

Strategy for SME Business Development at the SME Catering Academy Center in Bandung

Wandi Kurniadi

STIA Bagasasi Bandung
wandi1703@gmail.com

Abstract

This study aims to formulate a SME business development strategy at the SME Catering Academy Center in Bandung City. The research was conducted with a descriptive-qualitative approach. Analysis techniques using internal-external situation analysis, merging using the IE matrix, and formulating strategies using SWOT A series of situational analyses of the business environment and incorporation using the IE matrix led to the understanding that Bandung City's SME Catering Academy is in the 2nd quadrant of the IE matrix, with recommendations for a general hold and maintenance strategy. While the SWOT analysis yielded several more specific strategic recommendations, namely improving corporate image in the eyes of consumers, strengthening digital capabilities, strengthening existing networks and adding new networks with various parties, increasing working capital for operational financing, expanding distribution, improving the quality of company human resources and employee development, expanding existing markets, carrying out production planning, and improving cost efficiency.

Keywords: Business, SMEs, Strategy, IE, and SWOT.

INTRODUCTION

Since the end of 2019 until now, the whole world, including Indonesia, has been hit by an epidemic virus, namely the Corona virus, or Covid-19. The World Health Organization has declared a global emergency for the coronavirus outbreak. The world is becoming aware of this virus outbreak. Not only alert to the disease but also alert to the impact it might have on the world economy (Zulhijahyanti et al., 2021).

Small and medium enterprises (SMEs) have an important role in a country's economic and industrial growth (Jauhari, 2010; Purnomo et al., 2018; Sudaryanto et al., 2014). Since the enactment of the Large-Scale Social Restrictions (PSBB), this includes limiting residents' activities in an area suspected of being infected with COVID-19, including restrictions on the movement of people or goods within one province or district or city, which results in pressure on SME businesses. In addition, the application of physical distancing, which means maintaining a distance of one meter from other humans, has resulted in Work from Home (WFH) in Indonesia reducing people's outdoor activities (Permana et al., 2021).

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* Dini Yani, diniyani@ubpkarawang.ac.id

Since the implementation of this policy, the economy has weakened because consumer purchasing power has also decreased. Not a few traders have lost their income and have had to go out of business due to this pandemic. The general chairman of the DPP Association of Street Vendors (APKLI), Ali Mahsun, revealed that during the pandemic, street vendor turnover decreased by 80%, while around 40% went bankrupt (Pandamsari & Alvionita, 2020). The new street vendors' income will gradually improve when offices and other formal activities are reopened (Zulhijahyanti et al., 2021).

BPS stated that the three main factors faced by Micro and Small Enterprises (UMK) due to the pandemic and large-scale social restrictions (PSBB) were a decrease in demand caused by customers/clients who were also affected by COVID-19 (78.35%), business partners who were affected, resulting in operations not going well (56.80%), and financial or capital constraints (62.21%). And as much as 84.20% of micro and small enterprises (UMK) experienced a decrease in income (BPS, 2020a). One of the Micro and Small Business actors in the informal sector who has felt a significant impact from the Covid-19 pandemic is the Street Vendors (PKL). Street vendors are a case that needs attention because they are often outside government supervision and regulation because they do not have official permits. SMEs are a very important business model to maintain the stability of the Indonesian economy.

According to Bank Indonesia data for 2019, SMEs contribute 60% to the gross domestic product (GDP), and the employment rate is 97% of the entire national workforce. The strategic role of SMEs in the economic cycle encourages the government to strive to maintain their existence, especially in the midst of a crisis due to the impact of the COVID-19 pandemic. This can be seen from the size of the APBN allocation for SME assistance, with a budget ceiling of IDR 123.47 trillion. Until August, IDR 32.5 trillion had been realized (Indonesia.go.id). This was done to help solve one of the classic problems of SMEs, namely limited capital (Govori, 2013). Besides limited capital, SMEs face many problems. Among other things, there are low human resources and minimal mastery of science and technology (Sudaryanto et al., 2014).

To support the important role of SMEs in the Indonesian economy, support from various parties is needed to maintain the existence of these businesses. On that basis, the researchers aim to conduct research on the development of business strategies for the Catering Academy at UKM in the city of Bandung. Marti'ah (2017) conducted the same research at the same location, using SWOT analysis to produce a number of strategies. Of course, the strategies that were produced in 2017 are no longer relevant to the current situation, which has changed drastically, especially due to the pandemic.

The selection of the Catering Academy is based on the consideration that the Catering Academy business is a small business category that is most in demand by the public, along with culinary (Qosasi & Permana, 2017). Especially in the city of Bandung which functions as a buffer residential city for Jakarta. The dense population in the city of Bandung certainly correlates with food and clothing needs. Based on the description stated above, the problem that will be discussed in this study is trying to develop a SME business strategy in an effort to deal with the external and internal environment, which tends to change due to the COVID-19 pandemic.

LITERATUR REVIEW

According to Covin & Slevin (1989) strategy is a game plan where every business must design a strategy to achieve its goals. This study defines strategy as a comprehensive and integrated plan that links the advantages of a company with challenges and the environment to ensure that the company's main goals can be achieved through proper implementation by the company.

Strategic management can be defined as the art and knowledge of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals (Teece et al., 2009). According to Collings & Mellahi (2009), strategic management is defined as a set of decisions and actions that result in the formulation (formulation) and implementation (implementation) of plans designed to achieve company goals. Teece et al. (2009) provide limitations regarding strategic management, namely a number of decisions and actions that lead to the formulation of a strategy or a number of effective strategies to help achieve company goals.

The focus of strategic management lies in integrating management, marketing, finance and accounting, production and operations, research and development, and computer information systems to achieve organizational success (Aaker, 2011). In its development, the concept of strategy continues to evolve (Teece et al., 2007).

Strategic planning can be defined as the art and knowledge of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals (Porter, 1996). Meanwhile, strategy formulation is a series of efforts to recognize the company's external opportunities and threats, determine its internal strengths and weaknesses, establish long-term objectives, produce alternatives, and choose certain strategies to be implemented (Rainey & Rainey, 2012).

Strategy formulation issues include deciding what new businesses to enter, what businesses to discontinue, how to allocate resources, whether to expand operations or diversify, whether to enter international markets, whether to merge or form joint ventures, and how to avoid being taken over by a competitor. Since no organization has unlimited resources, strategists must decide which alternative strategy will give the company the greatest return.

Strategy formulation decisions bind an organization to specific products, markets, resources, and technologies over a certain period of time (David, 2002). Thus, formulating a business strategy is a complex issue that needs to be approached from at least two angles, namely the company's internal situation and its external situation (Rainey & Rainey, 2012).

The corporate environment consists of internal and external factors that influence it. Each business unit must periodically evaluate its strengths and weaknesses. This can be done by reviewing the marketing, financial, production, and organizational capabilities of the business unit, and each factor is assessed to determine whether it is a major strength, minor strength, neutral factor, minor weakness, or major weakness (Kotler, 2002).

According to Umar (2001), the business environment consists of external and internal environments. The external environment is divided into the remote environment and the industrial environment, while the internal environment is comprised of the aspects that exist within the company. The remote environment consists of factors that are basically outside the company, which is often abbreviated as PEST, namely: 1) politics, which includes laws

on the environment and hunting, regulations on foreign trade, government stability, regulations on occupational safety and health, and the tax system; 2) the economy, which includes the business cycle, energy availability, inflation, interest rates, investment, prices, products and services, productivity, and labor; 3) social, which includes attitudes, lifestyles, customs, and habits of people in the external environment of the company; and 4) technology, which includes the speed of technology transfer, what is the time of obsolescence of the technology, and what is the price of the technology to be adopted.

UMK is a pillar of the economy of a country or region. According to Tambunan (2017), the role of UMK is so important for the creation of job opportunities and sources of income, either as the main or only source of income or as an additional source of income. According to Munizu (2010), the performance of MSEs is influenced by two factors, namely internal and external factors. Internal factors consist of financial aspects, aspects of human resources, aspects of production techniques, and marketing aspects. While external factors consist of aspects of government policy, socio-cultural, and economic aspects, as well as aspects of the roles of government-related institutions, regional governments, universities, and the community. As for previous research that was conducted by Aliyani et al. (2020), entitled MSME Strategies to Improve the Economy, During the COVID-19 Pandemic, the New Normal resulted in the need for fast, precise, and real steps from the government and business actors to overcome the losses that have occurred as a result of the pandemic. In addition, research conducted by Shafi et al. (2020) entitled "Impact of the COVID-19 pandemic on Micro, Small, and Medium-sized Enterprises Operating in Pakistan" found that most companies have been badly affected and are facing several problems, such as financial and supply chain disruptions, decreased demand, decreased sales, and decreased profits.

In this study, researchers will seek to formulate a SME business strategy with an approach to internal and external business situations. This is deemed necessary considering that SMEs, which are one of the pillars of development, are currently facing a crisis situation due to the impact of the pandemic.

METHOD

This study used qualitative research methods. Qualitative research emphasizes understanding (*verstehen*), reasoning, the definition of situations in certain contexts, and researching more on matters related to everyday life (Mulyadi, 2013). The object that is used as the target of this research program is the small and medium enterprises of the Catering Academy located in East Bulak, Cipayung District. The author observes three of the UKM Catering Academy members as research objects. Data obtained by observation, direct observation, interviews, and filling out questionnaires with business owners. The questionnaire to be submitted is one that can identify internal strengths and weaknesses, as well as external opportunities and threats. The data were analyzed descriptively using IFE, EFE, IE, and SWOT analysis tools. The analysis was chosen based on the assumption that an effective strategy will maximize strengths and opportunities and minimize weaknesses and threats. The combination of external and internal factors in the SWOT matrix is a strength-opportunity strategy (S-O), a weakness-opportunity strategy (W-O), a weakness-threat strategy (W-T), and a strength-threat strategy (S-T).

The steps for preparing the SWOT matrix that will be carried out are:

1. Matching internal strengths with external opportunities and recording the resultant SO strategy in the appropriate cells.
2. Match internal weaknesses with external opportunities and record the resultant WO strategy.
3. Match internal strengths with external threats and record the resultant WO Strategy.
4. Match internal weaknesses with external threats and record the resultant WT strategy.

Table 1. SWOT Matrix Scheme

	<u>STRENGTHS (S)</u> List of strengths	<u>WEAKNESSES (W)</u> List of weaknesses
<u>OPPORTUNITIES (O)</u> List of opportunities	<u>S – O STRATEGY</u> Use strengths to take advantage of opportunities	<u>W – O STRATEGY</u> Overcome weaknesses by taking advantage of opportunities
<u>THREATS (T)</u> List of threats	<u>S – T STRATEGY</u> Use force to avoid threats	<u>W-T STRATEGY</u> Minimize weaknesses by avoiding threats

RESULTS AND DISCUSSION

The SMEs that are the object of observation are convection businesses in the form of individual businesses located in East Bulak, Cipayung, Bandung. The types of clothing produced vary, ranging from children's pants, Aladin pants, ledjing pants, Arini pants, and others. The number of employees working is 15, consisting of 1 cutter, 3 repair workers, 6 seamstresses, 2 folding and packing people, 2 shipping people, and 1 chef. The average working period of employees is more than 5 years. The procurement of raw materials is obtained from shops around Cipayung, Bandung. If there is difficulty with raw materials, the owner will buy them in the Tanah Abang, Cipadu, Tangerang, or Bandung areas. In addition to getting raw materials from Tanah Abang, Cipadu, Tangerang, and Bandung, Business actors also market their products to these areas. In addition, they also received orders from Catering Academy traders from centers in Jakarta such as Cipulir, Jatinegara, and Blok M. The arrival of the COVID-19 pandemic had a significant impact on Cipayung SMEs.

Based on the results of observations and discussions with several UKM Catering Academy actors in eastern Bulak, Cipayung District, Bandung, several internal and external strategic factors were identified, which are presented in Table 2.A.

Matrix analysis of EFE (External Factor Evaluation) and IFE (Internal Factor Evaluation) was made based on the results of identifying strengths and weaknesses as

internal factors of the business environment and external factors consisting of opportunities and threats. (threats). These four factors influence the selection of business development strategies.

Identification of strengths, weaknesses, opportunities, and threats is carried out by interviewing the company's management. After that, the weighting and rating of these factors is carried out. Next is to make a follow-up questionnaire, which will be submitted to the management of the company. The company is the business owner, with the reason being that this position is a strategic one within the company.

Table 2. Identification of Internal and External Strategic Determinants

Internal and External Factors	
Code	Strengths
A	Wholesale price
B	Producing products from raw materials to finished garments
C	Having a brand as a supplier for the Jabodetabek market
D	Make sales with retail and/or score
E	Produces a wide variety of products
F	Marketing products using social media
	Weaknesses
G	Don't have Accounting standards yet
H	Low HR qualifications
I	Simple management
J	Limited capital to increase production volume
K	The standard operating procedures are still simple
L	Access constraints with narrow road conditions
	Opportunities
A	Entering the era of demographic surplus with abundant human resources
B	The digital era that allows entry to the global market
C	Has a marketing network in the Jabodetabek market
D	Population growth
E	Increasingly strong network with other apparel markets
	Threats
F	Unstable macroeconomic conditions due to the pandemic
G	Decreased demand for fashion
H	Increased operational costs due to PSBB
I	Longer processing time
J	There is a substitution product in the form of Imported Academy Catering
K	Raw material difficulties

Source: Data analysis

The goal of identifying external factors is to identify the key factors that become opportunities and threats. Identification of external factors is carried out through interviews with company management and consumers who are customers of the eastern Bulak convection. The interview results are averaged to obtain a matrix weight with a total weight equal to one for opportunities and threats. The amount of weight given depends on the size of the influence or the relative importance of these key factors to the success of the company. Meanwhile, the rating given depends on how high or low the company has responded to opportunities and threats, ranging from a very high response to a low response.

IFE matrix analysis is carried out by processing the company's internal factors, which consist of business strengths and weaknesses. The strengths and weaknesses are weighted as in the EFE matrix. It's just that in the IFE matrix, the highest rating, namely 4, is given to the factor that is the main strength of the company and ranks it below the lowest rating, namely 1, for the factor that is the main weakness of the company.

External Factor Evaluation (EFE) and IFE matrices can be seen in Figure 1.

Strategy Formulation with Internal External Matrix (IE)

Based on the results obtained from the EFE and IFE matrices, an IE (internal external) matrix can be arranged as shown in Figure 1. The total score of the IFE matrix is 2.963. This illustrates that the company is in average internal condition. As for the EFE matrix, it was obtained at 2.797, which illustrates that the condition is moderate. The position in the matrix after being integrated into the IE matrix is in Cell V. This position illustrates that the company is experiencing moderate or average internal and external conditions. That is, the opportunities or threats faced by a company in a moderate condition are in accordance with the strengths and weaknesses of a company that is also in a moderate condition. The position of SMEs as resource persons is presented in Figure 1.

The strategy commonly used for companies that are in Cell V is a hold and maintain strategy, namely in the form of market penetration and product development. Market penetration is defined as the search for a larger market share for an existing product through vigorous marketing efforts. Market penetration includes increasing the number of salespeople, increasing advertising spending, offering extensive sales promotion items, or increasing publicity efforts. According to GÜREL, (2017) situations that allow using a market penetration strategy are:

1. If this market is not saturated with certain products or services.
2. When the usage level of existing customers can be significantly increased.
3. When the main competitor's market share decreases while the industry's total sales increase.

<p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Entering the era of demographic surplus with abundant human resources 2. The digital era that allows entry to the global market 3. Has a marketing network in the Jabodetabek market 4. Population growth 5. Increasingly strong network with other apparel markets 	<p><u>S – O STRATEGY</u></p> <ol style="list-style-type: none"> 1. Maintain the company's image in the eyes of consumers. (S1, S3, S4, S6, O1, O3, O4, O8) 2. Strengthen digital capabilities (S1, S2, S3, S6, O1, O2, O3, O4) 3. Strengthen existing networks and add new networks with various parties. (S3, S4, S5, O1, O4, O5, O7) 	<p><u>W – O STRATEGY</u></p> <ol style="list-style-type: none"> 1. Increasing working capital for operational financing and expanding distribution. (W1, W2, W3, O2, O4, O5) 2. Improving the quality of the company's human resources and employee development. (W3, W4, O1, O4, O5, O8)
<p>THREATS</p> <ol style="list-style-type: none"> 1. Unstable macroeconomic conditions due to the pandemic 2. Decreased demand for fashion 3. Increased operational costs due to PSBB 4. Longer processing time 5. There is a substitution product in the form of Imported Academy Catering 6. Raw material difficulties 	<p><u>S – T STRATEGY</u></p> <ol style="list-style-type: none"> 1. Expanding existing markets. (S1, S2, S4, S5, T1, T2) 	<p><u>W-T STRATEGY</u></p> <ol style="list-style-type: none"> 1. Perform production planning and cost efficiency.(W2, W3, W5, T3, T4)

A schematic representation of the SWOT matrix can be seen in Table 3. Based on the SWOT matrix shown in Table 3, several alternative strategies can be obtained that can be implemented by the company, namely the S-O strategy, W-O strategy, S-T strategy, and W-T strategy.

S-O strategy

The S-O strategy is a strategy that uses the company's internal strengths to take advantage of external opportunities. The S-O strategy for UKM Catering Academy players in the convection industry center in Bulak Timur, Cipayung, can be formulated as follows:

1. Maintain the company's image in the eyes of consumers

SMEs are companies that are just growing. As a company that is just growing, the company's image must be maintained in the eyes of consumers, because consumers are the highest judge of success. Companies must fulfill the desires and satisfactions of consumers by producing quality materials and fashion according to trends in various sizes. So that products can reach all market segments with various purchasing motives. To improve service to consumers, one way is by giving sales discounts and delivering goods on time. To see the strengths used and take advantage of the opportunities that the Sangabuana coffee village has that can form a marketing strategy. to improve the work culture of MSMEs in the village, support from the local village head, and increase market opportunities for sangabuana coffee village ecotourism.

2. Strengthen digital capabilities

According to experts, digitalization is understood as a holistic and transformational concept (Bounfour, 2016; Rogers, 2017), affects most organizations, and is considered a major challenge for top managers and leaders (Westerman, 2016). Digital capability describes an organization's ability to implement digital solutions based on information technology, namely handling digitalization processes and being able to operate, maintain, and advance digital solutions and information technology (IT).

Parida et al. (2016) broadly define IT capability as a company's ability to use IT functions and applications in business activities, such as e-mail, websites, e-commerce, web conferencing, intranets, extranets, and other IT applications, including social media. More specifically, it is defined as a company's ability to use a variety of technologies in order to bring companies closer to consumers so that company performance increases (Wang, 2020). In the digital context, "digital capabilities" can be defined as the skills, talents, and expertise of a company in implementing digital technology to achieve company performance.

The results of the digital capabilities literature review explain that digital capabilities include the process of using, maintaining, and advancing digital solutions requiring the ability to use digital tools, to combine digital and physical resources, and to manage IT functions in general, namely, IT planning, IT design, IT budgeting, and IT management (Bharadwaj et al., 1999; Mithas et al., 2011; Wang, 2020; Wiesböck & Hess, 2018). Key aspects of digital capabilities include: (1) IT infrastructure flexibility; (2) IT integration; (3) IT business alignment; and (4) IT management (Bharadwaj, 2000; Lyver & Lu, 2018; Sabherwal, 1999; Sambamurthy et al., 2003).

3. Strengthen existing networks and add new networks with various parties.

In this strategy, UKM Catering Academy is expected to continue to maintain good relations with various parties, including suppliers and business partners in various centers in Jabodetabek in particular and throughout Indonesia in general, including networks with investment companies. With a good image owned by the company, the network will be easier to establish and develop. Meanwhile, networking with investment companies is very useful for increasing the working capital that companies now need. Networking with investment companies is also useful as an anticipatory measure if the Indonesian economy is experiencing a crisis that requires companies to increase funds for business continuity.

W-O Strategy

The W-O strategy is a strategy aimed at improving internal weaknesses by taking advantage of external opportunities. The W-O strategy consists of:

1. Increase working capital for operational financing and expand distribution.

Capital is one of the veins for the smooth running of a business, if the capital of a business is healthy and implemented with good management then there is a guarantee that the business will grow and develop. For SMEs as a newly growing company, additional capital is needed to improve business performance. Adding the capacity of fashion production machines, raw materials and labor for fashion production. This is very important to save production costs if production is carried out on a large scale. If savings occur, they can be allocated to improving employee welfare so that motivation to work is higher. Adding employees is also important to fill various managerial positions that have been handled directly by the owner. If someone has replaced the owner in this position, then the owner can think about focusing on strategic matters for the development of the company, because he is not preoccupied with technical matters. The exposure above clearly requires additional funds to realize it. Thus an increase in working capital is a necessity to develop the company in the future.

2. Improving the quality of the company's human resources and employee development

Good human resources will make it easier for companies to produce good products, too. Companies must treat human resources as an important asset in the company. SMEs face several obstacles related to human resources. These constraints include a shortage of human resources, performance that is still lacking, and dissatisfaction that arises due to the salary that is still minimal. The constraints that exist in the company will become a stumbling block for the development of the company. However, these obstacles will be overcome by improving the quality of human resources and developing employees to improve performance, as well as overcoming underperformance. Meanwhile, the problem of dissatisfaction that arises due to the still minimal salary can be overcome by the company by giving rewards. It is also important to include employees in training both to improve soft skills and hard skills; this will provide positive results for the company. Thus, employees will feel cared for. Therefore, companies must further intensify human

resource development through training and human resource development activities.

S-T Strategy

The S-T strategy is a strategy that uses the company's strengths to avoid or reduce the impact of external threats, namely expanding existing markets.

This strategy is carried out to seize market gaps that have not been explored or expand market reach to new areas by meeting market demand. This is because one of the factors that determines a company's position in the market is how much it controls the market. The potential of UKM Catering Academy really supports this strategy. One of the company's strengths is to produce quality Catering Academy at low prices.

W-T Strategy

The W-T strategy is a strategy that aims to reduce internal weaknesses to avoid environmental threats, namely in production planning and cost efficiency.

A good production function in a company must create goods and services according to the needs of society at the right time, price, and quantity. Therefore, in order for the production function to function properly, production planning is an important thing to do. For SMEs, this is becoming increasingly important, especially from two sides. First, on the external side, Indonesia's economic condition has not been stable due to pandemic pressure, which has affected consumer purchasing power. Second, from an internal perspective, there is a lack of office facilities, a limited number of human resources, and simple SOPs. Companies must carry out production planning and cost efficiency to reduce costs, such as production costs and operational costs. Production planning includes decisions concerning and related to the main issues, which include the type of product to be made, the amount to be produced, and the process. Thus, the company can determine the costs to be used in the production process and its supporting activities, or it can make cost-efficient decisions.

CONCLUSION

The implications of the results of this study are related to the strategy that must be carried out by business actors, namely strengthening digital capabilities, strengthening existing networks, adding new networks with various parties, increasing working capital for operational financing and expanding distribution, increasing the quality of company human resources and developing employees, expanding existing markets, planning production and cost efficiency, and maintaining the company's image in the eyes of consumers.

The researcher recommends that future researchers carry out specific studies on each of the strategies that have been produced by this study. For example, more specific research on digital aspects, strengthening digital capabilities, and more specific digital marketing strategies is in line with one of the recommendations for this research strategy. Also, more specific studies on efforts to build networks, improve work models, and so on would be helpful.

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