

Analysis of Marketing Strategies to Improve the Competitiveness of UMKM on Cilembu Roasted Sweet Potatoes in Korpri Bandar Lampung

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ABSTRACT

This study aims to determine the marketing strategies used to increase competitiveness at Ubi Bakar Madu Cilembu Korpri Bandar Lampung. The research method that can be used is a descriptive qualitative approach, using observation techniques and interviews with business owners to collect company data.

The results show that marketing strategy management involves four main elements: 1) segmentation, 2) target market determination, 3) market positioning, and 4) marketing mix. In conclusion, the current marketing strategy is considered optimal because it applies these components, and is able to increase revenue with positive results.

The contribution of this research is to increase understanding and knowledge about marketing strategies in improving the competitiveness of MSMEs, especially in the case of Cilembu grilled yam in Bandar Lampung. This research also provides insight to MSME business owners, especially those engaged in the food sector such as grilled sweet potatoes, to improve the effectiveness of their marketing strategies. As well as contributing new understanding or confirmation of existing marketing management concepts, especially at the MSME level.

It can be concluded that the analysis of the effectiveness of marketing strategies shows an increase in total sales from 2021 to 2023, which is an indicator of the success of the marketing strategy at Ubi Bakar Cilembu MSMEs. The marketing strategy implemented by Ubi Bakar Madu Cilembu Korpri has proven successful, as

reflected in the consistent increase in sales volume.

Keywords: Marketing Strategy, Competitiveness, Cilembu Sweet Potato

INTRODUCTION

Highly dynamic environmental conditions and intense competition encourage individuals to rely more on a well-thought-out strategy in starting their business. In starting a business, one needs to have a detailed strategy, which helps assess the potential of the business. This is important to provide benefits to all stakeholders.

Micro, Small and Medium Enterprises (MSMEs) play a significant role as business units managed at both the community and family levels, and they make up the majority of business actors in Indonesia. The contribution of MSMEs is not only limited to national economic growth, but can also create a large number of jobs and drive economic growth. Especially in cities like Lampung, SMEs in the food sector are experiencing rapid growth. (Besse Faradiba, 2020)

Micro, small and medium enterprises (MSMEs) were established in 1997 and play an important role in the country's economic growth, as Indonesia is one of the countries with high per capita income. One of the government programs that still exists and develops until today is MSMEs. This is a result of the great efforts of MSMEs in

creating employment opportunities, showing their significant commitment, especially in maintaining employment.

The sustainability and competitiveness of MSMEs can be achieved through the implementation of effective strategies. To compete with other business actors, MSMEs continue to strive and explore in improving their identity through product development in the market. Therefore, a relevant strategy for MSMEs in facing global challenges is marketing strategy. Marketing strategy is the key to achieving sustainable competitive advantage, both for companies that focus on the production of goods and services. The use of marketing strategy can be considered as the main foundation in compiling overall company planning. The tight competition faced by companies is another reason that emphasizes the urgency of marketing strategy. (Nurafni Octavia et al., 2023)

One of the micro, small and medium enterprises (MSMEs) in Bandar Lampung is Ubi Bakar Madu Cilembu. This business focuses on the food sector with its main product being grilled sweet potatoes. Ubi Bakar Madu Cilembu Korpri is owned by Muhammad Aris and has been operating since 2021. This business is classified as a retail business because its products are sold directly to end consumers, without involving large distribution layers or other intermediaries. The marketing strategy used is quite extensive, with direct sales to consumers, both through end-users and by allowing consumers to buy directly at the production site as long as the roasted sweet potato stock is still available. The selling price of Cilembu honey roasted yam has been set at IDR 25,000 per kilogram for the cooked product, and around IDR 15,000 per kilogram for the raw yam.

A type of sweet potato that is highly favored by the public is Cilembu sweet potato. This sweet potato has unique characteristics compared to other types of sweet potatoes. What distinguishes it is that when processed by roasting, Cilembu sweet potatoes release a sweet sap similar to honey, so it is often referred to as honey sweet potatoes by the

community. Ubi Cilembu is a local sweet potato variety originating from Cilembu Village, Sumedang Regency, and has been recognized as a Geographical Indication since 2013 with the IG ID number 000000019. Cilembu sweet potatoes are known for their honey-like sweetness, chewy flesh texture, and mild flavor. (Thoriq & Widyasanti, 2019).

According to Purwanto (2008), strategic analysis includes the concept of the "strategic triangle", which consists of aspects of Customers, Competitors, and Companies. Most companies or business units tend to focus on their production and operational activities to concentrate only on the product manufacturing stage, including companies with small to medium scale. It is important for companies to not only focus on product production, but also to pay attention to business strategies to maintain and develop existing businesses, so that they can continue to compete in the market.

Marketing strategy is a method to achieve sustainable competitive advantage, both for companies that focus on the production of goods and services. The use of marketing strategy can be considered as a foundation used to develop a comprehensive company plan. Given the complexity of the problems that exist in the company, comprehensive planning is needed as a guide for various segments of the company in carrying out its activities. (Saefullah & Arnu, 2022)

One of the problems affecting the marketing strategy at Ubi Bakar Madu Cilembu Korpri is inappropriate promotion and advertising. For example, unattractive designs or creative ideas can fail to captivate the target market and reduce the attractiveness of the brand or product. In addition, MSME players must remain aware of the changes that are happening, because sometimes business actors do not want to know about it and do not want to adapt to changes in competition. MSMEs must pay attention to competitive issues in marketing, especially during the process of creating a marketing strategy. This is important so that the chosen strategy can penetrate the market. The ability to capture

market share will have an impact on the survival of the MSME itself, especially in the context of increasingly fierce competition as it is today. The managerial in it really needs the formulation of the right marketing strategy to face competition and develop the market. The purpose of this study is to observe the implementation of marketing strategies in increasing competitiveness at Ubi Bakar Madu Cilembu Korpri in Bandar Lampung. And the contribution of this research is to increase understanding and knowledge about marketing strategies in improving the competitiveness of MSMEs, especially in the case of Cilembu roasted sweet potatoes in Bandar Lampung. This research also provides insight to MSME business owners, especially those engaged in the food sector such as grilled sweet potatoes, to improve the effectiveness of their marketing strategies. As well as contributing new understanding or confirmation of existing marketing management concepts, especially at the MSME level.

LITERATURE REVIEW

Marketing Strategy

Strategy is a planning process that involves various dimensions, with the understanding that the view of strategy is multidimensional. The concept of strategy is considered situational and may vary depending on the industry and environment in which an organization operates. (Fitri Handayani, 2023)

According to Stephanie K Marrus cited by Sukristono in (Umar, 2001), strategy is defined as the process of formulating plans by leaders with a focus on the long-term goals of the organization. This involves the preparation of methods or steps to achieve these goals. The definition of strategy specifically refers to incremental steps that are constantly increasing, based on a view of future customer expectations. (Ananda Isabella Dwi Aisyah, 2018)

Currently, the concentration of marketing is no longer just on how the product reaches the customer, but more focused on whether the

product can meet customer needs which leads to achieving customer satisfaction.

Marketing strategy involves maintaining product quality to ensure increased production every month. Therefore, every organization needs to design a strategy that can optimize its internal activities in the face of potential external threats that can affect the performance of the organization. (Patmarina Hepiana, 2022)

According to Chandra (2002), a marketing strategy is a plan that details a company's anticipation of the likely results of various marketing activities or programs on the demand for its products or product lines in specific target markets. The marketing program includes marketing steps that can affect demand for products, including price changes, adjusting advertising campaigns, designing special promotions, determining the choice of distribution channels, and so on. (Dimas Hendika Wibowo, 2015)

Marketing strategy refers to the systematic execution of a three-step process that starts from market segmentation strategy, target market determination strategy, and market *positioning strategy*. These three strategies are the key to marketing management:

1. Market segmentation strategy

Market segmentation is the process of dividing a market into different groups of buyers based on needs, characteristics, or behaviors that require a separate product mix and marketing mix. Or in other words, market segmentation is the basis for understanding that each market consists of several different segments.

Market segmentation is the process of placing consumers into subgroups within a product market so that buyers have similar responses to marketing strategies in determining the positioning of a company (Setiadi, 2003).

2. Market targeting strategy.

This means that the size or extent of a market segment is chosen based on the company's ability to enter that market segment. Most companies enter a new market by serving one

segment, if it proves successful then they add segments and then expand vertically or horizontally. In looking at a target market, it must be evaluated by looking at three factors (Umar, 2001: 46):

- a. Segment size and growth
- b. Market segment structure attractiveness
- c. objectives and resources

3. Target market strategy

Market *positioning* is a strategy to win a position in the minds of consumers, so this strategy is related to how to build trust, confidence and ability in consumers.

Marketing Mix

Marketing management can be divided into four aspects that are commonly known as the marketing mix. Kotler and Armstrong (2004) define the *marketing mix* as a collection of tactical marketing tools that can be controlled and combined by the company to achieve the expected response in the target market. This marketing mix consists of four groups of variables known as the "four Ps," namely: *Product, Price, Place and Promotion*.

Product refers to anything that can be marketed to meet wants and needs, involving various forms such as physical goods, services, experiences, events, locations, properties, organizations, and ideas. Product attributes include various aspects such as variety, quality, design, features, brand, packaging, size, service, warranty, and rewards. (Purbohastuti, 2021)

Price is the amount of money that must be spent by consumers in order to obtain, own, and use a good or service from a particular institution or company. Pricing on products is a crucial aspect of marketing strategy, because price value is a significant factor in consumer decisions regarding the use, purchase and ownership of a product. (Nur Anisa et al., 2021).

Place, place or location is the distribution area of the company's activities, which also includes Islamic financial institutions. Location has a crucial role in attracting people to buy products or services. It is important for an institution to choose a

location close to its target market, making it easier for people to make transactions. (Nur Anisa & Oktafia, 2021).

Promotion, Promotion is an action taken by companies to mobilize consumers to purchase products. This is a communication effort that aims to convey the advantages of the product and convince the target market to make a purchase. (Purbohastuti, 2021).

According to Kotler (2005), promotion is defined as a series of activities carried out by producers with the aim of conveying product benefits, convincing, and reminding target consumers to purchase these products.

Competition

According to Pitelis (2008), "*competitiveness*" is elusive and controversial, while Porter (1993) states that "competition is the essence of success". To succeed in any battle, every company needs to have a competitive strategy. Porter (1993) explains that "Strategy is concerned with competitive positioning, with differentiating oneself in the eyes of customers, by adding value through a mix of activities that is different from that used by competitors." The ultimate goal of competitive strategy is to overcome environmental forces for the benefit of the firm. (Kuntjoroadi & Safitri, 2011)

Competitiveness

According to Porter as cited by Assauri (2013), competitiveness refers to productivity which can be interpreted as the output produced by a company's workforce. Companies that lose competitiveness risk being abandoned by the market, because their inability to have an advantage implies their inability to survive in long-term competition. (Adriani et al., 2022)

Competitiveness refers to the strength or capability of an entity and its quality. This strength comes from the abilities and resources possessed both internally and externally by the organization to deal in a planned and structured manner with potential or actual disruptions. (Patmarina Hepiana et al., 2021)

Micro, Small and Medium Enterprises (MSMEs)

Enterprises known as micro, small, and medium enterprises (MSMEs) have the capacity to open up employment opportunities and make economic contributions to society. The role of MSMEs can contribute to national stability, encourage economic growth, and support the process of equity by increasing community income. The potential of MSMEs in driving community economic activity and serving as the main source of income can improve welfare levels. (Permata Sari et al., 2023)

According to Tambunan (2017), Micro, Small and Medium Enterprises (MSMEs) refer to stand-alone productive business units, which can be run by individuals or business entities in all economic sectors. MSMEs are the largest group of businesses and have good resilience in facing economic crises. The criteria that determine whether a business can be categorized as an MSME have been regulated in Law No. 20/2008 on Micro, Small and Medium Enterprises. (Fitri Handayani, 2023).

Micro Business, The criteria for the Micro Business group are productive businesses owned by individuals or individual business entities.

Small Businesses, The criteria for Small Businesses are productive economic businesses that stand alone, carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or become direct or indirect parts of medium or large businesses. **Medium Enterprises,** Criteria for Medium Enterprises are productive economic businesses that stand alone, carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or become direct or indirect parts of small or large businesses, with a total net worth or annual sales results. (Rahmini et al., 2017).

MATERIALS & METHODS

Type of Research

This research uses a descriptive method with a qualitative approach. Descriptive method is a research approach that is commonly used to explain an event. This approach seeks to describe the object of research in accordance with existing reality. In the context of this research, the aim is to reveal existing facts and orient the research on efforts to understand and explain problems and circumstances in accordance with conditions in the field, which are then thoroughly researched and studied.

Location and Object of Research

The object of research is everything that becomes the main center of attention in research, with the aim of achieving a deep understanding or solution to a problem. This research was conducted at cilembu honey roasted sweet potatoes located at Jl. Ryacudu No. 72, Way Dadi, Sukarame District, Lampung, Indonesia.

Types and Sources of Data

Primary data is data collected from the object of research through observations and interviews related to marketing strategies and marketing mixes, while secondary data is data that the author obtains in finished form consisting of modules, journals, papers, and other sources obtained from field documents and using data collection through literature studies.

Data Collection Methods

The methods used in this study to collect data were interviews and observations.

Data Analysis Method

During the research process, the data collected will be processed through qualitative descriptive analysis, using words arranged in text. Data analysis will be carried out along with and after the completion of the data collection process in qualitative research, in accordance with the predetermined time period. Responses given by the interviewees during the interview will

be immediately analyzed by the researcher. The results of this analysis are then used to form a conclusion that will be presented in the form of a research report.

RESULT AND DISCUSSION

Marketing Strategies for Honey Roasted Sweet Potato Cilembu

Ubi Bakar Cilembu implements a marketing strategy that starts from formulating market segmentation, market *targeting*, and market *positioning* strategies. In addition, the company also develops a *marketing mix* consisting of four elements, namely product, price, place, and promotion. The following are details about the marketing strategy of Ubi Bakar Madu Cilembu:

1. Market Segmentation Strategy

(Segmentation): The first step taken by Ubi Bakar Madu Cilembu is to conduct market segmentation, which focuses on consumers from various layers of organizations, institutions, and communities. Market segmentation criteria involve:

- a. Demographic Segmentation: Involves consumers from various age groups, ranging from children, teenagers, adults, to the elderly, with the aim of reaching a broad market.
- b. Psychological Segmentation: Targeting consumers who tend to like the distinctive taste and aroma of Cilembu roasted yam, as well as those who are health conscious and looking for healthier snacks, emphasizing the nutritional and health aspects of the product.
- c. Behavioral Segmentation: Although there is no behavioral segmentation, factors such as taste, quality, and price influence consumer purchasing decisions.

2.Targeting Strategy: After segmentation, the next step is to determine the *target* market. Ubi Bakar Madu Cilembu tries to reach various market segments that have been identified in segmentation, including all ages. In order to increase revenue, Ubi Bakar Cilembu makes adjustments to the target

market so that sales become more targeted and provide quality products to consumers.

3.Market Positioning Strategy: The market positioning of Ubi Bakar Cilembu is focused on elevating the product as a distinctive snack with the flavor and aroma of roasted Cilembu yam. Emphasis is also placed on the health and nutritional aspects of the product as a healthier snack alternative.

4.Marketing Mix: Ubi Bakar Cilembu develops a marketing mix that involves four elements:

- a. Product: Produce roasted sweet potatoes with a distinctive Cilembu flavor and aroma, emphasizing health aspects and nutritional content. And continue to improve product quality by using clean and quality cilembu sweet potatoes, even though sometimes the sweet potatoes do not last long. By maintaining the quality of the product for the better, it will have a positive impact on customer loyalty. The advantages contained in this Cilembu roasted sweet potato product aim to effectively attract consumer attention. Superior product quality brings satisfaction to consumers, encouraging the desire to make repeat purchases.
- b. Pricing: Pricing is one of the crucial aspects of MSME management. Prices are calculated by taking into account costs such as raw materials, cost of production, and promotional costs, plus the desired profit in the form of a percentage. The price of Cilembu grilled yam products varies with a price range from Rp.25,000 - Rp.35,000 per kilogram for cooked grilled yam, and Rp.15,000 - Rp.23,000 per kilogram for raw yam. The price of cooked honey-roasted yams tends to be higher because the roasting process takes about 2 hours, compared to the price of raw roasted yams, which is relatively more affordable. With an affordable price, many consumers are attracted.
- c. Place: a large distribution area and a location that is quite strategic, and easily

accessible to consumers. The address is located at Jalan Ryacudu No.72, Way Dadi, Sukarame District, Bandar Lampung.

In the process of processing roasted sweet potatoes, production facilities are comfortable, clean, and maintain hygiene standards so as to produce quality products. The production location is chosen strategically, close to the consumer crowd, and easily accessible, so that it can attract consumer attention. Thus, choosing the right location and facilities can be an advantage in increasing competitiveness.

d. Promotion: Promotion is not only a means of communication between companies and consumers, but also a tool that plays a role in influencing the decision to purchase or use services according to the needs and desires of consumers. In the context of the cilembu roasted sweet potato product industry, promotion is carried out through social media such as Instagram, Facebook, and WhatsApp Stories. Social media is a very effective platform in this era, making it easier for companies to reach various groups of consumers. In addition, promotion is also carried out directly through word-of-mouth recommendations. Conduct promotions by considering social media, advertising, and other promotional strategies to build awareness and increase sales.

The promotional strategy is not only limited to social media, but also utilizes network effects and recommendations between individuals. By implementing an effective promotional strategy, it is expected that cilembu honey roasted yam products will be able to compete equally with other competitors in the market.

Marketing Strategy Effectiveness Analysis Results

The results of the marketing strategy effectiveness analysis show that in 2021, the total sales of cilembu honey roasted sweet potatoes reached IDR 37,500,000. In 2022, there was a significant increase in sales by

reaching IDR 45,000,000, indicating a growth in the number of sales. Furthermore, in 2023, the overall sales reached IDR 60,000,000, indicating another increase in sales.

Table 1 Sales Data for 2021-2022

Year	Total Sales
2021	Rp. 37,500,000,-
2022	Rp. 45,000,000,-
2023	Rp. 60,000,000,-

Product performance of cilembu roasted yam in 2021-2022

The results of the performance of grilled sweet potato products in 2021-2022 have increased or grown for cilembu korpri honey grilled sweet potatoes. The following is data on the performance of cilembu honey roasted yam products in 2021-2022:

Table 2 Product Performance Data of cilembu korpri honey roasted yam 2021-2022

Description	2021	2022	Growth Percentage
Sales	Rp. 37,500,000	Rp. 45,000,000	5%

Explanation of Percentage Calculation using the Sales Growth percentage formula. Sales growth is the change in the amount of sales that occurs each year on the financial statements. Sales growth indicates the demand and competitiveness of the company in a particular industry. The growth rate of a company will affect the ability to maintain profits to fund future opportunities (Silviana, 2016). (Silviana, 2016).

(Elan Kurniawan, 2021) Stating that measuring sales growth can be done using the formula:

$$PP \frac{sales_t - sales_{t-1}}{sales_{t-1}} \times 100\%$$

Description:

PP: Sales Growth

Sales t: Sales in a certain period

Sales t-1: Sales in the previous period

Initial Sales (First Year) = Rp. 30,000,000

Final Sales (Year 2) = Rp. 45,000,000

$$\text{Sales Growth} = \left(\frac{\text{Initial Sales} - \text{Final Sales}}{\text{Initial Sales}} \right) \times 100\%$$

$$\begin{aligned} \text{Sales Growth} &= \left(\frac{\text{Rp.45.000.000} - \text{Rp. 37.500.000}}{\text{Rp. 37.5000.000}} \right) \times 100\% = \\ & \left(\frac{\text{Rp. 37.500.000}}{\text{Rp.7.500.000}} \right) \times 100\% = 5 \times 100 = 5\% \end{aligned}$$

So, there is a 5% growth in sales

From the information listed in table 2, there was an increase or growth of 5% in the number of sales of cilembu honey roasted sweet potatoes from 2021 to 2022. Sales in 2021 reached Rp. 37,500,000, while in 2022 it increased to Rp. 45,000,000.

Product Performance of Korpri Honey Cilembu Roasted Sweet Potato in 2022-2023

The performance of cilembu roasted sweet potato products in the period 2022-2023 shows an increase or growth for cilembu korpri honey roasted sweet potato. The following is data regarding the performance of these products in 2022-2023:

Table 3 Product Performance Data of Korpri Honey Cilembu Grilled Sweet Potato Year 2022-2023

Description	2022	2023	Growth Percentage
Sales	Rp. 45,000,000	Rp. 60,000,000	33,3%

Initial Sales (Year 2) = Rp. 45,000,000
Final Sales (Year 3) = Rp. 60,000,000

$$\text{Sales Growth} = \left(\frac{\text{Initial Sales} - \text{Final Sales}}{\text{Initial Sales}} \right) \times 100\%$$

$$\begin{aligned} \text{Sales growth} &= \left(\frac{\text{Rp.45.000.000} - \text{Rp. 60.000.000}}{\text{Rp. 45.000.000}} \right) \times 100\% = \\ & \left(\frac{\text{Rp. 15.000.000}}{\text{Rp.45.000.000}} \right) \times 100\% = 0,333 \times 100 = 33,3\% \end{aligned}$$

So, there was a sales growth of 33.3%.

From the information listed in table 2, there was an increase or growth of 33.3% in the number of sales of cilembu honey roasted sweet potatoes from 2022 to 2023. Sales in 2022 reached Rp. 45,000,000, while in 2023 it increased to Rp. 60,000,000.

Based on the sales data of cilembu korpri honey roasted sweet potato products for the last three years, from 2021 to 2023, there has been a significant increase in product sales from year to year. In the 2021-2022 period, a 5% growth in sales revenue was recorded, where sales in 2021 reached Rp. 37,500,000, and increased to Rp. 45,000,000 in 2022. Then, in 2022-2023, there was a significant increase in product sales, which amounted to 33.3%, with total sales in 2022 amounting to Rp. 45,000,000 which increased to Rp. 60,000,000 in 2023.

This increase in sales can be attributed to the expansion of the marketing strategy undertaken by korpri cilembu honey roasted yam. During the period, promotional efforts intensified, and product quality was continuously improved. This made it able to compete with other cilembu grilled yam products. By looking at the data, it can be concluded that the marketing strategy of ubi bakar madu cilembu korpri has proven to be effective, experiencing a consistent increase in sales from 2021 to 2023.

CONCLUSION AND SUGGESTIONS

Conclusion

1. In an effort to market its products, cilembu korpri honey roasted yam applies the following marketing strategies to increase competitiveness:

- A segmentation strategy, in which cilembu korpri honey roasted sweet potato focuses more on consumers of various age ranges, ranging from children, teenagers, adults, to the elderly, with the intention of reaching a broad market.
- The target market for cilembu honey roasted sweet potato products is consumers who are more likely to like the distinctive taste and aroma of Cilembu roasted sweet potato, as well as those

who have health awareness and are looking for healthier snacks, with an emphasis on the nutritional and health aspects of the product.

- c. In the aspect of marketing mix, the strategy of Cilembu korpri honey roasted sweet potato is to produce roasted sweet potato with a distinctive flavor and aroma from Cilembu. As for the pricing strategy, cooked honey roasted yams tend to have a higher price due to the roasting process that takes about 2 hours, compared to the more affordable price of raw roasted yams. Promotion strategies are carried out through social media such as Instagram, Facebook, and WhatsApp Stories.
2. The marketing strategy that has been implemented by Cilembu corpri honey roasted yam has proven to be quite successful in marketing its products, as seen from the consistent increase in sales. Ubi bakar madu cilembu continues to develop its products with various strategies to support marketing success.

Advice

1. It is recommended that companies implement customer loyalty programs to maintain a sustainable relationship between manufacturers and customers.
2. To maintain product popularity, Ubi Bakar Madu Cilembu can consider business expansion through providing online sales services using platforms such as GoFood, Shopee Food, and Grab Food for customers.

Declaration by Authors

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