eISSN 3048-3573 : pISSN 3063-4989
Vol. 3, No. 4, 2026
PP. 2753-2763
Jurnal Ekonomi dan Manajemen
Journal Homepage https://teewanjournal.com/index.php/peng

Marketing Strategy for Convection Products in BUMDes Karunia Cemerlang Cinangneng Bogor

Maria Assumpta Wikantari
Master of Management Program, Faculty of Economic and Business, Universitas Pembangunan Nasional Veteran Jakarta
Corresponding Author's Email: maria.aw@upnvj.ac.id

Received: October 13, 2026 | Accepted: October 20, 2026 | Published: October 22, 2026

ABSTRACT

The promotion of sustainable rural economic development increasingly depends on local institutions that can effectively harness village resources for productive economic activities. In Indonesia, Village-Owned Enterprises (Badan Usaha Milik Desa or BUMDes) have emerged as an important institutional mechanism for supporting this process. This study aims to analyze internal and external marketing factors and formulate an appropriate marketing strategy for the convection business unit at BUMDes Karunia Cemerlang in Cinangneng Village, Bogor Regency. A qualitative descriptive method with a strategic management approach was employed, utilizing Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal-External (IE) Matrix, and SWOT Analysis. Data were gathered through observation, in-depth interviews, and documentation between July and December 2025. The results revealed an IFE total score of 2.75 and an EFE total score of 2.72, placing the organization in Cell V of the IE Matrix, which dictates a 'Hold and Maintain' strategy. Key recommendations focus on optimizing digital marketing, strengthening product branding, expanding institutional partnerships with local schools and agencies, and enhancing production efficiency to ensure long-term business sustainability.

Keywords: *Bumdes; Marketing Strategy; Convection, SWOT.*

INTRODUCTION

Rural economic development has increasingly emphasized the strengthening of locally based economic institutions capable of transforming village resources into sustainable economic activities. In Indonesia, Village-Owned Enterprises (Badan Usaha Milik Desa or BUMDes) represent an important institutional mechanism for pursuing this objective. BUMDes are not merely established as profit-oriented business entities, but also serve a broader social and developmental function by managing local economic potential, creating employment opportunities, and contributing to community welfare. This dual role distinguishes BUMDes from conventional private enterprises because their business performance is expected to generate both economic value and broader benefits for the village community. The regulatory framework established through Government Regulation No. 11 of 2021 further strengthens the position of BUMDes as village legal entities responsible for managing businesses and village assets for community welfare.

Business sustainability, however, cannot be achieved merely through the availability of local resources or the production of potentially marketable products. It also depends on the organization's ability to understand market conditions, identify customer needs, respond to competition, and align its internal capabilities with changes in the external business environment. From a marketing management perspective, marketing involves more than selling products; it encompasses the process of selecting target markets, creating customer value, maintaining customer relationships, and allocating resources in response to market and competitive conditions (Kotler & Keller, 2018). Consequently, strategic marketing becomes particularly important for BUMDes because their resources are often limited, while their business activities must simultaneously address commercial objectives and the broader expectations of village development.

Previous research has indicated that BUMDes and rural enterprises frequently face difficulties in professionalizing management and expanding their market reach. Limited mastery of information technology and reliance on conventional marketing practices can prevent otherwise competitive products from reaching broader consumer segments (Adhari and Mahvi, 2025). At the same time, the growing importance of digital channels has changed the way small businesses communicate with customers, promote products, and access markets. In the context of BUMDes-based businesses, therefore, the challenge is not simply how to produce products, but how to translate production capabilities into a coherent and adaptive market strategy (Harahap and Nasution, 2025). Rural convection enterprises must compete not only with other small local producers but also with larger-scale garment manufacturers that may possess stronger production capacity, broader distribution networks, established brands, and greater marketing resources. This situation creates a strategic dilemma for rural enterprises: competing solely on price may be difficult, while relying only on existing product quality may not be sufficient to secure market growth.

These conditions are relevant to BUMDes Karunia Cemerlang in Cinangneng Village, Bogor Regency, particularly its convection business unit. The unit possesses several internal resources that can potentially support market development, including BUMDes legal status, relatively good product quality, competitive pricing, skilled sewing personnel, and the ability to accommodate customer orders. However, the business also faces internal limitations, including suboptimal digital promotion, limited brand recognition, restricted marketing networks, less-than-optimal production capacity, and dependence on certain customer groups. At the external level, opportunities include increasing demand for convection

products, the development of digital marketing platforms, government support for BUMDes and MSMEs, and potential partnerships with schools, government institutions, and community organizations. At the same time, the business faces threats from increasingly intense competition, fluctuations in raw material prices, changing consumer preferences, and price competition from similar products.

These conditions indicate that the formulation of a marketing strategy should not be based solely on managerial intuition or on isolated marketing activities. A systematic assessment of the organization's internal and external environment is required to determine which strategic alternatives are most consistent with its actual capabilities and market conditions. Strategic management literature provides several analytical instruments for this purpose. The Internal Factor Evaluation (IFE) matrix can be used to systematically assess major organizational strengths and weaknesses, while the External Factor Evaluation (EFE) matrix evaluates the organization's ability to respond to opportunities and threats in its external environment. The integration of these assessments through the Internal-External (IE) matrix can subsequently provide a more comprehensive indication of the organization's strategic position.

Previous studies have demonstrated the usefulness of these analytical approaches in developing marketing strategies for MSMEs and convection businesses. Septiana and Senen (2024), for example, found that SWOT analysis could support market expansion strategies for convection businesses by strengthening digital promotion while maintaining product quality. Rahmayanie et al. (2023) identified digital literacy as an important issue in BUMDes-based convection businesses and recommended the use of digital marketplaces to expand market access. Pratama et al. (2023) demonstrated the usefulness of integrating IFE, EFE, and SWOT in formulating competitive strategies for creative garment industries, while Hidayatullah et al. (2021) showed that the integration of SWOT, IFE, and EFE can assist organizations in prioritizing strategies under conditions of limited resources. Nevertheless, the existing literature leaves an important contextual gap. Much of the previous research on marketing strategy has focused on privately owned MSMEs and conventional business organizations, whereas BUMDes represent a distinctive institutional setting in which commercial objectives coexist with a mandate for community empowerment and village economic development. This distinction matters because the strategic priorities of BUMDes cannot be considered identical to those of privately owned firms (Sari and Wijaya, 2022; Agesti and Isyanto, 2024). In addition, previous studies have tended to emphasize individual analytical instruments or specific marketing issues, such as digital marketing, product diversification, or competitive positioning. A more integrated assessment that combines internal and external factor evaluation, strategic positioning, and SWOT-based strategy formulation within a rural BUMDes convection business remains relatively limited. The present study addresses this gap by examining BUMDes Karunia Cemerlang as a specific case of a village-based business operating at the intersection of commercial competition and local economic development.

The contribution of this study lies in integrating the IFE, EFE, IE, and SWOT frameworks to formulate a context-specific marketing strategy for a BUMDes-owned convection business. Rather than treating marketing performance as an isolated issue, the study considers the interaction between internal organizational capabilities, external market dynamics, digital marketing adaptation, and the institutional characteristics of BUMDes. This approach is particularly relevant because BUMDes must utilize limited resources strategically while maintaining their broader role in supporting village economic development. The resulting strategic framework is therefore expected to provide not only a basis for improving market competitiveness, but also a practical reference for strengthening the sustainability of village-owned

business activities.

Accordingly, this study aims to analyze the internal and external business environment of the convection business unit of BUMDes Karunia Cemerlang, Cinangneng Village, Bogor Regency, and to formulate appropriate marketing strategies based on the organization's strategic position. Specifically, the study identifies the major strengths, weaknesses, opportunities, and threats affecting the business and integrates the results of IFE, EFE, IE, and SWOT analyses to formulate strategic alternatives for strengthening competitiveness, expanding market reach, increasing sales performance, and supporting the long-term sustainability of the convection business.

METHODS OF RESEARCH

This study employed a descriptive qualitative approach supported by quantitative strategic analysis to formulate marketing strategies for the convection business unit of BUMDes Karunia Cemerlang in Cinangneng Village, Tenjolaya District, Bogor Regency, Indonesia. The qualitative approach was used to examine the enterprise's internal conditions and external business environment, while quantitative analysis supported the systematic evaluation of strategic factors. This approach follows the strategic management framework of David and David (2017), which emphasizes the alignment of internal capabilities with external environmental conditions in strategy formulation.

Data were collected from July to December 2025. Primary data were obtained from three key informants: the BUMDes chairperson, the convection unit operational manager, and administrative staff responsible for sales records. The informants were selected through purposive sampling based on their decision-making authority, direct involvement in business operations, and knowledge of the enterprise's management practices. Secondary data were obtained from organizational profiles, business performance records, sales documentation, relevant government regulations, and supporting literature. These sources provided information for assessing the enterprise's marketing capabilities and business environment.

Data collection involved passive participatory observation, in-depth interviews, and documentation, complemented by an assessment of the enterprise's official marketing website. Observation focused on production activities and operational processes, while interviews explored internal strengths and weaknesses and external opportunities and threats affecting the business. Documentation covered organizational records and sales data, while the website assessment examined the enterprise's digital promotional activities. The collected information was subsequently classified into internal and external strategic factors to support the analytical process.

The data were analyzed using the Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, Internal-External (IE) Matrix, and SWOT Matrix. David and David (2017, 2019) provide the strategic management basis for evaluating internal capabilities and external environmental factors through IFE and EFE analysis. The identified factors were assigned weights reflecting their relative importance and ratings reflecting internal conditions or the organization's response to external factors, as appropriate. The weighted score for each factor was calculated by multiplying its weight by its rating, and the resulting scores were aggregated to

obtain the total IFE and EFE scores. The combined scores were then plotted on the IE Matrix to determine the enterprise's strategic position. The integration of these evaluation matrices is consistent with the strategic analysis approach discussed by Pratama et al. (2023).

Finally, SWOT analysis was used to match internal strengths and weaknesses with external opportunities and threats to formulate four categories of marketing strategies: Strengths–Opportunities (SO), Weaknesses–Opportunities (WO), Strengths–Threats (ST), and Weaknesses–Threats (WT). This procedure follows the strategy-formulation framework described by Hidayatullah et al. (2021), in which SWOT analysis translates strategic assessments into actionable managerial alternatives. The resulting strategies were interpreted in relation to the enterprise's position on the IE Matrix to ensure that the recommendations were consistent with its assessed capabilities and competitive environment.

RESULT AND DISCUSSION

Evaluation of internal factors yielded five main strengths and five main weaknesses. Similarly, external evaluation identified key opportunities and threats impacting the business. Below are the summarized evaluation matrices and the resulting Internal-External (IE) Matrix mapping.

Internal Factor Evaluation (IFE) Matrix

Table 1. Internal Factor Evaluation (IFE) Matrix

No	Internal Factors	Weight	Rating	Score
S1	Official legal status as BUMDes	0.13	4	0.52
S2	High quality of convection products	0.12	4	0.48
S3	Competitive product pricing	0.10	3	0.30
S4	Skilled labor with sewing experience	0.08	3	0.24
S5	Custom ordering flexibility	0.07	3	0.21
W1	Suboptimal digital marketing & promotion	0.12	2	0.24
W2	Weak product brand identity	0.11	2	0.22
W3	Restricted marketing distribution network	0.10	2	0.20
W4	Limited production capacity	0.09	2	0.18
W5	High dependency on specific key clients	0.08	2	0.16
	Total Score IFE	**1.00**		**2.75**

(Source: Authors' own analysis of primary data, 2026)

The IFE Matrix indicates that BUMDes Karunia Cemerlang has several internal strengths that support the development of its convection business. The strongest factor is its official legal status as a BUMDes, with a weighted score of 0.52, followed by high product quality (0.48) and competitive pricing (0.30). These factors provide a foundation for building business credibility, maintaining customer confidence, and competing in the convection market. In addition, skilled labor with sewing experience (0.24) and flexibility in accommodating custom orders (0.21) demonstrate the business's production

capabilities and its ability to respond to different customer requirements.

Despite these strengths, the matrix identifies several weaknesses that may constrain business growth. Suboptimal digital marketing and promotion received the highest weighted score among the weaknesses (0.24), followed by weak product brand identity (0.22) and a restricted marketing distribution network (0.20). These factors suggest that the business has not fully optimized its ability to promote products, establish brand recognition, and reach broader market segments. Limited promotional activities may reduce customer awareness, while a weak brand identity and restricted distribution network may hinder efforts to attract new customers and expand sales.

Overall, the findings reveal a gap between the business's production capabilities and its marketing performance. Although BUMDes Karunia Cemerlang has competitive products, skilled workers, and flexible production services, these advantages need to be supported by more effective marketing strategies. Therefore, strategic priorities should focus on strengthening digital promotion, developing a more recognizable brand identity, and expanding marketing networks. By addressing these weaknesses while maintaining its existing strengths, the business can improve its market reach, strengthen competitiveness, and support long-term business sustainability.

External Factor Evaluation (EFE) Matrix

Table 2. External Factor Evaluation (EFE) Matrix

No	Internal Factors	Weight	Rating	Score
O1	Growing regional demand for convection goods	0.13	4	0.52
O2	Expansion of digital marketing and social platforms	0.11	3	0.33
O3	Government policy & funding support for BUMDes	0.10	3	0.30
O4	B2B/B2G partnership potential (Schools & Agencies)	0.09	4	0.36
O5	E-commerce and marketplace growth	0.07	3	0.21
T1	High competition within the local convection industry	0.12	2	0.24
T2	Raw material price volatility	0.11	2	0.22
T3	Rapid shifts in consumer fashion preferences	0.10	2	0.20
T4	Lower price offerings by industrial competitors	0.09	2	0.18
T5	Macroeconomic uncertainty	0.08	2	0.16
	Total Score EFE	1.00		2.72

(Source: Authors' own analysis of primary data, 2026)

The External Factor Evaluation (EFE) Matrix shows that BUMDes Karunia Cemerlang faces several external opportunities that can support the development of its convection business. The strongest opportunity is growing regional demand for convection goods, with a weighted score of 0.52, followed by the potential for B2B/B2G partnerships with schools and government agencies (0.36). The expansion of digital marketing and social media platforms (0.33), government policy and funding support for BUMDes (0.30), and e-commerce and marketplace growth (0.21) also provide opportunities to expand market reach and attract new customers.

However, the business must address several external threats. High competition within the local

convection industry received the highest weighted score among the threats (0.24), followed by raw material price volatility (0.22) and rapid changes in consumer fashion preferences (0.20). Lower prices offered by industrial competitors (0.18) and macroeconomic uncertainty (0.16) may further pressure the business to maintain competitive prices and adapt to changing market conditions.

The total EFE score of 2.72 indicates that BUMDes Karunia Cemerlang has a moderate capacity to respond to external opportunities and threats. The findings suggest that the business should prioritize partnerships with schools and government agencies, optimize digital marketing channels, and utilize marketplace platforms to reach wider markets. At the same time, maintaining product quality, managing production costs, and adapting product designs to consumer preferences are essential to strengthen competitiveness.

Internal-External (IE) Matrix (3X3)

Table 3. Internal-External (IE) Matrix

Total EFE Score (Vertical)	Strong / High (3.00 – 4.00)	Average / Medium (2.00 – 2.99)	Weak / Low (1.00 – 1.99)	Total EFE Score (Vertical)
High (3.00 – 4.00)	Cell I Grow and Build	Cell II Grow and Build	Cell III Hold and Maintain	High (3.00 – 4.00)
Medium (2.00 – 2.99)	Cell IV Grow and Build	Cell V Hold and Maintain (IFE: 2.75, EFE: 2.72)	Cell VI Harvest or Divest	Medium (2.00 – 2.99)
Low (1.00 – 1.99)	Cell VII Hold and Maintain	Cell VIII Harvest or Divest	Cell IX Harvest or Divest	Low (1.00 – 1.99)

(Source: Authors' own analysis of primary data, 2026)

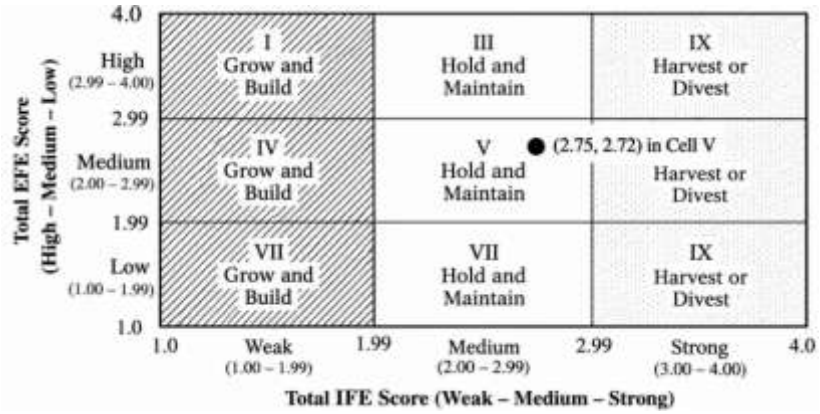


Figure 1. Internal-External Diagram
(Source: Authors' own analysis of primary data, 2026)

The total weighted IFE score of 2.75 and total EFE score of 2.72 place BUMDes Karunia Cemerlang directly in Cell V (Medium-Medium) of the 3 x 3 IE Matrix (Table 3). The recommended generic strategy for Cell V is Hold and Maintain. This implies that BUMDes Karunia Cemerlang should

focus on market penetration, product maintenance, incremental efficiency enhancements, and customer retention rather than high-risk aggressive expansion.

SWOT Matrix

Table 4. SWOT Matrix Strategy Formulation

Strategy	Marketing Alternative Strategy
SO (Strengths-Opportunities)	1. Leverage product quality and production experience to expand partnerships with schools, government institutions, and community organizations that require convection products. 2. Optimize digital marketing through social media and online marketplaces to reach broader markets at relatively low cost. 3. Develop product variations that meet market needs without shifting the business's primary focus, thereby remaining consistent with the Hold and Maintain strategy.
WO (Weaknesses–Opportunities)	1. Enhance human resource capabilities through digital marketing and customer service training to capitalize on market opportunities 2. Improve promotional activities by utilizing digital platforms to overcome the limitations of conventional marketing. 3. Expand partnership networks with government institutions, schools, and MSMEs to improve market access and strengthen business sustainability.
ST (Strengths–Threats)	1. Maintain product quality, timely order fulfillment, and customer service to strengthen customer loyalty amid increasing competition in the convection industry. 2. Leverage BUMDes' status as a village-owned enterprise to build customer trust and strengthen the business's image relative to competitors. 3. Offer added value through design flexibility, material quality, and after-sales service to address price competition.
WT (Weaknesses–Threats)	1. Improve production cost efficiency by controlling raw material usage and implementing better production planning. 2. Strengthen relationships with suppliers to maintain the stability of raw material availability and prices. 3. Conduct regular evaluations of marketing performance and customer satisfaction to support continuous improvement in response to changing market needs.

Source: Authors' own analysis of primary data, 2026

The SWOT analysis identifies several marketing strategy alternatives for BUMDes Karunia Cemerlang by integrating internal strengths and weaknesses with external opportunities and threats. The Strengths–Opportunities (SO) strategy focuses on leveraging product quality and production experience to expand partnerships with schools, government institutions, and community organizations. In addition,

optimizing social media and online marketplace utilization can help the business reach a broader market at relatively low cost. Product diversification may also be considered to respond to market demand while maintaining the business's primary focus. These strategies allow BUMDes Karunia Cemerlang to capitalize on existing strengths and external opportunities without requiring fundamental changes to its current business direction.

The Weaknesses–Opportunities (WO) strategy emphasizes addressing internal limitations by taking advantage of available market opportunities. Improving human resource capabilities through digital marketing and customer service training is important to strengthen the business's ability to compete in an increasingly digital marketplace. Promotional activities also need to be enhanced through digital platforms to overcome the limitations of conventional marketing. Furthermore, expanding partnerships with government institutions, schools, and other micro, small, and medium-sized enterprises (MSMEs) could improve market access and support business sustainability.

The Strengths–Threats (ST) strategy focuses on utilizing existing strengths to mitigate external threats, particularly increasing competition in the convection industry. Maintaining product quality, ensuring timely order fulfillment, and providing reliable customer service are essential to building customer loyalty. The status of BUMDes as a village-owned enterprise can also be leveraged to strengthen customer trust and distinguish the business from its competitors. Moreover, offering added value through flexible designs, quality materials, and after-sales service can help the business compete beyond price alone.

Meanwhile, the Weaknesses–Threats (WT) strategy aims to minimize internal weaknesses and reduce exposure to external risks. Improving production cost efficiency through better raw material control and production planning can help the business manage operational expenses. Establishing stronger relationships with suppliers is also important for maintaining raw material availability and managing price fluctuations. In addition, regular evaluations of marketing performance and customer satisfaction can help BUMDes Karunia Cemerlang identify areas for improvement and respond to changing market needs. Overall, these SWOT-based alternatives provide complementary directions for strengthening the business's marketing performance. Consistent with the Hold and Maintain position identified in the IE Matrix, the strategies emphasize gradual improvement, efficient resource utilization, stronger market relationships, and the development of existing capabilities rather than radical changes to the business's strategic direction.

Regarding digital marketing, the findings support Rahmayanie et al. (2023), who identified limited digital marketing literacy as a constraint on the development of convection businesses managed by BUMDes. Both studies emphasize the need to improve digital promotional activities and utilize online marketplaces to expand market reach. Nevertheless, the present study extends this perspective by incorporating human resource development through digital marketing and customer service training, alongside broader institutional partnerships. These measures suggest that digital marketing effectiveness depends not only on the availability of online platforms but also on the organizational capabilities required to manage them effectively.

The findings also share similarities with Septiana and Senen (2024), particularly regarding the importance of maintaining product quality and utilizing social media to strengthen market competitiveness. However, a notable difference concerns the strategic position of the business. Whereas Septiana and Senen (2024) identified an aggressive strategic position, BUMDes Karunia Cemerlang falls

within Cell V of the Internal-External (IE) Matrix, with weighted IFE and EFE scores of 2.75 and 2.72, respectively. This position supports a Hold and Maintain strategy, emphasizing gradual improvement, market penetration, operational efficiency, and customer retention rather than aggressive expansion. Consequently, the marketing alternatives developed in this study are tailored to the enterprise's existing capabilities and its need to strengthen competitiveness incrementally.

Furthermore, the proposed institutional partnerships are consistent with Pratama et al. (2023), who highlighted the importance of collaboration between village governments and BUMDes management in expanding regional markets. The present study translates this general principle into more specific marketing alternatives, including cooperation with schools, government institutions, and community organizations. Such partnerships may provide opportunities to secure recurring orders and strengthen market access. The findings also extend the customer-oriented approach discussed by Hidayatullah et al. (2021), who emphasized service quality as a means of maintaining customer loyalty amid increasing competition. In the case of BUMDes Karunia Cemerlang, customer retention is addressed through a combination of product quality, timely order fulfillment, reliable customer service, flexible product customization, and the institutional credibility associated with its status as a village-owned enterprise.

In terms of product development, the findings are consistent with Fure et al. (2021), who emphasized diversification as a means of reducing dependence on a single market segment. However, the present study recommends a more cautious approach by considering product diversification only when justified by market demand and without fundamentally changing the enterprise's core business activities. This approach is consistent with the Hold and Maintain position, which prioritizes the consolidation of existing capabilities before pursuing broader business expansion. Similarly, the emphasis on cost efficiency and production planning is consistent with Solihat and Wahyuningsih (2020), whose findings highlighted operational efficiency as an important consideration for a convection business in Cell V of the IE Matrix.

CONCLUSION

The organization possesses strong foundational assets, notably its official legal status and high product craftsmanship. However, business growth is hindered by limited digital marketing integration and customer concentration. Recommendations for management include: (1) Developing an active, professional social media and marketplace presence focused on localized content marketing; (2) Formalizing long-term procurement agreements with regional schools, village offices, and local SMEs; and (3) Enhancing raw material inventory management and conducting regular capacity building for sewing staff to ensure cost competitiveness.

This research is constrained by its geographic focus on a single village-owned enterprise unit over a six-month observation timeframe. Future studies should consider applying Quantitative Strategic Planning Matrix (QSPM) or Analytical Hierarchy Process (AHP) models across multiple BUMDes convection units in regional clusters to establish broader comparative benchmarks

REFERENCES

Adhari, A., Deffa Ray, M. ., & Mahvi, M. R. . (2025). Aspek Pemasaran. PENG: Jurnal Ekonomi Dan Manajemen, 2(2), 2427-2437. https://doi.org/10.62710/mc4xer21

Agesti N.D., & Isyanto, P. (2024). Strategi Pemasaran Digital Untuk Meningkatkan Penjualan Nasi Goreng Pakde Ndut. PENG: Jurnal Ekonomi Dan Manajemen, 1(2), 228-234. https://doi.org/10.62710/tbq2d114

Alisman, A., Putra, Z., Arisna, P., Hidayat, M. R., Rusdi, R., Hartini, H., Ertika, Y., & Sufriadi, D. (2025). Pelatihan Manajemen Berbasis Teknologi Digital pada BUMG Ujong Baroh Kabupaten Aceh Barat. Indonesia Berdampak: Jurnal Pengabdian Kepada Masyarakat, 1(2), 381-386. https://doi.org/10.63822/6knyfx68

Assauri, S. (2018). Manajemen pemasaran: Dasar, konsep, dan strategi. Rajawali Pers.

David, F. R., & David, F. R. (2017). Strategic management: A competitive advantage approach, concepts and cases (16th ed.). Pearson Education Limited.

David, F. R., & David, F. R. (2019). Strategic management concepts and cases (17th ed.). Pearson Education Limited.

Hidayatullah, A. R., Prasetyo, B. D., & Jatikusumo, D. (2021). Pendekatan metode analisis SWOT matriks IFE & EFE dan analitycal hierarchy process pada strategi pemasaran UKM. JUSTI (Jurnal Sistem dan Teknik Industri), 1(4), 553–565.

Kotler, P., & Keller, K. L. (2018). Marketing management (15th Global ed.). Pearson Education Limited.

Prabowo, A., Sahid, A., & Muhi, A. H. (2020). BUMDes: Tata kelola dan pengembangan ekonomi desa. Rajawali Pers.

Pratama, A., Setyowati, E., & Handayani, S. (2023). Analisis IFE, EFE dan SWOT dalam menentukan strategi bersaing pada industri kreatif garmen. Jurnal Manajemen Strategis, 5(2), 112–124.

Rahmayanie, R., Hartati, S., & Nurhayati, N. (2023). Efektivitas digital marketing sebagai alternatif pengembangan strategi marketing di konveksi BUMDes. Jurnal Pengabdian dan Pemberdayaan Masyarakat, 7(1), 45–56.

Ridlwan, Z. (2017). Payung hukum pembentukan badan usaha milik desa. Jurnal Hukum & Pembangunan, 47(2), 206–224. https://doi.org/10.21143/jhp.vol47.no2.1451

Sari, D. P., & Wijaya, K. (2022). Strategi pengembangan usaha BUMDes melalui pendekatan matriks SWOT dan IFE-EFE. Jurnal Ekonomi dan Bisnis Lokal, 4(1), 22–34.

Septiana, L., & Senen, S. (2024). Strategi pemasaran dalam meningkatkan penjualan menggunakan analisis SWOT pada usaha konveksi. Jurnal Riset Manajemen, 3(1), 88–99.

Sufriadi, D., Husna, N., Rizka, R., Zakaria, Z., Mawardi, M., & Mutia, R. (2026). The Impact of Ecotourism on Local Community Income: Case Study of the Wisata Alam Taman Rusa in Aceh Besar Regency. *Jurnal Ragam Pengabdian*, *3*(2), 2267-2275. **https://doi.org/10.62710/rnvqrs67**

Suryanto, E. (2022). Strategi pengembangan BUMDes di era digital: Tantangan dan peluang. Jurnal Ilmu Pemerintahan, 10(1), 45–58.

Harahap, F.A.T., & Nasution, M.I.P. (2025). Strategi Pemasaran Digital dalam Meningkatkan Penjualan Produk Sepatu. PENG: Jurnal Ekonomi Dan Manajemen, 2(2), 2537-2542. https://doi.org/10.62710/51vq2463