

## **Bamboo Craft Business Development Strategy in Bangli District**

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Article History: Received on 29 October 2023, Revised on 27 November 2023,  
Published on 4 January 2024

**Abstract:** Bangli Regency is one of the centers for bamboo craft businesses in Bali Province. The bamboo craft products produced are *keben*, rice baskets, *capil*, bamboo bags, *sokasi*, and other woven materials made from bamboo. This research aims to determine the existence of craftsmen, their advantages and disadvantages as well as strategies that can be applied for business development. This research method uses descriptive to obtain an overview of business existence using IE (internal and external) matrix for effort to develop bamboo craft businesses in Bangli Regency. Based on the results of data collection, it is known that the total value of the IFE matrix owned by craftsmen is 3.47 and the total value of the EFE matrix is 3.15. This score is in the first cell of the IE matrix which means growth and development. There are three alternative strategies that can be implemented by craftsmen in developing their business, namely: 1). Market penetration; 2). Market development or expansion; and 3). Product development. Based on the QSPM results, market development or expansion had the highest Total Attractive Score (TAS) score, so it was selected as the most recommended strategy.

**Keywords:** Bamboo Handicraft, Business Development Strategy, Small Medium Enterprises.

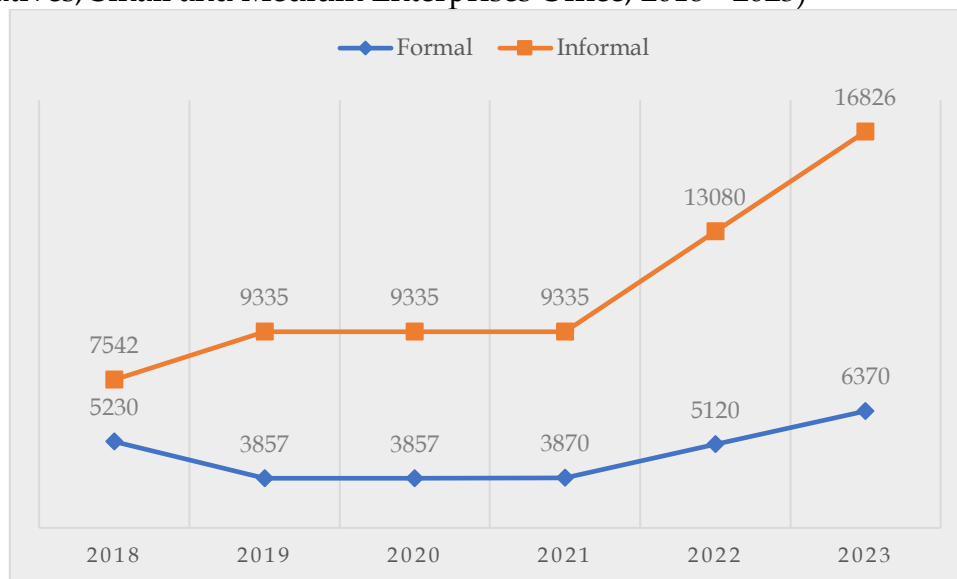
### **A. Introduction**

The Indonesian economy experienced a downturn and worsened in 1998. The weakening of the Indonesian economy had an impact on disrupting the country's stability at both macro and micro levels. Until now, the government and elements of the state are working hard to revive the economic system so that it is more resilient in facing the economic crisis like the one that occurred in 1998.

There was one thing that was interesting for researchers when the 1998 economic crisis occurred, namely that MSMEs were able to survive even though they were hit by the crisis. Based on BPS data, although the number of MSMEs after the 1997-1998 economic crisis fell by 7.42% (from 39,765,110 units to 36,813,578 units), the growth of MSMEs' GDP contribution actually increased drastically by 52.24% (from 363.2T to

552.9T). Apart from that, the growth in export value also increased by 76.48% (from around 39.27 trillion Rupiah to 69.31 trillion Rupiah) (Asra W, 2020). The existence of SMEs that are able to withstand the onslaught of the economic crisis can be an effective solution in overcoming the problem of unemployment, because their businesses are labor intensive and have stable strength.

MSMEs are one of the sectors that can be relied upon to support the country's economy, because overall the growth of MSMEs is increasing, with a significant increase occurring from 2021 to 2022. In 2021, the number of formal MSMEs was 3,870 units, increasing to 5,120 units in 2022, then the number of informal MSMEs in 2021 was 9,335 units, increasing to 13,080 units in 2022. The growth trend of MSMEs in Bangli Regency, Bali Province is presented in Figure 1 below: (Bali Province Cooperatives, Small and Medium Enterprises Office, 2018 - 2023)



**Figure 1. Growth of MSMEs in Bangli Regency from 2018 to 2023**

Seeing the increasing trend of growth of MSMEs in Bangli Regency, bamboo craft MSMEs are one of the MSMEs that have the potential to be developed. This is because bamboo has long been the driving force of the community's economy, used as raw material for crafts or as a means of religious ceremonies (Jatmiko, 2022) (Dewi & Krisnadi, 2023). The bamboo craft products produced are keben, rice baskets, capil, bamboo bags, sokasi, and other woven materials made from bamboo. Raw materials in the form of bamboo are quite easy to obtain, because bamboo forests exist around the village which are managed by community business groups (Sastrawangsa & Jayanti, 2019) (Uripto & Lestari, 2023).

Bamboo is a plant that can live well in tropical areas. Bamboo plants have regenerative properties and natural beauty values (Susanti et al., 2020). Bamboo is known as an environmentally friendly material and a renewable natural resource. Bamboo has a very flexible texture and is easy to create into various kinds of craft products (Malihah

& Achiria, 2019). This makes bamboo have added value and high use value when it can be converted into a product (Lesmana & Widiawan, 2018).

Bamboo plays an important role in the lives of Indonesian people, because bamboo has good properties to use, such as having strong stems, straight shapes, tenacious, hard, easy to split and shape, and light in weight. Apart from that, the price of bamboo raw materials is also more affordable compared to other building materials. This is because bamboo is a raw material that is often found around rural settlements. Apart from that, bamboo that has been processed into craft products tends to have a higher price than when sold in bamboo sticks. Bamboo that is processed into craft products can be sold at a higher margin than bamboo in the form of sticks. Based on previous reviews, this research aims to determine the description of the condition of bamboo craft businesses in Bangli Regency, the strengths and weaknesses of these craft businesses, as well as strategies that can be applied in efforts to develop bamboo craft businesses.

## **B. Methods**

This research method uses descriptive research methods. Descriptive research attempts to obtain an overview of the situation and conditions which is carried out by providing a presentation of the data that has been obtained and then through several analyzes several conclusions are drawn.

### **Research Thinking Framework**

The researcher carried out observations first on the craftsmen who were used as research samples before being interviewed. The observation and interview process aims to identify Strengths, Weaknesses, Threats, Opportunities (SWOT). Strengths and weaknesses are included in the Internal Factors Evaluation (IFE) matrix, while opportunities and threats are elements of the External Factors Evaluation (EFE) matrix. The scores obtained on the IE matrix can provide an overview of business existence and implement relevant alternative strategies to be implemented as an effort to develop bamboo craft businesses in Bangli Regency. To obtain the best strategy, use the Quantitative Strategies Planning Matrix (QSPM) technique.

The Quantitative Strategic Planning Matrix (QSPM) is a matrix for carrying out the Decision Stage from input stage and matching stage matrices, which has the aim of determining the relative attractiveness of the various strategies that have been selected. The QSPM matrix is a tool that allows strategists to evaluate various alternative strategies objectively, based on previously identified important external and internal success factors (David, 2011).

To identify the diversity of craftsmen, researchers observed selected MSMEs using a purposive sampling technique, namely 10 craftsmen in Bangli Regency. The

researchers determined the scores and weights by reviewing the results of interviews and observations with craftsmen. Meanwhile, researchers carried out QSPM by selecting three craftsmen who could represent the craftsmen as a whole. Researchers determined scores after conducting interviews with craftsmen, due to limitations in terms of formal education taken by craftsmen. The following are respondents who the researcher assumes can represent the information needed from craftsmen as a whole.

1. Bamboo collector
2. Senior craftsmen or those considered elders by other craftsmen.
3. Craftsmen with greater production capacity compared to other craftsmen in general.

### **Data Analysis Technique**

The analysis technique using the IE matrix refers to the presentation by Rangkuti (2015) with the following stages: (1) Identify the strengths and weaknesses of bamboo craftsmen to fill in the IFE matrix columns, then identify opportunities and threats to fill in the EFE matrix columns. (2) Give each factor a weight ranging from 0 (not important) to 1 (most important). All weights must add up to 1. (3) Give a ranking to each factor with a number range of 1 to 4, where 1 (bad), 2 (below average), 3 (average), 4 (good). (4) Multiply the weights and rankings to get a weighted score and (5) Add up all the weighted scores to obtain the total weighted score.

The QSPM assessment produces all QSPM components, including the main factors, weighted alternatives, attractiveness score (AS), total attractiveness score (TAS) and the total number of total attractiveness scores. The following are the work steps in developing QPSM (David & David, 2017): (1) Define the strengths, weaknesses, opportunities and threats taken from the IFE and EFE matrices. (2) Determine the matrix weights for each factor. These weights are identical to the matrices in IFE and EFE. (3) Identify alternative strategies that the organization can consider in implementing. Group these strategies into exclusive groups. (4) Find the attractiveness score (AS) by checking each external or internal key factor. An attractiveness score should be assigned to each strategy to indicate the attractiveness of a strategy. With a strategy score of 1 (not interesting), 2 (somewhat interesting), 3 (quite interesting), 4 (very interesting). (5) Calculate the Total Attractive Score (TAS). The total score is defined as the product of multiplying the weights (in the second step) by the AS in each row (fourth step). The higher the total interest value, the more attractive the alternative strategy is. (6) Calculate and add up the total of all TAS per strategy into a Sum Total Attractiveness Score (STAS) which shows which strategy is the most attractive in each group of alternatives. A higher score indicates a strategy that is more attractive to all external and internal factors that influence a company's decisions.

## C. Results and Discussion

### General Description of Bamboo Craft Businesses in Bangli Regency

Bangli Regency is located in the middle of Bali Island with an area of 520.81 km<sup>2</sup> or 9.25% of the area of Bali Island, administratively consisting of 4 sub-districts, 4 sub-districts and 67 villages. As a bamboo production center in Bali Province, Bangli Regency has a potential bamboo stand area of 6,119.72 Ha with a production of 2,330,000 stalks per year. The potential for bamboo development is 7,500 Ha with a production of 3,000,000 stalks per year. The industries that are growing and developing in Bangli Regency are small and medium industries, where the bamboo craft industry is one of the prominent developments, this is supported by the availability of fairly abundant raw materials and significant employment. The potential for the bamboo craft industry to date is: (Department of Agriculture, Plantation and Forestry, Bangli Regency, 2023). (1) Number of business units: 4,713 units. (2) Labor force: 9,239 people. (3) Investment value: Rp. 306,142,000. (4) Production value: Rp. 27,558,635,000. (5) Value of supporting materials: Rp. 7,500,642,000 and (6) Average export value: 45 %.

The percentage of workers in the bamboo craft industry sector is 33.3% (8,576 people out of 25,751 people work in the industrial sector). The tools used in the bamboo craft process include: Machete/Belakas, Saw, Pengutik, Penegteg, Knife/Tiyuk, Scissors, Meter, Hammer, Drill, Brush, Pusut, Bow. The materials used in the production process include: bamboo rope, paint, varnish nails, and the types of bamboo crafts produced are: Sok Polos, Tempeh Net, Box/Kopok, Wakul, Steamer, Kapar, Flower Bag, Rice Bowl, Sokasi, Cake place, cake place, indoor trash can, Bokor/Kuangan place, Sokasi Cerakenan, fruit basket, pakaeon place, place to put jars, trash can, Katung place for satay, ganek, traditional rice place, lamp basket (Putra et al., 2019).

### Strategy Formulation

The strategy used by researchers was formulated using a matrix consisting of the input stage, matching stage and decision stage. The strategies formulated through the SWOT matrix can help researchers to identify, evaluate and choose relevant strategies to be implemented in bamboo craft business MSMEs in Bangli Regency

#### *Input stage*

The input stage is the data collection stage at the beginning of the research carried out by researchers and analyzed using the IFE and EFE matrices. An internal factor evaluation (IFE) matrix is a strategic management tool used to evaluate strengths and weaknesses in functional areas of a business. The IFE matrix together with the EFE matrix is a strategy formulation tool that can be used to evaluate the performance of a company by considering the company's internal strengths and weaknesses that have

been identified (Ommani, 2011). The following is the IFE and EFE matrix for UMKM bamboo crafts in Bangli Regency.

**Table 1. IFE Matrix for Bamboo Craft MSMEs in Bangli Regency**

	<b>Key Internal Factors</b>	<b>Weight</b>	<b>Ratings</b>	<b>Score</b>
<b>Strenght</b>				
1	The availability of bamboo is sufficient	0,1424	4	0,5697
2	Fields for planting bamboo are widely available	0,1303	4	0,5212
3	Availability of bamboo woven craftsmen from the surrounding community	0,1424	4	0,5697
4	The bamboo woven material produced is long-lasting	0,1394	4	0,5576
5	Scope of marketing on the island of Bali from the surrounding community	0,1394	4	0,5576
6	Woven bamboo motifs follow current trends	0,1303	3	0,3909
<b>Weakness</b>				
1	Not yet using many online promotional strategies	0,0394	3	0,1182
2	Poor internet connection to support online promotions	0,0485	1	0,0485
3	The ability to manage an online shop is still lacking	0,0455	2	0,0909
4	Difficulty finding young male workers to harvest bamboo	0,0424	1	0,0424
		<b>1</b>		<b>3,47</b>

Source: Observations and Interviews (2023)

**Table 2. EFE Matrix for Bamboo Craft MSMEs in Bangli Regency**

	<b>Key Internal Factors</b>	<b>Weight</b>	<b>Ratings</b>	<b>Score</b>
<b>Opportunities</b>				
1	Bali is a favorite destination for foreign tourists	0,1243	4	0,4971
2	The woven production process is manual while still highlighting its distinctive characteristics	0,1301	4	0,5202
3	The location of the bamboo weaving business is strategic	0,1272	4	0,5087
4	Fertile soil conditions for planting bamboo	0,1301	3	0,3902
5	Including areas producing quality bamboo	0,1301	4	0,5202
<b>Threats</b>				
1	There are competitors for woven products made from other raw materials	0,0694	2	0,1387
2	There are other bamboo woven competitors	0,0780	2	0,1561
3	The possibility of land conversion occurring	0,1040	2	0,2081
4	Rainy weather disrupts the bamboo drying process	0,1069	2	0,2139
		<b>1</b>		<b>3,15</b>

Source: Observations and Interviews (2023)

The total IFE matrix for Bamboo Craft MSMEs in Bangli Regency is 3.47 (Table 1) which shows that the internal position of bamboo craft MSMEs in Bangli Regency is relatively strong in utilizing its strengths to overcome its weaknesses. Meanwhile, the total EFE matrix (Table 2) is 3.15, which shows that the external position of Bamboo Craft MSMEs in Bangli Regency is relatively strong in taking advantage of opportunities to overcome threats.

### Matching Stage

This stage is used to look for alternative strategies that are relevant for Bamboo Craft MSMEs in Bangli Regency. The strategy search is based on the results of combining the IFE and EFE matrices that have been studied previously. This stage is the matching stage which focuses on strategic search efforts by combining internal and external factors. The matching results are presented in the following figure:

**Table 3. Internal - External Matrix of Bamboo Craft MSMEs in Bangli Regency**

		Total IFE Score		
		Strong 3,0 - 4,0	Average 2,0 - 2,99	Weak 1,0 - 1,99
Total EFE Score	Tall 3,0 - 4,0	<b>I</b> <i>Growth and Build</i>	<b>II</b> <i>Growth and Build</i>	<b>III</b> <i>Hold and Maintain</i>
	Currently 2,0 - 2,99	<b>IV</b> <i>Growth and Build</i>	<b>V</b> <i>Hold and Maintain</i>	<b>VI</b> <i>Harvest or Divestiture</i>
	Low 1,0 - 1,99	<b>VII</b> <i>Hold and Maintain</i>	<b>VIII</b> <i>Harvest or Divestiture</i>	<b>IX</b> <i>Harvest or Divestiture</i>

Table 3 shows the strategy obtained from the input stage with a total value of the MSME IFE matrix of 3.47 and an EFE matrix of 3.15, so that at this matching stage the Bangli Regency Bamboo Craft MSMEs are included in cell I which means growth and build.

### Decision Stage

The decision stage is obtained based on the results of the analysis at the input and matching stages. At this decision stage, researchers apply three business development strategies, namely:

#### Market Penetration

Market penetration strategy is the basis of MSME product market strategy which aims to increase MSME market share for both new and existing product market strategies (Alkasim et al., 2017). The market penetration strategy carried out by Bamboo Craft MSMEs in Bangli Regency is to maximize sales results in existing marketing areas, namely by conducting a survey of selling prices for bamboo craft products from other raw materials to determine the selling price of bamboo craft products.

*Market Development/Expansion*

The market development strategy functions as a strong strategic alternative in connection with brand expansion or market segmentation, this will enable MSMEs to increase their marketing mix to the market segments served. The use of a marketing mix can increase one market segment, which allows MSMEs to go beyond their position and offer their brand to several market segments (Shaw, 2012). Bamboo craft MSMEs can expand their marketing area outside Bali by prioritizing online promotions to consumers outside Bali and offering craft products to foreign tourists.

*Product Development*

Product development is a stage of looking at business opportunities in the market and is continued with a process stage where MSMEs create new products (Puji Prabowo et al., 2022). Bamboo craft MSMEs need to follow current trends, especially in terms of choosing bamboo craft motifs, so that the products they make can attract consumer interest.

The decision making stage was carried out by researchers using the QSPM matrix. This matrix is able to provide an overview of the advantages of each strategy to find the right alternative strategy. An important component of QSPM is the weighting of each of the previously identified internal and external factors as well as the attractiveness score (AS) of a value that indicates the relative attractiveness of each selected strategy. The highest attractiveness score is the alternative solution that is chosen (Hamdani et al., 2023). Below are presented the results of the QSPM matrix.

**Tabel 4. Matriks QSPM**

	<i>Critical Success Factors</i>	Weight	Market Penetration		Market Development		Product Development	
			AS	TAS	AS	TAS	AS	TAS
<b>Strenght</b>								
1	The availability of bamboo is sufficient	0,1424	4	0,5696	3	0,4272	3	0,4272
2	Fields for planting bamboo are widely available	0,1303	4	0,5696	3	0,4272	3	0,4272
3	Availability of bamboo woven craftsmen from the surrounding community	0,1424	2	0,2848	2	0,2848	3	0,4272
4	The bamboo woven material produced is long-lasting	0,1394	4	0,5696	3	0,4272	3	0,4272
5	Scope of marketing on the island of Bali from the surrounding community	0,1394	2	0,2848	3	0,4272	2	0,2848
6	Woven bamboo motifs follow current trends	0,1303	2	0,2848	2	0,2848	4	0,5696



	<i>Critical Success Factors</i>	Weight	Market Penetration		Market Development		Product Development	
			AS	TAS	AS	TAS	AS	TAS
<b>Weakness</b>								
1	Not yet using many online promotional strategies	0,0394	1	0,1424	4	0,5696	2	0,2848
2	Poor internet connection to support online promotions	0,0485	1	0,1424	4	0,5696	2	0,2848
3	The ability to manage an online shop is still lacking	0,0455	1	0,1424	4	0,5696	2	0,2848
4	Difficulty finding young male workers to harvest bamboo	0,0424	2	0,2848	1	0,1424	2	0,2848
<b>Opportunities</b>								
1	Bali is a favorite destination for foreign tourists	0,1243	3	0,4272	4	0,5696	2	0,2848
2	The woven production process is manual while still highlighting its distinctive characteristics	0,1301	4	0,5696	2	0,2848	4	0,5696
3	The location of the bamboo weaving business is strategic	0,1272	3	0,4272	4	0,5696	3	0,4272
4	Fertile soil conditions for planting bamboo	0,1301	4	0,5696	2	0,2848	1	0,1424
5	Including areas producing quality bamboo	0,1301	4	0,5696	2	0,2848	1	0,1424
<b>Threats</b>								
1	There are competitors for woven products made from other raw materials	0,0694	3	0,4272	4	0,5696	4	0,5696
2	There are other bamboo woven competitors	0,0780	3	0,4272	4	0,5696	4	0,5696
3	The possibility of land conversion occurring	0,1040	1	0,1424	2	0,2848	1	0,1424
4	Rainy weather disrupts the bamboo drying process	0,1069	2	0,2848	1	0,1424	1	0,1424
<b>Total</b>			<b>7,12</b>		<b>7,69</b>		<b>6,69</b>	

The QSPM matrix shown in table 3 shows that of the three strategies chosen, the market development strategy has the highest Total Attractive Score (TAS), namely 7.69, so this strategy is the one chosen and most recommended by researchers in efforts to develop craft businesses. bamboo in Bangli Regency. Bamboo craft MSMEs need to intensify online promotions to target a wider market. Digital marketing is the activity of promoting and finding markets through digital media online using various means such as social networks (Purwana et al., 2017). In this industrial era 4.0, MSME players must be able to utilize digital media as a way to market their products so that consumers become more familiar with the products produced by these MSMEs (Adriansyah et al., 2022). MSMEs that have online access, engage in social media, and develop e-commerce capabilities, will usually enjoy significant business benefits in terms of income, job opportunities, innovation, and competitiveness (Syukron et al., 2022).

## **D. Conclusion**

Several conclusions that can be drawn from the results of the research and discussions previously reviewed are as follows: (1) Bangli Regency is one of the bamboo producing areas in Bali Province. There are 4,713 bamboo craft businesses in the area with a workforce of 9,239 people. The bamboo craft products produced include: sok plain, tempeh net, box/kopok, wakul, steamer, flotsam, flower bag, rice container, sokasi, cake container, cake container, indoor trash can, bowl/place kuangen, sokasi cerakanan, fruit basket, clothes container, jar holder, trash can, satay container, ganek, traditional rice container, lamp basket. (2) At the input stage, the total IFE matrix score for bamboo craft MSMEs in Bangli Regency was 3.47 and the total EFE matrix score was 3.15, so it was obtained that at the matching stage bamboo craft MSMEs in Bangli Regency were included in cell I (growth and build). (3) Three alternative strategies that can be implemented in developing bamboo craft businesses in Bangli Regency are market penetration strategies, market development and product development. (4) The QSPM matrix shows that the market development strategy is the most recommended strategy, because it has the highest TAS value compared to other alternative strategies.

## **E. Acknowledgement**

Thanks to all respondents and stakeholders in this valuable project.

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