, data was obtained related to the condition of the MSMEs. The data and profiles of each MSME are as follows: *Striated Weaving Craft "Striated Dibyo"*

This craft product is one of the regional art products that must be preserved in order to continue to grow and still exist. The process of

making striated is still traditional, namely not using machines but with hand skills so that traditional values are maintained.

The obstacles faced by Dibyo Lurik include related to human resources (HR) namely the regeneration of artisans. The majority of craftsmen are quite old or about 60-70 years old. Young people are not so interested in weaving jobs. Maybe because it is considered too complicated and seems dirty. In fact, if this business is pursued can produce income exceeding the salary of UMR (Regional Minimum Wage). On the other hand, striated fabric as a product of local culture is an important legacy of our ancestors for us to maintain and develop. The role of young cadets should be able to become the next generation of weaving craftsmen. So that striated weaving products do not disappear from the earth. In addition to constraints on HUMAN RESOURCES, this business also has problems related to the views of consumers. They often equate striated fabric with ordinary textile fabrics. As said by Mr. Danang, that is.

"Production is still ATBM so when meeting with new consumers who have never encountered striated sometimes equated with textile fabrics, so if you still use ATBM the level of neatness under textile fabric because it is manual so that the level is unstable and sometimes considered a defective item"

Pak Jusi's efforts to maintain his efforts include working with association groups such as PKK mothers. Pak Jusi held socialization and weaving training for PKK mothers.

b. Educational Toy Craft (Puzzle) "Kajeng Handicraft"

Kajeng Handicraft is a craft business that educates and trains skills and intelligence. Pak Mandar Utomo as the owner of this business is an alumnus of Janabadra University. He graduated in 1991 with a Bachelor of Law degree.

Jakarta has turned out to be paying off. The increasing sense of confidence makes Mr. Mandar develop his business to expand abroad. Yes, he began to open the market to foreign countries, especially to a number of European countries such as France, the Netherlands, Turkey and several others. So be he the

entrepreneur exporter of toys or puzzles. Although the basic business is just a village MSME, but has been oriented internationally. Mr. Mandar proved, although he was only a small businessman in Bantul, but not inferior to large businessmen of the exporter class.

Existing developments instead of showing signs of improvement, instead the condition is further aggravated by the emergence of Covid-19 cases. Pandemic outbreaks that are felt by almost all countries are increasingly destroying the structure of the global economy. No exception to hit the economic actors in Indonesia. The impact of the pandemic turmoil was certainly felt by Mr. Mandar as well. Sales of its products are increasingly blocked.

Although it is realized it is not easy in the midst of the limitations of the pandemic period. Another perceived challenge is that generally the people of Indonesia have not been able to fully accept toy products such as Pak Mandar's work. Such toys are considered *ndeso* toys or village children's toys.

c. Embroidery (Convection)

Embroidery or convection business located at Miri Sawit Rt 05, Panggungharjo Village, Kec. Sewon, Bantul, is a business owned by Mr. Ayub. This effort was established in 1982. The place of business is still renting or belonging to others with a rental price of Rp 12,000,000 per year.

As with most entrepreneurs, Mr. Ayub also experienced a decline in his business due to the Corona pandemic. The number of consumers is decreasing. Therefore now Mr. Ayub only accepts the manufacture of clothes. That's also the fabric material directly from consumers, because it is constrained by capital limitations. That is, Mr. Ayub just sews.

The difficulties caused by the pandemic as explained by Mr. Ayub below:

"As a result of the current pandemic conditions clearly affect the level of purchasing power of the people. We also affected because there are not many consumers who order clothes or graduation sash as usual. Income is also much reduced."

The period before the pandemic of Mr. Ayub's convection efforts was quite decent. At that time many campuses ordered graduation

slings to him. But since the pandemic period decreased dramatically, so he was forced to lay off his employees until the remaining one because he could not afford to pay. Although Mr. Ayub's business income is now uncertain, but he tried to stay afloat. Mr. Ayub as much as possible maintained his efforts with optimism.

d. MSME Analysis

From the results of interviews with MSMEs in the area of Panggungharjo Village, Sewon, Kab. Bantul, data was obtained related to the condition of each MSME. The existing data is then made analysis using SWOT theory. SWOT theory itself indicates 4 factors that will be used as a basis for assessing and analyzing the condition of MSMEs. The four factors include: Strength, Weakness, Opportunity, and Threatment.

From the basis of the 4 factors in swot, a table can be made on the condition of each MSME that is used as a research object in Panggungharjo Village as follows:

Striated Craft Business "Lurik

Internal Factors of Lurik Dibyo Craft

Internal Strategy Factors	No.	Information	Weight	Rating	Weight x Rating
Aspects of Strength/Strength	1.	The business is different from others in that it sells traditional value.	0,08	4	0,32
	2.	Consumers tend to like striated woven fabrics.	0,07	4	0,28
	3.	Strategic place of business because access is easy to reach.	0,08	3	0,24
	4.	As a partner in sales.	0,07	4	0,28
	5.	Work with figures to buy fabrics and also work with young people for online marketing.	0,09	3	0,27
	6.	Have a skilled and creative workforce in doing the work of weaving craftsmen.	0,06	4	0,24
	7.	This effort has few competitors.	0,10	2	0,20
	8.	The process of making weaving using handicrafts.	0,06	3	0,18
Subtotal			0,61		2,01
Aspects of Weakness/Weakness	1.	The production of striated woven fabric is not as fast as production with machinery because this business still uses traditional handicrafts.	0,09	3	0,27
	2.	The mindset of the people considers striated fabric cheap or like used cloth.	0,08	2	0,16
	3.	The regeneration factor is because young people are less interested in waving crafts that are considered dirty work and less modern.	0,06	2	0,12
	4.	The price of materials likes to rise and sometimes dye raw materials are difficult to obtain.	0,08	3	0,24
Subtotal			0,39		0,79
Total IFAS			1		1,22
Internal Strategy Factors	No.	Information	Weight	Rating	Weight x Rating
Aspects of Strength/Strength	1.	The business is different from others in that it sells traditional value.	0,08	4	0,32
	2.	Consumers tend to like striated woven fabrics.	0,07	4	0,28
	3.	Strategic place of business because access is easy to reach.	0,08	3	0,24
	4.	As a partner in sales.	0,07	4	0,28
	5.	Work with figures to buy fabrics and also work with young people for online marketing.	0,09	3	0,27
	6.	Have a skilled and creative workforce in doing the work of weaving craftsmen.	0,06	4	0,24
	7.	This effort has few competitors.	0,10	2	0,20
	8.	The process of making weaving using handicrafts.	0,06	3	0,18
Subtotal			0,61		2,01
Aspects of Weakness/Weakness	1.	The production of striated woven fabric is not as fast as production with machinery because this business still uses traditional handicrafts.	0,09	3	0,27
	2.	The mindset of the people considers striated fabric cheap or like used cloth.	0,08	2	0,16
	3.	The regeneration factor is because young people are less interested in waving crafts that are considered dirty work and less modern.	0,06	2	0,12
	4.	The price of materials likes to rise and sometimes dye raw materials are difficult to obtain.	0,08	3	0,24
Subtotal			0,39		0,79
Total IFAS			1		1,22

External Factors of Lurik Dibyo Craft

External Strategy Factors	No.	Information	Weight	Rating	Weight x Rating
Opportunity Aspect/ Opportunity	1.	Striated fabric entrepreneurs in the Yogyakarta area are relatively few.	0,13	4	0,52
	2.	There is attention and support from local authorities.	0,14	4	0,56
	3.	Support the designers who use striated woven fabrics for fashion products.	0,10	3	0,30
	4.	Marketing prospects by utilizing social media (marketplace, facebook, instagram, Whatsapp).	0,14	3	0,42
Subtotal			0,51		1,80
Threat Aspects/ Threatment	1.	At any time the effort can be stopped due to the limitations of artisan power and the difficulty of regeneration.	0,13	2	0,26
	2.	Current pandemic conditions have an impact on falling sales turnover.	0,15	2	0,30
	3.	There is an imitation of the product by the other party.	0,10	3	0,30
	4.	Technological advances that can replace HR by using machines.	0,11	3	0,33
Subtotal			0,49		1,19
Total			1		-0,61

Swot Matrix of Lurik Dibyo Crafts
Danang Kurniawan, Interview, April 30, 2021,
at 1:10 pm

S-O Strategy	W-O Strategy
<ol style="list-style-type: none"> Increase the productivity of striated fabrics because many consumers need striated fabrics. (S1O1) Make the standard of quality of striated fabrics of ordinary, medium and high quality because consumers from different circles. (S2, O2) (S2, O3) Collaborate to build joint efforts with other figures and designers to improve marketing. (S5, O3) Maximize online sales through social media. (S7, O4) Provide special training to employees to work optimally. (S6, O4) 	<ol style="list-style-type: none"> Find backup labor to facilitate the production process. (W1, O1) Providing new innovations that make packaging attractive, if packaging is good it will increase consumer satisfaction by utilizing online marketing systems. (W2, O4) Create a striated fabric training program for the community and include village youth to join in online marketing. (W3, O4)
S-T Strategy	W-T Strategy
<ol style="list-style-type: none"> Making new breakthroughs by adjusting the needs during the pandemic is making masks made of striated fabric because competitors who pursue striated are very few. (S1, T2) Doing special learning for employees in order to increase good productivity (S5, T4) Working with other figures to open a joint venture offline (S4, T3) 	<ol style="list-style-type: none"> Synergy between youth and elders of striated craftsmen in developing the business (W1, T1) Buying large quantities of materials at a time when prices are decreasing. (W4, T2)

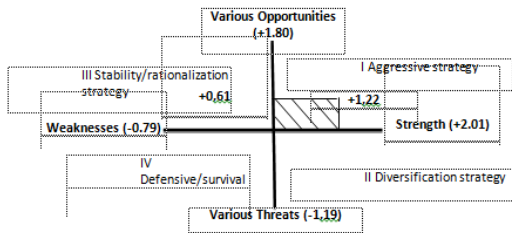


Figure 3. SWOT Analysis Diagram of Kajeng Handicraft Craft Business

The main strategy in the business of educational toys entering quadrant II is still using its power to be able to take advantage of opportunities by using diversification strategies, both in products and services. So all that must be done is to increase marketing in the country because in Indonesia the toyan puzzle is very step and has few rivals, because it is difficult to export toy products abroad.

3.2.3. Embroidery (Convection) Internal Factors of Embroidery (Convection)

Internal Strategy Factors	No.	Information	Weight	Rating	Weight x Rating
Aspects of Strength	1.	Embroidery businesses include different types of craft businesses to others.	0,08	4	0,32
	2.	The competition is relatively few.	0,07	3	0,21
	3.	It has its own superiority value.	0,09	3	0,27
	4.	Have enough customers.	0,08	3	0,24
	5.	It has a strategic place and is easy for consumers to reach.	0,06	4	0,24
	6.	A skilled and creative workforce.	0,07	3	0,21
	7.	Adequate machine tools in the manufacturing process, so as to facilitate the work.	0,08	4	0,32
	8.	Materials are easy to find.	0,06	3	0,18
Subtotal			0,59		1,99
Aspects of Weakness	1.	Sales declined due to the pandemic, but persisted.	0,11	2	0,22
	2.	Have limited capital.	0,09	3	0,27
	3.	Limitations of the machine, so sometimes overwhelmed when orders are many.	0,08	3	0,24
	4.	Limited labor.	0,07	1	0,07
	5.	Rent an expensive place.	0,06	1	0,06
Subtotal			0,41		0,86
Total			1		1,13

External Factors of Embroidery (Convection)

External Strategy Factors	No.	Information	Weight	Rating	Weight x Rating
Opportunity Aspect	1.	Market opportunities are quite open.	0,15	3	0,45
	2.	Including many needed craft products.	0,13	4	0,52
	3.	The better the quality and product creation will be the more in demand consumers.	0,14	3	0,42
	4.	Can cooperate with tailors, convection, fashion manufacturers etc.	0,16	4	0,64
Subtotal			0,58		2,03
Threat Aspects	1.	Efforts declined dramatically due to the pandemic.	0,15	1	0,15
	2.	Less support from the government.	0,14	2	0,28
	3.	Threats and competition from embroidery businesses that have used modern technology.	0,13	3	0,39
Subtotal			0,42		0,82
Total			1		1,21

SWOT Matrix of embroidery efforts (Convection)

S-O Strategy	W-O Strategy
<ol style="list-style-type: none"> Improving the quality of embroidery and materials so that consumers feel satisfied with the results, because it is a pride to have creativity to meet the needs of consumers. (S8, O1) (S4, O3) Improving the performance of Labor (TK) to make it easier when receiving many orders because there are very few rivals then the market opportunity will be high. (S6, O2) Always active to cooperate with various campuses because this business is dominant target to students, and always keep sewing machines from being damaged. (S7, O3) 	<ol style="list-style-type: none"> Increase promotion online because of the embroidery many need for activities such as graduation sash. (W1, O3) Improve employee performance by adding a workforce that has potential, because this business has few rivals then orders become increased. (W3, O2) Recommend to consumers who order to pay a 50% down payment so that it can be used as capital because embroidery is a necessity. (W2, O2)
S-T Strategy	W-T Strategy
<ol style="list-style-type: none"> Increasing the potential of employees to still prioritize the quality of neatness in sewing for good quality because the level of neatness technology is only unstable and the price of manufacture is more expensive if making one type of embroidery because the technology must produce a large amount. (S6, T3) Expand the network by multiplying friends so that many people know about it, even with pandemic conditions. However, there are still many who need even in a pandemic situation. (S4, O1) 	<ol style="list-style-type: none"> Minimize spending in pandemic conditions to be stable when sales are dropping. (W1,) Denying employee productivity to be faster in the process of making embroidery when having orders that are beyond prediction so that HR is not replaced by technology. (W3, T3) Reduce the number of employees to stay with limited capital and pandemic circumstances even slightly because the number of orders decreases. However, if things improve then the workforce should be further improved. (W2, T1)

Job Interview, May 6, 2021, 3:10 p.m.

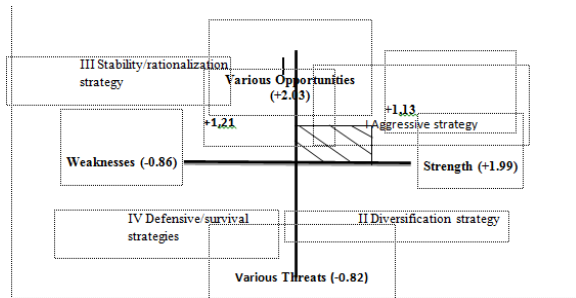


Figure 4. SWOT Analysis Diagram of

Embroidery Business (Convection) The main strategy in embroidery (convection) into quadrant I is when the business has the opportunity and strength to get existing market opportunities, so it must establish an aggressive strategy. Then what must be done is to improve the performance of labor (kindergarten) to make it easier when receiving many orders.

D. CONCLUSIONS AND SUGGESTION

Conclusion

Dibyong Lurik Craft Business is in quadrant I so the main strategy that must be done is to increase the productivity of striated fabrics because many consumers who need striated fabrics because there are still at least striated craftsmen in Yogyakarta.

- Kajeng Handicraft Craft Business is in quadrant II so the main strategy that must be done is to increase marketing in the country because in Indonesia puzzle toys are still very rare and have a rival that is a little.
- Embroidery (Convection) business is in quadrant I then the main strategy that must be done is to improve labor performance to make it easier when receiving many orders because there are very few rivals, so that market opportunities will be high.

Suggestion

The advice that can be given related to existing problems is as follows:

- During the Covid-19 pandemic, micro, small, medium enterprises (MSMEs) in Panggungharjo Village, Sewon Subdistrict, Bantul Regency, Yogyakarta are required to

be able to implement special strategies to stay *alive* or survive. In this case, among them by optimizing the utilization of *online* media and being able to create creatively and innovatively so that it has an advantage in competition.

- The Village Government and large-scale entrepreneurs should be willing to help the development of SMEs in Panggungharjo Village, Sewon Subdistrict, Bantul Regency, so that they can survive.

D. REFERENCES

- Aditi, Bunga. Hermansyur, H. M. (2018). Jurnal Ilmiah Manajemen dan Bisnis. *Jurnal Ilmiah Manajemen Dan Bisnis* 19(1), 64–72.
- Amin Dwi Ananda, D. S. (n.d.). *Pengembangan usaha mikro kecil dan menengah (umkm) berbasis industri kreatif di kota malang*. X, 120–142.
- Anggraeni, F. (2013). Pengembangan Usaha Mikro, Kecil Dan Menengah (UMKM) Melalui Fasilitas Pihak Eksternal Dan Potensi Internal (Studi Kasus Pada Kelompok Usaha “Emping Jagung” Di Kelurahan Pandanwangi Kecamatan Blimbing Kota Malang). *Jurnal Administrasi Publik Mahasiswa Universitas Brawijaya*, 1(6), 1286–1295.
- Darwanto. (2013). Peningkatan Daya Saing UMKM Berbasis Inovasi dan Kreativitas. *Jurnal Bisnis Dan Ekonomi*, 20(2), 142–149.
- Freddy Rangkuti. 2016. *Teknik Membedah Kasus Bisnis Analisis SWOT*. Jakarta : PT Gramedia.
- Hasna Wijayati. 2019. *Panduan Analisis SWOT Untuk Kesuksesan Bisnis. Yogyakarta: Quadrant*.
- Moloeng, Lexy J. 2017. *Metodologi Penelitian Kualitatif*. Bandung : PT Remaja Rosdakarya.
- Noviana, R. (2016). Pengaruh Penerapan Ekonomi Kreatif Terhadap Kreativitas Remaja Di Kota Lhokseumawe (Studi Kasus Pada Seni Tari Sanggar Cut Meutia). *Rusydi Noviana*, 5(1), 51–59.
- Nugroho, M. R. (2018). *Penerapan Pola Sinergitas Antara Bumdes Dan Umkm Dalam Menggerakkan Potensi Desa Di Kecamatan Saptosar*. 28–37.

Nurmala, A. D. & I. (2020). *Strategi Pemasaran Tenun Ulap doyo (Daun Lemba) Menggunakan Matriks SWOT (Studi Kasus pada UMKM Pokant Takaq) Marketing Strategy of Ulap doyo (Lemba Leaf) Woven Using SWOT Matrix (Case Study: Pokant Takaq UMKM)*