




Empowering Roti Mashita MSMEs in Bogor: Optimizing Digital Marketing and Business Management Based on SWOT Analysis

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ABSTRACT

The Roti Mashita MSME in Bogor has great potential with good product quality and affordable prices, but faces obstacles in digital marketing and simple business management aspects amidst the tight competition of modern bakeries. This community service activity aims to formulate an appropriate business development strategy for the Roti Mashita MSME through a SWOT analysis approach. The method used is descriptive qualitative with data collection through observation, in-depth interviews, and SWOT matrix analysis (Strengths, Weaknesses, Opportunities, Threats). The analysis results show that Roti Mashita MSME is in a strong position in terms of product quality (S), but weak in digital presence (W). There is a significant opportunity in the trend of delivery services in Bogor (O), although the threat of rising raw material prices still looms (T). The formulated strategies include accelerating digital marketing, registering on food delivery platforms, and improving simple financial management. Through a SWOT matrix analysis based on the results of S-O (Strength-Opportunities), W-O (Weaknesses-Opportunities), S-T (Strength-Threat) and W-T (Weaknesses-Threat), the results show that the Bogor market has great potential for unyil bread products due to the diverse character of consumers and high tourism activities. The implementation of a SWOT-based strategy is expected to increase the competitiveness and market reach of Roti Mashita MSMEs in a sustainable manner.



A. INTRODUCTION

The bread industry is part of the processed food industry that uses wheat flour as the main raw material in its production process. Bread is the oldest known and most popular bakery product. Originally known as a colonial food in Indonesia, bread is now increasingly popular in the consumption patterns of Indonesians, especially the middle and upper classes. Currently, bread is often used for breakfast, snacks, and ready-to-eat meals when needed (Sabigh, 2022). The purpose of this paper is to analyze the business development strategy and market expansion of the Roti Mashita MSME through a SWOT analysis approach and digitalization optimization to increase competitiveness in the Bogor region. Bread has now become part of everyday life and a staple food for humans. The continued growth of the bread industry has encouraged bakery companies to implement product innovation and appropriate sales strategies (Laksmiana et al., 2019).



The growth in bread consumption is also driven by changes in modern lifestyles that tend to favor practical, fast, and easily accessible foods. Setiawan and Puspita (2025) emphasize that bread demand is influenced by the growth of urban activity, the need for quick consumption, and increasing purchasing power. Furthermore, product development strategies and flavor innovation are key for bakery MSMEs in penetrating new markets, as explained by Islami, Tamimi, and Winarno (2023), who emphasized that bakery product development must adapt to consumer preferences, market trends, and appropriate marketing strategies to expand market share. Therefore, MSMEs like Roti Mashita need to conduct market analysis and business development strategies, including a SWOT analysis, to understand the strengths, weaknesses, opportunities, and threats in their efforts to expand into the Bogor market.

Law Number 20 of 2008 defines MSMEs as independent productive businesses that are not part of a larger business. MSMEs are categorized based on the criteria of assets and annual turnover, so development can be tailored to the needs of each business scale. This regulation emphasizes the strategic position of MSMEs in the people's economic system because they directly involve the community in productive economic activities. Micro, Small, and Medium Enterprises (MSMEs) are a business sector that makes a significant contribution to Indonesia's economic development. MSMEs play a vital role in absorbing labor, equalizing incomes, and strengthening local economies, particularly in areas with less significant economic activity. The flexible and adaptable characteristics of MSMEs make them more resilient to economic shocks, often referred to as the backbone of the Indonesian economy (Alansori & Listyaningsih in Yanti, 2025).

MSMEs play a crucial role in the Indonesian economy because they absorb labor, drive regional economic growth, and provide products that meet community needs. In the food industry, particularly in the bakery and pastry industry, competition is intensifying as consumer preferences shift toward convenient, hygienic, and high-quality foods. In the modern era, the development of MSMEs is heavily influenced by digitalization and changes in consumer behavior. The use of technologies such as social media, e-commerce, and digital payment systems provides significant opportunities for MSMEs to expand their markets, improve operational efficiency, and compete more effectively. Adapting to technology is a key factor in ensuring the sustainability of MSMEs amidst increasingly fierce market competition (Afandi & Maha, 2020).

As a family business, Roti Mashita, an MSME established in 2008, is an example of a business that has managed to survive through quality taste, premium ingredients, and customer engagement. Roti Mashita has grown to offer a variety of products, including sweet bread, white bread, pastries, and its flagship product, unyil bread. Its broad market segmentation, ranging from families, students, workers, and tourists, presents significant potential for market expansion. However, several dynamics, such as a decline in demand for unyil bread and an increase in MBG orders, require the business owner to re-evaluate market conditions and factors influencing sales. With five branches already operating, Roti Mashita has the opportunity to strengthen its position in the Bogor area. Business development strategies for MSMEs emphasize two key aspects: strengthening marketing strategies and utilizing digital technology (Goni, 2022). Business development is not only about expanding marketing areas, but also about how Roti Mashita can adapt promotional strategies, identify consumer needs,



and maximize digital platforms to expand the market and increase competitiveness.

The success of MSME business development is greatly influenced by a combination of appropriate marketing capabilities and optimal utilization of digitalization (Wicaksono et al., 2025). Nonik and Septriani (2025) stated that an effective MSME marketing strategy, through a SWOT analysis, includes expanding distribution channels and optimizing digital promotions to strengthen competitiveness in a competitive market. However, these businesses also face challenges such as limited capital, suboptimal digital marketing, and fluctuating sales. To develop a business sustainably, a comprehensive analysis of internal and external conditions is necessary. A SWOT analysis is an appropriate tool for identifying strengths, weaknesses, opportunities, and threats relevant to developing a business development strategy (Sulistiyani et al., 2021). Through this matrix, each SWOT element is interconnected, allowing an organization to more clearly see its strategic position and prioritize its actions. The SWOT matrix also facilitates the development of realistic and measurable strategies because each strategic recommendation is based on a combination of actual conditions faced by the company. Therefore, this matrix serves as an important guide in formulating appropriate strategic decisions to achieve short-term and long-term goals.

This community service activity is related to the study of SWOT analysis, specifically to determine the strategies or plans to be implemented. A SWOT analysis is very useful for initiating activities, including businesses, to identify several things, including opportunities for those activities. In addition to identifying opportunities, this analysis also provides an overview of strengths, weaknesses, and threats. By using a SWOT analysis approach, this community service activity is expected to provide strategic recommendations that can increase competitiveness, expand market reach, and encourage the sustainable growth of the Roti Mashita MSME. Furthermore, the results of this community service are also expected to serve as a reference for other MSMEs seeking to develop their businesses based on measurable strategic analysis relevant to local market dynamics.

B. ACTIVITY IMPLEMENTATION METHOD

This community service activity was carried out using a participatory engagement approach through focus group discussions (FGD) supported by peer groups of lecturers within the STIE GICI environment, owners and employees of the Roti Mashita UMKM. The analysis technique used was a qualitative descriptive approach with a focus on managerial intervention through strategic analysis. The implementation steps are divided into four main stages as follows:

1. Identification and Observation Stage (Situation Analysis)

The community service team conducted a direct visit to the Roti Mashita MSME in Bogor to observe the production process, financial management system, and current marketing methods. During this stage, in-depth interviews were conducted with the business owner to collect internal and external data, which was then processed into a SWOT analysis instrument.

2. Socialization and Education Stage

After identifying the strengths and weaknesses, the team conducted outreach on the importance of digital transformation and organized business management. The material



presented included:

- a. The importance of visual branding in the digital era.
- b. An introduction to digital bookkeeping applications to separate personal and business finances.
- c. The potential of the online food delivery market in the Bogor area.

3. Mentoring and Implementation Stage (Strategic Action)

This stage is the core of the community service, where the team directly assists partners in implementing the formulated strategies:

- a. Registering the Roti Mashita MSME on Google Maps (Google Business Profile) and delivery platforms (GrabFood/GoFood).
- b. Conducting product photography sessions and creating short videos for social media promotions (Instagram/TikTok).
- c. Teaching how to input daily sales data into a simple bookkeeping application to accurately calculate the Cost of Goods Sold (COGS).

4. Evaluation and Monitoring Stage

In the final stage, an evaluation was conducted to assess changes before and after the intervention. Indicators of success were measured through:

- a. Availability of a business profile that can be found online.
- b. The owner's ability to record finances independently.
- c. Orders generated through digital channels during the mentoring period.

The Community Service Program (PKM) activity for the Roti Mashita MSME was held for one day, February 25, 2026. The purpose of this community service was to assist the Roti Mashita micro, small, and medium enterprise (MSME) in developing and planning strategies for developing its bread business. This is intended to enhance business relationships, increase revenue, and compete with products from micro, small, and medium enterprises. Furthermore, the results of this SWOT analysis mapping will serve as the basis for formulating business development strategies, specifically the Roti Mashita MSME's development strategy in the Bogor region.

C. RESULTS AND DISCUSSION

This community service program has several targets based on the identification of the partners' problems. Based on interviews with the owner, the Roti Mashita MSME is a family business established in 2008 and passed down through generations. The business originated from the family's bread-making tradition and the owner's perceived ease of operation compared to other businesses. Since opening, sales have consistently been strong, giving the owner confidence that the business is worth sustaining. Convenience, family tradition, and strong customer interest from the start are the main reasons why the business has remained sustainable.

As the business has grown, the Roti Mashita MSME has expanded to five locations: Ciapus, Ciomas, Gang Ace, Cimahpar, and Bojong Gede. The products offered are diverse, ranging from sweet bread, white bread, crocodile bread, cookies, and even unyil bread in a variety of flavors such as chocolate, shredded meat, strawberry, Oreo, and other jams. This product diversity is a strength in attracting various consumer segments, including families, students,



workers, and tourists. Although the retail market for unyil bread has experienced a slight decline, demand for MBG (Free Nutritious Food) orders has actually increased in Bekasi, Sukabumi, and Sentul. This indicates a shift in consumer demand dynamics that can be exploited as an opportunity for market expansion.

The Bogor market is known for its diverse consumer base, comprising families, students, office workers, and tourists. This presents a significant opportunity for fast-consumption products like unyil bread, which are small in size, affordable, and suitable for personal consumption or as souvenirs. The diverse flavors offered by Roti Mashita, a small-scale microenterprise (MSME), make this product relevant to the preferences of Bogor consumers, who tend to be flexible and seek variety. However, the decline in retail demand indicates that the unyil bread market is beginning to experience saturation or a shift in consumer interest to substitute products such as mini cakes, dessert boxes, and modern pastries. Conversely, the surge in MBG (Free Nutritious Food) orders from Bekasi, Sukabumi, and Sentul indicates that institutional demand is actually increasing. This shift in demand orientation has strategic implications: businesses need to maintain stable mass production, strengthen cost structures, and ensure quality standards are maintained amidst increasing production volumes. With a daily production capacity of 3,000–4,000 unyil breads and a track record of achieving daily turnover of IDR 8–10 million, the business has sufficient capacity for expansion, although increasing workforce and production line efficiency still need to be considered.

The Roti Mashita MSME has a daily production capacity of 3,000-4,000 unyil breads, with five branches serving as sales points. This business also has a track record of high revenue, once reaching IDR 8-10 million per day when it had only one branch. The use of premium raw materials such as Cakra flour and Diamond milk ensures consistent taste. However, challenges remain, such as limited capital, suboptimal digital marketing, sales fluctuations, and limited operational vehicles. These weaknesses need to be managed with appropriate strategies for effective business development. Overall, interview results indicate that the Roti Mashita MSME has a strong foundation for expanding its business to Bogor. Product excellence, business experience, and high institutional demand are crucial for branch expansion and increased sales. However, a business development strategy needs to be designed by considering market conditions, maximizing internal strengths, mitigating weaknesses, and capitalizing on existing opportunities to address threats from the competitive environment.

Several aspects that are the focus of partner development during the community service process 1. Market Analysis and Consumer Dynamics

Analysis of the market and consumer behavior in the Bogor area reveals significant shifts that impact the sustainability of the Roti Mashita MSME. This aspect is seen in three main points:

a. Characteristics of the Culinary Market in Bogor City

Bogor is known as a culinary city with a highly competitive level. Based on field observations, the Roti Mashita MSME market is currently dominated by local consumers (neighbors and loyal customers) who prioritize affordable prices (price sensitive). However, this segment is limited in terms of daily sales volume. On the other hand, there is potential for a new market among office workers and students in Bogor who require ready-to-eat products



with convenient purchasing access. The gap between the high-quality Roti Mashita MSME products and the still-limited market reach is the main focus of this empowerment strategy.

b. Dynamics of Consumer Behavior in the Digital Era

Consumer dynamics have shifted from conventional shopping patterns to app- and social media-based shopping patterns. Interview results indicate that consumers in urban Bogor tend to conduct "profile checks" through digital platforms before making a purchase decision. Roti Mashita, a small and medium enterprise (SME), faces obstacles due to its lack of a sufficient digital footprint. The absence of a Google Maps presence and the lack of a menu on delivery apps (GoFood/GrabFood) cause potential consumers to turn to modern bakeries that are more easily accessible online. This dynamic reinforces the SWOT matrix finding that weaknesses (suboptimal digital marketing) directly clash with opportunities (growth of delivery services).

c. Pressure from Modern Bakery Competition

Consumers in Bogor are currently faced with a wide selection of modern bakeries offering superior packaging and ease of transaction. This dynamic creates challenges for Roti Mashita, a small and medium enterprise (SME), in maintaining customer loyalty. Although Roti Mashita excels in taste and price, consumer perceptions of a product's modernity are often influenced by visual representations on social media. Therefore, digital marketing optimization is not merely a promotional tool, but also a tool for building a perceived quality comparable to that of major competitors in the eyes of consumers.

Based on this market analysis, the community service team formulated that the Roti Mashita MSME's development strategy must focus on Bridging the Digital Gap. Consumer dynamics, which demand speed and convenience, require this MSME to immediately transform its operations, moving from a wait-and-see approach (waiting for customers to come to the store) to a proactive approach through the integration of delivery platforms.

Beyond market aspects, the sustainability of Roti Mashita MSME depends heavily on strengthening its internal management foundation. Based on the mentoring provided, several crucial points related to operational efficiency were identified:

1. Transition from Traditional to Digital Management

To date, Roti Mashita MSME has implemented traditional family-based management. Cash flow recording is still done manually or even mixed with the owner's personal finances. This situation makes it difficult to separate working capital from net profit. This community service activity introduced the use of a simple digital bookkeeping application. Operational efficiency is achieved when business owners can monitor daily expenses in real time. This digital management is not just a recording tool, but also a decision-making tool, for example, when to restock raw materials based on weekly sales trends.

2. Controlling Production Costs Against Fluctuations in Raw Materials

One of the main threats in the Roti Mashita MSME SWOT analysis is the rising prices of raw materials such as wheat flour, butter, and sugar. Without strict cost management, rising raw material prices will immediately erode profit margins, as bread prices tend to remain fixed to maintain customer loyalty. Operational evaluations demonstrate the need for recipe standardization to maintain taste consistency and accurately calculate Cost of Goods Sold (COGS). By accurately knowing the cost per unit, Roti Mashita MSME can implement efficiencies in less productive expense items without sacrificing product quality.



3. Optimizing Production Capacity and Workflow

Operational management at the Bogor production site still requires a more systematic workflow arrangement. Limited capital results in limited automated production equipment, so productivity relies heavily on the efficiency of manual labor.

Empowerment is carried out by providing education on production time management. A make-to-order production strategy is combined with make-to-stock production for best-selling products. This aims to minimize the risk of unsold waste, which is one of the biggest sources of inefficiency in the bakery business. Improvements in management and operations have a direct impact on the financial stability of Roti Mashita's MSME. More organized management allows Roti Mashita's MSME to have a good financial track record, which in the future can be used as a requirement for accessing bank capital to overcome the weakness of limited capital.

1. SWOT Analysis

A SWOT analysis was used to identify internal and external conditions that influence the Roti Mashita MSME's development strategy in expanding its business into the Bogor market. This analysis was used to identify and identify the potential of the Roti Mashita MSME. Through this analysis, the business can identify strengths that need to be maintained, weaknesses that need to be addressed, opportunities that can be exploited, and threats that must be anticipated to ensure an effective and targeted business development strategy (Januaji, 2024).

Table 1. Results of SWOT Analysis of Roti Masitha MSME

<i>Strengths</i>	<i>Weaknesses</i>
<ol style="list-style-type: none"> 1. Guaranteed and consistent taste 2. Use of premium ingredients 3. Wide variety of products 4. Affordable prices 5. Business experience since 2008 6. Quick response to customer complaints 	<ol style="list-style-type: none"> 1. Limited business capital 2. Digital marketing is not yet optimal 3. Sales fluctuate 4. Dependence on premium raw materials 5. Lack of a modern management system (simple management)
<i>Opportunities</i>	<i>Threats</i>
<ol style="list-style-type: none"> 1. Opening of new branches in busy areas of Bogor 2. Increasing demand for MBG 3. Growth of online delivery services 4. Increasing demand for ready-to-eat products. 	<ol style="list-style-type: none"> 1. Many competitors offering similar breads 2. Rising raw material prices 3. Changing consumer taste trends 4. Aggressive digital marketing competition

A SWOT analysis shows that the Roti Mashita MSME possesses significant strengths through consistent product quality, a wide variety of flavors, affordable prices, and extensive business experience. However, the business still faces weaknesses such as limited capital,



suboptimal digital marketing, and fluctuating sales. On the other hand, business development opportunities are wide open through increasing demand for MBG, the growth of delivery services, and the vast potential of the Bogor market. However, threats such as numerous bread competitors, rising raw material prices, and changing consumer preferences need to be anticipated. In summary, the Roti Mashita MSME has the potential to grow if it can capitalize on its strengths and opportunities and improve its weaknesses.

3. SWOT Matrix Analysis of Mashita Bread MSME

This analysis aims to match the opportunities and threats faced by the company, as external factors, with its internal strengths and weaknesses to generate strategic alternatives. This analysis uses a nine-cell matrix containing four alternative strategies, called the SWOT Matrix. Once all SWOT factors have been identified, the next step is to organize them into the SWOT Matrix.

This matrix integrates internal and external factors to produce four types of strategies: SO strategies, which leverage strengths to seize opportunities; WO strategies, which maximize opportunities to overcome weaknesses; ST strategies, which use strengths to address threats; and WT strategies, which focus on defensive efforts to minimize weaknesses and avoid external risks. With the SWOT Matrix, the development direction of Roti Mashita's MSMEs becomes more structured, realistic, and easily implemented, adapting to market conditions and business capabilities.

Table 2. SWOT Matrix Results for Roti Masitha MSME

Internal Eksternal	Strengths (S) <i>(Growth Strategy)</i>	Weaknesses (W) <i>(Turnaround Strategy)</i>
Opportunities (O)	a. Leveraging product quality and flavor variations to attract the Bogor tourist market. b. Maximizing production capacity to meet MBG demand. c. Leveraging business experience to expand into delivery services while emphasizing affordable prices.	a. Improve digital marketing (Instagram/TikTok) to capture the broad demand for ready-to-eat products. b. Optimize financial management and cost management to enable the business to capitalize on opportunities to open new branches. c. Utilize raw material efficiencies to reduce reliance on premium materials.
	Strengths (S) <i>(Defensive Strategy)</i>	Weaknesses (W) <i>(Survival Strategy)</i>



Threats (T)	<ul style="list-style-type: none"> a. Maintain customer loyalty through consistent product quality to prevent customers from switching to modern bakeries. b. Emphasize unique variants and affordable prices to compete with more expensive competitors. c. Leverage business experience to respond more quickly to changing consumer preferences. 	<ul style="list-style-type: none"> a. Improve digital marketing capabilities to face aggressive online competition. b. Seek alternative suppliers to minimize the risk of rising raw material prices. c. Diversify products to mitigate the impact of sales fluctuations.
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Based on the matrix above, the following are concrete steps in the community service program:

1. Marketing with the Roti Mashita MSME Digital Presence
 - a. The Roti Mashita MSME must register and optimize its account on Google Maps (Google Business Profile) to make it easier for Bogor residents to find the location.
 - b. Creating attractive product visual content for Instagram and TikTok.
 - c. Partnering with food delivery partners (GoFood/GrabFood/ShopeeFood) to reach markets beyond the physical location.
2. Operations and Management through standardization of procedures.
 - a. The Roti Mashita MSME must create simple digital financial records (using applications such as BukuWarung or BukuKas) to address its rudimentary management.
 - b. Conducting educational sessions on accurate costing (calculating the cost of goods manufactured) to anticipate increases in raw material prices.
3. Product Development through Trend Adaptation.

Need to innovate flavor variants or more contemporary packaging (Instagrammable packaging) to address changing consumer trends and compete with modern bakeries.

The analysis results show that Roti Mashita MSME is in Quadrant I (Aggressive Strategy), but is held back by managerial barriers. Despite having a competitive product (Strength), this MSME cannot take advantage of digital market opportunities due to technical constraints (Weakness). Therefore, the community service intervention is focused on the W-O Strategy. The community service team acts as a bridge to eliminate these digital barriers. By optimizing digital presence, weaknesses in marketing reach can be overcome without requiring large capital to open a physical branch. This proves that for Roti Mashita MSME in Bogor, the key to success lies not only in taste, but in the ability to adapt to how consumers access the product online.

Recommendations for Community Service

Bogor has a market that favors culinary delights with competitive prices but strong home-cooked quality. This makes the Roti Mashita MSME a significant Unique Selling Point (USP) if managed with more modern management. The potential for business development for the Roti Mashita



MSME in Bogor is significant due to broad consumer support, excellent product quality, and strategic branch locations. However, business development will only be effective if accompanied by strengthening digital marketing, production management, and capital. Bogor, as a tourist destination, offers additional opportunities because the characteristics of its unyil bread products make it suitable as souvenirs. Therefore, a suitable location, strong branding, and product innovation are key to successful business development. Furthermore, increasing demand for MBG can provide a stable source of income, supporting investment in opening new branches. However, businesses need to ensure that quality does not decline due to increased production volume. Regular market research is also necessary to understand changing consumer preferences, especially amidst the rise of modern bread products and viral desserts on social media.

D. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the SWOT analysis and mentoring conducted on the Roti Mashita MSME in Bogor, it can be concluded that:

1. The Roti Mashita MSME's strategic position is strong internally, with maintained product quality and competitive pricing, supported by extensive business experience. However, business growth is still hampered by simple management and suboptimal digital marketing.
2. There are significant opportunities in the ready-to-eat product and delivery service segments in the Bogor area. The best strategy to implement is the Growth Strategy (SO), which maximizes product quality and affordable prices to penetrate the digital market.
3. Through the SWOT analysis approach, business owners now have a clearer direction in prioritizing actions, from improving financial management to activating social media as a new sales channel.

Recommendations

To ensure the future sustainability of the Roti Mashita MSME, the community service team offers the following recommendations:

1. The business owner is advised to consistently activate social media accounts (Instagram and TikTok) and register the business on online food delivery platforms to face competition from modern bakeries.
2. More organized inventory and financial records are needed using a simple digital bookkeeping application to mitigate the risk of fluctuating raw material prices.
3. Innovate packaging to make it more attractive and hygienic, and conduct a small research on current flavor trends to remain relevant to the dynamic consumer tastes in Bogor.
4. For the sustainability of community service activities, continued mentoring is expected in the future, particularly regarding business legality (such as NIB or Halal certification) to increase consumer trust more broadly.

Documentation of Community Service Activities

The following is some documentation of community service activities that have been implemented, as shown in Figure 3 below.

Documentation Attachment





Figure 1. Documentation of Community Service Activities

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