

STRATEGY OF COMPETITIVENESS OF MANDAILING NATAL DODOL CULINARY UMKM (A RESEARCH USING THE PENTAHHELIX MODEL)

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ABSTRACT

Purpose This article analyzes the external and internal elements that influence the competitiveness strategy of MSME Dodol Khas Mandailing Natal in company growth. The SOAR (Strength, Opportunities, Aspiration, and Result) methodology and the Qualitative Strategic Planning Matrix (QSPM) are used in this article. To develop targeted ambitions, goals, strategies, and commitments to achieve desired results for the company, the SOAR technique is used to identify and evaluate strengths and opportunities. Based on the SOAR matrix analysis conducted, the results of the study produced five alternative strategies, namely: 1). Having outlet facilities to increase sales made by culinary UMKM dodol typical of Mandailing Natal, 2) Conducting sales through resellers as a student empowerment program in exhibitions at educational and public institutions, 3) Forming a UMKM dodol community in Mandailing Natal City, 4) Creating attractive advertisements in the digital world, 5) Empowering UMKM human resources and improving the quality of basic ingredients for making dodol. In addition, the QSPM approach used produces alternative strategies, namely utilizing prime locations and increasing sales by implementing and maximizing promotions both offline and online with a TAS score of 7,100.

Keywords: *Strategy, Competitiveness, UMKM Dodol, SOAR, QSPM.*

INTRODUCTION

The term “Creative Economy” has begun to take shape and gain traction in the context of Industry 4.0. In the era of the creative economy, creative industries drive the development of economic value. Creative industries generate social and cultural exchanges in addition to economic ones throughout the value creation process. The creative value chain generally consists of the following steps: creation, production, distribution, and commercialization. However, the creative value chain varies depending on the type of creative company.(Syahbudi 2021).

The implementation of development in various disciplines depends on economic development. The regional government is tasked with implementing economic development in its region through regional autonomy. To improve the economy and regional income, the regional government can create various potentials in its region, including natural resource potential, human resource development, and other potentials (Annisa Cindy Maurina & R Yuniardi Rusdianto, 2023). Using micro, small and medium enterprises (SMEs) to optimize human resource potential for entrepreneurship is one strategy to do this. According to Yuwanto in Hertati (2022), MSMEs are one of the economic sectors that contribute greatly to national development and create many job opportunities for the workforce, thereby reducing unemployment.(Syifa Afiyati Laily, 2022)

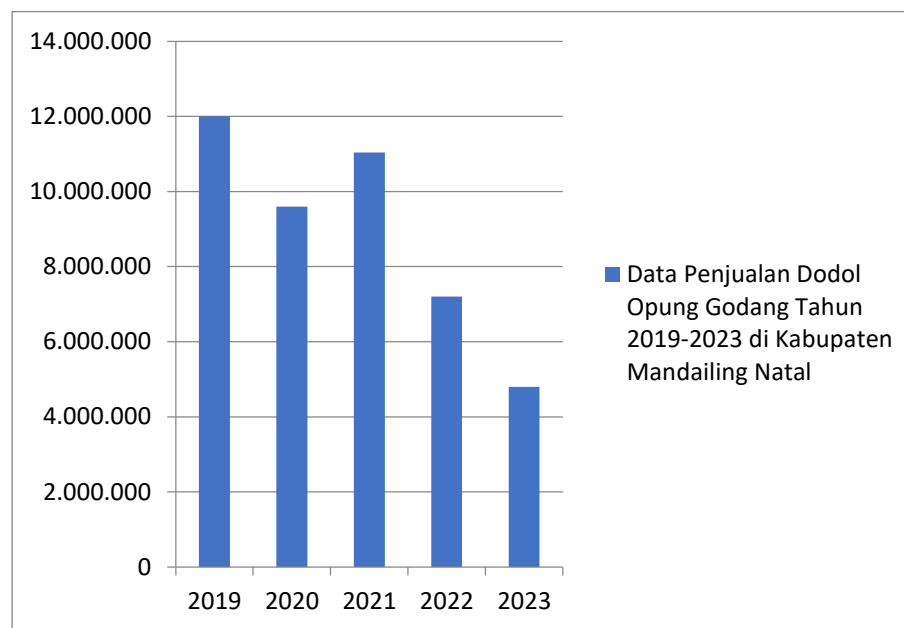
A common snack that is highly recommended in many regions in Indonesia is dodol, a type of semi-wet food. Based on the characteristics of the product, dodol has different shapes, smooth textures, like clay, various flavors, and a shelf life of three to four months. Meanwhile, dodol is not meant to be eaten as a main dish or side dish, although it seems light based on its product features.(Sulistiyan et al., 2020). In Indonesia, dodol is a classic dish that is very popular. The most popular type of dodol is made from white sticky rice flour (Haryadi 2006).

North Sumatra Province is home to Mandailing. Geographically, Mandailing includes North Padang Lawas Regency, Padang Lawas Regency, Mandailing Natal Regency, and Padang Sidempuan in South Tapanuli. According to Law Number 12 of 1998, Mandailing Natal Regency and South Tapanuli Regency were formed independently. (Matondang, 2013) Dodol is a staple of the famous Mandailing Natal cuisine culture. Dodol, also known as alame, is a characteristic of Mandailing Natal. Alame is also often called classic Mandailing dodol, which is made with thick coconut milk, brown sugar, and glutinous rice flour. Based on the problem of how to market this dodol product which is less advanced due to the lack of strategy. The owners of these UMKM usually only use offline marketing, whereas in today's era, along with the development of technology, we can use online marketing which makes it easier to market the dodol product. So that

this dodol product is not only known by people around but can even be known by outsiders so that this dodol product can develop even more advanced. According to the data, there are 22,029 MSMEs in the Mandailing Natal Regency area, spread across 23 sub-districts, including MSMEs that have dodol business products. (Wulandari, 2018).

An MSME that has been around for more than 30 years and is still going strong is Opung Godang dodol MSME. Because of its long history, MSMEs are encouraged to continue to improve their business to become a leading company in Mandailing Natal Regency. Organizations that want to survive in the business world must be able

to quickly adapt to advances in science and technology, because the business world is now driven by these developments rather than relying on the abundance of natural resources and low labor costs (Ahmad et al., 2020). The owners of these MSMEs may not fully understand the benefits available. While most of the components for making sticky rice dodol are readily available, preparing them properly takes time and expertise (Heart et al., 2020). From year to year, the turnover of the Culinary UMKM Dodol Khas Mandailing Natal has continued to decline. This can be seen from one of the actors of the Culinary UMKM Dodol Khas Mandailing Natal, namely Opung Godang.



Source: Processed by the Author

Figure 1. Sales Data for Opung Godang Dodol 2019-2023

Based on the data above, it can be seen that there has been a drastic decrease in sales turnover from year to year. Initial income in 2019 was IDR 12,000,000, while in 2023 it decreased to IDR 4,500,000. This means that there was a decrease in turnover of IDR 7,500,000 until 2023. Thus, a strategy is needed to face competition in the world of MSMEs that have advanced today. In order to realize the progress of MSMEs, a pentahelix strategic strategy is currently needed to develop MSMEs by including the involvement of various stakeholders. To promote MSMEs, stakeholders must work together (Poerwarini & Roesdianto, 2020).

The term "competition" comes from the English word "copetition," which indicates competition in events, contests, and activities. Competing in business is a conflict or rivalry between entrepreneurs who compete with each other to attract customers by providing high-

quality products or services at competitive prices. (Imsar et al., 2021).

In Indonesia, studies on the pentahelix model have been conducted several times. However, to the best of the researchers' knowledge, there is no research that explicitly discusses how to apply the pentahelix model to develop the competitiveness of MSMEs. (Syahdiyah Sugiartia, 2023). However, this study can use a number of related research findings. One of them is the study of the quadruple helix model in the development of MSMEs conducted by Marpaung (2021). The research findings show that the definition and idea of forming MSMEs managing banana sales among stakeholders themselves are still unclear, so it is impossible to apply the quadruple helix model in Southeast Aceh Regency to produce banana sales managers as effectively as possible (Zamista & Hanafi, 2020). The next study was conducted by Yunas (2019). These findings show the role played

by academics in the pentahelix model as conceptors, enablers in the commercial sector, accelerators in society, controllers and regulators in government, and expenders in the media (Agustina et al., 2022).

Therefore, the researcher wants to use Strength, Opportunities, Analysis, Result (SOAR) Analysis and Quantitative Strategic Planning Matrix (QSPM) to study the competitiveness strategy of MSMEs Dodol Khas Mandailing Natal. The purpose of the study is to combine two approaches to improve competitiveness. To develop a planning and thinking process that involves everyone interested in the process, MSMEs Dodol Khas Mandailing Natal needs to conduct a SOAR analysis. The QSPM matrix is used to rank alternative strategies according to the priorities determined by the SOAR analysis that are appropriate and best for the company (Abhirama, 2022). The author's research is unique and has never been done by any researcher. Most of it discusses the development of culinary UMKM dodol typical in Mandailing Natal and the application of pentahelix analysis in marketing dodol goods.

Based on this background, the author intends to study in more depth the competitiveness strategy of MSMEs with the research title: "Competitiveness Strategy of MSMEs of Dodol Culinary Specialties of Mandailing Natal (A Study Using the Pentahelix Model)" to determine the pentahelix model in marketing and developing MSMEs of Dodol Culinary Mandailing Natal.

LITERATURE REVIEW

Competitiveness

The ability of a company, sector, country or region to generate greater and more sustainable components of jobs and income to compete globally is called competitiveness. Therefore, the capacity of a district or city to increase the socio-economic capacity of its region to improve the welfare of its population is described as competitiveness in the context of the district or city as an organization (Purba et al., 2021). The capacity and performance of a business, subsector, or country to provide and sell goods or services offered in the market is called competitive. The competitiveness of a country can be achieved by adding the strategic competitiveness of each company. The process of creating added value is under the supervision of the business (Muljani et al., 2020).

Competitive, according to the Minister of National Education, is the ability to produce better, faster, or more significant results. The talents

discussed are: (1) increasing their market share; (2) building a profitable position; (3) continuously improving performance; and (4) building connections with their environment. Productivity, which is the result of labor production, is what makes a company competitive. The ability of a national economy to produce strong and sustainable economic growth is referred to by the World Economic Forum as national competitiveness (Aidhi et al., 2023).

The competitive advantage of a company, which we may call its relative resource level, determines its level of competitiveness and is greatly influenced by it. The following three factors make competition so important:

1. Increasing economic capacity within the regional economic framework and the number of economic players so that economic growth grows.
2. The idea that market mechanisms produce greater efficiency.
3. Increase productivity and increase self-reliance.

Creative Economy

The idea of creativity-based capital, which has the ability to drive local economic growth, is the basis of the phrase "creative economy". The creative economy is a continuation of the third wave of economics, with an emphasis on cultural creativity as well as cultural and natural heritage, according to Susilo Bambang Yudhoyono in his book "Creative Economy of Indonesian Development Pillars". In human history, the direction of the economic wave has changed. Starting with the transition from the agricultural era to the industrial era, the information era was created, and innovation in information technology came next. Humans have witnessed the emergence of a new, highly developed civilization as a result of this wave of change (Luqma et al., 2023).

The idea of creative economy is to achieve sustainable economic development based on creativity. The use of resources, such as ideas, abilities, or creativity and talent, which are not only renewable but also unlimited. In the creative period, the discovery and application of creativity through the discovery of increasingly advanced technology defines the economic value of a product or service rather than raw materials or manufacturing methods as was done in the industrial era (Harahap et al., 2022). Industries must now compete on innovation, originality and imagination rather than price or product quality to survive in the global marketplace (Ichsan et al., 2022). The creative economy is based on three

main components: invention, innovation, and creativity.

1. Creativity

It can be defined as the talent or ability to produce or develop something new, accepted by most people, and unique. It can also achieve something different from what currently exists or provide an original and useful concept as a solution to a problem. (thinking outside the box). A creative individual who knows how to use their imagination to the fullest can produce and develop something that is beneficial to themselves and others.

2. Innovation

A creative concept transformed into a superior, valuable, and practical product or procedure using existing technology.

3. Invention

This concept places greater emphasis on creating something that has never been seen before and can be identified as a work of art with a special or previously unknown purpose. Another example of an invention based on information and technology that makes it very easy for people to do everyday tasks is the development of applications for iOS and Android.(Chamidah et al., 2020).

Micro, Small and Medium Enterprises (MSMEs)

Even in the midst of the financial crisis, MSMEs remain a reliable industry. A study by Hasri et al. (2019) shows that the growth of MSMEs is a catalyst for regional economic expansion and has a beneficial effect on labor absorption in combating poverty.(Kurnyasih et al. 2023)

Micro, small and medium enterprises are commercial enterprises that have the potential to increase employment, contributing significantly to the fair distribution process.(Muljani et al., 2020), improving people's living standards, promoting economic expansion, and achieving national economic stability. The following is a general guide for micro, small and medium enterprises (SMEs) in accordance with Law Number 20, 2008:

1. A profitable enterprise that meets the criteria set out in this law for micro-enterprises and which is owned by an individual business organization or an individual is referred to as a micro-enterprise.
2. A small business is an independent and profitable economic enterprise managed by a person or group and which meets the requirements of this Act for small businesses. It cannot operate as a branch or subsidiary owned, controlled, or otherwise involved, directly or indirectly, in a small or large enterprise.

3. Medium-sized enterprises are independent and profitable economic enterprises managed by individuals or legal entities that are not subsidiaries or business branches owned, controlled, or involved in any way, directly or indirectly, with small or large enterprises, based on the amount of net value or annual sales determined by this law.

Pentahelix

To create an ecosystem based on creativity and knowledge, Pentahelix, an innovative development model of the Quadruple Helix model, connects academics, business owners, communities, government, and media. Innovative solutions for the advancement of creativity, innovation, and technology in the creative industry are expected from this concept. To accommodate the perspective of society - in this case, "media and culture-based society" the Penta Helix element was first added as a Triple Helix with elements from academia, the business sector, and government. Then, one more element of Civil Society, or Community in this study was added to the Triple Helix to make it a Quadruple Helix. In addition, the Community component releases the concept of "innovation" from economic concerns and goals alone and integrates creativity into the process of knowledge generation and discovery. This allows for cross-disciplinary networking and configuration(Chamidah et al., 2020).

RESEARCH METHODS

This study used descriptive method for qualitative research. Sampling and snowball sampling were placed by the study authors to find informants for their research. The authors collected data through documentation, interviews, and observations. The authors used data reduction, data visualization, and data analysis techniques in the conclusion. The SOAR model (pentahelix), with participants of five dimensions of academics (MS), business (RH), community (NL), government (LS) and media (AL). (Pentahelix) was used in this study.(Abdullah et al., 2017).

The data analysis technique used in this study is using SOAR and QSPM analysis. SOAR stands for Strength, Opportunity, Aspiration and Result.(M. Syahbudi, Sri Ramadhani 2022). The difference in the SOAR approach is that it focuses on identifying and expanding strengths and opportunities rather than examining problems, weaknesses, vulnerabilities, and threats. SOAR is also the use of a company's strengths and possibilities to develop aspirations. While the SOAR matrix is as follows, weaknesses and threats are not ignored; instead, they are modified back

and given appropriate focus to the possibilities and outcomes of the discussion, allowing the

weaknesses and dangers to be reduced or transformed into strengths.

Table 1.SOAR Analysis

Internal	External	Strength (S)	Opportunity (O)
Aspirations (A)		Strategy SA	Strategy O.A.
Results (R)		Strategy SR	Strategy OR

Source: Original 2017

The QSPM matrix is a method that allows strategy makers to evaluate Strategic Alternatives (AS) and Total Strategic Alternatives (TAS) objectively based on internal and external factors. (M. Syahbudi, Sri Ramadhani 2022).

RESULTS AND DISCUSSION

According to Riyanto (2018), the pentahelix approach consists of academic (MS), business (RH), community (NL), government (LS)

and media (AL). The author examines the application of this model in the marketing of dodol culinary goods and the growth of dodol culinary MSMEs in Mandailing Natal (Hernanda et al., 2018). To determine the extent to which internal variables play a role in the organization, the IFAS matrix is used. The EFAS matrix uses ratings and weights to calculate strengths and weaknesses that represent the state of external forces that affect MSMEs.(Fuadi, 2020).

Table 2.Results of the Capitulation of Rating Values and Internal Factor Weights

Strength	Weight	Rating	Score (Weight x Rating)
We have collaborated with educational institutions for innovation and quality of dodol products.	0.093023	4	0.372093
Collaboration with business stakeholders to position MSME dodol in the culinary market	0.093023	4	0.372093
The formation of the dodol community supports the exchange of knowledge and experience.	0.116279	3	0.348837
The government supports dodol UMKM to go global	0.139535	4	0.55814
Social media, digital marketing and local raw materials are the strengths of the MSME Dodol media	0.093023	4	0.372093
			ΣS 2.023256
Opportunities	Weight	Rating	Score (Weight x Rating)
Providing opportunities for students to market dodol products globally	0.139535	4	0.55814
Digital developments open up opportunities for MSMEs to meet the demand for creative products.	0.069767	4	0.27907
Collaboration between communities and MSMEs to expand the market and contribute to community progress	0.069767	4	0.27907
The government provides opportunities for MSMEs to enter the global market	0.093023	4	0.372093
The digital revolution provides online market opportunities for penetration and sales	0.093023	4	0.372093
			ΣO 1,860466
Sub-Total	1		ΣSO 3.883721

Table 3.Recapitulation of Rating Values and External Factor Weights

Aspirations	Weight	Rating	Score (Weight x Rating)
Motivating MSMEs to develop and contribute to the economy	0.081633	3	0.244898
Focus on the quality and innovation of dodol products in local and international markets	0.061224	3	0.183673
Introducing dodol products through exhibitions or expos organized by the community	0.102041	4	0.408163
Government encouragement to improve product quality and innovation of MSME dodol	0.081633	4	0.326531
Motivation is the key in implementing online marketing to increase sales turnover of MSME dodol	0.122449	4	0.489796
			ΣA 1.653061
Results	Weight	Rating	Weight x Rating
Academics and MSMEs dodol increases business competitiveness and economic growth	0.102041	4	0.408163
MSME dodol has a big impact on economic growth and opens up job opportunities	0.122449	4	0.489796
Expanding business networks and connections and contributing to community progress	0.102041	4	0.408163
Government support in promoting dodol to go global	0.122449	4	0.489796
MSME dodol provides valuable insights regarding the effectiveness of media in supporting the growth and sustainability of MSME dodol businesses.	0.102041	4	0.408163
			$\Sigma R2,204081$
Sub-Total	1		$\Sigma AR3.857143$

Creating a score sequence with rounding based on the results of the internal and external factor settings mentioned above: Aspiration/A = 1.65, Strength/S = 2.02, Opportunity/O = 1.86, and Result/R = 2.20. While the value in the EFAS matrix is 3.857143, the mathematical result used to determine the total number of the IFAS matrix is 3.883721. As a result, cell II which indicates the decline phase is where the UMKM Culinary Dodol Mandailing Natal is located. The following are

areas where competition is possible. Based on the results of EFAS and IFAS, it is concluded that SR is the dominant indicator.

The use of SOAR Matrix Analysis on the growth of the Culinary UMKM Dodol Khas Mandailing Natal can be observed through the lens of current opportunities, strengths, and ambitions to the point where measurable results are developed as substitution solutions, namely:

Table 4.SOAR Matrix Analysis

		Internal	SR Strategy
		External	<i>(Optimize power to achieve results))</i>
Strength			
<ol style="list-style-type: none"> 1. We have collaborated with educational institutions for innovation and quality of dodol products. 2. Collaboration with business stakeholders to position MSME dodol in the culinary market 3. The formation of the dodol community supports the exchange of knowledge and experience. 4. The government supports dodol UMKM to go global 5. Social media, digital marketing and local raw materials are the strengths of the MSME Dodol media 			<ol style="list-style-type: none"> 1. Having outlet facilities to increase sales carried out by the Culinary UMKM Dodol Khas Mandailing Natal. 2. Conducting sales through resellers as a student empowerment program in exhibitions at educational and public institutions. 3. Forming a Dodol UMKM community in the city of Mandailing Natal. 4. Creating an attractive Dodol advertisement in the digital world. 5. Empowering MSME human resources and improving the quality of basic ingredients for making Dodol.
Results			
<ol style="list-style-type: none"> 1. Academics and MSMEs dodol increases business competitiveness and economic growth 2. MSME dodol has a big impact on economic growth and opens up job opportunities 3. Expanding business networks and connections and contributing to community progress 4. Government support in promoting dodol to go global 5. MSME dodol provides valuable insights regarding the effectiveness of media in supporting the growth and sustainability of MSME dodol businesses. 			

Five different approaches to the SR matrix resulted from the SOAR analytical review of internal and external elements of the business as follows.

1. Having outlet facilities to increase sales carried out by the Culinary UMKM Dodol Khas Mandailing Natal (S1-R5).
2. Conducting sales through resellers as a student empowerment program in exhibitions at educational and public institutions (S5-R2)

3. Forming a Dodol UMKM community in the city of Mandailing Natal (S2-R3)
4. Creating an attractive Dodol advertisement in the digital world (S4-R1)
5. Empowering MSME human resources and improving the quality of basic ingredients for making Dodol (S3-R4).

Table 5.QSPM Alternative Strategy

No	Strategy options	Total Bags	Ranking
1	Having outlet facilities to increase sales carried out by the Culinary UMKM Dodol Khas Mandailing Natal	7,100	I
2	Conducting sales through resellers as a student empowerment program in exhibitions at educational and public institutions	6,637	V
3	Forming a Dodol UMKM community in the city of Mandailing Natal	6,750	II
4	Creating an attractive Dodol advertisement in the digital world	6,750	III
5	Empowering MSME human resources and improving the quality of basic ingredients for making Dodol	6,658	IV

The final stage of strategy analysis is to find out which plan the company can actually adopt. QSPM analysis is used to select the best course of action. The SOAR matrix, which

generates various strategic alternatives depending on the company's internal and external characteristics, is the source of strategy options. According to the study, achieving the highest Total

Attractiveness Score (TAS) is a tactic of Having outlet facilities to increase sales carried out by UMKM Culinary Dodol Khas Mandailing Natal with a TAS score of 7,100 to ensure that the product can compete effectively in the market.

CONCLUSION

There are five possible strategic alternatives currently available, according to a study of internal and external variables that have an impact on the strategic competitiveness of MSMEs Dodol Khas Mandailing Natal. The community cooperates with the substance towards the introduction of products and marketing of dodol to be wider and supported globally by the government is a factor of strength and aspiration that needs to be maintained, according to the strategic analysis of competitiveness on internal factors using the IFAS matrix on MSMEs Dodol Khas Mandailing Natal. With a score of 0.558 for each desire, student marketing to go global is also determined to be something that needs to be maintained. With a score of 0.279, the method of introducing and understanding dodol in the community produces the lowest assessment results. Motivation is the key to implementing online marketing to increase sales turnover of MSMEs Dodol, with scores of 0.489 each. This is revealed from the strategic analysis of competitiveness against external factors using the EFAS Matrix on MSMEs Dodol Khas Mandailing Natal. With a score of 0.183, the quality and innovation of dodol goods in the domestic and foreign markets have the lowest score results. The IFAS matrix result score is 3.883, while EFAS is 3.857, according to the internal-external matrix analysis. The presence of the Culinary UMKM Dodol typical of Mandailing Natal in this position shows that the UMKM Strategy has room to grow and develop in a highly competitive environment. Of the five strategic options available, a strategy that ensures goods can compete successfully in the market, implements and maximizes promotional campaigns both offline and online with a TAS score of 7,100, is a priority strategy that can be used, according to the results of the alternative strategy analysis using the QSPM matrix.

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