

DEVELOPMENT STRATEGY OF THE CREATIVE ECONOMY IN THE CULINARY SUBSECTOR: THE CASE OF "SELERA" PETIS CRACKERS IN KENDAL REGENCY

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Abstract

This study maps the strengths, weaknesses, opportunities and threats of development for the Kerupuk Petis Selera business in Kendal Regency, to assess and take the right strategy in overcoming existing obstacles. This type of research is qualitative using the SWOT method by distributing questionnaires, as well as direct interviews with business owners and supported by extracting data from key people related to indicators of strengths, weaknesses, opportunities and threats of marketing and processing *petis* crackers. The results or findings found are that SWOT analysis can help in mapping the research framework that identifies externally and internally which includes human resources, management systems, from marketing and product quality so that it can facilitate strategic decision making to improve business quality and long-term planning. Where the best strategy found is the ST strategy such as; 1). Make variations of other processed products made from the same base; 2). Innovation in packaging that is suitable for souvenirs; 3). Utilizing other technologies.

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INTRODUCTION

Petis crackers are one of the distinctive culinary products produced on a large scale in Kendal Regency. As a food tradition passed down through generations, petis crackers not only reflect local cultural identity but also contribute to the regional economy by opening employment opportunities and strengthening the area's culinary character. Similar to the typical food *lanting dampat* studied by Puspitasari and Widiyanto (2015), petis crackers also play a role in improving community welfare through economic activity and labor absorption.

The main center of petis cracker production is located in the Sijeruk area, where six producers operate with a mutually agreed-upon price range that serves as a ceiling price for consumers. Despite this coordination, producers have limited knowledge of competitors' sales performance, making it difficult for them to map market dynamics and formulate strategic actions. This condition reflects the challenges faced in a dynamic environment, where environmental pressures actually demand greater exploratory innovation to support performance growth (Chang, Hughes, & Hotho, 2011).

Several key problems hinder the development of the petis cracker business. First, the production process still relies heavily on manual methods and traditional sun drying. These weather-dependent techniques often delay drying time, risk inconsistent product quality, and disrupt sales when producers cannot maintain adequate stock. Such dependence on manual production persists partly due to limited capital, lack of exposure to modern processing technology, and strong attachment to inherited production habits.

Second, marketing remains traditional and largely manual. Producers mostly sell through local distribution points and loyal long-term customers, which restricts market reach. The low adoption of digital marketing is influenced by limited digital literacy, lack of promotional skills, and minimal understanding of online platforms—challenges common among Indonesian MSMEs (Astuti, Mulianingsih, Pujiati, & Krismawanto, 2023). In fact, firms that adopt digitalization tend to be more innovative and communicative (Conti, Camillo, & Pencarelli, 2023), and digital marketing offers MSMEs an opportunity to penetrate broader markets beyond traditional segments (Pitaloka & Kardoyo, 2023).

Third, packaging of petis crackers has not been improved and remains unattractive. Producers generally sell raw and minimally packaged products, reducing their competitiveness. Attractive packaging is essential in building business identity and influencing consumer purchasing decisions, especially for MSME products (Topleva & Prokopov, 2020). Previous studies support this, showing that better packaging and marketing strategies enable cracker SMEs to compete and expand their market reach (Hasanah, Winarti, & Puteri, 2023), and that packaging significantly affects consumer decisions in the cracker industry (Suprpto & Azizi, 2020). Weak packaging is often linked to limited design knowledge, absence of standardized processing procedures, and inconsistent product quality (Amalia, Lestari, & Meldayanoor, 2019). Innovation, therefore, becomes crucial in enhancing competitiveness, improving profitability and

productivity, and strengthening SME capabilities through cost efficiency, product quality improvement, and worker skill development (Taneo, Hadiwidjojo, Sunaryo, & Sudjatno, 2020).

With the combination of potential and challenges described, it becomes necessary to conduct research that identifies strategic steps for the development of petis cracker businesses. Basic information from key stakeholders is needed to understand internal strengths and weaknesses as well as external opportunities and threats. For this reason, the SWOT method is applied, consistent with the concept of situational analysis proposed by Hunger and Wheelen in Widiyanti (2016), which systematically maps internal and external factors influencing a company's position. Therefore, the objective of this research is to formulate appropriate development strategies for petis cracker SMEs by analyzing their internal and external conditions using the SWOT framework.

METHODS

This study employs a qualitative research approach to examine the phenomena that occur within the field. The analysis is conducted using the SWOT method. According to Miles and Huberman in Fiantika et al. (2022), there are three main approaches to qualitative data analysis: the interpretative approach, the social anthropology approach, and the collaborative social research approach. In this research, the author describes the potential of the culinary sub-sector of the creative economy in Kendal Regency—specifically the *petis* cracker production by Selera producers—by identifying their strengths, weaknesses, opportunities, and threats. After the mapping process, the researchers analyze this potential and formulate appropriate development strategies for the culinary sub-sector in Kendal Regency.

The object of this research is the *petis* cracker processing carried out by Selera producers in Kendal Regency. Supported by key persons from the Department of Youth, Sports, and Tourism and the Creative Economy Committee, this study utilizes SWOT analysis as the main analytical tool, processed based on the mapping of internal and external factors relevant to the research.

RESULT AND DISCUSSION

Result

The *strengths* possessed by the "Kerupuk Petis Selera" business while operating its culinary business are able to maintain its business in the midst of business competition and are expected to be able to develop the business amid the advancement of culinary businesses. *Weaknesses* are factors that become obstacles in business implementation, both in terms of production and distribution. Weaknesses that become obstacles in business operations. *Opportunities* are factors that can provide support or favorable opportunities in the development of the "Kerupuk Petis Selera" business. *Threats* are

factors that can be an obstacle or barrier to the process and progress of the "Kerupuk Petis Selera" business.

Table 1. Internal Factor Evaluation (IFE)

	Internal Factors	Weight	Rating	Score
Strength	Easy raw materials	0.11	3.50	0.39
	Strategic processing location	0.10	3.17	0.32
	Sustainable point of sale location	0.09	3.00	0.28
	Secure capital	0.10	3.17	0.32
	Good product quality	0.10	3.17	0.32
		0.51		1.62
Weakness	Manual marketing	0.09	3.00	0.28
	Depend on old customers	0.09	3.00	0.28
	Packaging has not been updated	0.09	3.00	0.28
	Selling raw products	0.12	3.83	0.46
	Has not yet entered the souvenir center	0.09	2.83	0.25
		0.49		1.57
Total		1.00		3.19

The results in Table 1 show that the strength score of the "Kerupuk Petis Selera" business is 1.62 and the weakness is 1.57. The internal factors of the "Kerupuk Petis Selera" business show an almost balanced score of strengths and weaknesses even though the strengths are greater than the weaknesses. Overall, the business internal factor score is 3.19.

Table 2. Internal Factor Evaluation (IFE)

	External Factors	Weight	Rating	Score
Opportunity	Products are favored by many people	0.18	3.70	0.67
	Large market potential	0.17	3.40	0.57
	Entering digital marketing	0.15	3.00	0.44
		0.50		1.68
Threats	Erratic weather	0.17	3.45	0.58
	Competitors from the same processing	0.17	3.40	0.57
	Competitors from other types of crackers	0.17	3.45	0.58
		0.50		1.73
Total		1.00		3.41

The results in Table 2 show that the "Kerupuk Petis Selera" business opportunity score is 1.68 and the weakness is 1.73. The external factors of the "Kerupuk Petis Selera" business show that the scores of opportunities and threats are almost balanced even

though the threats are greater than the opportunities. Overall, the business internal factors score 3.41.

Table 3. SWOT Matrix

EFAS\IFAS	STRENGTH (S) <ul style="list-style-type: none"> - Easy raw materials - Strategic processing location - Sustainable sales location points - Safe capital - Good product quality 	WEAKNESS (W) <ul style="list-style-type: none"> - Manual marketing - Depend on old customers - Packaging has not been updated - Selling raw products - Has not yet entered the souvenir center
OPPORTUNITIES (O) <ul style="list-style-type: none"> - Products are favored by many people - Large market potential - Explore digital marketing 	SO STRATEGY <ul style="list-style-type: none"> - Ensure proper calculations for raw material needs in a prolonged production process. - Mapping product distribution locations to expand marketing. - Planning for digital marketing of products. 	WO STRATEGY <ul style="list-style-type: none"> - Increase customers by expanding the existing market, in this case expanding distribution locations so as to add regular customers. - Expand digital marketing and sales by creating a store through an online buying and selling platform. - Redesigning products to be distributed in stores or souvenir centers.
THREATS (T) <ul style="list-style-type: none"> - Erratic weather - Competitors from the same processing - Competitors from other types of crackers 	STRATEGY ST <ul style="list-style-type: none"> - Make variations of other processed products made from the same ingredients. - Product innovation of petis crackers in terms of packing as processed products suitable for souvenirs. - Utilize weather changes and other sources of heating. 	WT STRATEGY <ul style="list-style-type: none"> - Maintaining the quality of petis crackers products. - Improve product distribution services.

The SWOT matrix table above shows four strategic alternatives that can be taken by the business owner "Kerupuk Petis Selera" in the implementation of a business that is already running and able to face existing competition.

The results of the IFE and EFE evaluation matrix, it can be concluded that the strategy that can be applied by the "Kerupuk Petis Selera" business actor is the *Strengths - Threats* strategy because the position of the "Kerupuk Petis Selera" business coordinates in quadrant two with the position (0.05, -0.05) which is depicted in the following SWOT diagram.

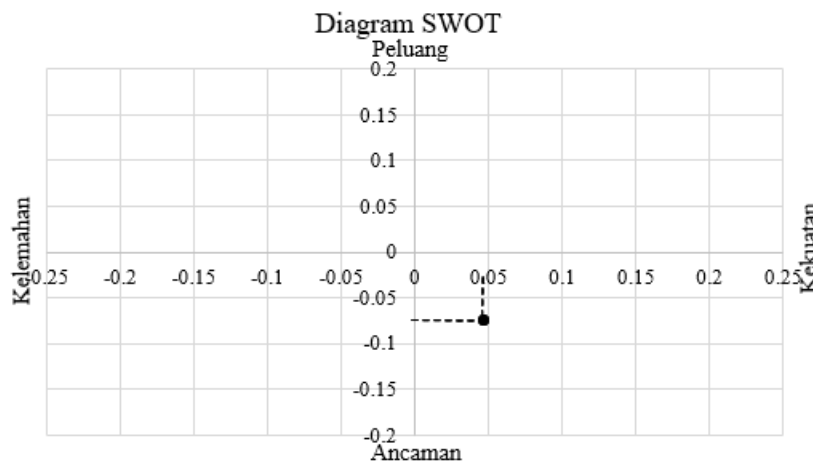


Figure.1 SWOT Diagram

Based on the results of the SWOT diagram above, the best strategy that can be applied by business actors is the ST strategy, namely by diversifying. According to the explanation above, the forms of strategies that can be applied are: 1). Making variations of other products made from the same base, 2). Product innovation petis crackers in terms of packing as a suitable preparation for souvenirs, 3). Utilizing weather changes and other heating sources. (Febrianto, Andrian, & Sawitri, 2023) mention that various alternative strategies can be formulated in a SWOT matrix analysis, the advantage of using SWOT is that it facilitates strategies based on internal and external factors. The main strategies can be suggested to consist of four types: SO, ST, WO and WT strategies. This analysis uses data obtained from the EFE and IFE matrices.

Discussion

This strategy is obtained from each internal and external factor after conducting interviews with the owner, production, distribution, packaging, and buyers. "Kerupuk Petis Selera" has a strategic processing location which is in a cluster area for making petis crackers with 6 other industries in the same field. This makes the business owner strengthen the advantages in terms of good product quality using good quality flour raw materials with a shelf life of one year. Another advantage is the sustainable sales location, where the product is able to reach the location of subscriptions to areas outside Kendal Regency. Sales of "Kerupuk Petis Selera" products can be done at the production site, but wide sales are carried out by agents and distributors to many stalls and kiosks around Limbangan, Kendal, Patebon, and surrounding areas. Outside Kendal Regency, sales reach Batang and Semarang. Some consumers from Kalimantan and overseas such as China and Taiwan can also enjoy "Kerupuk Petis Selera" processed products through distributors. The long-running business with continuous production has been able to secure the capital of "Kerupuk Petis Selera". Profits of 40% of total sales are also one of

the supporting factors for the existence of sustainable production. The ability of business actors to continue to produce and make sales outside the Regency area provides a safe capital gain for sustainable production. In addition, the product quality that has been controlled maintains good product quality. Developing quality in terms of marketing or production does not rule out the possibility of becoming a leading sector that able to have high resilience and capabilities as a looking forward for development (Hajeri, Yurisinthae, & Dolorosa, 2015).

The "Kerupuk Petis Selera" business has several weaknesses in the implementation of its business. So far, marketing has been done manually by directly visiting stalls that have become sales points. The distribution of product information is known through direct information provided by the seller, in this case the stall owner, as well as through the digital platforms whatsapp and facebook, but not yet as a "Kerupuk Petis Selera" business account but a personal account. Despite currently digital marketing is easily accessible to all levels of society in any way and anywhere (Fadhilah & Pratiwi, 2021). Marketing is done manually and the distribution of information whose reach has not been expanded, making business actors dependent on old customers and limited to shop consumers. Without much promotion, loyal customers of "Kerupuk Petis Selera" are able to remain loyal customers amidst the onslaught of various cracker products spread in Kendal, so extensive marketing is needed to reach more customers. The main reason why long-time customers choose "Kerupuk Petis Selera" is because the quantity of crackers is more in one package than other crackers. In addition, the strong flavor and aroma of petis, competitive price, and easy access to purchase make consumers stay.

On the other hand, the weakness of this business is that the packaging has not been updated and the processed products sold are still raw. This MSME is able to produce several types of products, including petis, onion, and screw crackers. The entire product is a raw product which still requires processing from the consumer side into a ready-to-eat product. In line with (Hutahayan & Yufra, 2019) who stated that the low competitiveness of food SMEs in Indonesia is caused by the slow rate of innovation and creative destructiveness in competition between sellers. This is one of the considerations of the business owner to continue using the initial product design because there is no renewal in terms of composition, type of product, and method of consumption. The absence of innovation in terms of finished preparations and product design is one of the factors that make petis crackers have not entered the souvenir center. The main focus of producers is to maintain product quality, so there has been no change in packaging because it is not considered to be one of the factors that become the reason for customers to stay. Explained by (Romanello & Veglio, 2022) barriers to implementation are related to a lack of finance, technological awareness, collaboration, infrastructure, regulations, knowledge, and skill, particularly in technology selection. (Conti, Camillo, & Pencarelli, 2023) Stated that countries with low levels of digitalization have a lower prevalence of innovation and are less likely to invest in digital technology.

The strengths and weaknesses possessed by the "Kerupuk Petis Selera" business can be overcome from the opportunities that exist, such as products that have been favored by

many people. The loyal customers of "Kerupuk Petis Selera" products and the ability to distribute outside Kendal Regency show the opportunity that this product is able to maintain product quality and existence. This can be used as a reference for business actors to expand the range of consumers and marketing because of the large market potential. Building an image for MSMEs is crucial since branding is key to creating value based differentiation in a competitive context (Renton, Daellenbach, Davenport, & Richard, 2015). In addition to ensuring good quality, creating hygienic, attractive packaging and including nutritional information on the packaging further convinces consumers (Caska & Indrawati, 2019). In addition, the ease of technology and the variety of promotional processes through social media and sales through digital platforms are opportunities that can overcome the weaknesses of business actors. Halal food SMEs must be innovative, proactive, opportunistic, dare to take risk, and be customer-oriented to achieve better innovative market performance and will increase profit (Fard & Amiri, 2018). The factor of the large number of consumer interest in "Kerupuk Petis Selera" and customer loyalty is an opportunity that producers must take advantage of in business continuity and market expansion. Attend by evolves technology it will change business models globally to connect a wider range of consumers (Fowler, Watson, Sen, & Sinha, 2024). Although in practice digital marketing through *WhatsApp* has not been able to significantly increase sales, further studies are needed regarding the methods that must be applied and the platforms used for digital marketing. Although there are competitors with the same product, "Kerupuk Petis Selera" maintains its customers. Because product quality, taste, and quantity are the main factors for product interest, this can be highlighted by business actors to expand the marketing process. Implementing a plan to midify marketing requires changes in workforce behaviour, procedures, and organizational structure with the aim of influencing performance based on the result of the business that market expectationns (Larbi & Larbi, 2024).

The production process of "Kerupuk Petis Selera" has threats that interfere with the opportunities that can be utilized. The drying process in making crackers in this business still uses sun-assisted manual drying, so the weather is a determining factor in the success of production. Entering the rainy season, the amount of production will be reduced, and it is not uncommon for production to fail. The best weather for the production process is during the dry season. This is because the drying process is done conventionally by utilizing solar radiation. Cloudy weather or the rainy season is one of the factors inhibiting the production process because it lengthens the drying process and even makes raw materials a production failure. The normal production process takes 4 days, including 2 days of manufacturing, 1 day of cutting and drying, and 1 day of packing and distribution. In addition, the location of the business, which is among 6 other businesses with the same product, poses a real threat of high competition in processing the same product and other crackers with different basic ingredients.

SWOT analysis describes the shortcoming and potentials that can provide an information basis for policy makers about which specifications need to be improved or successful expansion (Gutiérrez, Ortega, & Manners, 2020). The presentation of the

results of the SWOT analysis concluded that the position of the Creative Economy business actors "Kerupuk Petis Selera" in Kendal Regency is in the coordinate position (0.05, -0.05) in quadrant II. Previous research in (Ulinuha, Fatmawati, & Novi, 2023) explains that quadrant II is an area that involves a combination of the company's internal strengths with the external threats it faces. The company must use its strengths to overcome or reduce the impact of threats in the business environment. This requires an effective defense strategy and the ability to leverage its advantages to remain competitive in the market. The strategy that needs to be implemented is to use strengths to take advantage of long-term opportunities by means of a diversification strategy (product/market). The form of strategy that can be applied by business actors, is to make variations of other processed products made from the same base. One of them is trying to present processed products made from the same base with different flavor variations. Innovation is a strategic tool for generating new ideas, new products, and improved processes and services to enter the market, expand market share, and provide a competitive advantage to companies in response (Deku, Wang, & Das, 2023). Primary source of innovation innovation state by (Ariescy, Mawardi, Sholihatin, & Aprilisanda, 2021) is the owner, who is the primary driver, source of ideas, and technology adoption behind existing technological developments in a business.

This can make customers or consumers have more than one choice. Product innovation of petis crackers in terms of packing as processed products that are suitable for souvenirs due to wider marketing can be done by building cooperation with Kendal souvenir centers. This must be balanced with new innovations, both in terms of products sold and product packaging. Product packaging needs to be done to attract tourists to be interested in the products sold and more attractive packaging will increase the selling value. Utilizing the dry season and other forms of drying such as drying ovens or applying convection hot air drying but must be able to maintain product quality.

CONCLUSION

This study mapped and analyzed the strengths, weaknesses, opportunities, and threats faced by Selera petis cracker producers in marketing their products. The findings show that the business has several internal strengths, including product uniqueness and a loyal consumer base, but also faces weaknesses such as limited human resource capacity, weather-dependent production processes, and underdeveloped product packaging. Externally, opportunities arise from the growing digital market and increasing consumer interest in local culinary products, while threats include intense competition and the rapid pace of technological change.

The SWOT mapping indicates that strategic combinations—SO, WO, ST, and WT—can be applied to support product modernization, packaging improvement, and more effective communication with consumers. The results emphasize the need to strengthen human resources, adopt technology to improve production efficiency (particularly in drying processes), and expand marketing networks to reach broader

markets. Product innovation and more mature sales strategies are also required to sustain business growth.

In terms of scientific contribution, this study enriches the literature on MSME development by providing an in-depth SWOT-based analysis of a traditional food business within the creative economy sector. The findings offer a contextual strategic model that can be used by researchers, policymakers, and practitioners to design targeted interventions for improving competitiveness in similar small-scale food industries. Further research may develop additional variables or strategic frameworks to refine and expand the understanding of business development in the culinary sub-sector.

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