

Bakery Business Strategy Development Through SWOT Analysis and Business Model Canvas

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ABSTRACT

This study aims to analyze the strategic development of Barokah Bakery in Gresik as a family business using SWOT analysis and the Business Model Canvas (BMC). A descriptive qualitative approach was employed, with data collected through observation, interviews, and documentation, and analyzed using data reduction, data display, and conclusion drawing techniques. The findings reveal that business management is predominantly informal, affecting decision-making and operational efficiency. Strengths include consistent product quality and strong customer relationships, while weaknesses involve the absence of structured management systems and limited data utilization. Opportunities arise from market expansion and digital marketing, whereas threats stem from increasing competition. The BMC analysis indicates that value proposition and customer relationships are well established; however, key partnerships, channels, and revenue streams require optimization. This study contributes by providing strategic recommendations to strengthen governance in family businesses and enhance long-term competitiveness.

Keywords: *Family Business, SWOT analysis, Business Model Canvas*

1. INTRODUCTION

Family businesses play a significant role in the micro and small economic sector in Indonesia. According to Jamil et al. (2026), family businesses possess unique characteristics in that they integrate the family and business dimensions within a single, mutually influential entity, thereby requiring a distinct management approach compared to non-family enterprises. Zhongmin et al. (2022) identified that weak governance within family firms is a direct contributing factor to reduced business performance and sustainability. Barokah Bakery in Gresik operates its bread-making business conventionally with a relatively simple management system, which has the potential to generate inefficiencies in production and distribution. Without managerial improvements, the long-term sustainability of the business becomes increasingly challenging. Therefore, a more structured management approach is required, one of which is through the implementation of strategic management (Alfatiha et al., 2023).

Strategic management is an approach encompassing the formulation, implementation, and evaluation of strategies aimed at achieving business objectives. Aprilianti et al. (2025) stated that food-based MSMEs that adopt planned strategies are able to improve their operational efficiency and competitiveness. This approach assists Barokah Bakery in managing its resources effectively and understanding its market position. Therefore, a comprehensive analysis of both internal and external factors influencing business performance is essential (Kagumu, 2025; Erikson et al., 2025).

An analysis of external factors can be conducted using *Porter's Five Forces*. According to Pusung et al. (2023), competitive strategy and innovation are key drivers of competitiveness for culinary MSMEs, which can be examined through an external environmental framework such as Porter's Five Forces. The bakery industry is characterized by intense competition, a large number of competitors, strong bargaining power of consumers, and pressure from raw material costs and substitute products. Chand (2023) found that consumer bargaining power and competitive rivalry are the most dominant forces within the small-scale food business sector. Therefore, an understanding of external factors must be complemented by an examination of the internal conditions of the business (Simorangkir et al., 2025).

Internal analysis is conducted to identify the strengths and weaknesses of a business. Alshebami et al. (2022) stated that the characteristics and capacity of business owners significantly influence the ability of small enterprises to build competitive advantages in the market. Bakery MSMEs generally excel in product quality and customer relationships;

however, they remain weak in record-keeping, production planning, and human resource management. This condition is consistent with the findings of Herwanto et al. (2023) who identified that weaknesses in record-keeping and planning systems are common issues among Indonesian MSMEs. Improvements to internal aspects are necessary to maximize business potential as a basis for strategy formulation, one of which is through SWOT analysis Azizi et al. (2022).

SWOT analysis integrates internal and external factors to formulate business strategies. According to Herwanto et al. (2023), SWOT analysis provides an appropriate framework for MSMEs to develop strategies based on the actual conditions of their business. Strengths are leveraged to capture existing opportunities, while weaknesses are addressed through innovation and the adoption of technology. Irawan (2024) noted that SWOT analysis, when integrated with marketing strategies, has proven to enhance MSME sales on a sustainable basis. In order for the formulated strategies to be implemented more comprehensively, a business model mapping is required (Rahayu et al., 2022).

Business model mapping is conducted using the Business Model Canvas (BMC), which comprises nine key elements. The BMC assists bakery business owners in systematically identifying customer segments, value propositions, and revenue streams. Basuki (2023) demonstrated that the BMC is an effective tool for analyzing development strategies in the culinary industry. Through the BMC, business owners are able to understand how value is created and delivered to customers, as well as identify areas requiring further development (Aryanti et al., 2025). Accordingly, the combined application of SWOT analysis and the BMC serves as a critical foundation for designing more focused and comprehensive business development plans.

All of the preceding discussions constitute part of a directed business development effort. Business development aims to enhance competitiveness and sustain long-term business viability. According to Leipziger et al. (2026) incremental and adaptive business model transitions are more successful in navigating dynamic environmental changes. The development of Barokah Bakery is focused on strengthening production and record-keeping systems, fostering strategic partnerships, and expanding digital market reach. Yin (2023) found that digital marketing significantly increases market reach and MSME revenue, making it a key strategy in business development. Nevertheless, while various strategic approaches have been widely studied, their specific application to micro-scale family businesses in the bakery sector remains insufficiently explored.

Although numerous studies have examined the application of SWOT analysis and the Business Model Canvas in MSMEs, there remains a gap in research that specifically combines both approaches within the context of micro-scale family businesses in the bakery industry. This study therefore aims to address this gap by conducting an in-depth investigation of the business development strategy of Barokah Bakery through the combined application of SWOT analysis and the BMC. This study further seeks to examine the development strategy of Barokah Bakery in order to generate applicable recommendations for the sustainability of the business.

2. RESEARCH METHODOLOGY

2.1. Research Approach

This study employs a descriptive qualitative approach to examine the management conditions and business development strategies of Barokah Bakery. This approach was selected for its capacity to describe phenomena in a systematic and factual manner consistent with field conditions. Villamin et al. (2025) stated that the qualitative descriptive approach is well-suited for exploring the deeper meanings of real-world business phenomena, as it focuses on understanding the authentic context of the subject under study. Furthermore, according to Siregar et al. (2024) the qualitative descriptive method has proven effective in case study research on small and medium enterprises in the food production sector, making it appropriate for the context of this study on Barokah Bakery. To support this approach, the study draws on data types and sources that are relevant to its research objectives.

This study utilizes qualitative data in the form of descriptive accounts of operational activities, resource management, and business strategies obtained from primary sources. Mwita (2022) argued that primary data in qualitative research yield rich and contextual information that is capable of accurately representing the real conditions of the research subject. Consistent with this view, Daud et al. (2025) collected primary data through interviews and field observations to obtain an accurate understanding of the conditions and strategies of the MSMEs under investigation.

2.2. Types and Sources of Data

Based on the established data types and sources, data collection was carried out through field observations and in-depth interviews pertaining to business management, operational constraints, and the strategies being implemented. Chand (2025) stated that the combination of in-depth interviews and observation yields data that are more

comprehensive and valid than when a single method is employed. Herwanto et al. (2023) demonstrated that data obtained directly from business owners through field-based approaches produce a more accurate and in-depth portrayal of MSME conditions. In order to ensure that the data collected were truly relevant and informative, the selection of informants was conducted selectively through a sampling technique appropriate to the research objectives.

The selection of informants employed a non-probability sampling technique, given that qualitative research prioritizes the depth of information over the size of the sample. Leah (2024) noted that this technique allows researchers to select the most relevant and informative informants in accordance with the research objectives. Andriani et al. (2025) affirmed that purposive sampling in qualitative research emphasizes the quality and depth of data over the statistical representation of a broader population.

The specific sampling technique employed was purposive sampling, whereby participants are selected based on criteria relevant to the research objectives, ensuring that the data obtained are focused and aligned with the needs of the study. Ahmad et al. (2024) affirmed that purposive sampling yields rich and meaningful data, as informants are chosen based on their direct knowledge and experience of the phenomena under investigation. Hall et al. (2024) further noted that the precision with which selection criteria are defined is critical to the success of purposive sampling in achieving data saturation and credibility.

2.3. Data Collection Technique

Consistent with the purposive sampling technique that was established, the primary informant in this study is the owner of Barokah Bakery, who occupies a central role in planning, production, and strategic decision-making. Waqas (2024) noted that MSME owners frequently serve simultaneously as decision-makers, operational managers, and strategy holders, which makes them the most appropriate key informants in MSME case study research. Basuki (2023) demonstrated that in culinary MSME case studies, the business owner constitutes the primary source of information with the most comprehensive understanding of the business, encompassing both internal and external dimensions. All data obtained from the primary informant were subsequently analyzed using systematic and structured data analysis techniques.

2.4. Data Analysis Technique

Data collection was carried out through observation, interviews, and documentation. The data were subsequently analyzed using the Miles and Huberman interactive analysis model, which encompasses three stages: data reduction, data display, and conclusion drawing. Putra (2025) explained that this interactive analysis model enables researchers to conduct data analysis concurrently with the data collection process, thereby yielding more in-depth findings. Spradley et al. (2024) affirmed that these three stages of the Miles and Huberman model constitute the most widely used and proven approach in qualitative research within the field of MSME management.

3. RESULTS AND DISCUSSION

3.1. Business Description and Internal Management

Barokah Bakery is a micro, small, and medium enterprise (MSME) engaged in the production of bread products, offering a diverse range of items including roll bread, banana bread, chocolate bread, and sponge cake. The business operates in a strategically located residential area, which facilitates ease of consumer access to its products. Production activities are carried out on a daily basis, with quantities adjusted in response to market demand levels, thereby reflecting the business's capacity to flexibly adapt its production volume. This condition indicates that Barokah Bakery is able to maintain business continuity through production management that is adaptive to consumer needs.

In terms of internal management, Barokah Bakery continues to operate with a relatively simple management system covering the areas of marketing, finance, operations, and human resources. Marketing activities are conducted through direct sales to consumers and via a consignment-based system at nearby food stalls, reflecting a locally-oriented marketing approach. Nevertheless, the financial record-keeping system, which remains manual and insufficiently organized, has the potential to hinder the comprehensive evaluation of business performance. On the other hand, the flexible operational system and workforce management contribute positively to efficiency, although further improvements in managerial aspects are needed for the business to develop in a more optimal and directed manner. These internal conditions were subsequently analyzed alongside external environmental factors to obtain a comprehensive strategic overview (Kurniawan, Setiawan, & Komara 2020).

The predominantly informal nature of management indicates that Barokah Bakery is currently at the *early stage family business*, a phase typically characterized by the dominance of family values, experiential knowledge, and informal learning in business operations. This condition is consistent with the findings of Zaidi et al. (2024) who found that family business leaders encounter governance and decision-making challenges that are more heavily influenced by family dynamics than by formal management systems, particularly in businesses that remain in the early stages of development. As a consequence, this condition results in low operational efficiency and limited capacity for data-driven decision-making. These findings serve as the foundation for conducting an analysis of the external environment affecting Barokah Bakery.

3.2. External Environment

Based on the results of observations and interviews, the external environment of Barokah Bakery is influenced by three primary forces: competition, suppliers, and consumers. The high number of similar businesses requires Barokah Bakery to maintain product quality and competitive pricing. Raw materials are relatively accessible; however, price fluctuations may affect production costs. On the other hand, growing consumer interest in practical and varied bread products presents an opportunity for business expansion. Additionally, the utilization of digital media can support the broadening of marketing reach. Accordingly, despite the intense competitive landscape, the business still possesses considerable opportunities for growth. Based on this mapping of external factors, an identification of internal factors was subsequently conducted in tandem to produce a comprehensive SWOT analysis.

3.3. Strengths, Weaknesses, Opportunities, and Threats

The identification of internal and external factors revealed that Barokah Bakery possesses a number of strengths capable of supporting its competitive position, including consistent product quality, relatively affordable pricing, and a strategically located business site, all of which contribute to maintaining consumer loyalty and trust. However, several weaknesses remain, including limited capital, insufficient product innovation, and an inadequately organized management system, particularly with regard to financial record-keeping. On the other hand, the business benefits from considerable opportunities, driven by increasing market demand for bread products and the potential for leveraging digital media as a marketing channel. Nonetheless, threats such as the high level of competition, shifting consumer preferences, and fluctuating raw material prices must continue to be anticipated. Accordingly, these conditions indicate that Barokah Bakery possesses significant growth potential, yet requires appropriate strategies to effectively manage these internal and external factors.

3.4. SWOT Matrix Analysis

Based on the results of the SWOT analysis, a SWOT matrix was employed to formulate a range of strategic alternatives applicable to Barokah Bakery. The SO (Strength-Opportunities) strategy focuses on leveraging internal strengths, such as product quality, to capture market opportunities through marketing expansion, including the utilization of digital media. This strategy underscores the importance of optimizing strengths in response to available opportunities. (*Strength Opportunities*)

The WO (Weakness-Opportunities) strategy is directed toward addressing weaknesses by capitalizing on available opportunities, such as enhancing product innovation and improving the business management system. (*Weakness Opportunities*) The WO (Weakness-Opportunities) strategy is directed toward addressing weaknesses by capitalizing on available opportunities, such as enhancing product innovation and improving the business management system. The ST (Strength-Threats) strategy emphasizes the use of strengths to counter threats, particularly in sustaining product quality to remain competitive amid market rivalry. (*Strength Threats*) The ST (Strength-Threats) strategy emphasizes the use of strengths to counter threats, particularly in sustaining product quality to remain competitive amid market rivalry. Meanwhile, the WT (Weakness-Threats) strategy focuses on minimizing weaknesses and avoiding threats through improvements in operational efficiency and management systems. In this manner, the SWOT matrix provides a strategic overview that can serve as a basis for decision-making (*Weakness Threats*) Meanwhile, the WT (Weakness-Threats) strategy focuses on minimizing weaknesses and avoiding threats through improvements in operational efficiency and management systems. In this manner, the SWOT matrix provides a strategic overview that can serve as a basis for decision-making.

Table 1. SWOT Matrix of Barokah Bakery

INTERNAL FACTORS	STRENGTHS	WEAKNESSES	EXTERNAL FACTORS
	S1: Consistent product quality S2: Affordable & competitive pricing S3: Strategic business location S4: Strong customer relationships S5: Flexible daily production S6: Diverse product variety	W1: Manual financial record-keeping W2: Unstructured management system W3: Limited business capital W4: Insufficient product innovation W5: Locally limited marketing W6: Suboptimal human resource management	
OPPORTUNITIES	SO STRATEGY	WO STRATEGY	OPPORTUNITIES
O1: Growing demand for bread products O2: Digital marketing potential O3: Market expansion opportunities O4: High demand for practical & affordable products O5: New strategic partnership opportunities	• Leverage product quality & competitive pricing to expand into digital markets (S1,S2+O2) • Strengthen customer loyalty through social media promotions (S4+O2) • Develop product variety aligned with market trends (S6+O1,O4) • Expand distribution to new areas (S3+O3)	• Improve digital financial system to support expansion (W1+O2) • Enhance product innovation by capitalizing on market trends (W4+O1,O4) • Access additional capital through government credit schemes/partnerships (W3+O5) • Improve management system to support business scaling (W2+O3)	O1: Growing demand for bread products O2: Digital marketing potential O3: Market expansion opportunities O4: High demand for practical & affordable products O5: New strategic partnership opportunities
THREATS	ST STRATEGY	WT STRATEGY	THREATS
T1: Intense competition from similar businesses T2: Raw material price fluctuations T3: Shifting consumer preferences T4: Competitors with larger capital T5: Emergence of substitute products	• Maintain quality & price advantages to counter competitors (S1,S2+T1,T4) • Establish long-term supplier contracts to stabilize raw material costs (S5+T2) • Diversify products to adapt to consumer preferences (S6+T3,T5)	• Improve operational efficiency to reduce production costs (W2+T2) • Improve management & innovation to withstand competitive pressure (W4+T1) • Source alternative suppliers to mitigate price fluctuation risks (W3+T2) • Build a stronger brand image through improved packaging & branding (W4+T3,T5)	T1: Intense competition from similar businesses T2: Raw material price fluctuations T3: Shifting consumer preferences T4: Competitors with larger capital T5: Emergence of substitute products

Based on the SWOT Matrix analysis, the findings indicate that the primary strengths lie in consistent product quality and strong customer relationships, whereas the weaknesses are evident in the unstructured management system and simplistic business record-keeping. In terms of opportunities, advancements in digital technology and market expansion provide scope for business improvement, while threats arise from the intensifying competition within the same business sector. The overall strategies formulated through the SWOT matrix were subsequently integrated with the Business Model Canvas analysis to comprehensively map and optimize the business model of Barokah Bakery.

Business Model Canvas (BMC) Analysis

Table 2. Business Model Canvas of Barokah Bakery

BUSINESS MODEL CANVAS (BMC) OF BAROKAH BAKERY			
6. Key Activities • Daily bread production (roll, banana, chocolate, sponge cake) • Product packaging • Distribution to partner stalls • Raw material procurement • Direct customer service	2. Value Proposition • Freshly produced bread every day • Affordable pricing for all consumer segments • Diverse flavor variety • Easy accessibility (strategic location)	4. Customer Relationships • Friendly & personalized service • Quality consistency as a loyalty-building mechanism • Consignment-based sales system • Direct communication between owner and customers • Potential: loyalty programs & social media engagement	1. Customer Segments • General public (daily consumers) • Students • Homemakers • Consumers seeking affordable snack options • Local food stalls & retail stores • Consumers in the surrounding residential area
8. Key Resources		3. Channels	

• Raw materials (flour, eggs, sugar, etc.) • Labor (owner + family members) • Production equipment (oven, mixer, baking trays) • Strategically located production site • Recipes & production expertise • Business capital (family-sourced)	• Halal-certified & trusted by the local community • Convenient purchasing, available at nearby stalls	• Direct sales from the production site • Consignment-based sales at nearby food stalls • Word-of-mouth (customer referrals) • Potential: WhatsApp & social media platforms • Potential: online delivery platforms	
9. Cost Structure • Raw materials (largest cost component: flour, eggs, margarine, sugar) • Labor costs (daily production wages) • Operational costs (electricity, gas, water) • Packaging & product labeling costs • Distribution & delivery costs to partner stalls • Production equipment maintenance		5. Revenue Streams • Direct sales at the production site (walk-in customers) • Revenue from consignment sales at partner stalls • Potential: sales through online platforms (GoFood, ShopeeFood) • Potential: bulk orders (catering, events, community gatherings) • Potential: development of new products (pastries, snacks, frozen bread)	

The results of the Business Model Canvas (BMC) analysis indicate that the business model currently implemented by Barokah Bakery remains relatively simple, yet holds significant potential for further development. The primary customer segments encompass the general public, students, and consumers seeking affordable snack products. The value proposition offered consists of fresh bread products with diverse flavors and convenient accessibility for consumers. Furthermore, from an operational and distribution standpoint, several aspects still require attention and development.

The distribution channels employed remain limited to direct sales and the consignment-based system at local food stalls, resulting in a market reach that is predominantly local in nature. Customer relationships are built through quality service and consistent product quality, both of which contribute to consumer loyalty. From an operational perspective, the primary resources include raw materials, labor, and production equipment, while the key activities encompass the production process, packaging, and distribution. Nevertheless, the business model still requires further development, particularly in the areas of digital technology adoption and market expansion. Accordingly, based on the foregoing SWOT and BMC analysis, the following strategic formulations may be proposed.

3.5. Strategy Formulation

Based on the results of the SWOT and Business Model Canvas (BMC) analyses, the recommended strategy for Barokah Bakery is a market and product development strategy supported by improvements to the internal management system. This strategy is implemented by leveraging existing competitive advantages, such as product quality and competitive pricing, to reach a broader market through the utilization of digital media. In addition, product innovation must be continuously pursued through the expansion of flavor variety, the enhancement of raw material quality, and improvements to packaging design to increase its appeal to consumers. In support of the implementation of this strategy, the improvement of the management system is of critical importance, particularly in the areas of financial record-keeping, cost control, and operational efficiency. Furthermore, to address competitive pressures and raw material price instability, the business must adopt efficiency-oriented strategies and strengthen supplier relationships. Accordingly, the implementation of an integrated strategy encompassing market development, product innovation, management improvement, and partnership strengthening is expected to enhance competitiveness and drive the sustainable growth of Barokah Bakery, as will be elaborated in the conclusion section.

4. CONCLUSION

Based on the results of the research and discussion, it can be concluded that Barokah Bakery is a micro, small, and medium enterprise with considerable growth potential, supported by consistent product quality, affordable pricing, and a strategically located business site. From an internal perspective, the business management system remains simplistic, particularly in the areas of financial record-keeping and product innovation, necessitating improvements to achieve more optimal management. From an external perspective, the business faces intense competition; however, it continues to benefit from opportunities arising from increasing demand for bread products and the development of digital marketing. The SWOT analysis findings indicate that the business is positioned to leverage its strengths and opportunities, while it must also address its weaknesses and anticipate existing threats. Meanwhile, the Business Model Canvas (BMC)

analysis demonstrates that the current business model remains oriented toward the local market and requires further development, particularly with respect to distribution channels and the adoption of technology. Therefore, the appropriate strategy is one of market and product development accompanied by the improvement of the internal management system, which is expected to enhance competitiveness and support the sustainable growth of the business.

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