



Marketing Optimization Strategy of Cassava-Based MSMEs Through Cluster Development: A SWOT Analysis in Pandansari Lor Village

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ABSTRACT

Marketing optimization has an important role in the development of a business, especially for Micro, Small and Medium Enterprises (MSMEs). The gap in this research lies in the minimal use of technology and integrated digital-based marketing strategies in the development of cassava-processed MSMEs, although the potential for collaboration through cluster formation and SWOT analysis shows great opportunities to increase competitiveness and business sustainability. This study aims to find out how to optimize the marketing of processed cassava products through the establishment of cassava clusters in Pandansari Lor Village by combining MSMEs with the same business so that information exchange, both innovation and technology can be quickly delivered. Purposive sampling of 20 MSMEs with criteria such as MSMEs with a duration of less than 5 years and marketing that is still carried out conventionally. The research method used is quantitative and uses SWOT analysis. The results of the study are expected to provide insight into marketing optimization strategies through the formation of clusters and can increase the competitiveness of MSMEs in a wider market. Optimization of marketing of processed cassava products can be done through the creation of packaging designs and promotional content designs as well as through the formation of cassava clusters in MSMEs of processed cassava products in Pandansari Lor Village which is strengthened by a SWOT analysis with an SO (strength - opportunity) value of 4.20, thus indicating that the SO strategy has high potential for sustainable growth and success.

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ABSTRAK

Optimalisasi pemasaran memiliki peran penting dalam pengembangan suatu usaha terutama bagi Usaha Mikro, Kecil dan Menengah (UMKM). Di Desa Pandansari Lor, Kecamatan Jabung, Kabupaten Malang terdapat banyak UMKM yang memproduksi produk olahan singkong berupa kerupuk dan keripik singkong. Kesenjangan penelitian ini terletak pada masih minimnya pemanfaatan teknologi dan strategi pemasaran berbasis digital secara terintegrasi dalam pengembangan UMKM olahan singkong, meskipun potensi kolaborasi melalui pembentukan cluster dan analisis SWOT menunjukkan peluang besar untuk meningkatkan daya saing dan keberlanjutan usaha. Penelitian ini bertujuan untuk mengetahui bagaimana optimalisasi pemasaran produk olahan singkong melalui pembentukan cluster singkong di Desa Pandansari Lor dengan menggabungkan UMKM dengan usaha yang sama sehingga pertukaran informasi, baik inovasi maupun teknologi

dapat cepat tersampaikan. Pengambilan sampel dilakukan secara purposive sampling sejumlah 20 UMKM dengan kriteria yakni UMKM dengan lama kurang dari 5 tahun dan pemasaran yang masih dilakukan secara konvensional. Metode penelitian yang digunakan yakni kuantitatif dan menggunakan analisis SWOT. Hasil penelitian diharapkan dapat memberikan wawasan mengenai strategi optimalisasi pemasaran melalui pembentukan cluster serta dapat meningkatkan daya saing UMKM dalam pasar yang lebih luas. Optimalisasi pemasaran produk olahan singkong dapat dilakukan melalui pembuatan desain kemasan dan desain konten promosi serta melalui pembentukan cluster singkong pada UMKM produk olahan singkong Desa Pandansari lor yang dikuatkan dengan analisis SWOT dengan nilai SO (strength – opportunities) yakni 4,20 sehingga menunjukkan bahwa strategi SO berpotensi tinggi untuk pertumbuhan dan kesuksesan yang berkelanjutan.

INTRODUCTION

Malang Regency is one of the districts in East Java with abundant natural resource potential, especially in the rapidly growing agricultural sector. One of the leading commodities is cassava, which has a carbohydrate content of 34.7 g, protein 1.2 g, calcium 33 mg, and vitamin C 30 mg (Saraswati *et al.*, 2022). According to the Food Crops, Horticulture and Plantations Office of Malang Regency stated that cassava productivity increased from 124.9 tons in 2020 to 172.3 tons in 2021. High productivity in cassava cultivation will ensure a sustainable supply to produce processed cassava products.

Cassava processed products are the development of processed food by utilizing cassava to increase selling value. According to Central Bureau of Statistics (2023), the consumption of crackers and chips in Malang Regency reached 2,430 kg per capita per week,

thus encouraging the development of processed cassava products. There are various menu variations produced from cassava processing, including cassava chips and crackers which are one of the potential processed cassava in Pandansari Lor Village, Jabung District, Malang Regency.

Pandansari Lor Village is one of the largest cassava producers in Jabung District with a cassava planting area of 192 ha with production reaching 20 tons/ha. This indicates that cassava is a potential commodity to be developed so as to produce MSMEs engaged in processed cassava.

The development of processed cassava products is considered to be able to grow the economy both in the agricultural sector and MSMEs engaged in processed cassava. According to Rahmadani & Jefriyanto (2021) MSMEs in Indonesia play a strategic role in the economy and are able to absorb a lot of labor.

The establishment of the cassava MSME Cluster is expected to facilitate the exchange of information and technology, as well as strengthen marketing networks both through social media and e-commerce.

E-commerce is an online sales platform that can open up marketing opportunities for processed cassava products more broadly. The We Are Social report in 2023 states that active social media users in Indonesia reach 167 million people or 60.4% of the population. The use of social media is used as a marketing tool so that it can increase the reach of products to a wider market. The introduction of processed cassava products in Pandansari Lor Village is still carried out conventionally, so assistance and training are needed for marketing optimization and business development for local MSMEs.

The novelty of this research lies in the integration of the formation of cassava processed MSME clusters with marketing optimization based on packaging design and promotional content supported by SWOT analysis as a collaborative strategy to increase the competitiveness of rural MSMEs. This study aims to determine how to optimize the marketing of processed cassava products through the formation of cassava clusters in Pandansari Lor Village through SWOT analysis. It is hoped that the results of this research can contribute to the growth of the local economy and the development of MSMEs processed cassava products.

METHOD

The research was conducted in Pandansari Lor Village, Jabung District, Malang Regency, East Java Province from December 2024 to March 2025. The sampling method is using *purposive sampling* techniques, namely sampling techniques based on certain criteria. The sample in this study is MSMEs processed cassava products in Pandansari Lor Village. Based on the data obtained, the sample amounted to 20 MSMEs with criteria, namely MSMEs with a duration of less than 5 years and marketing that is still carried out conventionally.

The research method used is quantitative and uses SWOT analysis in obtaining the best strategy by utilizing various factors including internal factors in the form of *strengths* and weaknesses as well as external factors such as *opportunities* and threats) adapted to the conditions of the research sample. The results of the analysis will be presented in the form of a SWOT matrix and then described in text form. The analysis process is carried out through the calculation of *Internal Factor Analysis* (IFAS) and *External Factor Analysis* (EFAS) on each factor then the results are entered into a quantitative model.

The steps in calculating the EFAS (External Factor Analysis Summary) are as follows:

1. Enter the opportunity and threat factors into the EFAS table in the first column.
2. Assign a weight to each factor in the second column on a scale from 1.0 (very important) to 0.0 (not important), with a total weighting of no more than 1.00.

3. Assign a rating to each factor in the third column on a scale of 4-1 for opportunities and the reverse scale of 1-4 for threats.
4. Multiply the weight by the rating for each factor to produce a score in the fourth column, reflecting the factor's level of importance in decision-making.
5. Add up the weighted scores for each factor in the fourth column and analyze them to provide an overview of the strategic factor's impact on the company or organization.

The next steps in calculating the IFAS are as follows:

1. Enter the strengths and weaknesses factors into the IFAS table in the first column.
2. Assign a weight to each factor in the second column using a scale of 1.0 (very important) to 0.0 (not important), with a total weighting not exceeding 1.00.
3. In the third column, each factor is rated on a scale of 4 (very strong) to 1 (very weak), and weaknesses are given the opposite value, 1-4.
4. In the fourth column, multiply the weights by the rating value of each factor to obtain a weighted score.
5. Sum the weighted scores for each factor to obtain a total factor score for the analysis, which is used to determine the factor's response to the company or organization.

The best strategy results obtained will be strengthened again through discussions with several parties such as local agricultural extension workers, Pandansari Lor Village, MSME mobilizers, and MSME representatives who are the main actors in the cassava

processing business, both chips and cassava crackers.

There are four quadrants that indicate the conditions and recommended strategies appropriate for a company or organization, as follows:

1. Quadrant I (positive, positive), indicates that an organization has strengths and is full of opportunities, so the recommended strategy is progressive, meaning the organization can continue to grow and develop optimally.
2. Quadrant II (positive, negative), indicates that an organization has strengths but is perceived as facing significant challenges, so the recommended strategy is strategic diversification with multiple tactical strategies to address existing challenges.
3. Quadrant III (negative, positive), indicates that an organization is classified as weak but has significant opportunities, so the recommended strategy is to modify existing strategies to pursue existing opportunities.
4. Quadrant IV (negative, negative), indicates that an organization is classified as weak and faces significant challenges, so the recommended strategy is to continue to survive and strive for improvement to avoid further decline

RESULTS AND DISCUSSION

Goal Characteristics by Age

Age is one of the benchmarks for some societies where the more mature a person is, the more trustworthy it is than someone who has not had a high level of maturity as experience or mental maturity (Lasut *et al.*, 2017). According to data from Kementerian Kesehatan RI (2018)

states that the population in Indonesia is divided into three age groups: young (under 15 years), productive (15-64 years), and non-productive

(over 65 years). The following is the target characteristic data based on age.

Table 1. Goal-based Characteristics

No	Age	Interval (year)	Number of people	Presentase (%)
1.	Young age	<15	0	0
2.	Productive age	15-64	20	100
3.	Non- productive age	>64	0	0
Amount			20	100

Source: Primary Data processed by the Author 2024

The data shows that the target characteristics are in productive age with a percentage of 100%. Productive age can be interpreted as an age group that is classified as able to work and produce something. MSMEs of productive age have a good ability to develop their business so that they have the potential to increase work productivity. This is in line with opinion [Mahendra & Woyanti \(2014\)](#) which states that the productive age group generally has high motivation and enthusiasm in running the business they are running.

Characteristics of Goals Based on Education Level

Formal education is education that refers to the period of time or level of education that has been taken by a person in a formal educational institution. The level of formal education affects a person's decision-making ability to adopt innovations. The higher a person's education, the more positive his ability to accept and adopt innovations ([Triguna et al., 2022](#)). The following is data on the characteristics of targets based on education.

Table 2. Characteristics Based on Education

No	last education	Interval	Number of people	Presentase (%)
1.	Bachelor	Very high	1	5
2.	Senior High School	Tall	2	10
3.	Junior High School	Currently	7	35
4.	Elementary school	Low	10	50
Amount			20	100

Source: Primary Data processed by the Author 2024

This is slightly different from the results of [Kordiyah et al. \(2024\)](#) research which stated that the test results between education (X2) and the level of adoption of corn farming technology (Y) obtained a correlation coefficient value (rs) of 0.055. With a significance value of 0.611 greater than α

(0.05), thus the decision can be taken to reject H1 meaning that the level of education is not significantly related to the level of adoption of corn farming technology in East Waringinsari Village.

Based on the table, it can be concluded that the characteristics of formal education

counseling targets as many as 10 people are in the low interval category and have the highest percentage of 50%. The level of education generally has a real effect on the level of understanding and decision-making ability of a person. However, this is not the case in Pandansari Lor Village, that during the counseling activities that have been carried out even though formal education is low, MSMEs of processed cassava products actively have an interest in the material that has been delivered by actively asking. This is in line with opinion Dewanti (2024) and Setiyowati *et al.* (2022) that higher education does not necessarily have a broader insight and can be more open in accepting a new innovation. In addition,

counseling activities are also useful in supporting non-formal education for MSMEs.

Target Characteristics based on Length of Entrepreneurship

The length of entrepreneurship is the time needed by an entrepreneur in entrepreneurial activities calculated in the number of years since someone started his business. The longer the business runs, the more experience gained so that it can help an entrepreneur in decision making and can manage the risks of the business carried out (Eltahir, 2018; Jandu *et al.*, 2024). The following are the characteristics of the target based on the length of entrepreneurship.

Table 3. Characteristics Based on Length of Entrepreneurship

No	Length of Entrepreneurship	Interval	Number of people	Presentase (%)
1.	1 year	Beginner	1	5
2.	2 year	Experienced	2	10
3.	3 year	Intermediate	9	45
4.	4 year	Advanced	8	40
Amount			20	100

Source: Primary Data processed by the Author 2024

Based on the table above, it can be concluded that MSMEs processed cassava products that are the target of counseling have a business duration of three to four years. This shows that MSMEs have accumulated significant business experience in managing their businesses over the past few years. The longer a person is in entrepreneurship, the more he can hone his knowledge and skills in a particular field. The duration of MSMEs in entrepreneurship can have an impact on the experience gained so that it can affect

perceptions and decisions taken in running their business (Wati & Filianti, 2019). Therefore, it is important for extension workers and related parties to understand the level of experience and knowledge of MSMEs processed cassava products in designing extension programs that are effective and relevant to their needs.

Determination of Extension Materials

The determination of extension materials is based on the results of identifying potential areas and existing problems, namely the marketing of processed cassava products by

MSMEs in Pandansari Lor Village which is still carried out conventionally. In addition, there are many MSMEs with the same processed products, namely MSMEs processed cassava products so that a cluster can be formed so that business development is more optimal. Thus, counseling materials are expected to provide appropriate guidance to help MSMEs processed cassava products in optimizing marketing activities of the products produced, this is also in accordance with research [Romadi *et al.* \(2023\)](#).

The determination of the material is obtained from data collection which is then

analyzed using SWOT analysis and described in paragraph form. In the SWOT analysis contains strengths, weaknesses, opportunities and threats that are adjusted to the conditions of the predetermined extension targets ([Mayang *et al.*, 2020](#); [Zainuri & Setiadi, 2023](#)). After obtaining the strategy factors, it can be continued with analysis through the calculation of *Internal Factor Analysis* (IFAS) and *External Factor Analysis* (EFAS). Based on meetings that have been held with several related parties, the data obtained can be described in the form of the following table 4 and 5.

SWOT Matrix Making

Table 4. Internal Factor Matrix

Internal Strategy Factors		Weight (0,0 – 1,0)	Rating (1 - 4)	Evaluation (2 x 3)	Ranking
1		2	3	4	
Strength					
1.	There are many MSMEs with processed cassava products	0,15	4	0,62	I
2.	The majority of MSMEs are of productive age	0,13	4	0,55	II
3.	The taste and price of processed cassava products can reach various levels of society	0,1	3,5	0,35	III
4.	The processed cassava products produced can last a long time	0,1	3	0,3	V
5.	MSMEs have smartphones that can be used as a medium for optimizing marketing	0,10	3	0,31	IV
Amount				2,14	
Weakness					
1.	Marketing is still done conventionally and sold to collectors	0,07	2	0,15	IV
2.	The MSMEs of Pandansari Village are not yet familiar with processed cassava products in the wider community	0,09	2,5	0,23	I
3.	Lack of understanding by MSMEs regarding the use of smartphones in marketing optimization	0,08	2,5	0,21	II
4.	Lack of understanding in making correct packaging designs	0,06	2	0,13	V
5.	Lack of understanding in promotional content design for marketing optimization activities	0,07	2,5	0,18	III
Amount				0,92	

Table 5. External Factor Matrix

External Strategy Factors	Weight (0,0 – 1,0)	Rating (1 - 4)	Evaluation (2 x 3)	Ranking
1	2	3	4	
Opportunity				
1. Support from the government or non-government institutions in developing MSMEs, especially the formation of clusters	0,14	4	0,57	I
2. MSMEs for processed cassava products are classified as communicative and have extensive relationships for marketing optimization activities	0,13	4	0,53	III
3. Processed cassava products are popular with various groups of people	0,13	3	0,39	IV
4. Technological developments to expand promotional reach	0,13	4	0,55	II
Amount			2,06	
threat				
1. Fluctuations in the price of cassava raw materials can affect production costs	0,09	2.5	0,24	II
2. Competition for processed cassava products between MSMEs	0,11	2	0,23	III
3. Changes in government policy can affect the sustainability of MSME businesses	0,13	2.5	0,33	I
4. There are disturbances in online marketing optimization activities such as cyber attacks or human errors.	0,10	2	0,20	IV
Amount	1,00		1,01	

Based on the table above, it can be concluded that the number of opportunity factors is 2.06 and the threat factor is 1.01. After knowing the number of IFAS and EFAS, it is necessary to take a quantitative approach in the SWOT analysis, namely by reducing the total strength and weakness factors from the data collected by 1.22 (2.14 - 1.92) and opportunities and threats by 1.05 (2.06 - 1.01). Furthermore, by determining the position based on points in the SWOT quadrant, namely external factors (opportunities and threats) become point Y and internal factors (strengths and weaknesses) become point X which is depicted in the SWOT diagram below:

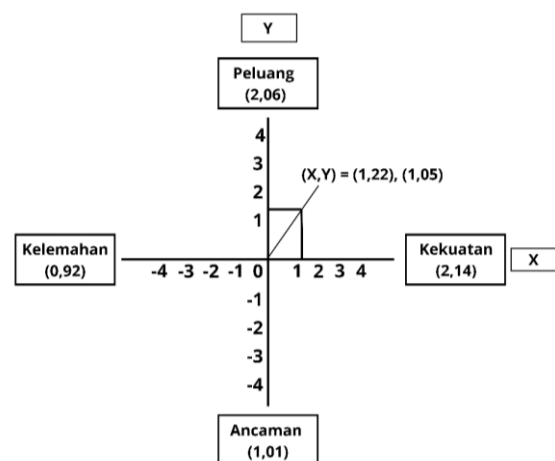


Figure 1. SWOT Diagram

Based on the SWOT diagram image above which is located in quadrant I, namely the X axis is at the value (1.22) and the Y axis is at the value (1.05), it illustrates the internal strength so that it can be used to pursue existing

opportunities. This is in line with the theory of [Santoso *et al.* \(2022\)](#) which states that if it is in quadrant I, the resulting strategy has a solid foundation and can have great potential to develop. In addition, the recommended strategy is also progressive, which is in a good and stable condition so that it can increase growth and achieve optimal progress.

An effective strategy can be formed from a combination of various factors in a SWOT analysis ranging from strengths, weaknesses, opportunities and threats. Each factor will be combined, linked and analyzed to obtain each strategy ([Sasoko & Mahrudi, 2022](#)). Through a combination of these factors, a SWOT matrix can be used as a guide in strategic decision making.

The SWOT analysis results that place MSMEs in quadrant I not only demonstrate the numerical superiority of the SO strategy, but also reflect the empirical conditions of cassava-processing MSMEs that possess real internal strengths such as the availability of local raw materials, production experience, and uniformity of business types that have not been fully utilized to capture growing market opportunities, particularly through technology-based packaging and marketing innovations. Compared to previous empirical findings that emphasized the role of collaboration and digitalization in increasing the competitiveness of rural MSMEs, these results confirm that the superiority of the SO strategy is not solely due to the highest score, but due to the match between the MSME's internal capacity and the character of available external opportunities. Thus, the SO strategy is superior because it is

able to encourage progressive and sustainable growth through the collective utilization of internal strengths within a cluster framework to respond to market opportunities more adaptively and competitively.

Strategi Strength – Opportunities (SO)

1. Forming clusters to improve collaboration and business development.
2. Optimize marketing and distribution strategies from broad communication and relationships
3. Producing a variety of products creates an opportunity to increase market share.
4. Expanding the reach of product promotion through digital platforms and social media.

Strategi Weakness – Opportunities (WO)

1. Utilize effective communication and extensive networks for marketing optimization activities.
2. Improve communication and interaction between MSMEs with cassava clusters
3. Utilizing smartphine in marketing optimization activities.
4. Create packaging designs and promotional content to expand the reach of promotions and interactions with customers.

Strategi Strength – Threat

1. Apply efficient raw material inventory management techniques.
2. Collabulating and innovating products between MSMEs.
3. Active in policy advocacy activities to support the growth of MSMEs.
4. Strengthening cybersecurity by updating and strengthening systems.

Strategi Weakness – Threat

1. Providing digital marketing training to MSMEs.
2. Expanding the reach of product marketing through promotional activities.
3. Cooperate with local farmers to reduce the impact of fluctuations in raw material prices.
4. Conducting industrial collaboration between MSMEs processed cassava products.

Table 6. SWOT Matrix

EFAS	IFAS	Strength	Weakness
		SO strategy	WO strategy
Opportunities	Proposed strategy to optimize power (S + O) = 4,20		Strategy for overcome weaknesses (W + O) = 2,98
		ST strategy	WT strategy
Threat	Proposed strategies to exploit opportunities and overcome threats (S + T) = 3,15		That strategy used for minimize weaknesses and avoid threats (W + T) = 1,93

Based on the SWOT matrix analysis, the best strategy for the cassava processed product business in Pandansari lor Village is an SO strategy that utilizes internal business strengths (*strength*) and external opportunities (*opportunities*) with the highest score of 4.20, thus showing that the SO strategy has high potential for sustainable growth and success. Therefore, the best strategies that can be applied for business sustainability are as follows:

1. Forming clusters to improve collaboration and business development.
2. Optimize marketing and distribution strategies from extensive communication and relationships
3. Producing a variety of products creates an opportunity to increase market share.
4. Expanding the reach of product promotion through digital platforms and social media.

Cluster Formation

In the formation of clusters, of course, requires an effort and time that is not short. However, if the efforts made are successful, it can certainly produce benefits in the development of MSMEs processed cassava products in Pandansari Lor Village. There are basic requirements needed in forming clusters according to Cluster Navigator in [Junaidi & Akhyar \(2021\)](#), which are as follows:

- a. The existence of this business (*core businesses*), namely MSMEs processed cassava products in the form of cassava chips and crackers in Pandansari lor Village as a dominant business field and become the main driver of the local economy.
- b. There is support from this business (*support businesses*), namely the availability of supporting businesses such

as cassava farmers as providers of raw materials for making processed cassava products.

- c. The existence of soft *support infrastructure*, namely the availability of support from various institutions and organizations that can assist in the development of clusters such as agricultural extension centers and trade offices that assist in training.
- d. The existence of hard *support infrastructure*, namely the availability of roads, communication facilities that are crowded to support local economic growth in Pandansari lor Village.

Based on the basic requirements above, Pandansari lor Village has the potential to form and develop a strong and sustainable cluster so that it can provide economic benefits for both the village and the MSMEs involved. After conducting group discussions in the second stage of counseling, the following vision-mission was formed:

Vision: To be an innovative, competitive cassava cluster, contributing to the improvement of the economy and welfare of members and the surrounding community.

Mission:

1. Encouraging innovation of processed cassava products to meet various market segments.
2. Adopt technology and develop product quality aesthetics through activities both training and technical assistance.
3. Optimizing marketing through the establishment of distribution networks
4. Increase access to capital and financial support for cassava cluster members through cooperation with financial institutions.

Based on the vision and mission that has been formed and with the formation of *cassava clusters*, it can access training programs from the government such as from the Malang district industry and trade office. Cassava clusters are also easier to access good cooperation with financial institutions such as BRI banks with MSME *cluster* programs. In addition, cassava *cluster* members can collaborate to support each other to increase motivation for business success. *Cassava* clusters provide a forum for cassava processed MSMEs to exchange ideas and help fellow members to solve their problems. Cassava *cluster* meetings have been mutually agreed upon once a month in the last week.

Marketing Optimization

Based on the results of coordination with field extension workers and MSME mobilizers in Pandansari Lor Village which is a follow-up to the formation of cassava clusters, results were obtained regarding problems that occur, especially in the field of marketing processed cassava products by MSMEs in Pandansari Lor Village which are still carried out conventionally. The limited reach of marketing areas certainly has an impact on the level of income owned by MSMEs. Through marketing optimization activities, of course, it can reach a wider product promotion so that product information will be quickly received by

consumers. Promotional content design is certainly needed in product dissemination through *digital marketing*. In addition, packaging design also has its own influence, which will make the appearance of the resulting product more attractive so that it will gain added value and attract consumer buying interest (Panggabean *et al.*, 2024). The steps for creating promotional content design and packaging will be conveyed in counseling activities.

CONCLUSION AND RECOMMENDATIONS

Based on the results and discussion of research that has been conducted in Pandansari Lor Village with the target of MSMEs processed cassava products, conclusions can be drawn as follows: Marketing optimization and cluster formation can be done based on the results of SWOT analysis where the value of SO (*strength* – opportunities) is 4.20 so as to show that the SO strategy has high potential for sustainable growth and success. There is a follow-up to the formation of *the cluster*, namely with marketing optimization activities in the form of promotional content design and packaging to be able to attract consumers and expand the marketing reach of processed cassava products produced.

Based on the results and discussion of research that has been conducted in Pandansari Lor Village with the target of MSMEs processed cassava products, it can be concluded that marketing optimization and cluster formation can be carried out based on the results of SWOT analysis where the value of SO

(*strength* - opportunities) is 4.20 so as to show that the SO strategy has high potential for sustainable growth and success. There is a follow-up to the formation of the cluster, namely with marketing optimization activities in the form of promotional content design and packaging to be able to attract consumers and expand the marketing reach of processed cassava products produced.

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CONTRIBUTION STATEMENT

Luthfil Godriyah played the role of the main contributor in writing this manuscript, Ugik Romadi played the role of correspondence in writing this manuscript, while Budianto played the role of member contributor in writing this manuscript.

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