

Business Model Canvas and SWOT Analysis for Catering SME Business Development: A Case Study of Bunda Ais Catering

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ABSTRACT

Catering Bunda Ais is a home-based culinary micro-enterprise in Palembang that recorded fluctuating annual sales between 2021 and 2025, including a notable decline in 2024, indicating the need for a structured business development strategy. This study aims to describe the business model of Catering Bunda Ais using the Business Model Canvas (BMC) and to formulate development strategies for the production, marketing, human resources, and finance aspects using SWOT analysis. A descriptive qualitative approach with a case-study design was employed. Data were collected through observation, in-depth interviews with the owner as the key informant, questionnaires distributed to 35 respondents consisting of employees and customers as supporting informants, and documentation. Data were analyzed using the nine BMC elements, IFAS and EFAS matrices, the SWOT matrix, and the SWOT quadrant diagram, complemented by an investment-feasibility check using Payback Period, Net Present Value, Internal Rate of Return, and Profitability Index. The results show that the BMC of Catering Bunda Ais is fairly sound, supported by broad customer segmentation, consistent food quality, affordable pricing, and delivery service, although digital promotion remains underused. The SWOT analysis places the business in Quadrant I with coordinates $X = 2.91$ and $Y = 2.73$, indicating that an aggressive (growth-oriented) strategy is appropriate. The financial feasibility indicators ($PP \approx 3.23$ years, $NPV = \text{Rp}87,605,455$ at a 10% discount rate, $IRR = 23.22\%$, $PI = 1.35$) confirm that the business is feasible to continue and expand. Recommended strategies include intensifying digital promotion, maintaining product and service quality, diversifying the menu, training employees, and strengthening the financial recording system.

Keywords: *Business Model Canvas, SWOT Analysis, Business Development Strategy, MSME, Catering*

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are one of the main pillars of the Indonesian economy. Based on Law Number 20 of 2008, MSMEs are defined as productive businesses owned by individuals or independent business entities that are not subsidiaries or branches of large companies. Recent data shows that the number of MSMEs in Indonesia has reached more than 65 million units in 2025, contributing around 61-62% of the Gross Domestic Product (GDP) and absorbing almost 97% of the national workforce, making this sector the backbone of job creation and income distribution (Goh et al., 2025). The contribution of MSMEs to the national GDP, which remains above 60%, also confirms the strategic role of this sector amid global economic dynamics and challenges (Shofwan, 2025).

At the city level, Palembang recorded stable economic growth, with the number of MSMEs reaching 193.147 business units consisting of micro, small, and medium enterprises. The food sector is one of the sectors with the greatest potential in South Sumatra, considering that food and beverage consumption accounts for 57% of total household consumption (“Wali Kota Palembang Hadiri Rilis Statistik BPS Deflasi Mei 2025 Dan Dorongan Digitalisasi UMKM,” 2025). One type of business in the food sector that continues to grow is the catering service. Catering Bunda Ais, located on Jalan Perumnas Talang Kelapa, Palembang City, is one of the catering businesses serving various community consumption needs, ranging from weddings, circumcisions, meetings, to other activities.

Sales data for Catering Bunda Ais over the last five years (2021-2025) shows an increasing trend in turnover, from Rp175,750,000 (Indonesian Rupiah, IDR) in 2021 to Rp380,600,000 in 2025. However, in 2024, the business turnover decreased to Rp285,800,000 compared to 2023, which reached Rp298,000,000. This decline in turnover indicates that certain factors are affecting sales volume, considering that sales volume is generally influenced by product, price, location, and promotion factors (Ahmad Syahrizal et al., 2025).

Various previous studies show mixed results regarding the factors that influence MSME sales. A study on the Pecel Lele culinary business found that promotion had a positive and significant effect on sales, while product, price, and location did not have a significant effect (Daud et al., 2025). In contrast, research on the Ayam Geprek business shows that price has a negative effect and location has a positive effect on sales volume, with digital promotion being the most dominant factor (Devi Nilam Sari et al., 2025). The decline in sales can also be caused by a combination of production, marketing, human resources (HR), and financial factors, four

aspects that are consistently used in studies on culinary business development (Sihite et al., 2025).

To overcome these fluctuating sales problems, it is necessary to formulate a more directed business development strategy. Research in the culinary industry shows that SWOT analysis can produce effective SO (Strengths-Opportunity) strategies to balance product price and quality (Zianah Safitri et al., 2024), while the combination of the Business Model Canvas (BMC) and SWOT analysis is proven to generate alternative strategies such as strengthening digital promotion, product innovation, and cost efficiency in bakery businesses (Susanto et al., 2025). Based on this description, this study uses the BMC approach and SWOT analysis as tools to map the business model and formulate a business development strategy for Catering Bunda Ais Palembang.

Based on this background, this study formulates two problems: (1) how is the business development strategy using BMC for Catering Bunda Ais Palembang, and (2) how is the business development strategy for production, marketing, human resources, and financial aspects using SWOT analysis for Catering Bunda Ais Palembang. This study aims to answer both problems while providing strategic recommendations that can be used by business owners as a consideration in developing their business.

LITERATURE REVIEW

Entrepreneurship

Entrepreneurship can be understood as a process where an individual or a group sees opportunities, uses available resources, and creates innovative products based on creativity that add value and can meet consumer needs (Alimuddin et al., 2021). Entrepreneurship is also defined as the process of applying innovation and creativity in finding business opportunities, carried out with enthusiasm and the courage to take risks (Sulastri et al., 2024; Widya et al., 2025). Based on Law Number 20 of 2008, MSMEs are divided into three categories based on net worth and annual sales, which are micro-businesses (net worth of at least Rp50,000,000 or annual sales of at least Rp300,000,000), small businesses (net worth of Rp50,000,000 to Rp500,000,000, or annual sales of Rp300,000,000 to Rp2,500,000,000), and medium businesses (net worth of Rp500,000,000 to Rp10,000,000,000, or annual sales of Rp2,500,000,000 to Rp50,000,000,000).

Aspects of Entrepreneurship

The four main aspects commonly used to study the sustainability of a business are production, marketing, human resources, and financial aspects. Production is the process of

changing raw materials into goods or services that have added value and are useful for consumers (Gilce Ratnawati et al., n.d.; Manurung et al., 2025). Marketing is the process of understanding, creating, communicating, and meeting consumer needs to create satisfaction as well as profit for the business (Aula Amalia et al., 2023), which in practice is often approached through the 4P marketing mix: product, price, place, and promotion. Human resources refer to individuals who work together in an organization to achieve business goals, while also being a unique resource because they act as the driver for other resources (Bima Ramadhani & Agung Winarno, 2025). Meanwhile, finance includes budget planning activities, cash management, financing, and financial performance analysis, which form the basis for business decision-making (Zidhan Nurul et al., 2024).

Business Development Strategy

A strategy is a long-term plan followed by specific actions to achieve set goals based on the analysis and observation of the business environment (Yatminiwati, 2019). Business development itself is a conscious, directed, and sustainable effort to improve and increase the quality, capacity, and performance of a business to achieve optimal results. Therefore, a business development strategy can be understood as a plan and actions arranged in a directed way to improve the quality, capacity, and competitiveness of a business by utilizing its resources and adjusting to changes in the business environment (Gilce Ratnawati et al., n.d.; Sifwah et al., 2024).

Business Model Canvas (BMC)

The Business Model Canvas is a tool to describe, analyze, and develop a business model that explains how an organization creates, delivers, and captures value (Izwan Sepriyadi et al., 2023; Mia Putri Yeza et al., 2024). This framework consists of nine elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. These nine elements are used to map the relationships between business components so that business development strategies can be formulated in a more structured way (Susanto et al., 2025).

SWOT Analysis

SWOT analysis is a strategic planning method used to identify and evaluate internal factors, namely strengths and weaknesses, as well as external factors, namely opportunities and threats, that affect a business (Opi Yanti & Daspar Daspar, 2025; Yasfin Aqil et al., 2024). Internal factors include resources and capabilities within the business, while external factors

include market trends, regulations, and competitors outside the organization. These factors are further summarized in the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices, whose scores are used to determine the business's quadrant position on the SWOT diagram. Furthermore, this data is compiled into the SWOT matrix to formulate four alternative strategies, which consist of the SO strategy to use strengths for taking advantage of opportunities, the WO strategy to overcome weaknesses by exploiting opportunities, the ST strategy to use strengths to avoid threats, and the WT strategy to minimize weaknesses while avoiding threats (Suri et al., 2025; Zianah Safitri et al., 2024).

METHODS

This study uses a descriptive qualitative approach with a case study method. This approach was chosen because the study aims to deeply understand the internal and external conditions of Catering Bunda Ais Palembang and to formulate a business development strategy based on the Business Model Canvas and SWOT analysis. The study was conducted at Catering Bunda Ais, located on Jalan Perumnas Talang Kelapa No. 35 Blok 6, Alang-alang Lebar District, Palembang City, which was selected purposively because it is a growing catering business that has never implemented a structured business strategy analysis.

Research informants were determined using a purposive sampling technique. The key informant in this study is the owner of Catering Bunda Ais, chosen because they have the deepest understanding of all operational, managerial, and business strategy aspects. Supporting informants consist of employees who provide an overview of daily operational conditions, as well as 35 customer and employee respondents (comprising 5 employees and 30 customers) who filled out questionnaires to support the compilation of the IFAS and EFAS matrices. The questionnaire used a closed-ended format based on a five-point Likert scale, where strength and opportunity indicators were scored from 1 (strongly disagree) to 5 (strongly agree), while weakness and threat indicators were scored in reverse (5 for strongly disagree to 1 for strongly agree), so that a higher score always reflects a more favorable condition. The rating for each indicator was obtained by averaging the scores given by all respondents, and the weight of each indicator was then determined proportionally based on its contribution to the total score, following the standard IFAS/EFAS weighting procedure. Primary data was collected through direct observation of business operational activities, in-depth interviews with the owner and employees, distribution of questionnaires, and

documentation. Secondary data was obtained from literature studies in the form of books, journals, and previous studies relevant to business development strategy, BMC, and SWOT analysis.

Data analysis was conducted through two main stages. First, business model mapping using the nine elements of the Business Model Canvas to describe the business conditions of Catering Bunda Ais as a whole. Second, SWOT analysis which includes the preparation of IFAS and EFAS matrices based on the questionnaire results of 35 respondents, determination of coordinate points on the SWOT diagram, and formulation of alternative strategies through the SWOT matrix (SO, ST, WO, and WT strategies). As a complement, this study also conducted an investment feasibility analysis on the financial aspect using the Payback Period (PP), Net Present Value (NPV), Internal Rate of Return (IRR), and Profitability Index (PI) methods based on the business cash flow data over the 2021-2025 period.

RESULTS

Production, Marketing, Human Resources, and Financial Aspects

In the production aspect, Catering Bunda Ais applies a pre-order system, so production activities are only carried out based on received orders. This system helps raw material efficiency, reduces operational costs, and maintains food freshness because the entire menu is processed close to the serving time. The production process goes through the preparation stage (order receipt, menu planning, raw material procurement), the core production stage (washing and processing ingredients, cooking in a batch cooking system, taste control), to the post-production stage (packaging and distribution).

In the marketing aspect, the application of the 4P marketing mix shows that Catering Bunda Ais offers products in the form of buffet packages and lunch boxes with a complete variety of Indonesian menus. The set prices range from Rp13,000 to Rp25,000 per box for lunch boxes, and Rp25,000 to Rp45,000 per portion for buffet services, with a minimum order requirement of 7 days before the event (H-7) and a 30% down payment. Distribution is done through direct delivery by the internal team to the customer's location. Meanwhile, promotion still relies on conventional word-of-mouth methods and the use of personal social media (Facebook and WhatsApp) which have not been actively optimized.

In the human resources aspect, workforce management is carried out flexibly by combining core staff (kitchen team and delivery team) and additional staff who are involved when order volumes increase. The organizational structure is simple with a direct line of command, where the business owner acts as the main manager and strategic decision-maker.

In the financial aspect, the annual turnover of Catering Bunda Ais shows an increasing trend from Rp175,750,000 in 2021 to Rp380,600,000 in 2025, although it experienced a decline in 2024 to Rp285,800,000. Business financial management is still relatively simple, with recording limited only to daily income and expenses without detailed account classification or structured monthly reports.

The investment feasibility analysis of the business cash flow for the 2021-2025 period with an initial investment of Rp250,000,000 is presented in Table 1 below.

Table 1. Investment Feasibility Analysis Results

Feasibility Indicator	Calculation Result	Criteria	Description
Payback Period (PP)	± 3 years 3 months (3,23 years)	The faster the better	Capital returns in a relatively fast time
Net Present Value (NPV)	Rp87,605,455 (10% discount rate)	$NPV > 0 = \text{Feasible}$	Feasible
Internal Rate of Return (IRR)	23,22%	$IRR > \text{Cost of Capital (10\%)} = \text{Feasible}$	Feasible
Profitability Index (PI)	1,35	$PI > 1 = \text{Feasible}$	Feasible

These four investment feasibility indicators consistently show that Catering Bunda Ais is feasible to continue running and developing, although its financial recording system still needs to be improved to be more systematic and accurate in supporting future business decision-making.

DISCUSSION

Business Model Canvas (BMC)

To better understand how the business operates and delivers value to its customers, a comprehensive analysis of its current business model is required. The following is a detailed mapping of Catering Bunda Ais based on the nine elements of the Business Model Canvas (BMC).

Table 2. Business Model Canvas of Catering Bunda Ais

Key Partners a. Food ingredient suppliers b. Food packaging suppliers c. Delivery service providers d. Social media as a promotion channel e. Local workforce	Key Activities a. Catering food production b. Managing customer orders c. Purchasing raw materials d. Packaging and delivering orders e. Promotion through social media Key Resource a. Employees and workforce b. Cooking equipment c. Production kitchen d. Delivery vehicles e. Recipes and cooking skills	Value Proposition a. Satisfying food quality b. Consistent taste c. Affordable price d. Friendly and responsive service e. Easy ordering process	Customer Relationship a. Fast and communicative service b. Maintaining taste quality c. Responding to customer feedback and suggestions d. Building good relationships with customers Channels <i>a. WhatsApp</i> <i>b. Facebook</i> <i>c. Word-of-mouth promotion</i> <i>d. Direct delivery to customers</i>	Customer Segment a. Students b. Office workers c. Housewives d. Event customers (weddings, gatherings, celebrations, etc.) e. Institutions or communities
Cost Structure a. Raw material costs b. Employee salaries c. Electricity, water, and gas costs d. Packaging costs e. Transportation costs f. Promotion costs			Revenue Streams a. Event and celebration orders b. Sales of boxed rice meals and catering c. Special orders from institutions or communities	

The mapping of the nine Business Model Canvas elements shows that Catering Bunda Ais has a good business model and has the potential to keep growing. Customer segments include school and university students, office employees, housewives, event customers, and institutions or communities. The main value proposition offered includes satisfying food

quality, consistent taste, affordable prices, and friendly, responsive service. The channels used include direct ordering via WhatsApp, social media promotion, word-of-mouth promotion, and delivery services, although the use of social media is still not optimal.

Customer relationships are built through the retention of old customers and the acquisition of new customers based on recommendations (word of mouth). Revenue streams come from the sale of daily packages, event orders, and large special orders from institutions. Key resources include equipment and raw materials, workforce, the production kitchen, and delivery vehicles, while key activities include production, marketing, service, and distribution. Key partnerships are established with raw material suppliers and delivery services, while the cost structure consists of raw material costs, employee salaries, and other operational expenses.

SWOT Analysis: IFAS and EFAS Matrices

Based on the questionnaire results from 35 respondents, the IFAS matrix shows a total strength score of 3,84 and a total weakness score of 0,93, resulting in an internal coordinate value (X) of 2,91. The highest strength is found in the indicator of food quality that satisfies customers, while the highest weakness is in the indicator of social media promotion which is still less active. The EFAS matrix shows a total opportunity score of 3,53 and a total threat score of 0,80, resulting in an external coordinate value (Y) of 2,73. The biggest opportunity comes from using social media to expand marketing reach, while the main threat comes from more attractive competitor marketing strategies. A summary of the IFAS and EFAS matrix results is presented in Table 3.

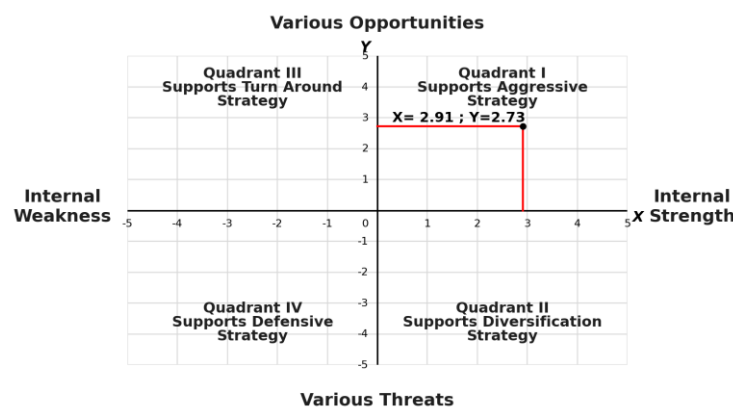
Table 3. Summary of IFAS and EFAS Matrix Results

Factor	Highest Strength/Opportunity	Highest Weakness/Threat	Total Score
Internal (IFAS)	Food quality satisfies customers (0,80)	Social media promotion is less active (0,12)	S = 3,84 ; W = 0,93 (X = 2,91)
External (EFAS)	Social media promotion expands marketing (0,83)	Competitor marketing strategies are more attractive (0,13)	O = 3,53 ; T = 0,80 (Y = 2,73)

SWOT Diagram and Matrix

To clearly identify the strategic position of the business based on the calculated IFAS and EFAS scores, the coordinate points are mapped into a SWOT quadrant diagram. The position of Catering Bunda Ais on the matrix can be seen in

Figure 1. SWOT Diagram



The coordinate points from the SWOT analysis results ($X = 2,91$; $Y = 2,73$) place Catering Bunda Ais in Quadrant I of the SWOT diagram, which is the quadrant that supports an aggressive strategy (growth-oriented strategy). This position shows that the business has substantial internal strengths while being supported by good external opportunities, so the most suitable strategy is to utilize its strengths to maximize market opportunities.

Based on the SWOT matrix, four alternative strategies can be formulated. First, the SO (Strengths-Opportunities) strategy includes maintaining food quality, consistent taste, and affordable prices to attract more customers amid the rising trend of practical foods, as well as utilizing social media and menu catalogs to expand marketing reach. Second, the ST (Strengths-Threats) strategy consists of maintaining food quality and good service to face competition from new catering businesses, while continuing to improve the ease of the ordering process and teamwork. Third, the WO (Weaknesses-Opportunities) strategy includes increasing social media promotion more actively, adding special menu variations, and utilizing the local workforce to improve delivery punctuality. Fourth, the WT (Weaknesses-Threats) strategy involves improving the delivery system, enhancing employee skills through training, improving financial records, and strengthening digital promotion to compete with competitors and maintain customer loyalty.

Overall, the results of the Business Model Canvas and SWOT analysis show that Catering Bunda Ais has a good business condition, with larger strengths and opportunities compared to its weaknesses and threats. However, optimizing digital promotion, training

human resources, and improving the financial recording system are the three main areas that need attention so that this business can grow sustainably amid increasingly tight competition in the catering industry.

CONCLUSION

This study shows that the Business Model Canvas of Catering Bunda Ais Palembang is relatively good and has the potential to keep developing, as reflected by its broad customer segmentation, value propositions in the form of food quality and consistent taste, and the use of social media and delivery services as marketing channels. However, optimization of digital marketing, market expansion, and product innovation still need to be carried out to improve competitiveness and business sustainability.

The results of the SWOT analysis show that Catering Bunda Ais is in Quadrant I with coordinate values of $X = 2,91$ and $Y = 2,73$, which means an aggressive strategy is the most appropriate option to implement. The main strengths of the business lie in food quality, consistent taste, affordable prices, and the ease of the ordering process, while the biggest opportunity comes from the growth of social media as a tool for marketing expansion. In the production, human resources, and financial aspects, this business has shown a fairly good condition and is feasible for development, as confirmed by the results of the investment feasibility analysis (PP, NPV, IRR, and PI), which are all in the feasible category. Meanwhile, in the marketing aspect, promotion through social media remains a weak point that needs to be improved immediately.

Based on these findings, Catering Bunda Ais is advised to increase the use of social media and digital platforms as promotional tools, expand customer segments to wider institutions and communities, innovate menus according to market trends, provide training to employees especially in service and digital marketing, and improve the financial recording system to be more systematic and accurate in supporting future business decision-making. For future research, studies can be expanded by comparing the application of BMC and SWOT across several similar catering businesses to obtain a more comprehensive overview of micro-scale culinary business development strategies.

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