

**ANALYSIS OF BUSINESS SUSTAINABILITY AND
COMPETITIVENESS OF UMKM USING SWOT ANALYSIS IN SUKA
RAMAI DENAI MARKET**

**Sepna Parida Lestari Ritonga¹, Marisa Avina², Titin Afrida Hasibuan³
Fauzi Arif Lubis⁴, Rahmat Daim Harahap⁵**
UIN Sumatera Utara Medan

Korespondensi Penulis
sepnaritonga455@gmail.com

ABSTRACT

This research aims to determine the development and competition of MSMEs in Suka Ramai Denai Market and to determine the business sustainability and competitiveness of MSMEs using SWOT analysis. This research includes descriptive qualitative research, data collection methods using observation, interviews and documentation. The research results show that the core strategy of Pasar Suka Ramai Denai MSMEs is a development (growth) strategy where Suka Ramai Denai Market MSMEs can increase the company's competitiveness by starting to implement more innovative strategies in creating products that are superior to their competitors. Third, according to the existing assessment results in the IFAS Matrix, it is 1.09, meaning that the strength (S) in Suka Ramai Denai Market MSMEs is greater than the weakness (W). So, from all the results of the analysis it can be concluded that $S > W$.

Keywords: Sustainability, Competitiveness, MSMEs, SWOT Analysis

INTRODUCTIONS

In general, the most widely run businesses by Indonesian people are micro, small, and medium enterprises (MSMEs). MSMEs are a business sector that has very important potential and contributes to Gross Domestic Product (GDP), national exports, and national investment (Diani & Lubis, 2022). Although MSMEs are small-scale businesses, their role is very useful in supporting the economy and creativity along with opening up employment opportunities (Hilma & Syahbudi, 2019). The welfare of MSMEs can be seen from the growth and development of MSMEs in certain areas where MSME activities can stimulate economic growth in the region (Nasution et al., 2023). The contribution of MSMEs to GDP income has increased in the last five years. It is recorded that MSMEs have contributed an increase from 57.84% to 60.34%. Labor absorption in the MSME sector has experienced growth from 96.99% to 97.22% over the past 5 years. Through the large number of workers that can be accommodated, the MSME sector is able to increase people's income. Thus, MSMEs are seen as having a role in eradicating poverty and unemployment (CNN Indonesia, 2016). The AEC agreement was implemented in 2015, therefore the competitiveness of Indonesian MSMEs is the most important point which must be a priority in the implementation of the AEC.

Various stimuli are implemented so that MSMEs in Indonesia continue to experience development. Among these stimuli, among others, is through the MSME tax cut policy which was initially 1% now down to 0.5%. The MSME sector has a very important and strategic role in Indonesia's economic structure. The MSME sector is also able to contribute to Indonesia's non-oil and gas exports. Where the total non-oil and gas exports of the MSME sector in 2015 were at Rp. 186.0 trillion and there was an increase in each period

reaching IDR 339.2 trillion in 2019 (Thoibah et al., 2022).

Even so, evidence is needed for serious government support in developing MSMEs. In fact, until now, there are still so many MSMEs that tend to experience difficulties in developing their businesses because they are unable to carry out innovation and do not have adequate access to capital. Specifically, the obstacles that occur in MSMEs in their development include a lack of strategy, weaknesses in marketing, access and negotiation, weak brand equity, lack of access to capital, lack of international experience, and competition.

In order to be able to play a role in economic development, MSMEs need strategies to develop and increase competitiveness. The many obstacles faced by MSMEs include the difficulty of MSMEs in obtaining capital, including the absence of financial reports that show the financial position of MSMEs. Therefore, financial institutions do not want to provide access to capital because they do not believe that MSMEs can immediately repay the loan. In fact, providing funds for MSMEs is the key to expanding access and development. In addition, the difficulty in obtaining capital is due to the small accounting competence of MSME actors. MSME actors are still very few who use an accounting approach in carrying out their business activities. In order to overcome this problem, there must be the latest breakthroughs in the business world by increasing the quality and quantity of the products created to make them more special and attractive. In carrying out a business, it must be equipped with appropriate strategic planning so that its business goals can be achieved. All MSMEs are required to have high competitiveness, so they must start their own improvements. MSMEs that have high competitiveness are seen from reliable HR skills, high mastery of knowledge, and mastery of the economy.

Business actors will have a competitive advantage when they have something more than their competitors to attract consumers and defend themselves against the strength of their competitors who are trying to beat them. Sources of competitive advantage can be in the form of: the best products on the market, providing the best service, providing the cheapest selling price, having the most strategic location in order to maintain the sustainability of their business.

Sukaramai Market is a traditional market in Medan. Traders in this market sell along Jalan A.R Hakim, starting from the Gang Kantil intersection to the front of the Sukaramai Market building. In general, traders sell basic necessities. Basic necessities are nine types of basic needs that are usually needed by people in their daily lives, which include basic necessities that are sold, and are not much different between carpet and food traders, for example satay and laundry services.

Table 1.1 Total Trader Income per year

No	NJenis Usaha	Total Pendapatan pertahun			
		2018	2019	2020	2021
1	Sayur	306.000.000	270.000.000	180.000.000	162.000.000
2	Ikan	144.000.000	136.000.000	118.800.000	108.000.000
3	Karpet	360.0000.000	300.000.000	264.000.000	240.000.000
4	Sate	97.200.000	72.000.000	46.000.000	43.200.000
5	Laundry	72.000.000	64.800.000	54.000.000	52.000.000

Data Source: SukaRamai Market, 2022

At the time of observation and interviews, there were five traders who were respondents in this study, where these traders earned an average daily income of IDR 8,000,000 to IDR 25,000,000/month. Compared between the total income and the average expenditure of traders over 5 years, the average profit decrease was obtained according to the difference over the previous 5 years. In line with the results of the respondents' presentation, it can be concluded that the factors that caused the informant's income to decline were that the market became quiet so that people's purchasing power decreased, many of their merchandise was not sold out, these factors were the causes of traders' income to experience a drastic decline during the Covid-19 pandemic.

The conditions in the Sukaramai market are dirty, smelly, shabby, the location/place of trading is not arranged, the narrow land for traders, along with the place of traders right on the side of the highway, it is very disturbing to buyers' comfort. Buyers must be crowded due to the narrow purchasing lanes. This situation is very different from modern markets which generally prioritize the comfort of their buyers. Tedjakusuma (2020) stated that among the factors that can influence purchasing decisions is the influence of the environment. In the Sukaramai market, the influence of the market environment is not a consideration for buyers to make purchases. This is a problem in this study. Traditional markets have many shortcomings and weaknesses compared to modern markets. However, there are still more buyers who shop at traditional markets than modern markets. In order to be able to compete, of course, MSMEs should start thinking about optimal strategies that can make them win over their competitors. So, one of the ways to carry out marketing strategy analysis is through the use of the right strategy, for example SWOT, which is one solution in implementing the formulation of competitive conditions (Imsar et al., 2021). This study aims to determine the development and competition of MSMEs in the Suka Ramai Denai Market and to determine the sustainability of the business and competitiveness of MSMEs using SWOT analysis.

DISCUSSION

1. Entrepreneurship

An entrepreneur is an individual who takes the risk of an agreement for a certain amount of money that has been set in the agreement. Entrepreneurship is a very old profession in the world. This profession has been carried out since barter was applied in everyday life and continued until the discovery of metal money exchange tools, including gold coins to paper money (Hendro, 2018). Entrepreneurship is a value that is needed in order to start a business and carry out business development, stages in working on something new (creative) and different (innovative) which has the benefit of providing added value (Rusdiana, 2018). Entrepreneurship, in Islam uses the words hard work, independence (biyadihi), and not whiny. At least there are several verses of the Qur'an to the Hadith that can be a reference for information regarding the spirit of hard work and independence, one of which is (QS at-Taubah: 105).

وَقُلْ اَعْمَلُوا فَسَيَرَى اللّٰهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ اِلَىٰ عِلْمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ

Meaning: "And say: "Work, then Allah and His Messenger and the believers will see your work, and you will be returned to (Allah) the Knower of the unseen and the seen, then He will inform you of what you have done (Ministry of Religion of the Republic of Indonesia, 2016).

2. Micro, Small and Medium Enterprises

The definition of MSMEs in Law Number 20 of 2019 includes: Micro Enterprises are productive

businesses owned by individuals and/or business entities owned by individuals. Small Businesses are productive economic enterprises that stand alone which are run by individuals or business entities which are not subsidiaries or branches of companies that they control, or are part of them either directly or indirectly of medium or large businesses. While medium businesses are productive businesses that stand alone, which are run by individuals or business entities which are not subsidiaries or branches of companies that they own, control, or are part of them either directly or indirectly of small or large businesses. So it can be concluded that MSMEs are businesses that are categorized according to criteria such as the number of workers, turnover or net assets controlled by the business.

3. Business Actors

Business actors are balanced with the words economic actors and business actors. Related to that, business actors are included in the entrepreneur group, business actors in this study are producer business actors, namely business actors who make, produce goods or services for other goods or services. They can include individuals or institutions related to food, individuals or organizations that produce clothing (Agus Riyanto, 2018: 109). Business actors must have creative and innovative abilities in producing something that is trendy and different from their competitors. This ability is carried out through stages of behavior according to the opportunities they have and accompanied by courage in taking risks. Creativity (inventiveness) here is the ability of business actors to read and understand opportunities, explain experiences, and solve problems through new ways to realize or produce something new and can be a source of income (Tanjung, 2017).

4. Analisis SWOT

SWOT is a method for planning something in order to evaluate all forms of strengths, weaknesses, opportunities, and threats in a business in the manufacturing or service sector where its application is through analyzing various real conditions that can affect the factors in question. Analysis using SWOT is important for every ongoing business because it is in order to prepare strategic management that will later be chosen and used so that the company can compete with its competitors. SWOT describes the internal environment and the external environment encountered by business actors. The application of the SWOT method is through identifying and evaluating the 4 internal-external factors so that marketing strategies can be determined that can increase product sales (Aistiawan & Andesta, 2022).

1. Opportunity

Opportunity is an important condition that provides benefits in the company or institution environment. Important tendencies are one source of opportunity. Identification of previously overlooked market segments, changes in competitive conditions or policies, changing technology, and improved relationships with buyers or suppliers can provide opportunities for the company.

2. Threats

Are significant unfavorable conditions in the business environment. Threats are fundamental disruptors to the current or desired position of the company. The emergence of new competitors, slow market growth, increased bargaining power of buyers or important suppliers, changing technology, and new or revised policies can all pose threats to the company's success.

3. Strengths

Are resources, capabilities, or other advantages relative to competitors and the needs of the market it serves. Strengths can include financial resources, image, market leadership, buyer-supplier relationships, and other factors

4. Weaknesses

Are limitations or deficiencies in resources, capabilities, and capabilities that

seriously hinder the effective performance of the business. Facilities, financial resources, management capabilities, marketing capabilities, and brand image can be sources of weaknesses.

METHODS

The type of research used is qualitative inductive, namely through the collection, compilation and description of various data, and actual information. Qualitative research is a research method based on the philosophy of post-positivism which considers social reality to be something whole, dynamic, complex, full of meaning, and the correlation of symptoms is interactive reciprocal (Sugiyono, 2017). This research was conducted at Pasar Suka Ramai Medan Denai North Sumatra with research informants being business actors at Pasar Suka Ramai Medan. The data collection method uses observation, interviews and documentation with data analysis using the interactive model stated by Miles & Huberman. The analysis uses 3 elements, namely data reduction, data presentation and verification (drawing conclusions).

RESEARCH RESULT

Sustainability Strategy for Business and Competitiveness of MSMEs in Suka Ramai Denai Market

The strategy for increasing the business capital of traders in Suka Ramai Market can be implemented by utilizing the strengths and opportunities they have. Traders in Suka Ramai Market have quality goods and this must be maintained and preserved in influencing consumer purchasing power. In addition, the goods provided are very diverse in fulfilling consumer desires and the location is also easily accessible and not deserted by visitors.

The next strategy that can be implemented is by maintaining the strengths and opportunities they control. Because if traders continue to provide quality goods and maintain affordable prices, of course this will attract consumer purchasing power and provide benefits for MSME traders located in Suka Ramai Market in order to process profits into additional business capital and the sustainability of their businesses.

The strategy in increasing the capital of MSME traders in Suka Ramai Market is the need for government intervention by directly providing capital to traders through various policies where the aim is to provide capital either in the form of KUR funding or other types of financing which have benefits in increasing business capital. The strategy used in improving the quality of human resources in Suka Ramai Market is the need to increase the capacity of MSME human resources through guidance and training carried out by stakeholders, namely from the government, entrepreneurs, and economic academics in order to improve the quality of human resources in the market. Another strategy that can be implemented is to foster an entrepreneurial spirit related to businesses that focus on improving the performance of business actors, either on aspects of quality service, or aspects of consistency for the sustainability of their business.

SWOT Analysis as Business Sustainability and Competitiveness of MSMEs in Suka Ramai Denai Market

SWOT analysis is one of the analysis techniques that has been widely used by organizations, companies, and government institutions. One of the reasons why SWOT analysis is widely used is because this analysis is quite basic as a weapon in determining the best solution to conflicts that may occur in the organization. SWOT analysis has become one of the useful weapons to face global competition both at the national and international levels. This analysis can also be used as an application of decision-making tools in identifying and

improving MSMEs (Novia et al., 2021)

SWOT analysis is to systematically identify various factors in formulating business strategies. This analysis is based on logic where it can optimize strengths and opportunities, but at the same time minimize weaknesses and threats (Inayati & Evianah, 2017).

In this study there are 4 core components of SWOT analysis. In order to obtain a strategic formulation, after the identification of internal factors (strengths & weaknesses) along with external factors (opportunities & threats) has been carried out, namely:

1. Strengths, namely something that has the potential to be controlled by MSMEs in Suka Ramai Market to support the stages of business development, including:
 - a. The goods offered have quality and are affordable
 - b. The production process is easy and does not take a long time
 - c. The distance of the strategic location is easily accessible to many consumers
 - d. The skills of the workforce that influence the quality of its products
2. Weaknesses, weaknesses in MSMEs in Suka Ramai Market include:
 - a. Limited business capital
 - b. The quality and number of human resources are not yet adequate
 - c. Lack of government attention
 - d. Unstable prices
3. Opportunities in MSMEs in Suka Ramai Market include:
 - a. There are many buyers who visit in order to buy daily necessities
 - b. The availability of many jobs
 - c. Affordable prices
 - d. There is good market expansion and management
4. Threats, the threats to UMKM Pasar Suka Ramai include:
 - a. More and more similar UMKMs are established
 - b. Better marketing of competitor products
 - c. People who are starting to get used to making online transactions
 - d. Difficulty obtaining raw materials on certain days.

Based on the SWOT analysis, several strategies can be drawn for UMKM Pasar Suka Ramai through 4 strategies, namely:

1. SO Strategy (Strength - Opportunities) The strength-opportunity strategy that can be implemented by UMKM Pasar Suka Ramai is:
 - a. Expanding market share and implementing product development that is in line with market demand. This means that the products offered by UMKM must be in line with the needs and desires of consumers. It must be remembered that the product has a life cycle, born, grows or matures until it dies. Therefore, the product should not die before its time, so UMKM needs to carry out innovations on its products so that its products continue to have a selling value to customers.
 - b. Maintaining and implementing quality improvement so that consumers continue to trust and increase the positive image of UMKM Pasar Suka Ramai.
 - c. Establishing better relationships with agencies or government. This means that UMKM is required to implement persuasive approaches effectively with government agencies that have a desire to establish cooperation in achieving benefits both to maintain and increase UMKM products.
 - d. Maintaining good relationships with consumers and providing the best service. This means that it is necessary to carry out improvements in the quality of service that must always be improved in order to attract the sympathy of consumers or new consumers who become their market share.
2. WO (Weakness - Opportunities) strategy that can be implemented through:
 - a. Implementing improvements in the quality of human resources in the production and marketing divisions. This means that this strategy needs to be implemented in order to be able to offer products offered by UMKM Pasar Suka Ramai with the aim

- of increasing sales volume.
- b. Maintaining the image of UMKM in order to gain consumer trust. This means that maintaining consumer trust in UMKM is a factor that plays a very important role when consumers make purchases and use products offered by UMKM Pasar Suka Ramai.
 - c. Implementing improvements to technology-based facilities to facilitate access for consumers. This means that improving facilities that are better than competitors is something important in order to attract consumer interest in purchasing UMKM Pasar Suka Ramai products so that products created by UMKM can be sold a lot and get optimal profits.
 - d. Increasing promotions that are more intensive in all media in increasing market share. This means that in obtaining a wider target market and increasing promotions, this strategy is able to compete with its competitors.
3. ST (Strength - Threats) strategy that can be implemented through:
 - a. Trying harder to always improve the quality of the products you have. This means that UMKM Pasar Suka Ramai must try hard to improve the quality of its products so that it is a very important strategy, especially related to competing UMKM in order to attract the attention of consumers in using the product continuously so that the company will make a profit.
 - b. Developing product variations to give an attractive impression. This means that at the development stage, the product variations need to be developed again so that they can become products that can survive in market competition.
 - c. Optimizing strategic locations for good service. This means that determining a strategic location that is easily accessible to consumers is one of the company's core factors in order to provide the best service to consumers so that customer connections can be maintained well and effectively.
 4. WT (Weakness - Threats) strategy that can be implemented through:
 - a. Increasingly aggressively implementing product promotions in order to compete with competitors in product marketing. This means that in carrying out promotions intensively, it certainly requires several promotional strategies that must be implemented by UMKM Pasar Suka Ramai so that consumers do not switch to using competitor products and in order to win a competition in business.
 - b. UMKM Pasar Suka Ramai continues to improve the quality of the company's internal and external links in order to outperform competition with similar UMKM. This means that it is important for UMKM Pasar Suka Ramai to be involved with internal and external parties of UMKM in the sustainability of the business and in order to be able to compete with other UMKM.
 - c. Carry out intensive marketing, especially offline, in order to increase brand awareness in the surrounding environment so that it can compete with its competitors. This means that in order to build brand awareness, UMKM Pasar Suka Ramai must be able to increase its marketing activities in order to continue to win the market compared to its competitors. The next step is to conduct an internal environmental analysis or Internal Factors Analysis Summary (IFAS) and an external environmental analysis or External Factors Analysis Summary (EFAS) in the form of material based on the factors above, and the weights and scores are obtained from the results of interviews and questionnaires (Anggraeni et al., 2017). In the IFAS Matrix, the data obtained is data sourced from the normalization table of the internal factor weights of MSMEs as well as data obtained from the internal factor score assessment questionnaire for MSMEs in the Suka Ramai Market.

Tabel 1 Matriks IFAS

Internal Strategy Factors	Bobot	Rating	B X R
Strength			
The goods offered have quality and affordable prices	0,10	2	0,20
The production process is easy and does not take a long time	0,12	3	0,36
The strategic location is easy to access for many consumers	0,20	4	0,80
The skills of the workforce that affect the quality of the products produced	0,14	3	0,42
Subtotal	0,56		1,78
Weaknesses			
a. Limited business capital	0,10	2	0,20

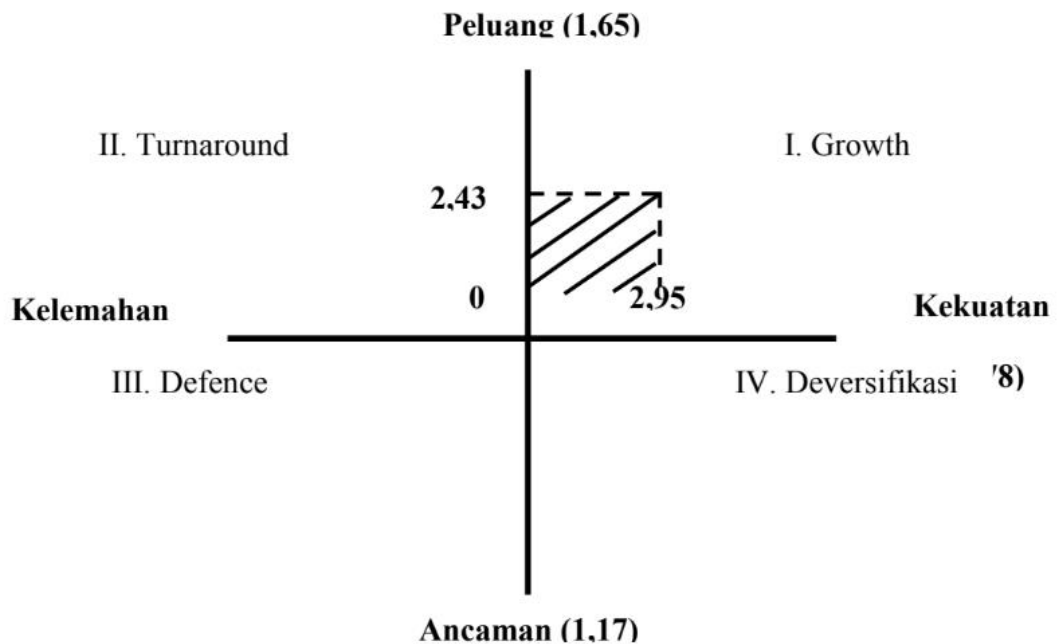
b. The quality and quantity of human resources are inadequate	0,14	3	0,28
c. Lack of government attention	0,07	2	0,14
d. Unstable market price stability	0,08	2	0,16
Subtotal	0,39		0,78
	0,95		1,09

Based on the results of the data analysis obtained in table 4.1, it can be seen that the total score of the multiplication between the weight and the rating on the strength factor is 1.99. While the total score of the multiplication between the weight and the rating on the weakness is 1.10. The difference between the two is the strengths-weaknesses ($1.78 - 0.78 = 1.00$). Meanwhile, the weighted average results of the calculation analysis above show that the number 1.09 means that the internal position of the business is strong. Based on the results of the data analysis obtained, it can be concluded that MSME traders located in Suka Ramai Market have more significant strengths than weaknesses so that this can be utilized by MSME actors so that the business they run continues to develop. Through the utilization of the strengths that are owned, of course, weaknesses can be minimized so that the business being run can develop well. Then in making the external strategy factor matrix, methods are needed to determine the external strategy factors. So the results of the EFAS UMKM calculation at Sukaramai Market, Medan will be presented in the table below, namely:

Tabel 2 Matriks EFAS

External Strategy Factors	Bobot	Rating	B X R
Opportunities			
There are many buyers who come to buy daily necessities	0,20	4	0,80
b. There are many jobs available	0,10	2	0,20
c. Affordable prices	0,15	3	0,45
There is good market expansion and management	0,10	2	0,20
Subtotal	0,55		1,65
Threats			
a. More and more similar MSMEs are established	0,16	3	0,48
b. Better marketing of competitor products	0,08	2	0,16
People who are starting to get used to making online transactions	0,13	3	0,39
Raw materials that are difficult to obtain on certain days	0,07	2	0,14
Subtotal	0,44		1,17
External Strategy Factors	0,99		2,82

According to the results of the data analysis produced in table 4.2, it can be seen that the total score of the multiplication between the weight and the rating in the opportunity factor is 1.65. While the total score of the multiplication between the weight and the rating on the threat is 1.17. The difference between the two is the opportunity-threat ($1.65 - 1.17 = 0.48$). Meanwhile, the weighted average results of the calculation analysis above show a figure of 2.82, which means that the MSMEs in the Suka Ramai Market respond well to opportunities and take advantage of opportunities over these threats. Based on the data analysis, it can be concluded that MSME traders in the Suka Ramai Market have good opportunities among the various threats that exist. However, through the utilization of opportunities implemented through the strategies used, these threats can be avoided so that MSMEs in the Suka Ramai Market can continue to develop. In accordance with the results of the identification of internal and external factors above, a SWOT Matrix Diagram can be made which can be seen in the picture below:



Source: Primary Data Processed (2023)

Figure 4.2 SWOT Matrix Diagram of Suka Ramai Denai Market MSMEs

In line with the results of the data analysis obtained above, it can be clearly seen that MSMEs in Suka Ramai Market are on the right track by always implementing development strategies (growth) that can increase the competitiveness of their business. So it can be concluded that the competitive position of MSMEs in Suka Ramai Market according to the SWOT diagram is in quadrant 1 or the first quadrant (growth), which shows that the business has opportunities and there are many strengths that stimulate through the utilization of existing opportunities.

CONCLUSION

Based on the results and discussion of the research, the following conclusions can be drawn: first, the importance of UMKM Pasar Suka Ramai Denai using the SWOT analysis method where one of the basic analysis tools for planning that is useful for reading the strengths of UMKM and in order to gain benefits through the requirements of UMKM must have the ability to recognize their own weaknesses, use strengths in overcoming obstacles, along with reading them, creating, and taking all opportunities. Second, according to the analysis of the company's internal and external factors along with the SWOT matrix diagram, it can be seen that the core strategy of UMKM Pasar Suka Ramai Denai is a development strategy (growth) where UMKM Pasar Suka Ramai Denai can increase the company's competitiveness by starting to implement more innovative strategies in creating superior products than its competitors. Third, according to the assessment results that have been in the IFAS Matrix, it is 1.09, meaning that the strengths (S) of UMKM Pasar Suka Ramai Denai are greater than their weaknesses (W). Thus, all the results of the analysis can be concluded that $S > W$.

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