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Improving Business Performance of Getuk Nyimut SMEs in Kudus Regency by Marketing, Capital, Production Technology and Product Diversification

Mira Meilia Marka

Universitas Muria Kudus

mira.meilia@umk.ac.id

Abstract

This research used qualitative research method with phenomenological approach. The object of this research was SMEs of getuk nyimut in Kudus Regency. The increasing number of getuk nyimut's SMEs along the area towards Muria Mountain tourism has made it difficult for SMEs to survive in the market. SMEs which are sold with simple sales locations and maintain original products have not been able to increase sales significantly. This research aimed to analyse the effect of marketing, capital, production technology and product diversification on the competitive advantage of getuk nyimut SMEs in Kudus Regency. The results of the research were obtained from 14 informants consisting of entrepreneurs of getuk nyimut, academics and local governments. The results showed SMEs of getuk nyimut have problems in some aspects such as marketing, capital, production technology and product diversification. To overcome the problems faced by participation from some parties, not only from entrepreneurs but also getuk community and local governments. The result of this research showed that marketing, capital, production technology, product diversification which are well managed can increase competitive advantage of SMEs in Kudus Regency especially getuk nyimut's entrepreneurs.

Keywords: Marketing, Capital, Production technology, Product diversification.

INTRODUCTION

Small and Medium Sized Enterprises (SMEs) is one of the important business sectors in Indonesia because it is the foundation of economic growth. SMEs are national economic actors who play an important role in improving the welfare of the community (Maharani, Ali, and Astuti, 2012). SMEs are the solution for people to stay



afloat in the current economic conditions. SMEs provide employment opportunities for the community so that income equality is achieved and the unemployment rate decreases. SMEs in Indonesia are growing in national and international markets (Sugiyarti, Gita, 2016).

SMEs in addition is being able to improve the regional economy have also contributed greatly to the Indonesian economy. According to the Ministry of Industry (2018) food and beverage industry has an important role in economic growth in Indonesia. The sector is prioritized by the government to be one of the sectors that encourage industry as a driver of the national economy. The Ministry of Industry said that the food and beverage industry as the largest contributor to the GDP of non-oil and gas industry compared to other subsectors.

Kudus Regency is a district whose economic condition is mostly supported by the SMEs sector. The famous industries in Kudus Regency are cigarette industry, embroidery, paper, convection, furniture, electronics, handicraft and jenang industry (Development Planning Agency at Sub-National Level of Kudus Regency, 2020). The other else, SMEs of getuk nyimut is one of food icon in Kudus.

Getuk nyimut is one type of traditional food made from cassava. SMEs of getuk nyimut is widely developed in Kajar Village, Dawe Subdistrict. Kajar village is located on the slopes of Mount Muria. Based on data from the Kajar village government (2021) there are 27 entrepreneurs of getuk nyimut who registered and has a sales location along Colo's street.

Getuk nyimut is a typical food of the Kudus Regency in the form of fried getuk with a sweet taste. The production process of getuk nyimut is quite easy, cassava boiled until cooked and then mashed with pounded. The next step is to mix with glutinous taste and form round and given granulated sugar in it. The last process is the frying process.

SMEs of getuk nyimut is a business developed through generations. In the course of SMEs face various obstacles in the business development. Based on the Central Bureau of Statistics survey identified various weaknesses and problems faced by SMEs based on their priorities such as lack of capital, difficulties in marketing, tight business competition, difficulty in raw materials, production and lack of managerial skills (Hadiyati, 2008). The same thing was conveyed by Edy Suandi Hamid and Y.Sri Susilo (2011) problems that occur in SMEs is difficulties in expanding market share, limited availability of sources of funds for business development, lack of human resources capabilities in innovating and technological limitations in production equipment.

The Minister of Industry (2020) also revealed that SMEs are still experiencing constraints such as access to financing, availability of raw materials and auxiliary materials, manual process and marketing. Some entrepreneurs of getuk nyimut (2021) revealed the problems faced related to marketing aspects. Increased marketing through the use of online and offline promotional media has not been done to the maximum, SMEs open businesses that become production sites as well as sales and expect the entrants to visit and buy getuk nyimut.

Another condition is related to access to capital. The capital owned by SMEs is mostly sourced from its own capital. Development of the business getuk nyimut required a large allocation of funds for business locations that can attract consumers such as comfortable table and chairs, large parking lots and strategic location access.

Today the production process of SMEs still manual. Technology in production has not been utilized to the maximum because of capital limitations. Technology in production has not been fully utilized due to limited capital. Another reason entrepreneurs still use manual equipment is there are no new inventions related to modern equipment with appropriate product quality. The product quality using machine tools is considered unable to provide consumer satisfaction when compared to manual processing.

Currently varians product of Getuk Nyimut consist of several types and not many innovations have been made. The main products are fried getuk with original flavor. The other is a product with the same ingredients but with a different taste. This causes a lack of product diversification of SMEs competitive advantage has not been reached.

There is an inconsistency of research results, the research results of Sutrasdawati, E (2008) which states that product diversification has a significant effect on competitive advantage.

Nurlina, *et al.* (2013) and Nurhajati (2003) stated that capital resources, production and production technology have not been able to directly increase competitive advantage. While the research of Gerhana (2006) state that capital and production have a positive and significant influence on competitive advantage of SMEs in Kasiman District, Bojonegoro Regency. Gerhana (2006), Nurhajati (2003) and (Supriyanto & Hana, 2020) state that marketing has a positive and significant influence on the competitive advantage of small businesses.

Based on the phenomena and research gap, researchers need to examine more deeply about the problems that occur in SMEs of getuk nyimut. The purpose of this research is to analyse the influence of marketing strategy, capital, production technology and product diversification on competitive advantage of getuk nyimut SMEs in Kudus Regency.

LITERATUR REVIEW

Marketing

Marketing has an important role in the effort to communicate the existence of products from the company to consumers (Lestari, 2017). The main purpose of marketing is to maximize profits by creating a sales strategy (Widodo, 2018). Companies should implement appropriate marketing strategies to improve their business. Marketing strategy is a comprehensive, integrated and unified plan in the field of marketing, which provides guidance on the activities to be carried out in order to achieve the marketing objectives of a company (Sofjan Assauri, 2011).

Marketing strategy is the right set of principles, consistent, and feasible to be implemented by the company. This is done to achieve the company's long-term target market and objectives in certain competitive situations (Indra Wijaya, *et al.*, 2013). Marketing is a fundamental problem faced by small entrepreneurs. Marketing problems faced by small entrepreneurs are generally focused on three issues, such as market and product competition, problems of access to market information and institutional problems supporting small businesses (Hadiyati, 2008).

Capital

Capital is the main factor to develop a business. The lack of capital in small industry caused by SMEs being individual businesses. The business is only sourced from the owner's capital which is very limited. The loan capital from banks or other financial institutions is difficult to obtain, because the administrative and technical requirements requested by the bank cannot completed by entrepreneurs (Hasyim, S.H and Hasan, M, 2017)

Capital access defined as the absence of constraints related to administrative costs or procedures at capital providers perceived by SMEs when applying for credit (Lusimbo and Muturi, 2016). Kurniawan (2014) stated that SMEs have obstacles is the difficulty of obtaining financial access, among others, system and institutional

problems that often occur in Indonesia. Big efforts by Indonesian government in developing the real sector to overcome these obstacles, including mechanisms are regulated through Bank Indonesia's policy to provide capital access for SMEs. However, this is still not successful due to the issue of high interest rates and the availability of guarantees that are often not available by SMEs. Capital access to SMEs can increase economic growth. Easy access to capital benefits the country to stabilize the economy. In addition, access to capital is also beneficial for SMEs as a safe and sustainable source of funding (Erni, Rosyeni Rasyid and Rahmiati, SE, 2019).

Capital is one of the factors that have a positive and significant effect on business development. Therefore, SMEs need ease in obtaining business capital from some credit loan with affordable interest rates such as Kredit Usaha Rakyat (KUR) and kredit usaha kecil (KUK) through a number of unsecured banks (Purwanti, 2012).

Production technology

Production is supported by machine technology and people who are able to operate well. Starting from the observation of consumer desire that is quality based and price based, the company controls its production to obtain the right product for consumers. The company's production machinery is always improved based on the growing number of market needs (Pratama, F.C, 2019). According to Ofani (2015) technology as a tool used by individuals to help complete their job. Modern production theory adds an element of technology as one form of input element. (Agustina and Kartika, 2017).

Production technology is used in the process of making a product. Technology can simplify the production process. The production technology used is appropriate technology so that the company's goals can be achieved. Production used should be able to reach the quality of products and production capacity thereby increasing the efficiency of the company

Product diversification

Diversification is the company's growth strategy by starting a new business or buying other companies outside the company's current products and markets (Kotler and Armstrong, 2008). Diversification is an effort to find and develop new products or markets, in order to increase growth, sales, profit and flexibility. Diversification strategies are used to develop existing products with different target markets. Another method is to create a new product with the same target market, or it can be both in order to increase sales (Tjiptono,2008).

Assauri (2007) also said product diversification is carried out by a company as a result of the implementation of product development, while old products can still be maintained. Diversification is a strategy that can be used by companies with adding product variations. Products are made based on market needs and desires in order to increase growth, sales, profitability and flexibility by creating new products or services without depending on one type of product (Ernawati, E.E, 2017).

The purpose of diversification product is to minimize the risks or possibilities that occur in a company. Products with new innovations produced will make consumers more interested and consume products. In addition, by diversifying products can provide a large selection of products to consumers (Racmadana, S, 2018). Tjiptono (2008:132) suggests that product diversification is developed with various purposes :

1. Increase the growth of existing markets or products if they have reached the maturity stage in the Product Life Cycle (PLC).
2. Maintain stability, by reducing the risk of profit fluctuations.
3. Increase credibility in the capital market.

Several ways of implementing diversification strategies are (Sugito, 2008) :

1. The company adds a new product line that can improve a company's reputation.
2. Extend the existing line so that it becomes a more complete product line.
3. The company adds or decreases the consistency of the product line, depending on whether the company wants to achieve a strong reputation in a field only or involve itself in several areas.

METHODOLOGY

Method

This research approach is qualitative with phenomenological models. Qualitative research is research that aims to understand the phenomena experienced by research subjects. The phenomenon is behavior, perception, motivation, holistic action by means of description in the form of words and language by utilizing natural methods (Moleong, 2005). Researchers used phenomenological models in qualitative

approaches that emphasized interpretation to gain an understanding of the existential structure of a phenomenon that appears as itself (Chariri, 2019). Phenomenology related to how everyday life, the world, the behavior of inter-subjective or real life (Aswin, 2019). Phenomenological models aimed at understanding the meaning of events that occur due to the interaction of the parties involved. Some of the parties involved have their own understanding or interpretation (intersubjective) of each event that will determine their actions.

The types of data used in this study are primary data and secondary data. Primary data is a data source that directly provides data to the data collector. Primary data sources are obtained through interview activities with research subjects and by observation or direct observation in the field (Sugiyono, 2016). The primary data in this study was sourced from interviews with entrepreneur of getuk nyimut in Kajar Village, State Minister for Cooperatives Small and Medium Enterprises of Kudus Regency and academics. While secondary data sources are obtained from literature, scientific publications as well as from related agencies such as the government of Kajar Village and the Central Statistics Agency.

Research object

Research object is SMEs of getuk nyimut located in Kajar Village, Dawe District, Kudus Regency. SMEs of getuk nyimut has a location that functions as a production and sales to consumers. These SMEs grow a lot on the slopes of Mount Muria. Many tourists visit Muria Mountain for pilgrimage or traveling through the Kajar area. So that SMEs have a high potential for development along with the high interest of the people who visit Muria Mountains.

Informant Research

In the interview process, the confidentiality aspect is very important, so in this research the researcher guarantees the confidentiality of the informant's identity. This aims to make the informant knew the true meaning and is expected to provide an answer that is honest and candid. So the name of the informant disguised. Informants were interviewed that some 14 people as follows:

Table 1 Research Informants

No.	Nama	Institusi
1.	Rina	State Minister for Cooperatives Small and Medium Enterprises of Kudus Regency
2.	Ilham	Government of Kajar Village
3.	Andin	Muria Kudus University
4.	Alfin	Wahid Hasim University
5.	Chandra	Entrepreneur of Getuk nyimut
6.	Muhammad	Entrepreneur of Getuk nyimut
7.	Safar	Entrepreneur of Getuk nyimut
8.	Marni	Entrepreneur of Getuk nyimut
9.	Saskia	Entrepreneur of Getuk nyimut
10.	Imron	Entrepreneur of Getuk nyimut
11.	Amir	Entrepreneur of Getuk nyimut
12.	Yusuf	Entrepreneur of Getuk nyimut
13.	Ishak	Entrepreneur of Getuk nyimut
14.	Indra	Entrepreneur of Getuk nyimut

Data collection method

Data collection techniques used are observation, interview and documentation. Interview process aim to record opinions, feelings, emotions and other matters relating to individuals. By process interviews, researchers can obtain more data. Researchers can understand the culture through the language and expression of the respondent and can clarify the unknown (Chariri, 2009). Instruments used by researchers as data collection tools are recorders, field records and interview guidelines. Interviews are conducted individually on each informant with a duration of thirty minutes to two hours. The results of the interview are then recorded.

The data analysis

The data analysis used by the researchers is an interactive model of Miles and Huberman. The data analysis step consists of data collection, condensation data, display data and conclusion (drawing or verifying). The first step is by collecting data from the beginning of the research to the end of the research using the interview method. Data condensation refers to the process of selecting data, focusing, simplifying, abstracting, and transforming the data that appears in written up field

notes or transcriptions (Miles and Huberman, 2014).

The next step of data display is the process of processing all written data into several categories according to their respective themes. There are three step in the data display. They are theme categories, theme subcategories, and coding processes. The theme category stage is the process of grouping themes that have been arranged in interview tables into a categorization matrix. Themes in this research include marketing aspects, capital aspects, production technology and product diversification. At the conclusion step (drawing or verification) researchers concluded the data in accordance with the formulation of the problem that has been put forward. The data that has been described is concluded in general. The relationship between transitivity elements and social contexts and transitivity elements is used in social contexts. After conclusions were made, data analysis was returned to the initial stage until all the data were complex.

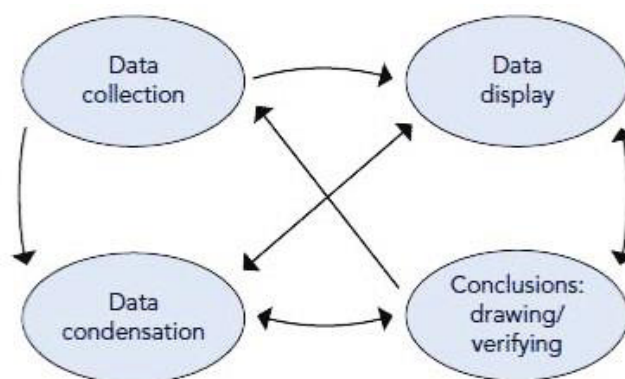


Figure 1
Interactive Model of Miles and Huberman

RESULT AND DISCUSSION

Marketing

Marketing strategy aims to establish the best composition of several marketing component things. To achieve target market the company can use marketing mix strategy (4P). They are product quality, price, distribution channels and promotions (Kotler, 2000). Promotion is a marketing activity that aims to increase consumer demand. High promotional activities will result in increased consumer interest

in buying a product. Key success to promotion is communicating appropriate information about products and sales methods (Meera Singh, 2012).

Most of the getuk nyimut's entrepreneur have not used promotional media to increase sales. The entrepreneurs offer their products directly to consumers who come to the shop only, as said by Chandra as entrepreneur of getuk nyimut:

“ I have never used social media marketing before, but it is well known from the word of mouth strategy “

Muhammad also added:

“I have no business marketing products, but costumers who promote my business by making stories on their social media”.

Saskia as the owner of SMEs of getuk nyimut stated:

“ My product has been marketed via Facebook, but requires Cash On Delivery. I can not provide the service, so the media are not used anymore “.

Based on information from informants, entrepreneurs have not implemented marketing media to improve their businesses. SMEs are mostly still relying on consumers who come alone to the sales location. Promotion has not been a concern of entrepreneurs in the progress of business even though promotion becomes the spearhead of sales. Alfin who is an academic activist of SMEs said the important role of promotional media: “ By strengthening online and offline promotions, market expansion and sustainability of Getuk SMEs can be achieved “

Capital

Aspect capital is the mobilization of initial capital and access to working capital. Longterm financial investment is indispensable for long term growth. Generally the initial capital is sourced from its own capital or informal sources, but this source of capital is not enough for production activities or production technology updates (Hasyim and Hasan, 2017). Most of the getuk nyimut entrepreneurs use their own capital in developing their businesses. Constraints arising is limited capital in business improvement. This was said by Safar, one of the owner of SMEs of getuk nyimut:

“At the beginning of my business, I used my own capital, capital from family and friends. To make this place my family also helped “

Marni who is a producer getuk nyimut also said the same thing:

“My bussines capital from my own. I have never borrowed from a bank. Alhamdulillah, I have my own place, I do not rent. No need to think about loan installments “

Another entrepreneur, Imron also shared:

“I started my business using my own capital. I want to make it like a cafe but I don’t have the money yet”

Entrepreneurs say that the limited business capital used is due to the source of capital only from personal capital. In developing a business, entrepreneurs realize that to advance their business, entrepreneurs need large capital. The use of getuk nyimut business capital in addition to the production process, the business location also has a large percentage of capital allocation.

As the statement of a getuk nyimut businessman named Yusuf:

“Business capital for culinary is cheap, but capital to build a location requires large funds. I borrow some of the funds to the bank “

Getuk nyimut is a menu that is often served with coffee. Entrepreneurs try to give the best to increase consumer comfort by adding facilities such as tables, chairs, a large parking area and other facilities that can attract consumers. This is what causes entrepreneurs to try to get additional access to capital to win the competition. Rina, who is an informant from the State Minister for Cooperatives Small and Medium Enterprises of Kudus Regency, said about the easy access to capital:

“Now the requirements for applying for capital and SMEs facilities are easy and simple. Funding facilities from banks with lower interest rates and easy terms “

Production Technology

Increasing SMEs can be realized in many ways. This strategy is the use of technology in the production process. Technology based production equipment increases the efficiency of SMEs. SMEs of getuk nyimut in the production process still use manual processes. The main raw material is cassava which is mashed by means of being crushed with simple equipment. The next process is still using wood in the burning process. Saskia as an entrepreneur of getuk nyimut said:

“InsyaAllah I want to use the machine if I have the capital”

According to several entrepreneurs, the use of machines in the production process results in different qualities. If it is processed manually, the taste of the product is more distinctive. Ishak, an entrepreneur of getuk nyimut shared about his experience:

“If you mash the cassava with manual tools, it will taste the same even though it lasts for two days. But if processed by machine, within half an hour it feels different “

Marni is the producer of getuk nyimut shared the same thing:

“ I get the info from consumer, taste of products better processed manually. If the raw material is refined, it can produce more with manual process, which is up to 50 pieces “

Based on the informant's statement from getuk nyimut entrepreneurs, the problem they are facing about the production process still uses manual equipment in the milling process. This is because the procurement of these machines requires a large amount of capital, entrepreneurs have limited capital. Another factor is no grinding machine has been found that has the same quality as the manual process. The final product that is produced does not have a strong taste when processed by machine. So that some SMEs still use manual equipment to maintain taste. Andin, an academic observer of Muria Kudus University stated about the competitive advantages that SMEs get by using technology in the production process:

“Technology today continues to develop rapidly, so that there are many technological benefits in almost all aspects. Especially in the aspect of technology utilization industry that is able to encourage increased production. Entrepreneurs can start applying industrial technology in the aspect involved. The entrepreneurs can start applying industrial technology in the field that was involved. These efforts will certainly have an impact on production capacity and also on the diversification of the product itself. Some entrepreneurs feel doubt about the use of technology in production because of the characteristics of the results of processing technology, but of course all of that must be tried and developed as a support for a progress in production”

Product diversification

Product diversification is the process of adding a product line and a total target market without eliminating existing products. The entrepreneurs produce getuk with the main basic ingredient is casava added sugar. Some entrepreneurs still maintain this product as the main product and the companion product is getuk with grated coconut. Indra as a entrepreneur of getuk nyimut said that:

“My product still original, tradisional getuk. The varian are getuk urap, getuk gotri, getuk goreng with sugar taste and getuk pulen. I have never made a new product”

Saskia who is the owner of getuk nyimut tavern added:

“There are three kinds of getuk. Getuk goreng has two flavors and getuk with grated coconut “

Another entrepreneur, Marni said the same thing:

“The menu that I give to consumers is getuk goreng and getuk urap. Getuk goreng original flavor, chocolate and palm sugar. I haven’t tried other new products yet ”.

In product diversification entrepreneurs strive to increase sales by developing new products, so there is a variety of products made. Rudi one of the entrepreneurs expressed:

“ there are three types of Getuk, chocolate flavor, original, getuk sprinkling coconut (getuk urap). I’ve tried durian flavor but it hasn’t been sold yet”.

Based on the statement of the informants, the resulting product consists of the main product that is fried getuk with palm sugar. In addition to these products, entrepreneurs try to add a variety of products with the same flavor but basic raw materials on the same. Product diversification should be done by entrepreneurs because it is part of the strategy of expanding business development through modification of existing products and by adding products with the same or different target market. Product diversification strategy can increase competitiveness. Ilham, who is the government of Kajar Village, expressed support for SMEs in increasing sales:

“Actually, the government really supports the development of getuk nyimut’s entrepreneur in Kajar Village. These efforts include increasing sales and product variations by holding outreach and data collection so their needs can be facilitated by government of Kajar Village “

CONCLUSIONS AND IMPLICATIONS

Based on the research results marketing, capital, production technology and product diversification have signifikan effect to competitive advantage.

If The entrepreneurs of getuk nyimut use marketing media to share their product, competitive advantage can be reached. In the same way, if the SMEs have enough capital, their bussines can be more develope so SMEs have a competitive advantage .

The Entrepreneurs have trust if modern machine in the production process can produce high quality product and still have local taste. It can be one of the factors that drive the creation of competitive advantage. Getuk nyimut in the form of fried getuk and sugar is a main menu. If the entrepreneurs of getuk nyimut added the variety of getuk menu, consumers will be more interest so it can built competitive advantage.

Implications

Theoretical Implications

1. Access to capital can be obtained from external capital with a low interest rate in order not to overload the SMEs in the refund. With the availability of the fund SMEs are able to provide facilities services to consumers for increase the competitive advantage.
2. Entrepreneurs of getuk nyimut should be proactive to support the technology in the production process, in order to take advantage of opportunities.
3. Entrepreneurs must be choose suitable marketing media in order to increase the awareness of the consumers and reach the potential market.
4. Increased product diversification through new product made by market survey about consumer tastes. So the product can fit the expectations of consumers and improve competitiveness of SMEs.

Managerial Implications

1. Local governments provide access and encourage the SMEs to obtain external capital which is sourced from various financing facilities such as KUR (Kredit Usaha Rakyat) and financing institutions banking or non banking to strengthen the capital structure. In order to get this access, SMEs entrepreneurs getuk nyimut to make various improvement efforts including accounting of financial transactions and business legality.

2. Business management competencies of SMEs can be carried out with the participation of entrepreneurs in various training activities. The training is organized by the local government, in this case the Department of Manpower, Industry, Cooperatives and SMEs and other institutions.
3. Community getuk can be a source of information and a forum for the progress of the business. Existensi association is expected to become a place of entrepreneurs to exchange information and experience related to the problems encountered.
4. The government needs to built centra industry getuk nyimut to improve the performance of the developers of the various aspects of business management.

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