

SMALL BUT MIGHTY: MARKETING STRATEGIES FOR MSMES LAUNDROMATS

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ABSTRACT

This research focuses on developing the right marketing strategy for Small and Medium-sized Enterprises (SMEs) Laundromats, using Panda Laundry Cikampek as a case study. The study employs various matrices such as IFE (Internal Factor Evaluation), EFE (External Factor Evaluation), SWOT, and IE (Internal External) to identify the strengths, weaknesses, opportunities, and threats of the business, with the aim of formulating effective marketing strategies. Findings from this research indicate that Panda Laundry Cikampek has strengths such as Quality of Service to Consumer, Work Environment, Free Pick up and Drop off Within 1Km Radius, Owned Business Premises, Business Owners Carry out Direct Supervision, and Large Parking Lot Available. On the other hand, external evaluation factors indicate Potential Laundry Needs, The High Level of Public Consumption, Technological Development is Getting Faster, Availability of Water Sources, and Consumer Lifestyle Changes as opportunities for the business. Based on these results, the research aims to identify appropriate alternative marketing strategies for SMEs Laundromats.

Keywords: Laundromats, SWOT, IFE, EFE

INTRODUCTION

In today's modern society, individuals are constantly engaged in various activities and responsibilities, naturally leading to a demand for products that are both practical and efficient (Nasrillah, M. G. 2024). Busy lifestyles, with varying work rhythms among individuals, make time a highly valuable commodity. Laundromats provide customers with the experience of washing and drying their clothes (Kumara, Y. D. D. A. S. 2024). Equipped with washing machines and dryers capable of laundering and drying clothes without relying on sunlight, laundromats offer a solution to save time and effort. Despite appearing small-scale, laundromat SMEs have the potential for significant success.

However, facing increasingly fierce competition, formulating the right marketing strategies becomes crucial for the success of this business (Sope, A. S. 2023). Considering the unique characteristics and potential of this industry, this article aims to explore marketing strategies that can be applied by laundromat SMEs to strengthen their position in the market and achieve sustainable success. Every business must have a plan to ensure customer satisfaction with the products and services offered. Marketing strategy is a mindset used to achieve marketing objectives (P. Kotler 2018:78). It may involve strategies related to target markets, positioning, marketing mix, and marketing budget. Marketing strategy is a critical element in the overall implementation of company strategy, as it encompasses plans and actions to achieve company objectives in the market and can cultivate sustainable competitive advantages (Wahdiniwati, R 2022).

SWOT analysis can help companies identify strategic steps more effectively. It enables a comprehensive evaluation of strengths and weaknesses from various perspectives, as well as identifying opportunities and threats that may arise in the future (Faeni, D. P 2024). It is based on the idea that one should minimize weaknesses and threats and maximize strengths and opportunities (Sugiyono 2019). Overall, a proper and comprehensive performance evaluation system can be a valuable tool for businesses to identify new ways to achieve success and maintain their competitiveness in the market (U.Sekaran 2006).

METHODOLOGY

The research conducted at Panda Laundry Cikampek, located in Kampung Mekar Jaya, Karawang Regency, West Java, spanned from January 2024 to March 2024. This meticulous timeframe was chosen to ensure a deep and comprehensive understanding of the laundromat's operational dynamics and strategic positioning within its local market context. The decision to select Panda Laundry Cikampek as the focal point of the research was based on its status as a representative of Small and Medium Enterprises (SMEs) operating in the region.

Given the intricate interplay between internal organizational factors and external environmental influences, a qualitative descriptive approach was deemed most suitable for the research methodology. This approach facilitated an in-depth exploration of Panda Laundry Cikampek's operational landscape, enabling researchers to understand its business operations, customer interactions, and competitive positioning. The primary data collection method used was a case study approach, characterized by intensive investigation into specific aspects of Panda Laundry Cikampek's operations. This involved thorough observations, interviews with employees and owners, and meticulous documentation review to gain a holistic understanding of the laundromat's internal mechanisms and external interactions.

To analyze the wealth of data collected, methods including Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal External (IE), and SWOT Analysis were employed. The IFE methodology facilitated the identification and assessment of Panda Laundry Cikampek's internal strengths and weaknesses, rooted in its organizational structure, resources, and capabilities. Simultaneously, the EFE method allowed for the identification and evaluation of external opportunities and threats arising from the broader socio-economic, technological, and competitive landscape in which the laundromat operates. Drawing upon insights from comprehensive data analysis, the research culminated in the development of SWOT Analysis and IE matrix.

These strategic tools provided valuable insights into Panda Laundry Cikampek's strategic positioning, enabling the formulation of targeted recommendations to capitalize on strengths, mitigate weaknesses, leverage opportunities, and navigate threats effectively. Regarding data collection methodology, purposive sampling was adopted to ensure the selection of data sources that were not only relevant but also credible and representative of diverse perspectives within the laundromat ecosystem. This rigorous approach to data collection and analysis aimed to offer insights into the operational intricacies of Panda Laundry Cikampek and its growth trajectory in the competitive laundromat industry landscape of Karawang Regency.

RESULT and DISCUSSION

The following is a research sample shown in Table 1. In determining the respondents, researchers considered three aspects: owners, employees, and customers.

Table 1: Data Sample

No.	Respondent	Frequency
1	Owner	2
2	Employee	3
3	Customer	5
TOTAL		10

Source: Author

Table 2: SWOT Analysis

Internal Analysis	Strength	
	Strength	Weakness
External Analysis	A. Quality of Service to Customer B. Free Pickup and Drop-off Within 30m Radius C. Work Environment D. Owned Business Premises E. Business Owners Carry out Direct Supervision F. Large Parking Lot Available	A. Lack of Promotional Activities B. Lack of Ability of Employees at Work C. Does not have a Dedicated Marketing Section D. Is located not on the Main Road
	Opportunity	Threat
A. Potential Laundry Needs	1. Ensuring that the services provided by Panda Laundry Cikampek remain of high quality and meet the potential increasing customer demands, thus attracting more customers and expanding market share. (Sa, Ca)	1. Developing effective promotional strategies to increase awareness and attractiveness of Panda Cikampek laundry services, such as offering discounts or customer loyalty programs. (Wa, Ca)
B. Technological Development is Getting Faster	2. Encourage the promotion of free pickup and drop-off services within a wider radius to reach customers who are increasingly busy and opt for convenient services, in line with changes in consumer lifestyle. (Sa, Ca)	2. Establishing a dedicated marketing team to design and execute appropriate marketing strategies aimed at attracting more customers with high levels of public consumption. (Wa, Ca)
C. The High Level of Public Consumption	3. Investing in technology that can enhance the efficiency of laundry processes, such as automation systems or mobile applications for order tracking, thus enabling cost savings and productivity improvements. (Sa, Ca)	3. Adjusting or modifying operational hours to align with the changing schedules of increasingly busy customers, thereby enhancing convenience and flexibility for customers. (Wa, Ca)
D. Availability of Water Sources	4. Ensuring that the adequate and quality use of water resources at Panda Laundry Cikampek supports optimal services, especially in washing and caring for customers' clothes. (Sa, Ca)	
E. Consumer Lifestyle Changes		
Issues	Strategy Utilizing Strength to Overcome Threats (ST)	Strategy Addressing Weaknesses to Mitigate Threats (WT)
A. Product are Easy to Imitate	1. Utilize business premises ownership to adapt infrastructure and production technology rapidly to remain competitive in a rapidly changing market. (Sa, Ta)	1. Building partnerships with businesses in strategic locations or evaluating efficient distribution options to ensure good accessibility and adapt to changes in production technology. (Wa, Ta)
B. High Consumer Bargaining Power	2. Ensure direct supervision from the business owner over daily operations to enable quick response to the presence of new competitors and maintain high service quality. (Sa, Ta)	2. Conducting regular training for employees to enhance accuracy and skills in serving customers, thus increasing customer trust and reducing the likelihood of price negotiation. (Wa, Ta)
C. Potential Entry of New Entrants	3. Utilize free pickup and drop-off services as a significant value-added proposition for customers, thus reducing consumer bargaining power in determining service prices. (Sa, Ta)	3. Conducting intensive promotional campaigns to introduce product advantages and build brand awareness, thus reducing the likelihood of product imitation by competitors. (Wa, Ta)
D. Production Technology Change	4. Focus on improving the quality of services offered to customers to create a strong differentiation from imitating competitors, thus making customers more likely to choose Panda Laundry Cikampek based on satisfying experiences. (Sa, Sa)	

Source: Author

From 10 respondents, they will provide critical success factors ranging from 1 to 4, where:

- 1 = Below average
- 2 = Average
- 3 = Above average
- 4 = Excellent

The rating is determined based on the effectiveness of organizational strategies, so the values given are based on the organization's conditions.

Tabel 3: Rating Internal Strategy

Internal Strategy			Respondent										Total Rating	Average	
			1	2	3	4	5	6	7	8	9	10			
Strength	S1	Quality of Service to Consumer	3	4	4	4	4	4	4	4	4	4	4	39	3,9
	S2	Free Pick up and Drop off Within 1Km Radius	4	3	4	3	4	3	4	3	3	4	4	35	3,5
	S3	Work Environment	3	4	4	3	4	2	2	4	4	3	4	33	3,3
	S4	Owned Business Premises	3	4	3	3	3	4	3	3	3	4	4	33	3,3
	S5	Business Owners Carry out Direct Supervision	2	2	3	4	3	3	3	3	4	3	4	30	3
	S6	Large Parking Lot Available	3	3	2	3	3	4	3	3	3	3	4	30	3
Weaknesses	W1	Lack of Promotional Activities	1	1	1	2	1	1	1	1	1	1	1	11	1,1
	W2	Lack of Accuracy of Employees at Work	3	1	1	1	1	1	1	2	1	1	1	13	1,3
	W3	Does not have a Dedicated Marketing Section	1	2	1	2	1	1	1	3	3	2	2	17	1,7
	W4	Location not on The Main Road	4	1	2	1	2	3	4	1	1	1	1	20	2
Total												261	26,1		

Source: Author

This calculation process applies to calculate ratings for both internal and external strategies, which will be needed in the calculation of the internal factor matrix. When an organization has a total score of 4.0, it indicates that the organization has an outstanding response to existing opportunities and is capable of avoiding existing threats. On the other hand, if the organization has a total score of 1.0, it indicates that the organization is unable to capitalize on existing opportunities while also failing to evade threats from the external environment.

Tabel 4: Rating External Strategy

External Strategy			Respondent										Total Rating	Average
			1	2	3	4	5	6	7	8	9	10		
Opportunity	S1	Potential Laundry Needs	4	4	4	4	3	4	4	4	4	4	39	3,9
	S2	Technological Development is Getting Faste	3	4	3	3	3	3	3	3	4	3	32	3,2
	S3	The High Level of Public Consumption	3	3	4	4	4	4	4	3	3	3	35	3,5
	S4	Availability of Water Sources	3	3	4	3	3	3	3	3	4	3	32	3,2
	S5	Consumer Lifestyle Changes	3	3	3	3	3	3	3	3	3	3	30	3
Threats	W1	Product are Easy to Imitate	1	1	1	1	3	1	1	1	1	2	13	1,3
	W2	High Consumer Bargaining Power	1	1	1	1	2	2	1	1	2	1	13	1,3
	W3	Potential Entry of New Entrants	2	2	2	3	1	1	1	2	2	2	18	1,8
	W4	Production Technology Change	2	3	1	2	3	2	2	2	2	1	20	2
Total												232	23,2	

Source: Author

After conducting evaluations of both external and internal strategies, the researcher proceeds with weighting these strategies, where the average results will be multiplied by the rating values of each strength, weakness, opportunity, and threat. This can be observed in Tables 4 and 5.

Tabel 5: Weight Internal Strategy

Internal Strategy			Respondent										Average
			1	2	3	4	5	6	7	8	9	10	
Strength	S1	Quality of Service to Consumer	0,1786	0,1667	0,1667	0,1667	0,1548	0,1429	0,1667	0,1667	0,1548	0,1548	0,1619
	S2	Free Pick up and Drop off Within 1Km Radius	0,1071	0,119	0,119	0,119	0,1071	0,0952	0,0952	0,1429	0,119	0,0952	0,1119
	S3	Work Environment	0,1429	0,1548	0,119	0,1429	0,1429	0,1548	0,1429	0,119	0,119	0,1429	0,1381
	S4	Owned Business Premises	0,0952	0,0833	0,119	0,0952	0,0952	0,1071	0,1071	0,0952	0,1071	0,119	0,1024
	S5	Business Owners Carry out Direct Supervision	0,1071	0,1071	0,1071	0,1071	0,0833	0,119	0,119	0,1071	0,1071	0,119	0,1083
	S6	Large Parking Lot Available	0,0833	0,0833	0,0833	0,0833	0,131	0,0952	0,0833	0,0833	0,1071	0,0833	0,0917
Weaknesses	W1	Lack of Promotional Activities	0,1071	0,0952	0,1071	0,1071	0,1071	0,1071	0,1071	0,1071	0,1071	0,1071	0,1060
	W2	Lack of Accuracy of Employees at Work	0,0595	0,0714	0,0595	0,0595	0,0476	0,0595	0,0595	0,0595	0,0595	0,0595	0,0595
	W3	Does not have a Dedicated Marketing Section	0,0714	0,0714	0,0714	0,0714	0,0595	0,0714	0,0714	0,0714	0,0714	0,0714	0,0702
	W4	Location not on The Main Road	0,0476	0,0476	0,0476	0,0476	0,0714	0,0476	0,0476	0,0476	0,0476	0,0476	0,0500

Source: Author

Tabel 6: Weight External Strategy

Eksternal Strategy			Respondent										Average
			1	2	3	4	5	6	7	8	9	10	
Opportunity	S1	Potential Laundry Needs	0,1875	0,1719	0,1563	0,1719	0,1875	0,1406	0,1719	0,1406	0,1875	0,1719	0,1688
	S2	Technological Development is Getting Faster	0,1094	0,1406	0,1406	0,1094	0,1094	0,1406	0,1094	0,1406	0,1094	0,1406	0,1250
	S3	The High Level of Public Consumption	0,1406	0,125	0,1406	0,1563	0,1406	0,1563	0,1563	0,1563	0,1406	0,125	0,1438
	S4	Availability of Water Sources	0,0938	0,0938	0,0938	0,0938	0,0938	0,0938	0,0938	0,0938	0,0938	0,1094	0,0953
	S5	Consumer Lifestyle Changes	0,0938	0,0938	0,0938	0,0938	0,0938	0,0938	0,0938	0,0938	0,0938	0,0781	0,0922
Threats	W1	Product are Easy to Imitate	0,1406	0,1406	0,1406	0,1094	0,1406	0,1406	0,1406	0,1406	0,125	0,0938	0,1313
	W2	High Consumer Bargaining Power	0,0781	0,0938	0,0781	0,1094	0,0781	0,0781	0,0938	0,0938	0,1094	0,125	0,0938
	W3	Potential Entry of New Entrants	0,0938	0,0781	0,0781	0,0938	0,0781	0,0938	0,0625	0,0625	0,0625	0,0938	0,0797
	W4	Production Technology Change	0,0625	0,0625	0,0781	0,0625	0,0781	0,0625	0,0781	0,0781	0,0781	0,0625	0,0703

Source: Author

The Internal Factor Evaluation (IFE) Matrix is a strategy used to collectively assess strengths and weaknesses. The IFE Matrix for Panda Laundry Cikampek is presented in Tabel 7.

Tabel 7: Matrix Internal Factor Evaluation (IFE)

No.	Key Internal Threats	Weight	Rating	Weight Score	Rank
Strength					
1	Quality of Service to Consumer	0,1619	3,9	0,6314	1
2	Free Pick up and Drop off Within 1Km Radius	0,1119	3,5	0,3917	3
3	Work Environment	0,1381	3,3	0,4557	2
4	Owned Business Premises	0,1024	3,3	0,3379	4
5	Business Owners Carry out Direct Supervision	0,1083	3	0,3250	5
6	Large Parking Lot Available	0,0917	3	0,2750	6
Weakness					
1	Lack of Promotional Activities	0,1060	1,1	0,1165	2
2	Lack of Accuracy of Employees at Work	0,0595	1,3	0,0774	4
3	Does not have a Dedicated Marketing Section	0,0702	1,7	0,1194	1
4	Location not on The Main Road	0,0500	2	0,1000	3
Total		1		2,830	

Source: Author

Based on the analysis of the IFE Matrix conducted on Panda Laundry Cikampek, it was found that the main strengths of the business include Quality of Service to Consumer, Work Environment, Free Pick up and Drop off Within 1Km Radius, Owned Business Premises, Business Owners Carry out Direct Supervision, and Large Parking Lot Available. On the other hand, external evaluation factors indicate Potential Laundry Needs, The High Level of Public Consumption, Technological Development is Getting Faster, Availability of Water Sources, and Consumer Lifestyle Changes. In this study, points were assigned to each evaluated factor, with the highest points allocated to the main strengths and the lowest points given to the main weaknesses.

Tabel 3: Matrix External Factor Evaluation (EFE)

No.	Key External Threats	Weight	Rating	Weight Score	Rank
Opportunity					
1	Potential Laundry Needs	0,1688	3,9	0,6581	1
2	Technological Development is Getting Faster	0,1250	3,2	0,4000	3
3	The High Level of Public Consumption	0,1438	3,5	0,5031	2
4	Availability of Water Sources	0,0953	3,2	0,3050	4
5	Consumer Lifestyle Changes	0,0922	3	0,2766	5
Threat					
1	Product are Easy to Imitate	0,1313	1,3	0,1706	1
2	High Consumer Bargaining Power	0,0938	1,3	0,1219	4
3	Potential Entry of New Entrants	0,0797	1,8	0,1434	2
5	Production Technology Change	0,0703	2	0,1406	3
Total		1		2,719	

Source: Author

Based on the analysis of the External Factor Evaluation (EFE) Matrix, Panda Laundry Cikampek has opportunities such as Potential Laundry Needs, The High Level of Public Consumption, Technological Development is Getting Faster, Availability of Water Sources, and Consumer Lifestyle Changes. However, Panda Laundry Cikampek also faces several threats that need to be addressed. The first threat is the ease of product imitation, making it susceptible to potential entry of new entrants, coupled with rapid production technology changes, resulting in high consumer bargaining power.

Based on the analysis of Internal and External Factors, Panda Laundry Cikampek is positioned in quadrant V of the matrix with an IFE score of 2.830 and EFE score of 2.719. This indicates the need for the company to maintain and preserve its current position with the right strategy to optimize existing opportunities while addressing potential threats.



Figure 1: Matrix Internal External Panda Laundry Cikampek

Source: Author

When a company finds itself in quadrant V, it indicates that its product or business already holds a large market share but is experiencing low growth. In this context, market penetration and product development strategies become relevant. Market penetration involves efforts to increase sales of existing products in the current market, while product development focuses on innovation and product diversification to meet evolving market demands. By implementing both of these strategies, the company can strengthen its position in the existing market and effectively respond to changes in market demand.

Market Penetration:

Market penetration is a strategy aimed at increasing market share for existing services through more aggressive marketing efforts. At Panda Laundry Cikampek, concrete steps to implement this strategy include increasing the budget allocation for advertising and promotion, as well as larger-scale publicity efforts. By enhancing investments in promotions, the company can optimize the effectiveness of marketing campaigns, especially through the utilization of social media and digital advertising facilities. Additionally, it is essential for the company to ensure that their information is listed in detail and accurately on online platforms such as Google Maps, making it easier for potential customers to find the location and complete information about the services offered by Panda Laundry Cikampek. Through these initiatives, the company hopes to attract more potential customers and expand their market share in the area.

Product Development:

Product or service development strategy involves modifying or changing existing products or services to increase sales. At Panda Laundry Cikampek, implementing this strategy may include various initiatives, such as launching more affordable service packages or improving service quality through the implementation of Total Quality Management (TQM) and the creation of Standard Operating Procedures (SOPs) to manage company operations more efficiently. These steps aim to maintain the company's competitiveness in a constantly changing market and better meet the needs and expectations of customers. By considering customer feedback and market trends, Panda Laundry Cikampek can make the right adjustments or changes to enhance the value of their products or services, attract new customers, and retain existing ones.

Market Development:

Market development is a strategy to attract more new customers for existing products or services by focusing on discovering and reaching new market segments. At Panda Laundry Cikampek, this effort can be realized through the formation of a dedicated marketing team tasked with identifying potential market segments that have not been fully utilized. Through careful research and identification of underutilized markets, the company aims to expand its marketing reach in the area. With these efforts, it is hoped that the volume of new customers can increase significantly, which in turn will support overall business growth at Panda Laundry Cikampek.

CONCLUSION AND RECOMMENDATION

Amidst the increasingly fierce competition in the laundromat market within the Karawang Regency area, Panda Laundry Cikampek has identified internal and external factors influencing its performance. Through this analysis, it was found that the company's primary internal strength lies in its capability to accommodate various types of laundry, while its major weakness is the lack of promotional activities. To address these challenges, Panda Laundry's management is advised to leverage social media optimally as a tool for disseminating information to the public. By harnessing the power of social media platforms, the company can not only provide information about its laundry services but also educate the community about the benefits of using laundry services and announce attractive promotions for customers. Furthermore, considering Panda Laundry's absence of branches or drop points,

the next recommended step is to conduct a thorough location survey for the opening of new branches. By carefully surveying locations, the company can determine strategically positioned sites to expand its service coverage. Additionally, it is advisable to develop a more comprehensive business plan as a guide for the company's future development. Through these initiatives, Panda Laundry aims to overcome competitive challenges and significantly enhance its business growth.

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