

Online Marketing Strategies to Boost Sales for Pempek Dapur Bunda's Culinary Business

Sadim Hartono

Politeknik Bhakti Asih Purwakarta, Indonesia

Email: sadimhartono@polbap.ac.id

ABSTRACT

Conventional marketing methods are no longer sufficient to attract potential customers, as consumer behavior is increasingly reliant on digital technology. To boost pempek sales, creating a unique product has also become an essential part of the marketing strategy. This research aims to identify and analyze effective online marketing strategies that can be implemented to increase pempek sales for Pempek Dapur Bunda culinary business, focusing on leveraging digital platforms and SWOT analysis to enhance market competitiveness. This research is descriptive qualitative research utilizing a literature review method based on various sources such as articles and books. Research findings reveal nine strategic implementations: (1) Optimizing social media to build brand awareness and attract consumer attention, (2) Utilizing chatbots or customer management systems and opening all communication channels to expand target reach, (4) Learning to optimize sales through marketplaces like Facebook, TikTok, and Instagram, (5) Seeking alternative suppliers or aggregators starting through social media or customer contacts, (6) Actively promoting on social media by targeting the upper-middle class, (7) Innovating with frozen food options for raw or semi-cooked products to be distributed through souvenir shops and supermarkets, (8) Innovating take-away packaging to enhance customer satisfaction, making it a signature souvenir product from Pempek Dapur Bunda, and (9) Developing product innovations by sourcing alternative raw materials. The research concludes that integrated digital marketing strategies significantly impact consumer engagement and sales performance in traditional culinary businesses.

KEYWORDS

Online Marketing
Strategy, SWOT, Sales

INTRODUCTION

As interest in traditional foods continues to grow, Indonesia's culinary industry, particularly pempek, has become one of the fastest-growing sectors, supported by the increasing consumer demand for local and authentic products (Hidayat & Apriyanto, 2020). Pempek, a traditional dish from Palembang known for its unique flavor, has great potential to continue growing and attracting customers from all walks of life, especially as consumer preferences shift toward heritage-based culinary experiences (Pramudito & Rahmawati, 2021). However, in an increasingly competitive culinary industry, pempek businesses must employ effective marketing strategies to boost sales and maintain their presence in the market, where digital platforms and social media play a crucial role (Putri et al., 2022). Research also highlights that small and medium-sized enterprises (SMEs) in the food sector can sustain competitiveness by implementing innovation in branding, packaging, and online promotion (Susanto & Santoso, 2021). Without these strategies, pempek businesses risk losing market share and being unable to compete with other culinary products, as competition in Indonesia's food industry intensifies due to globalization and lifestyle changes (Rafidinal & Widyastuti, 2022).

Global digital marketing trends show exponential growth, with e-commerce sales increasing by 15% annually worldwide (Euromonitor International, 2023). In the Indonesian context, this trend is particularly significant for traditional culinary sectors, where 70% of consumers now prefer online shopping over conventional retail (McKinsey & Company, 2022). The integration of digital platforms in traditional food businesses has become crucial, as Indonesian consumers increasingly seek convenience and variety in their culinary experiences (Maulana, 2024). This shift represents both an opportunity and a challenge for traditional *pempek* businesses, which must balance maintaining authenticity while embracing digital transformation to remain competitive in the evolving market landscape. Conventional marketing is no longer sufficient to attract potential customers because consumer behavior is increasingly dependent on digital technology. The following are quotes from several sources summarized in a table:

Table 1. Quotes from Sources on Online Shopping

Source	Key Findings
Euromonitor International (2023)	<i>E-commerce</i> grows by 15% annually, reducing the conventional market share by 5% per year
McKinsey & Company (2022)	70% of consumers prefer <i>online</i> shopping, while only 30% remain loyal to physical stores.
Statista (2023)	<i>Online</i> sales increased by 25% in the year 2023, while conventional retail sales were only 2%.
Harvard Business Review (2022)	Consumers prefer <i>digital</i> shopping because of the convenience and variety of products offered.

This information indicates a significant trend where consumers show greater interest in online shopping than in conventional markets. *Pempek* businesses must utilize digital platforms such as social media, food delivery apps, and official websites. Digital marketing strategies can help *pempek* businesses reach a wider and more diverse audience, increase customer awareness, and stimulate purchasing interest. However, specialized training is required to manage digital marketing effectively, as not all businesses possess the necessary knowledge and skills.

Previous research on digital marketing for traditional culinary businesses reveals several important gaps that this study aims to address. Rahman et al. (2021) conducted a comprehensive study on the effectiveness of social media marketing in Indonesian SMEs, focusing primarily on manufacturing sectors but providing limited insights into food service applications. Their findings showed that 65% of SMEs experienced increased sales through social media integration; however, the study lacked specific analysis of traditional food businesses and their unique challenges. Similarly, Sari and Wijaya (2022) examined e-commerce adoption in culinary enterprises across Java, revealing that while 78% of food businesses recognized the importance of digital marketing, only 45% successfully implemented effective strategies. Nonetheless, their research mainly focused on urban areas and did not adequately address the specific needs of traditional food products like *pempek*. Other studies have emphasized that cultural value and authenticity are strong determinants of

consumer loyalty in traditional culinary products, but these aspects are rarely incorporated into digital marketing frameworks (Aprilianto & Santoso, 2020). Moreover, Nugroho and Yuliana (2021) argued that the readiness of SMEs to adopt digital platforms depends heavily on owner competence and resource availability, which remain limited in traditional food sectors. International studies also highlight that digital transformation in the food industry enhances competitiveness and market reach but requires tailored approaches for local specialties (Troise et al., 2022). Likewise, Dwivedi et al. (2021) stressed that while digital marketing tools are powerful enablers, their effectiveness depends on alignment with consumer behavior and cultural context. Finally, studies by Leong et al. (2020) reinforced the need for integrated digital ecosystems, noting that fragmented adoption by SMEs, especially in food-related businesses, reduces long-term sustainability and competitiveness.

Kusuma et al. (2023) analyzed consumer behavior in online food purchasing, demonstrating that authentic traditional foods face unique positioning challenges in digital markets. While their study provided valuable insights into consumer preferences, it lacked practical implementation frameworks for small traditional food businesses. Collectively, these studies highlight a significant research gap: the absence of comprehensive, context-specific digital marketing strategies for traditional Indonesian culinary businesses, particularly those specializing in regional specialties like *pempek*, which require balancing authenticity with digital innovation.

To increase *pempek* sales, creating unique products is also an important part of the marketing strategy. *Pempek* businesses need to develop distinctive offerings to differentiate their products from competitors, given the many varieties of *pempek* available on the market. Innovation in form, taste, and presentation can attract customers' attention. Therefore, the purpose of this research is to identify effective marketing strategies to increase sales in *pempek* culinary businesses.

This research focuses on the use of digital technology and product differentiation as keys to success. Hence, the researcher is interested in further investigating online marketing strategies to increase sales, which will be discussed in this thesis entitled "Online Marketing Strategies to Increase Sales at *Pempek Dapur Bunda* Culinary Business."

This study aims to enhance knowledge about digital marketing strategies in traditional culinary businesses, particularly *pempek*. The results are expected to provide a theoretical basis for further research, develop adaptive marketing theories in response to technological changes, and contribute to studies in business management and digital marketing. This research can assist *pempek* business owners in designing effective marketing strategies to increase sales and offer practical guidance in overcoming digital marketing challenges. Innovative recommendations will be provided for product differentiation and competitiveness, alongside support for the development of training programs to enhance the capabilities of business operators. Additionally, the information generated can be utilized by government and relevant agencies in formulating policies to support SMEs in the culinary sector, as well as in providing data for investors and stakeholders in making informed investment decisions in the traditional culinary sector.

METHOD

This research employs a descriptive qualitative approach using a case study methodology to examine online marketing strategies at *Pempek Dapur Bunda*. The research design focuses on understanding the current marketing practices and developing strategic recommendations through comprehensive analysis.

Data collection techniques include: (1) Observation—direct and indirect observation of business operations, marketing activities, and customer interactions, including structured observation checklists to assess current marketing practices; (2) Semi-structured interviews—in-depth interviews conducted with 11 key informants consisting of business owners (2 persons), administrator (1 person), production staff (2 persons), customers (5 persons), helper (1 person), and an academic expert (1 person) to gather comprehensive perspectives on internal and external business factors; (3) Documentation—collection and analysis of business records, sales data, social media analytics, marketing materials, and relevant financial documents.

Data sources comprise primary data obtained through interviews, observations, and business documentation, while secondary data include literature reviews from academic journals, books, industry reports, and government publications related to digital marketing in culinary businesses.

Data analysis techniques utilize SWOT analysis methodology, which serves to identify strategic factors and formulate business strategies by maximizing strengths and opportunities while minimizing weaknesses and threats. The analysis process follows these steps: (1) Data collection through the Internal Factor Analysis Summary (IFAS) matrix to evaluate internal strengths and weaknesses, and the External Factor Analysis Summary (EFAS) matrix to assess external opportunities and threats; (2) Weight and rating assignment by an expert panel comprising business stakeholders; (3) SWOT matrix construction to generate strategic alternatives including SO (Strength-Opportunity), WO (Weakness-Opportunity), ST (Strength-Threat), and WT (Weakness-Threat) strategies; (4) Strategic positioning through SWOT diagram analysis to determine the appropriate business quadrant and corresponding strategic focus; (5) Strategy formulation and prioritization based on analytical findings and business context.

In research, concrete data collection is very important to achieving valid final results, and researchers use several techniques to accomplish this. One technique is observation, which involves direct or indirect observation, including providing a list of questions to be answered. Additionally, interviews are used as a method of oral questioning between researchers and research subjects, such as business owners and employees, to explore information related to internal and external factors affecting the business, as seen in the case of the *Pempek Dapur Bunda* restaurant. Key informants, such as the owner and marketing department, provide insights into strengths, weaknesses, opportunities, and threats, while primary informants, such as customers and employees, contribute direct perspectives from social interactions.

Supporting informants, such as sales administrators and academics, also provide valuable additional information. Documentation serves as evidence, including relevant notes and recordings. The data analysis method used in this research is SWOT analysis, which helps identify strategic factors and formulate company strategies by maximizing strengths and opportunities while minimizing weaknesses and threats. The analysis process begins with data collection through the IFAS and EFAS matrices, followed by analysis of the information

obtained to formulate strategies using the SWOT matrix. At this stage, the researcher identifies internal strengths and weaknesses as well as external opportunities and threats to produce appropriate strategies.

The results of this analysis are presented in a SWOT analysis diagram that divides the company's situation into four quadrants: aggressive, diversification, turnaround, and defensive; each with different strategies based on the company's position in facing existing opportunities and threats.

RESULTS AND DISCUSSION

The research results show solutions to the problems that have been formulated previously. According to the results of research conducted at Pempek Dapur Bunda, SWOT analysis is the strategic approach used. According to Freddy Rangkuti (1997), SWOT analysis is the systematic identification of various factors when developing a company strategy. Logical analysis enables the maximization of strengths and opportunities while minimizing weaknesses and threats. The strategic decision-making process is always related to the company's strategy, mission, objectives, and policies. Therefore, strategic planning must analyze the company's strategic factors (SWOT, which stands for strengths, weaknesses, opportunities, and threats) to identify problems and develop strategies based on these factors. The identification of these factors was conducted through in-depth discussions between myself and my husband (owners), Tyas (Administrator), Anhar and Riza (Production), five customers of Pempek Dapur Bunda, Asep (Helper), and Fakhry Reza Maulana ST., MM (Lecturer at Politeknik Bhakti Asih Purwakarta).

The interview results show that Tyas, the sales admin at Pempek Dapur Bunda, said that "her income at Pempek Dapur Bunda is still fluctuating, going up and down because in early 2020 we had just opened, were hit by the pandemic, and are now recovering from it." In my opinion and my husband's opinion, the current problem is that Pempek Dapur Bunda's promotional media is not well-known. Promotional media that is not well-known." Considering that our social media accounts still have a relatively low number of followers, this is an opportunity to provide instructions on how to build social media accounts with a sufficient number of followers on Instagram. Pempek Dapur Bunda uses Instagram for promotion. My husband and I confirm that the promotions we have done have not reached the desired sales level because there are no special promotions at Pempek Dapur Bunda. As explained by the manager and assistant, "the challenges at Pempek Dapur Bunda are due to the effects of the pandemic and the fact that it is still located in Purwakarta District after several years."

After conducting interviews and identifying the obstacles, strengths, weaknesses, opportunities, and threats faced, strategic planning is then carried out. The strategic planning process consists of three stages, namely:

a. Data Collection Stage

This stage involves the use of the following matrix:

a) Internal Factor Analysis Summary (IFAS)

The Internal Factor Analysis Summary (IFAS) Matrix is a summary of the internal audit, which is an important tool in strategy formulation. This tool evaluates the main strengths and weaknesses in the functional areas of the business. The following are the results of the interviews regarding the internal factors of Pempek Dapur Bunda.

This strength was conveyed by my husband and me: "Here, we sell all kinds of pempek, so our concept is to sell all kinds of pempek and maintain the quality we have."

Table 2. Menu List of Pempek Dapur Bunda			
Palembang Pempek (100% Gabus)			Price
Egg Pempek	R	7,000	
Pempek	ID	7,000	
Adaan	R		
Lenjer Pempek	R	7,	
Pempek Skin	R	7,000	
Tofu Pempek	R	7,	
Submarine	Rp	28,000	
Tekwan	Rp	28,	
Pempek DOS			
Egg Pempek	R	4,500	
Pempek	R	4,500	
Adaan			
Lenjer Pempek	R	4,500	
Tofu Pempek	R	4,500	

Source: Data obtained from Pempek Dapur Bunda (2024)

The quality and taste of food also influence customers' purchasing power. If the quality and taste of the food are poor, customers will not be satisfied and will not return. Pempek Dapur Bunda does not use a pricing strategy based on quality because it prioritizes quality and good taste. According to my conversation with my husband, "what we sell is quality, so I'm confident that customers buy because they know there's value for money." Wijayanti, a customer, stated, "the food here tastes good. The quality is good." Tyas, an admin at Pempek Dapur Bunda, said, "in terms of price and food quality, customers are generally satisfied." Customers also appreciate the taste of Pempek Dapur Bunda's food. According to Anhar, "Most customers here find it suitable." Customer satisfaction at Pempek Dapur Bunda is measured by repeat visits or repeat purchases. My husband and I shared the results of our conversation: "Most of them come back. After trying it, they eventually bring their friends."

Long-time market vendors are the main source of ingredients for Pempek Dapur Bunda. According to Tyas, the admin, "For our purchases, the main ingredients are sourced from our regular market vendors." These regular suppliers play a crucial role in Pempek Dapur Bunda's operations. This is because the regular suppliers are large suppliers with affordable prices. "For shortages of main ingredients, which occasionally occur, we plan ahead by ordering well in

advance. For additional ingredients, such as chili peppers, we sometimes purchase them from markets near our location," said Tyas.

Pempek Dapur Bunda's current strategy is fast response and complaint handling. A customer named Tina expressed her satisfaction when the food she ordered was delivered with a change in her order, and Pempek Dapur Bunda promptly added the additional items. Good packaging can build brand equity and drive sales. Pempek Dapur Bunda produces attractive food packaging for customers who take home raw pempek from their store. At the beginning of the observation, the takeaway food packaging only used white plastic and was labeled with the Pempek Dapur Bunda logo sticker. "So we still use the regular brown packaging and just stick the sticker on it," said Wahyu, a customer, who also mentioned that the takeaway packaging for Pempek Dapur Bunda is not very appealing. Not only that, but the packaging was also deemed not waterproof. "If I bring the pempek home, the packaging isn't enough, because sometimes when I put it in a plastic box, it leaks."

A strategic location is an opportunity to attract potential customers. The location of Pempek Dapur Bunda is considered quite strategic for attracting potential customers because it is in the city center and has smooth traffic flow. Access to Pempek Dapur Bunda from the main road is about 500 meters from the main road. My husband and I said, "The main weakness is our dependence on suppliers, even though we have a good relationship with them, we still rely on them. This was also confirmed by Tyas, "If the supplier only has 5 kg of fish, but we need more than that, we have to go through a lot of trouble to find it." The budget is also limited due to capital and other factors. In addition to social media, reliance on e-commerce is becoming increasingly burdensome for SMEs due to its rules and costs. Tyas mentioned, "E-commerce is now so complicated—there are more admin tasks, and the rules keep changing." Wahyu, as a customer, stated there are no issues with online orders from Dapur Bunda.

The current business sign is still a banner displayed in front of the house. Banners are a form of advertising to reach a wide audience, unfortunately Pempek Dapur Bunda has only recently put up a banner in front of the house. My husband and I said, "For advertising Pempek Dapur Bunda, we are active on social media, promoting sales with discounts and vouchers." Banners can help potential customers find their way to Pempek Dapur Bunda.

The promotional activities carried out at Pempek Dapur Bunda have not been maximized. This has become a challenge and weakness for Pempek Dapur Bunda. It is known that the promotional media used by Pempek Dapur Bunda include social media platforms such as Instagram and TikTok. The number of followers for the Instagram account @pempekdapurbunda has not yet reached 40 followers. Pempek Dapur Bunda does not yet have a Facebook account for promotional purposes. As Tyas mentioned, "the promotional media are not yet well-known. What I mean is that our social media accounts still have few followers, so this is a lesson for us on how to develop our social media presence on Instagram." My husband and I added, "Yes, the promotional efforts are not yet optimal." There are four types of promotional mix: advertising, personal selling, sales promotion, and publicity. As previously mentioned, the Pempek Dapur Bunda culinary business uses two promotional tools. Therefore, the promotional strategy is considered not yet optimal because there is no dedicated salesperson for live promotions at the restaurant. Tyas confirmed this statement, saying, "There isn't one yet; it's not optimal because there's no dedicated salesperson for live promotions at the restaurant."

The prices offered at Pempek Dapur Bunda are not very affordable, slightly above average (Rp 4,000) for the local community. The target market segment is actually all segments of society. My husband and I said, "Our target market is everyone of all ages, but most of the customers who come here are families." However, the prices at Pempek Dapur Bunda are more geared toward the upper-middle class. A competitor, Pempek Kabitha, offers an average price of Rp 4,000. At Pempek Dapur Bunda, the "Kapal Selamat" dish is priced at Rp 28,000. Price plays a significant role in reaching all segments of society. With the majority of residents in Sidomukti being farmers and merchants, price is a sensitive issue. For the lower-middle class, at Rp 28,000, they would prefer other foods as they can get more for the same price. Intan, a customer, stated, "The price is okay, but since I'm from here, I don't buy Pempek Dapur Bunda often. I only buy it occasionally as a souvenir. It's a bit expensive compared to other pempek and foods for daily consumption. But the taste is good."

The results of the interview can be seen in the following table:

Table 3. Analysis of Internal Factors of Pempek Dapur Bunda

No	<i>Internal Company Factors</i>
	Strength
	Strategic location
2	Good food quality and taste
3.	High-quality ingredients
4	Fast response
5.	Complaint handling
	Weakness
1.	Packaging is unattractive and unsuitable
2.	Dependence on <i>suppliers</i>
3.	Dependence on e-commerce
4.	Promotion is not yet optimal
5.	Prices are not affordable for the local community

Source: Data processed by the researcher (2024)

From the data above, the internal factor analysis (IFAS) matrix is the result of an internal factor analysis that includes strengths and weaknesses that affect Pempek Dapur Bunda. The owner, administrator, production staff, and helper are the five individuals requested to assign weights. However, the ratings are the result of the researcher's evaluation of the current situation. Multiplying the weights by the ratings yields the total score.

Table 4. IFAS Matrix for Pempek Dapur Bunda

No	<i>Internal Company Factors</i>	Weight	Rating	Score (Weight x Rating)
Strength				
1	Strategic location	0.1	3	0.30
2	Good food quality and taste	0.12	3.5	0.42

3	High-quality raw materials	0.11	4.00	0.44
4	Fast response	0.10	3	0.30
5	Complaint handling	0.11	3.5	0.385
Total				1.85
Weakness				
1	Packaging is unattractive and inappropriate	0.09	2.9	0.26
2	<i>Supplier</i> dependency	0.10	2.5	0
3	Dependence on e-commerce	0.09	2.9	0.261
4	Promotion not yet maximized	0.13	2.90	0.377
5	Prices are not affordable for the local community	0.05	2.5	0.125
Total				1.274
Total		1		3.12

Source: Data processed by the researcher (2024)

Based on the table above, the results of the company's internal factors consist of strengths (Strength) of 1.85 and weaknesses (Weakness) of 1.274. The overall result of the Internal Strategic Factors Analysis Summary (IFAS) is 3.12.

b) External Factor Analysis Summary (EFAS)

A business organization must evaluate external factors such as the economic, social, cultural, and political environment, as well as government, legal, technological, and competitive environments. An organization must develop an EFAS matrix to identify opportunities and threats. The following are the results of interviews regarding external factors for Pempek Dapur Bunda.

The development of social media presents an opportunity for Pempek Dapur Bunda to increase sales volume. The Instagram account @pempekdapurbunda actively promotes and shares posts about various new menu items. The social media platforms currently favored by the public are Instagram and TikTok. Mr. Fakhry, an academic expert, confirms this, explaining that social media plays a crucial role as a promotional tool in the pempek culinary business, especially for small and medium-sized enterprises (SMEs) like Dapur Bunda. In this digital age, social media is not only a platform for interacting with friends or family but also an effective tool for marketing products and building brand awareness. Through social media, culinary businesses can reach more potential customers without incurring the high costs of traditional advertising. Additionally, social media allows business owners to introduce their products in a more personal and engaging way, fostering emotional connections with customers.

The use of social media allows culinary businesses to showcase their products visually in the best possible way. In the food industry, product presentation plays a crucial role in attracting customers. Platforms like Instagram and Facebook offer features for sharing photos and videos, which are highly effective in showcasing the deliciousness and uniqueness of pempek. With visually appealing content, food businesses can spark curiosity and desire among potential customers to try the product. This is particularly important because purchasing decisions are often driven by what people see, especially when it comes to food.

In addition, social media also facilitates direct interaction between business owners and customers. Through comments, direct messages, and reviews, customers can easily provide feedback or ask questions about products. This interaction not only helps improve customer satisfaction, but also provides opportunities for culinary businesses to better understand market needs and preferences. By responding quickly and responsively to customer comments or questions, culinary businesses can build a positive reputation and increase customer loyalty.

Social media provides opportunities for more flexible and innovative promotion. Business owners can run various types of marketing campaigns, such as giveaways, special discounts, or photo contests with attractive prizes. Such promotions not only boost sales but also encourage customers to share their experiences on their own social media accounts, thereby expanding the reach of the promotion organically. As a result, social media has become an essential tool for food businesses to grow their operations and compete in an increasingly competitive market.

Having regular customers is considered an opportunity for Pempek Dapur Bunda. Customers are an asset to a business, so it is important to maintain customer satisfaction. Tyas said, "We have several regular customers who still come here every month." Riza also confirmed that Pempek Dapur Bunda already has regular customers. Customer preferences and satisfaction are values that can be leveraged as opportunities for Pempek Dapur Bunda to attract regular customers. Tyas mentioned, "On average, customers here like the taste; it suits everyone." Having regular customers is expected to serve as a promotional tool, such as word-of-mouth, to attract potential customers. Mr. Fakhry, an academic, also mentioned that having customers can help with promotion through word of mouth. Word of mouth (WOM) is one of the most effective forms of marketing in the culinary industry. This occurs when satisfied customers voluntarily recommend a product to friends, family, or colleagues. In the food industry, taste experience and food quality significantly influence purchasing decisions, and recommendations from someone known and trusted are often more convincing than advertisements. When customers are satisfied with the products and services they receive, they are more likely to share their positive experiences with others, which in turn can naturally increase the number of new customers.

Additionally, WOM has a strong long-term impact on building the reputation of a culinary business. When one customer recommends Dapur Bunda's pempek to their social circle, for example, this recommendation not only increases trust in the product but also expands the promotional reach at no additional cost. Satisfied customers not only become regular customers but also act as "ambassadors" who help introduce the product to more people. The ripple effect of WOM can lead to sustained customer growth and help culinary businesses build a loyal and dedicated customer base.

Since its establishment in 2020, Dapur Bunda has successfully built a loyal customer base that keeps coming back to enjoy its delicious Palembang-style pempek. Many of these customers initially tried the product on the recommendation of friends or family and now regularly order it for family gatherings, meetings, or even as a daily snack. With consistent quality and authentic taste, Dapur Bunda has become the top choice for many residents of Purwakarta seeking the authentic flavor of pempek. Customers are not only satisfied with the products but also feel valued by the friendly and attentive service provided by the Dapur Bunda team.

The Indonesian government has provided various forms of support to promote the development of MSME culinary businesses, including through various assistance programs and policies. One form of support is the provision of business capital assistance through low-interest People's Business Credit (KUR), which enables MSME players to obtain financing more easily. In addition, the government also organizes training and workshops to improve management, marketing, and product innovation skills for culinary business players. This support aims to strengthen the competitiveness of SMEs in both domestic and international markets.

In addition to financial assistance and training, the government also supports MSMEs by providing broader market access. MSME digitalization programs, such as e-commerce training and mentoring to utilize digital platforms, help culinary businesses market their products online. The government also facilitates MSME participation in national and international exhibitions and bazaars, so that local culinary products can be more widely known. This support is part of the government's efforts to make SMEs the backbone of the national economy and promote inclusive economic growth.

Dapur Bunda faces challenges due to its location close to several culinary competitors offering similar products. This intense competition forces Dapur Bunda to work harder to attract customers and differentiate itself from its competitors. Despite offering high-quality products, the presence of competitors in the vicinity makes it difficult to maintain price competitiveness and customer loyalty.

Dapur Bunda faces difficulties in understanding and optimizing social media algorithms and search engines, which makes the business less visible among its competitors. Although the products are of high quality, without the right strategy in using keywords and following content trends, their posts often fail to reach the desired audience. This results in potential customers being unaware of Dapur Bunda's existence, even though they are actively searching for traditional Palembang cuisine in the Purwakarta area. These challenges pose a significant obstacle in efforts to expand the market and increase online sales.

The increase in raw material prices may affect the selling price of food at Pempek Dapur Bunda, while the affordability of food at Pempek Dapur Bunda for local residents has not been fully accepted. The increase in raw material prices is one of the threats facing Pempek Dapur Bunda.

Dapur Bunda faced significant challenges during the COVID-19 pandemic, when a drastic decline in demand and social restrictions made operations extremely difficult. With physical markets closed and movement restrictions in place, sales plummeted, and the business had to adapt quickly by shifting to online sales, even though it was not fully prepared. Additionally, difficulties in securing quality raw materials and maintaining the health and safety of the production team further exacerbated the situation. Despite these challenges, Dapur Bunda has continued to fight to survive through various creative strategies, such as offering budget-friendly packages and special promotions, to ensure the sustainability of the business.

As previously mentioned, the impact of the pandemic is an unstable economy. This poses a threat because the economy has not yet recovered and may cause customers to reconsider spending money frequently just for entertainment. People will be more careful in managing their finances, distinguishing between primary, secondary, and tertiary needs. The unstable economy may also affect income at Pempek Dapur Bunda, as is already known,

income at Pempek Dapur Bunda has been fluctuating, and this is also influenced by the unstable economy post-pandemic. My husband and I agree that the unstable economy poses a threat to Pempek Dapur Bunda.

Government taxes can be a threat if a company does not make a profit, but this is the responsibility of the company. For now, government taxes have not affected Pempek Dapur Bunda, but in the future they will become a threat to the business.

The results of the interview can be seen in the following table:

Table 5. Analysis of External Factors for Pempek Dapur Bunda

No	<i>External Factors of the Company</i>
Opportunities	
	Social media development
2	E-commerce development
3	Having Regular Customers
4	Government Support for MSMEs
Threat	
1	Competitors have more strategic locations
2	Not yet understanding search engine and social media algorithms
3	Rising raw material prices
4	Pandemic
5	Unstable economy
6	Government taxes

Source: Data processed by researcher (2024)

From the data above, the External Factor Analysis Summary (EFAS) can be determined, where the EFAS matrix analysis is the result of an analysis of external factors in the form of opportunities and threats that affect Pempek Dapur Bunda. The weights were determined based on responses from 7 respondents, including customers, competitors, and academics, while the ratings were the researcher's analysis of the current conditions. The total score was calculated by multiplying the weights and ratings. The EFAS matrix obtained from data processing yielded the results shown in Table 5 below:

Table 6. EFAS Matrix for Pempek Dapur Bunda

No	<i>External Company Factors</i>	Weight	Rating	Score (Weight x Rating)
Opportunity				
1	Social media development	0.14	3.5	0.49
2	E-Commerce Development	0.11	3.5	0.385
3	Have regular customers	0.1	3.5	0.35
4	Government support for MSMEs	0.1	3	0.33
Total				1.555
Threat				

1	Competitors' locations are more strategic	0.09	2.5	0.2
2	Lack of understanding of search engine and social media algorithms	0.09	3	0
3	Rising raw material prices	0.09	3	0.27
4	Post-pandemic	0.09	3	0.27
5	Unstable economy	0.09	3	0.27
6	Government taxes	0.09	3	0.27
Total				1.575
Total		1		3.13

Based on Table 5 above, the results of the company's external factors, consisting of opportunities (Opportunities) totaling 1.555 and threats (Threats) totaling 1.575, are known. The overall result of the External Strategic Factors Analysis Summary (EFAS) is 3.13.

Based on the interview results above, it can be concluded that the challenges faced by Pempek Dapur Bunda include several aspects in promotion, product packaging, pricing, and distribution. In terms of promotion, Pempek Dapur Bunda has not been maximized. This is consistent with the interview results above, which indicate that Pempek Dapur Bunda has not conducted promotions through individual sales or publicity. The promotions carried out by Pempek Dapur Bunda still rely on word-of-mouth and underutilization of social media. In terms of product packaging, Pempek Dapur Bunda does not have a distinctive feature. When marketing a product, attractive packaging is essential. Such packaging can help build strong brand equity for Pempek Dapur Bunda. Regarding pricing, Pempek Dapur Bunda has not adequately considered affordability for the local community. To target all segments, pricing is a critical factor in this business.

b. Data Analysis Stage

After collecting all the information that affects business continuity, the next step is to use that information to build a quantitative model for strategy formulation. In the research conducted by Pempek Dapur Bunda, a SWOT matrix was used to answer several problems that Pempek Dapur Bunda will face in running its business. This is outlined in the following table:

Based on the SWOT matrix above, four marketing strategies were developed to address the challenges faced in efforts to increase sales volume, which can be considered by the owner of Pempek Dapur Bunda. The strategies in question are SO, WO, ST, and WT. The four sets of potential strategic alternatives generated are as follows:

a) SO Strategy

- 1) Maintaining quality and taste to enhance customer trust and satisfaction (S2, O2, O4, O5)
- 2) Optimizing social media to build brand awareness and consumer attention (S1, S2, O1, O4)
- 3) Create TikTok and Facebook accounts to expand target reach (S3, O2, O3)
- 4) Use chatbots or customer management systems and open all communication channels such as WhatsApp and other social media (S2, S3, O4)
- 5) Implementing innovations by creating new menus (S4, S5, O1)

- 6) Establishing partnerships with the government, such as participating in culinary competitions or community events (S3, O4, O5)

Table 7. SWOT Matrix

IFAS	<i>Strength (S)</i>		<i>Weakness (W)</i>	
	1. Strategic location		1. Packaging is unattractive and inappropriate	
	2. Good food quality and taste		2. Dependence on suppliers	
	3. High-quality raw materials		3. Dependence on e-commerce	
	4. Fast response		4. Insufficient promotion	
	5. Complaint handling		5. Prices are not affordable for the local community	
<i>Opportunities (O)</i>		SO Strategy	WO Strategy	
1. Social media development	1. Maintain quality and taste to enhance customer trust and satisfaction (S2, O2, O4, O5)		1. Innovating <i>takeaway</i> packaging to enhance customer satisfaction, thereby positioning it as a distinctive souvenir product from Pempek Dapur Bunda (W1, W2, W5, O2, O4)	
2. Development of E-Commerce	2. Optimizing social media to build brand awareness and consumer attention (S1, S2, O1, O4)		2. Seeking alternative suppliers or finding wholesalers starting from social media or customer contacts (W3, O1, O2, O4)	
3. Having regular customers	3. Creating TikTok and Facebook accounts to expand target reach (S3, O2, O3)		3. Learn sales optimization through Facebook Marketplace, TikTok, and Instagram (W3, W4, O1, O2)	
4. Government support for SMEs	4. Use chatbots or customer management systems and open all communication channels such as WhatsApp and other social media platforms (S2, S3, O4)		4. Innovate frozen food products from raw or semi-cooked ingredients so that they can be distributed to souvenir shops and supermarkets (W1, W4, O1, O2)	
	5. Innovating by creating new menus (S4, S5, O1)		5. Building good relationships with partners such as Gofood, Grabfood, and Shopeefood (W2, W3, O1, O4, O5)	
	6. Collaborating with the government by participating in culinary competitions and community events (S3, O4, O5)			

<i>Threats</i> (T)	Strategy ST	WT Strategy
1. Competitors have more strategic locations	1. Highlight the unique characteristics of Pempek Dapur Bunda besides fast response and service complaints (S1, S2, T1)	1. Strengthen relationships with several closest competitors (W2, W3, W4, T1)
2. Lack of understanding of search engine algorithms and social media	2. Learn search engine algorithms and social media (S1, T1)	2. Actively promote on social media targeting the upper-middle class (W3, W5, W4, T1, T3)
3. Rising raw material prices	3. Create product innovations by seeking alternative raw materials (S2, S3, T3)	3. Create a new brand/trademark With prices that are affordable for everyone (W5, T1, T3, T4)
4. Post-Pandemic	4. Collaboration with the government, such as participating in government activities or bazaars to find new customers (S5, S6, T1, T2)	
5. An unstable economy		
6. Government taxes		

b) WO Strategy

- 1) Innovating takeaway packaging to enhance customer satisfaction, thereby creating a unique souvenir product for Pempek Dapur Bunda (W1, W2, W5, O2, O4)
- 2) Seeking alternative suppliers or collectors, starting from social media or customer contacts (W3, O1, O2, O4)
- 3) Research sales optimization through marketplaces such as Facebook,
- 4) TikTok, and Instagram (W3, W4, O1, O2)
- 5) Innovating frozen food products from raw or semi-processed ingredients so they can be distributed to souvenir shops and supermarkets (W1, W4, O1, O2)
- 6) Establishing good relationships with partners such as Gofood, Grabfood, and Shopeefood (W2, W3, O1, O4, O5)

c) ST Strategy

- 1) Highlight the unique characteristics of Pempek Dapur Bunda besides fast response and complaint handling (S1, S2, T1)
- 2) Research search engine algorithms and social media (S1, T1)
- 3) Create product innovations by exploring alternative raw materials (S2, S3, T3)

- 4) Collaborate with the government by participating in government activities or bazaars to attract new customers (S5, S6, T1, T2)

d) WT Strategy

- 1) Strengthening relationships with several closest competitors (W2, W3, W4, T1)
- 2) Actively promote on social media by targeting the upper-middle class (W3, W5, W4, T1, T3)
- 3) Create a new brand/product with prices accessible to all segments (W5, T1, T3, T4)

c. Decision-making stage

At this stage, analyze using a SWOT analysis diagram by creating an intersection between the X-axis and the Y-axis, where the value of the X-axis is obtained from the difference between total Strength and total Weakness, while the value of the Y-axis is obtained from the difference between total Opportunities and total Threats. The data in Tables 3 and 5 above can be summarized as follows: the comparison between strengths and weaknesses, opportunities and threats:

- a) The sum of the product of the weight (B) and rating (R) for strengths and weaknesses is subtracted to obtain the X point

$$\begin{aligned} \text{Strength} &: 1.85 \\ \text{Weakness} &: 1.274 \\ \text{Point X} &: 1.85 - 1.274 \\ &: 0.576 \end{aligned}$$

- b) The sum of the product of the weight (B) and rating (R) for opportunities and threats is subtracted to obtain the Y point

$$\begin{aligned} \text{Opportunity} &: 1.55 \\ \text{Threat} &: 1.575 \\ \text{Y point} &: 1.82 - 1.43 \\ &: -0.02 \end{aligned}$$

Based on the above calculations, it is determined that the position of Pempek Dapur Bunda is located at the point (0.576; -0.02). The results are illustrated in the SWOT diagram below:

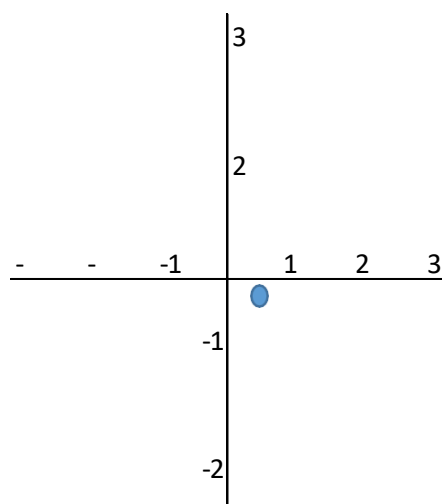


Figure 1. SWOT Diagram

Based on Figure 1 above, it can be seen that the company is positioned in Quadrant 2, which means that despite facing various threats, the company still possesses internal strengths. The strategy that should be implemented is to leverage these strengths to capitalize on long-term opportunities through diversification strategies (product/market). The implementation of this strategy is as follows:

1. Optimize social media to build brand awareness and consumer attention
2. Use chatbots or customer management systems and open all communication channels such as WhatsApp and other social media (S2, S3, O4)
3. Create TikTok and Facebook accounts to expand the target audience reach (S3, O2, O3)
4. Research sales optimization through Facebook Marketplace, TikTok, and Instagram (W3, W4, O1, O2)
5. Seek alternative suppliers or find wholesalers starting from social media or customer contacts (W3, O1, O2, O4)
6. Actively promote on social media targeting the upper-middle class (W3, W5, W4, T1, T3)
7. Innovate frozen food products from raw or semi-processed ingredients to be distributed in souvenir shops and supermarkets (W1, W4, O1, O2)
8. Innovate takeaway packaging to enhance customer satisfaction, making it a distinctive souvenir product from Pempek Dapur Bunda.
9. Develop new products by exploring alternative raw materials (S2, S3, T3)

Results of the Implementation of the Online Marketing Strategy

The implementation of this strategy began after obtaining a SWOT diagram at the beginning of August 2024. On August 26, 2024, admin data showed an increase in sales; however, this cannot be used as a benchmark as improvements typically become noticeable after 3–6 months (UNMUL e-journals). The admin of Pempek Dapur Bunda reported that the introduction of new menu items, such as frozen pempek, provided customers with new options, particularly for souvenirs or as stock for home use. Below is the revenue data for Pempek Dapur Bunda.

Table 8. Revenue of Pempek Dapur Bunda 2024

January	February	March	April	May	June	July	August
Rp 50,000,000	Rp 25,000,000	Rp 35,000,000	Rp 23,000,000	Rp 24,000,000	\$21,000	\$36,000	\$40,000

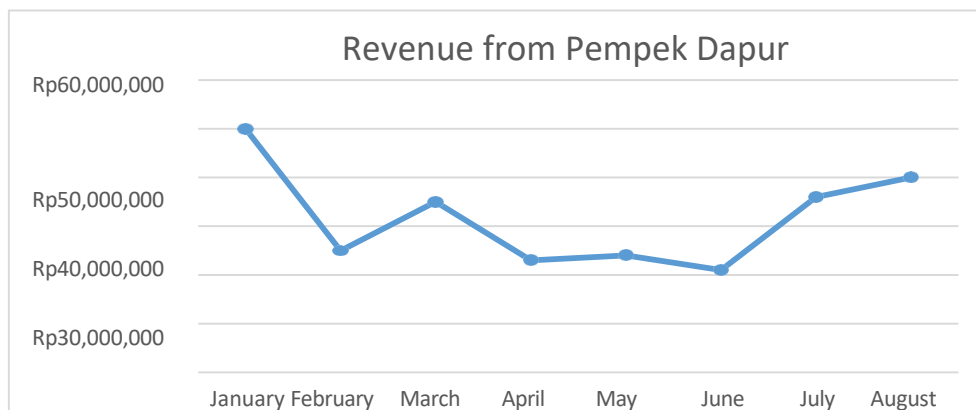


Figure 2 Revenue of Pempek Dapur Bunda in 2024

Here are the main differences between digital marketing and conventional marketing:

1. Media Sources Used:

Conventional Marketing: Uses traditional media such as newspapers, radio, television, magazines, billboards, and brochures to focus on local audiences and provide one-way information without allowing direct interaction with customers. Digital Marketing: Internet-based media such as social media, email, websites, and search engines enable businesses and consumers to communicate in a two-way manner and reach a broader audience.

2. Cost and Performance:

Conventional Marketing: This type of marketing typically requires higher costs, especially for media such as TV and billboards, but is effective for increasing brand awareness in specific market segments that are new to digital technology. Digital marketing is more efficient for measuring results in real-time and can be adjusted according to market response, and costs tend to be lower.

3. Collaboration and Reach:

Traditional Marketing: Does not allow direct interaction and is limited to specific regions. The information provided is typically passive and difficult to change once published. Digital marketing enables direct interaction with customers, provides quick feedback, and reaches customers anywhere without geographical limitations. (tirto.id, GeTI, Qasir.id) The most noticeable variable at the end of the research was the use of WhatsApp, as it offers direct interaction and, when maximized, can enhance customer satisfaction.

As previously explained, the sales volume of Pempek Dapur Bunda has not been stable, indicating that the marketing strategy of Pempek Dapur Bunda is ineffective. Further research is needed to develop an effective marketing strategy that can be implemented to increase sales volume at Pempek Dapur Bunda. Based on the research problem and objectives, the discussion of the research findings can be summarized as follows:

Based on interviews conducted through several questions that were asked in accordance with existing interview guidelines with 11 informants consisting of myself and my husband (the owner), Tyas (Administrator), Anhar and Riza (Production), five customers of Pempek Dapur Bunda, Asep (Helper), and Fakhry Reza Maulana ST., MM (Lecturer at Politeknik Bhakti Asih Purwakarta), the internal factors (strengths and weaknesses) and external factors (opportunities and threats) were identified. The advantages achieved by a company depend on how the company analyzes its business. According to Kurniadi (2010), one of the efforts to increase sales volume is by conducting market analysis. It is necessary to evaluate the strategies that have been implemented with the aim of increasing sales volume. Pempek Dapur Bunda can reassess how aspects of marketing strategy are implemented, starting from identifying the target market segment, selecting the target market, and finally determining market positioning. Product positioning refers to how consumers define a product based on its important attributes or the position it holds in the market compared to competing products.

The main challenge faced by Pempek Dapur Bunda is insufficient promotion. The promotions currently implemented by Pempek Dapur Bunda include social media promotions and sales promotions such as discounts. It is necessary to conduct effective promotions using all promotional mix elements to introduce Pempek Dapur Bunda. The promotional mix includes advertising, personal selling, sales promotions, and publicity. This aligns with the research by Aminah et al. (2021) titled "Analysis of Marketing Strategies During the COVID-

19 Pandemic to Increase Sales at Lotte Grosir Banjarmasin." According to Peter and Olson (2005), "Marketers combine promotions to communicate information about their products and influence consumers to purchase them." According to Fandy Tjiptono (in Kuswatiningsih, 2016), in increasing sales volume, the indicators of place strategy include access, visibility, traffic, ample and comfortable parking, expansion, environment, competitor location, and government taxes. Internal factors based on the strengths of Pempek Dapur Bunda are: strategic location, good food quality, high-quality raw materials, fast response, and complaint handling. Meanwhile, internal factors based on the weaknesses of Pempek Dapur Bunda are: unattractive packaging, dependence on suppliers, reliance on e-commerce, insufficient promotions, and unaffordable prices. Some of these internal factors align with the SWOT analysis research by Andre Bangsawan et al (2022) on "Marketing Strategy Analysis to Increase Sales at Master Fried Chicken in Bandar Lampung During the COVID-19 Pandemic," which identifies internal factors (strengths): the types of products offered, high-quality products, affordable product prices, consideration of competitor prices when setting prices, and regular promotions. Meanwhile, the company's weaknesses include offering discounts to customers, frequently conducting promotions on Instagram, frequently promoting on GoFood and GrabFood, promoting new products on social media, and having a large business premises.

According to Fandy Tjiptono (as cited in Kuswatiningsih, 2016), to increase sales volume, the location strategy indicators include access, visibility, traffic, ample and comfortable parking, expansion, environment, competitor location, and government taxes. The external factors for Pempek Dapur Bunda based on opportunities are: the development of social media, having regular customers, raw products already reaching souvenir shops and supermarkets, being relatively close to tourist attractions, and good relationships with the community. External factors based on threats are: competitors have more strategic locations, lack of understanding of social media algorithms and search engines, rising raw material prices, post-pandemic conditions, an unstable economy, and taxes. Some of the above factors align with the SWOT analysis research by Habiburahman et al (2022) on "Marketing Strategy Analysis to Increase Sales Volume of Baper Milk Coffee During the COVID-19 Pandemic."-19 has external factors (opportunities) such as: loyal customers, always busy with customers, especially on holidays, popular online ordering services, changes in consumer lifestyle toward coffee consumption, the trend of people enjoying social gatherings or "hanging out," and increasing purchasing power for coffee. Meanwhile, external factors based on threats include the presence of many competitors in the same market segment, competitors offering lower prices, product similarities with other coffee shops, rising raw material costs, and inflation rates.

Based on the internal and external factors possessed by the company, the implementation of a marketing strategy suitable for the current conditions, as seen from the SWOT diagram, indicates that Pempek Dapur Bunda is currently in quadrant 3, meaning the company faces significant market opportunities but also various internal challenges/weaknesses. The company's strategic focus is to minimize internal issues to better capitalize on market opportunities. Examples of implementing this strategy include:

1. Optimizing social media to build brand awareness and consumer attention.
2. Utilizing chatbots or customer management systems and opening all communication channels such as WhatsApp and other social media platforms.

3. Create TikTok and Facebook accounts to expand the target audience reach.
4. Research sales optimization through marketplaces. Facebook, TikTok, and Instagram.
5. Find other suppliers or start sourcing from social media or customer contacts.
6. Actively promote on social media targeting the upper-middle class.
7. Innovate frozen food products from raw or semi-processed ingredients to be distributed in souvenir shops and supermarkets.
8. Innovate takeaway packaging to enhance customer satisfaction, making it a distinctive souvenir product from Pempek Dapur Bunda.
9. Develop new products by exploring alternative raw materials.

This differs from the research by Habiburahman et al. (2022) in "Analysis of Marketing Strategies to Increase Sales Volume of Baper Milk Coffee During the COVID-19 Pandemic," where the SWOT analysis results showed a total IFAS score of 3.60 and an EFAS score of 3.62. From the Cartesian diagram of the SWOT analysis, it was found that the Baper Milk Coffee Shop in Metro City is located in Quadrant I. In this strategy, the shop should take advantage of existing opportunities by leveraging the company's strengths and maintaining its ability to grow. This means that the Baper Milk Coffee Shop has excellent conditions, making it highly feasible to expand, increase growth, and achieve optimal success. This can be achieved by opening branches in areas with high demand to expand the market reach and capitalize on consumer purchasing power while maintaining drive-thru services to increase sales volume of Baper Milk Coffee.

CONCLUSION

Understanding consumer behavior is essential, as consumers are increasingly relying on digital platforms to discover and purchase food products, prioritizing convenience, speed, and the quality of information presented online. This underscores the importance of a strong and structured presence on digital platforms for food businesses. Social media and food delivery apps have proven to be the most effective channels for reaching consumers; however, this effectiveness depends on the content strategy used, as well as the frequency and timing of posts. Engaging and relevant content—such as food photos and videos, customer reviews, and consumer stories—has a significant impact on attracting attention and increasing consumer engagement, with consistent and relevant content proven to boost customer loyalty. Food businesses that successfully implement online marketing strategies gain a competitive advantage over those that do not. Positive reviews and well-managed testimonials enhance a business's reputation and attract new customers, while proper management of negative reviews is also crucial for maintaining brand image. Finally, keeping up with the latest digital marketing trends and adapting to changes in consumer behavior allows food businesses to remain relevant and attractive in a competitive market.

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