



Marketing Mix Strategy Analysis and Its Effect on Sales Volume of Woven Fabrics: A Case Study of UD. Pertenunan Bintang Timur, Klungkung Regency

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Abstract

The Micro, Small, and Medium Enterprises (MSMEs) sector plays a crucial role in the national economy. The Covid-19 pandemic has adversely affected various sectors, including UD. Pertenunan Bintang Timur, a business specializing in woven fabric production, which witnessed a significant decrease in sales volume. This study focuses on implementing an accurate marketing mix strategy using SWOT analysis and the BCG matrix to boost sales at UD. Pertenunan Bintang Timur in Klungkung Regency. The primary objective is to analyze the marketing mix strategy to enhance the sales volume of woven fabrics at UD. Pertenunan Bintang Timur. The study utilizes a sample of eight informants comprising owners, employees, and consumers. The data collected were analyzed using SWOT analysis and the BCG matrix to identify the strengths, weaknesses, opportunities, and threats faced by the business, as well as to determine its market position. The SWOT analysis over the past two years indicates that UD. Pertenunan Bintang Timur is in a 'Star' position, suggesting high growth opportunities. According to the SWOT analysis weight, Pertenunan Bintang Timur is situated in Quadrant I (Growth), demonstrating significant potential for expansion. Despite implementing SWOT analysis, the business has not fully optimized its strategy. This research provides insights into the effectiveness of marketing strategies and offers practical recommendations for enhancing sales volume in the woven fabric industry amid challenging economic conditions. The findings underline the importance of strategic planning and adaptive marketing approaches in sustaining and growing MSMEs during and post-pandemic.

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INTRODUCTION

MSMEs support the economic sector in Indonesia (Hidayah et al., 2021). This is seen in the use of colors, ornaments, and different types of fabrics and yarns. As a result, there are many different weaving designs and styles in Indonesia today. In one of the weaving businesses in Tegak village, Klungkung regency, Bali Province, there is a woven fabric business called UD. Pertenunan Bintang Timur, the woven products from UD. Pertenunan Bintang Timur

cannot be doubted because of its strength and beauty, this is what makes people like woven fabrics, especially those made by weavers UD. Eastern Star Weaving where in addition to producing weaving must also pay attention to how to attract consumers to buy the products produced, so weaving craft entrepreneurs must have a marketing strategy.

Table 1. Product Sales Report UD. Per-month Eastern Star Weaving Before the Pandemic, During the Pandemic, and Entering the New Normal Era

Month	Year		
	2019 (Rp.)	2020 (Rp.)	2021 (Rp.)
January	66.500.000	35.000.000	29.000.000
February	58.750.000	20.500.000	25.000.000
March	71.500.000	500.000	30.000.000
April	50.381.000	5.400.000	26.500.000
May	70.500.000	4.600.000	33.000.000
June	68.875.000	5.000.000	28.000.000
July	56.150.000	5.000.000	38.000.000
August	75.899.000	755.000	25.000.000
September	55.743.000	323.000	21.620.000
October	73.356.000	5.000.000	23.000.000
November	77.958.000	4.500.000	20.230.000
December	72.388.000	3.572.000	40.650.000
TOTAL	798.000.000	90.150.000	340.000.000

Source: UD. Bintang Timur Weaving, 2022

Table 2. Product Sales Report of UD. Pertenunan Bintang Timur Per-year Before the Pandemic, During the Pandemic, and Entering the New Normal Era

No.	Year	Sales (Rp)	Selling Qty (Unit)	Sales Growth (%)	Sales Qty Growth (%)	Description
1	2019	Rp. 798,000,000	2.320	-	-	-Before the Pandemic <i>Covid-19</i>
2	2020	Rp. 90,150,000	250	- 88,70	- 89	Since the Pandemic was declared <i>Covid-19</i>
3	2021	IDR 340,000,000	1000	+ 277	+300	Entering the New Normal Era

Source: UD. Bintang Timur Weaving, 2022

According to Yanti (2020:20) marketing is a way for companies to develop their business. UD. Bintang Timur Weaving has been recognized by domestic and foreign countries. *Artshops* become regular subscriptions from UD. The *covid-19* pandemic has had a huge impact on UD. Bintang Timur weaving, starting from the market response to woven products which decreased because tourist visits to Bali also decreased, usually consumer demand is high when tourist visits are high. UD. Pertenunan Bintang Timur before the pandemic, sales of its products continued to fluctuate according to the number of product units, but after the *covid-19* pandemic up to. Currently, towards the *New Normal Era*, sales have decreased significantly. Data on the number of sales and product units is illustrated in the table 1 and table 2.

Tables 1 and 2 show that product sales of UD. Pertenunan Bintang Timur where before the *covid-19* pandemic the number of sales was still high in accordance with the level of sales volume that UD wanted to achieve. Bintang Timur Weaving, and when entering the *co-19* pandemic, *the* level of sales volume has started to decline in sales since 2020, for fabric sales.weaving. And since starting to enter the *new* normal era, the level of sales volume has begun to increase but not in accordance with the target that Pertenunan Bintang Timur wants to achieve. During an interview with the owner of Pertenunan Bintang Timur, Mr. I Made Suwebawa, the marketing strategy carried out before the *co-19* pandemic was Field Marketing. *Field Marketing* strategy is one of the marketing strategies, where someone displays and presents their products directly.to their potential customers (Hidayah et al., 2021).

Conditions like this require more careful identification so that the chosen strategy is effective and efficient in increasing sales. Therefore, the author is interested in researching: "Analysis of Marketing Mix Strategy on Sales Volume Level of Woven Fabric Case Study at UD. Bintang Timur Weaving in Klungkung Regency".

METHODS

The research design used by researchers is descriptive qualitative research. Qualitative research is descriptive research and tends to use analysis. This research was conducted at UD. Pertenunan Bintang Timur which is located in Tegak Village, Klungkung District, Klungkung Regency, Bali Province. Selection of woven fabrics at UD. Pertenunan Bintang Timur as the object of research with the consideration that there are relevant problems in it, namely regarding the Marketing Mix Strategy on the level of sales volume. The number of informants in this study were eight informants. These eight informants consisted of three informants from the management of UD. Pertenunan Bintang Timur which is the holder of the information that researchers need in this study. And five informants from consumers of East Star Weaving, the selected consumers are loyal consumers. The data analysis technique in this research is a descriptive qualitative technique using SWOT analysis with stages, namely starting from setting problems, setting research objectives, collecting interview data, analyzing data and reporting research results.

RESULTS AND DISCUSSION

Data Reduction

In this study, the research gave questionnaires to eight informants. These eight informants consisted of three management people and five consumers of UD. Pertenunan Bintang Timur. These eight relevant informants are the holders of the information that researchers need in research. In this study three people informants who are part of the management of UD. Bintang Timur Weaving.

Display data

The presentation of data in this study is presented in the form of a table containing the answers of informants. The following is the percentage of informant ratings from UD consumers. Eastern Star Weaving towards the marketing mix strategy of UD. Eastern Star Weaving which is presented in Table 3.

Table 3. Percentage of Consumer Informant Assessment UD. Eastern Star Weaving on UD's marketing mix strategy. Weaving Eastern Star

No.	Category Answer	Total (Answer)	Weight	Rating	Percentage
1	Very Important	27	0,25	4	54%
2	Important	12	0,20	3	24%
3	Important enough	11	0,15	2	22%
4	Not Important	-	0,10	1	
		50			100%

Source: Data Processed (2022)

Based on Table 3 shows that as many as 54% of the informants' answers from UD consumers. Bintang Timur weaving gave a rating of 4 (four), 24% gave a rating of 3 (three), and 22% gave a rating of 2 (two).

Identify the factors of SWOT analysis

Based on the results of the questionnaire, the SWOT analysis factors at UD can be identified. Bintang Timur weaving which is presented in the following table 4.

Table 4. Identification of SWOT analysis factors

Strength	Opportunities
1. Strategic business location	1. Wide market share
2. Quality of products produced	2. Promotion by participating in exhibitions
3. Competitive price	3. Products supported by the government
4. Service flexibility	4. Technology development
5. Advantages Different product design	5. High customer loyalty to the product
Weakness	Threats
1. The lot of modern textile companies	1. Intense competitive environment
2. Requires large capital	2. Raw material scarcity
3. Management work less than optimal	3. High cost of raw materials
4. Less aggressive in promotion	4. Limited knowledge in online marketing
5. Workmanship requires long time	5. The absence of a good management system, especially in terms of finance

Source: Appendix of the Results of the Management and Consumer Informant Questionnaire UD. Bintang Timur Weaving

UD. Bintang Timur's weaving in its business is said to be quite advanced, as evidenced by the way it maintains its sufficient business. The survival of UD. Bintang Timur's weaving is certainly influenced by the marketing strategy it carries out to keep growing even though it has faced the *Covid-19* pandemic situation.

IFAS Analysis (Internal Factors Analysis Summary)

After identifying the SWOT analysis factors, then conduct an analysis by giving weights and ratings to analyze IFAS (*Internal Factors Analysis Summary*) which consists of *Strength*

and *Weakness* which are presented in the following table 5.

Table 5. IFAS Analysis (*Internal Factors Analysis Summary*)

Internal Strategy Factors (1)	Weight (2)	Rating (3)	B x R (4)
<i>Strenght</i>			
1. Good business location	0,25	4	1,00
2. Output quality	0,20	4	0,80
3. Competitive price	0,20	4	0,80
4. Flexibility Service	0,15	3	0,45
5. Design advantages different products	0,20	3	0,60
Total of <i>Strenght</i>	1,00		3,65
<i>Weakness</i>			
1. The lot Company Textiles Modern	0,25	2	0,50
2. Requires large capital	0,20	1	0,20
3. Management work less than optimal	0,20	2	0,40
4. Less aggressive in doing promotion	0,15	2	0,30
5. Workmanship requires long time	0,20	2	0,40
Total of <i>Weaknesses</i>	1,00		1,80
Total IFAS Score	2,00		5,45

Source: *Appendix of Rating Results on UD Management and Consumer Informant Interviews. Bintang Timur Weaving*

The total weighted average is 5.45, indicating that UD. Bintang Timur weaving is above the lower limit.

Table 6. EFAS Analysis (*External Factors Analysis Summary*)

External Strategy Factors (1)	Weight (2)	Rating (3)	B x R (4)
<i>Opportunities</i>			
1. Market share Extensive	0,25	4	1,00
2. Promote with follow exhibitions	0,20	4	0,80
3. Products supported Government	0,20	4	0,80
4. Development Technology	0,15	3	0,45

5. Customer loyalty high against the product	0,20	4	0,80
Total Opportunity	1,00		3,85
<i>Threats</i>			
1. Number of companies Competitor environment strict	0,25	2	0,50
2. Scarcity of raw materials	0,20	1	0,20
3. High cost of raw materials	0,20	2	0,40
4. Limitations knowledge in online marketing	0,15	2	0,30
5. There is no system management finance a good one	0,20	2	0,40
Total Threat	1,00		1,80
Total EFAS Score	2,00		5,65

Source: *Appendix of Rating Results on Interviews Management and Consumer Informants UD. Bintang Timur Weaving*

The total weighted average is 5.65, indicating that UD. Bintang Timur weaving is above the threshold to avoid the threat of its competitors.

SWOT Analysis Matrix at UD. Eastern Star Weaving

The SWOT matrix approach will be used by researchers to review and determine strategic judgments in the following table 7.

Table 7. Analysis Matrix at UD. Eastern Star Weaving			
<i>Strenght (S)</i>		<i>Weakness (W)</i>	
1. Nice place 2. Quality of products produced 3. Price Competition 4. Service flexibility 5. Design advantages of different products		1. Large number of modern textile companies 2. Requires large capital 3. Management work less than optimal 4. Less aggressive in promotion 5. Work takes a long time	
<i>Opportunities (O)</i>	<i>SO strategy</i>	<i>WO Strategy</i>	
1. Share wide market share 2. Promotion by participating in exhibitions 3. Products supported by the Government 4. Technology development 5. Loyalty customers who high towards the product	1. Expanding market share market through exhibition activities and technology 2. Working cooperate with the government for product marketing 3. Provide discounts for bulk purchases 4. Creating innovation new, improve quality and good service	1. Conduct Promotion through <i>Market Place</i> to expand market share 2. Apply credit to the Bank for business capital 3. Increasing efficiency in work by creating innovative products increasingly innovative	
<i>Threats (T)</i>	<i>ST Strategy</i>	<i>WT Strategy</i>	
1. Number of companies Fierce competitive environment	1. Provide training in administration and technology	1. Conduct performance evaluation	

2. Raw material scarcity	2. Conduct a review of raw material prices to <i>suppliers</i>	2. Cooperate with the government for assistance to run the business smoothly
3. High cost of raw materials	3. Diversify products	3. Apply for capital assistance to financial institutions
4. Limited knowledge in online marketing		
5. Not yet the existence of a good financial management system		

The SWOT matrix in Table 7, produces four analysis outputs carried out by UD leaders. Eastern Star Weaving to increase sales volume, namely:

1) *Strength - Opportunities*

This situation is usually one that the company anticipates, as the company uses its power to capture every opportunity that arises to gain a competitive advantage over other businesses in comparable industries. In terms of some of UD's strengths. Pertenunan Bintang Timur in utilizing existing opportunities, namely expanding market share through exhibitions and technology activities.

2) *Weaknesses-Opportunities*

Promotion is done through the *Marketplace* to expand market share in this digital era. The opportunity to get profits and customers is greater.

3) *Strengths-Threat*

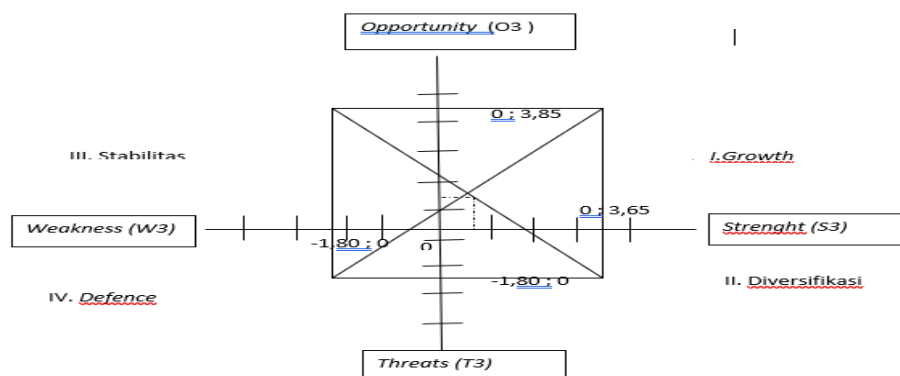
The strengths possessed by UD. Pertenunan Bintang Timur to overcome existing threats. By providing training in the field of administration to help run smoothly in a business so that it can be used as a support service for recording the number of sales and managing database administration, modern administrative activities today will certainly not be separated from *computerized* support (with a computer automation system).

4) *Weaknesses - threats*

Weaknesses that exist at UD. Bintang Timur Weaving, as well as avoiding threats. In this condition UD. Bintang Timur Weaving is expected to compete fairly. Such as by evaluating employee performance, cooperating with the government for the smooth running of the business and applying for capital assistance to financial institutions when additional capital is needed.

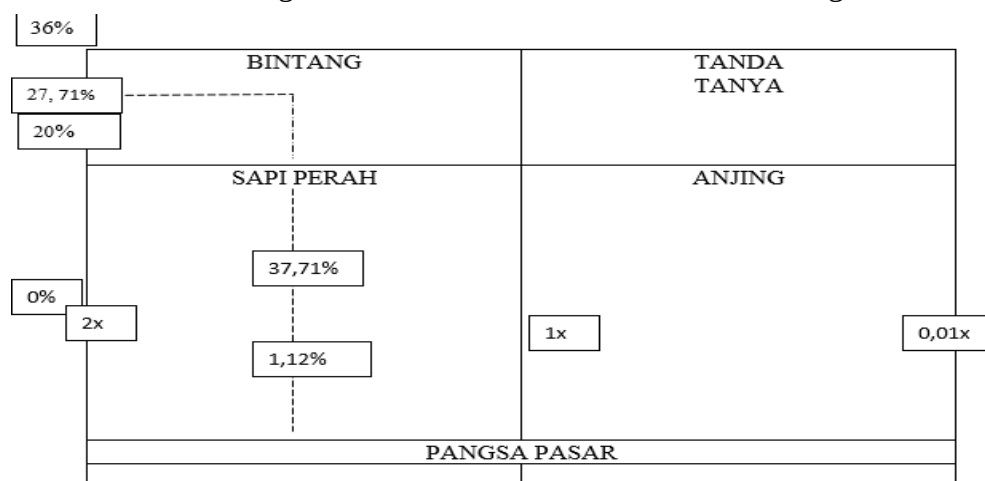
The following picture of the quadrant diagram of the SWOT analysis of Pertenunan Bintang Timur is presented in Figure 1.

Figure 1. SWOT Matrix Diagram UD. East Star Weaving



Based on the SWOT analysis that can be carried out at UD. Eastern Star Weaving on internal variables the Strengths position has a higher score than the *Weaknesses* position while the factor outside the *Opportunities* position is higher than the Threats position. The importance of the Strength value on UD's internal factors. Eastern Star Weaving amounted to (3.65) and the weight of the *Weaknesses* value at UD. Pertenunan Bintang Timur amounted to (-1.80) while external factors UD. Pertenunan Bintang Timur has *Opportunities* of (3.85) and *Threats* of (-1.80).

Figure 2. BCG Matrix UD. East Star Weaving



Given the weighted value of the SWOT analysis, UD. Pertenunan Bintang Timur is in Quadrant I position, namely *Growth* (developing). This is a favorable situation. UD. Pertenunan Bintang Timur has opportunities and strengths that allow them to take advantage of available opportunities. This can also be achieved by creating new items, improving product standards, and expanding market access. Good job; however, internal elements are more weighted in the *Strengths* position than *Weaknesses*, and external factors are more weighted in the *Opportunities* value when compared to the Threats value UD. Bintang Timur Weaving has implemented a marketing mix analysis. As for the BCG Analysis where for the purpose of calculating the BCG matrix, the sum of visitors over the previous two years expressed as a percentage increase in value or volume, and sales statistics are needed to calculate the market growth rate of UD. Pertenunan Bintang Timur.

According to the BCG matrix, UD. Pertenunan Bintang Timur is in a star position in 2020 and 2021, which indicates that the company's position is experiencing high growth and market because UD's market share. Bintang Timur weaving in 2020 and 2021, and has a relative market value in 2020 and 2021 that is greater than one (>1).

INTERPRETATION OF RESEARCH RESULTS

According to the results of data analysis, it can be seen that UD. Bintang Timur Weaving has implemented a marketing mix strategy using SWOT and BCG analysis even though the use of business strategies from both internal and external variables has not been fully realized. Based on the weighted value of SWOT analysis, UD. Bintang Timur weaving is in Quadrant I (*Growth*) position. This is a favorable situation. UD. Pertenunan Bintang Timur has advantages and strengths that will allow them to seize potential opportunities. In this case UD. Pertenunan Bintang The implementation of SWOT analysis needs to be optimized again in order to better

understand the company operated by using a marketing mix strategy and in the BCG matrix position, UD. Eastern Star Weaving in 2020 and 2021 is in a star or star position which indicates that UD's position. Eastern Star Weaving is in high growth and high market share because UD's market share. Eastern Star Weaving has a relative market share value in 2020 and 2021, which is more than one (>1) and in 2020 and 2021.

One of the approaches taken is to keep up with market developments so that it can continue to compete and succeed. while maintaining product excellence by increasing design innovation from woven fabrics and the need to understand digital marketing to support product marketing. So, the right marketing strategy for UD. Pertenunan Bintang Timur to increase sales volume, namely increasing product and market diversity through exhibition activities, providing special discounts on certain purchase amounts, promoting through *marketplaces* and other social media to expand *market* share and product diversification by utilizing technology.

CONCLUSION

This research investigates the marketing strategies implemented by UD. Bintang Timur, specifically focusing on their use of the marketing mix strategy through SWOT and BCG analyses, while taking into account both internal and external factors. The findings reveal that although the company has applied these strategies, there is room for improvement in their execution. This conclusion is supported by weight scores obtained using the Internal Factor Analysis Summary (IFAS) and the External Factor Analysis Summary (EFAS). The SWOT analysis indicates that UD. Bintang Timur's strengths outweigh its weaknesses, and its opportunities surpass its threats. Specifically, the internal strengths of the company have a score of 3.65, significantly higher than the weaknesses score of -1.80. This advantageous position in the SWOT analysis places UD. Bintang Timur in Quadrant I (Growth) of the SWOT matrix, suggesting a positive outlook for growth and development. Despite these promising internal factors, the research underscores the need for UD. Bintang Timur to optimize its marketing mix strategy further. This optimization should involve a thorough re-evaluation and enhancement of the current strategies to better capitalize on the company's strengths and opportunities while mitigating weaknesses and threats. The research also employs the BCG matrix to determine the strategic positioning of UD. Bintang Timur. Based on this analysis, several recommendations are proposed to increase the company's sales volume: (1) Increase Product Variations: Introduce more product variations using woven fabrics to attract a broader customer base; (2) Expand Market Share through Exhibitions: Participate in exhibitions to reach new markets and increase brand visibility; (3) Offer Special Discounts: Provide special discounts for certain purchase amounts to incentivize higher sales; (4) Promote through Online Platforms: Utilize marketplaces and social media for promotions to expand market reach; and (5) Product Diversification: Diversify the product range to cater to different customer needs and preferences. By implementing these strategies, UD. Bintang Timur can leverage its strengths, seize opportunities, and enhance its market position, leading to increased sales and sustained growth.

ADVICE

Based on these conclusions, it is suggested:

a) For Companies

1. UD. Bintang Timur Weaving should further optimize the implementation of the Marketing Mix strategy through SWOT and BCG analysis.
2. UD. Pertenunan Bintang Timur must be able to take opportunities in official exhibition

activities held by the Government to promote and introduce woven fabrics from UD. Eastern Star Weaving.

3. Still need to understand digital marketing to support product marketing.
4. There is still a need to improve the management system in the areas of promotion, production, and others.
5. UD. Pertenunan Bintang Timur should continue to keep up with the competition by maintaining product excellence by increasing the innovation of woven fabric designs/patterns produced.

b) For Future Researchers

Future researchers are advised, to get more precise data for marketing plans, researchers are encouraged to include additional factors and conduct long-term studies.

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