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**SWOT ANALYSIS FOR STRATEGIES TO IMPROVE SME COMPETITIVENESS:  
(A CASE STUDY OF “SYAMSURYA” GROCERY STORE IN WONOREJO  
VILLAGE)**



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**Abstract**

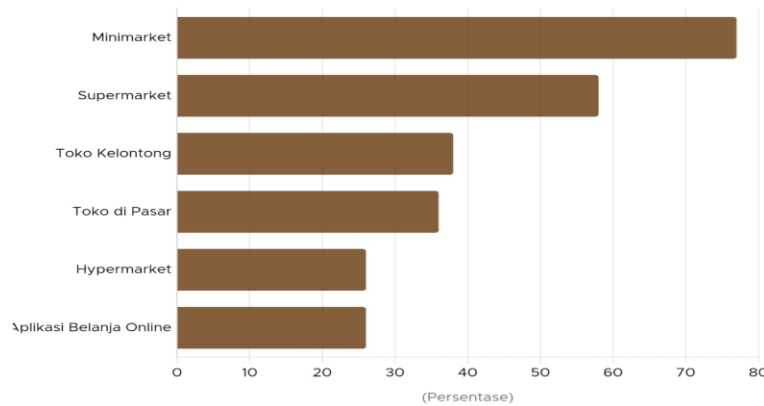
Syamsurya Grocery Store is a retail MSME located in Wonorejo Village that serves the daily needs of the surrounding community. However, the store faces serious challenges from the growing dominance of modern minimarkets and e-commerce. This intense competition demands that the grocery store enhance its competitiveness through the implementation of appropriate and targeted strategies. This study aims to identify strategies that can be applied by Syamsurya Grocery Store using a SWOT analysis approach, covering its strengths, weaknesses, opportunities, and threats. The research employs a descriptive qualitative method, with data collected through in-depth interviews with the owner of Syamsurya Grocery Store and direct observation of the store's operations. The analysis results show an IFAS score of 1.33 and an EFAS score of 1.07, positioning the store in Quadrant I (Aggressive). This position reflects a great opportunity to optimally leverage internal strengths and external opportunities. The strategies generated include utilizing its strategic location, developing customer loyalty programs, using social media, and improving operations through better stock management and more attractive product displays. This study demonstrates that appropriate SO and WT strategies can maintain the grocery store's competitiveness in the retail market. Moreover, this research also contributes theoretically to the application of SWOT analysis for MSMEs in the rural retail sector and offers suggestions for future studies.

**Keywords:** SWOT Analysis, Competitiveness, Entrepreneurship, Retail Competition, SMEs

## INTRODUCTION

Grocery stores are an important element in the daily lives of Indonesian communities, especially in rural areas. Putra (2023) states that grocery stores play a crucial role in rural life as providers of daily necessities that are easily accessible to residents. Grocery stores not only support the local economy but also strengthen social interactions within the community. In addition to being a place to shop for various daily necessities, grocery stores also serve as social spaces that enhance interactions among residents on a daily basis.

However, nowadays, grocery stores in Indonesia face significant challenges in maintaining their competitiveness. Competition comes not only from other grocery stores but also from modern minimarkets, which have proliferated in various locations, as well as increasingly competitive e-commerce platforms that offer the convenience of online shopping without the need to visit physical stores. According to Aprilia & Septiana (2023), the presence of modern minimarkets and e-commerce has changed consumer shopping patterns, with consumers shifting their preferences from traditional grocery stores to modern minimarkets and e-commerce. The presence of modern minimarkets and e-commerce has had a significant impact on grocery businesses, as it creates new threats to the sustainability of their operations (Muhzinat & Achiria, 2019).



**Figure 1.**  
**Favorite Shopping Places of Indonesian People**  
Source: Populix, in GoodStats, August 22, 2024

Based on a survey conducted by Populix, minimarkets have now become the most frequently visited shopping locations for Indonesians, with 77% of respondents preferring to shop at minimarkets due to their easy access and relatively affordable prices, making them the primary choice. Supermarkets are the second choice, with 58% of respondents selecting them, appealing to consumers seeking a more comprehensive shopping experience. Grocery stores come in third with 38% of respondents, offering a certain convenience and competitive pricing, although the product variety is not as extensive as other shopping venues.

Research on grocery stores like Syamsurya is important because numerous studies indicate that rural grocery stores face significant threats from modern retail outlets and the rapid growth of e-commerce. Previous research by Widiyastuti & Ningtyassari (2023) produced strategic recommendations that could be adopted by grocery stores in Yogyakarta to maintain competitiveness in a highly competitive retail market. Their study highlighted the importance of adaptive measures for grocery stores to face competition from modern

minimarkets and e-commerce. Additionally, the Populix survey shows that more Indonesian consumers are shifting to minimarkets, supermarkets, and e-commerce platforms to meet their daily needs. By understanding these challenges, research at Syamsurya Grocery Store focuses on identifying strategies through SWOT analysis to strengthen the store's competitiveness in the face of increasing retail competition.

Previous research by Defrizal and Pramudya (2023) discussed strategies to enhance competitiveness at Toko Dura using SWOT analysis. The study aimed to evaluate marketing plans that Toko Dura could implement to face competition. The findings showed that Toko Dura's strategies not only focused on providing quality products at competitive prices but also included delivery services, the use of social media for marketing, and maintaining a reputable business image to build consumer trust.

Research by Suardika & Yasa (2023) also applied SWOT analysis to formulate effective business strategies to leverage strengths and capture opportunities, enabling stores to compete effectively in the retail market. This study focuses on two main research questions: first, what strategies can Syamsurya Grocery Store implement to leverage its strengths and opportunities to enhance competitiveness? Second, what strategies can Syamsurya Grocery Store adopt to overcome weaknesses and address threats in the competitive market? The primary goal of this research is to identify strategies that Syamsurya Grocery Store can implement to utilize its strengths and opportunities. Additionally, the study seeks to determine steps the store can take to overcome weaknesses and face threats from increasingly tight retail competition.

The use of SWOT analysis in this research is based on the method's advantages, which suit the characteristics of SMEs such as grocery stores. A study by Sinatria (2024) on Warung Budi SMEs showed that SWOT analysis is effective in helping small businesses understand their internal and external conditions comprehensively. Sinatria (2024) also emphasized that through SWOT analysis, SMEs can recognize their strengths and weaknesses, as well as identify external opportunities and threats without relying on complex data or resources. Thus, this method is practical and easy to apply for grocery stores, enabling them to formulate strategies that are responsive to market challenges without requiring significant investment or access to extensive data.

This study is expected to provide practical contributions, especially for retail SMEs, particularly rural grocery stores, to strengthen their competitiveness through the implementation of effective strategies. Theoretically, it is also expected to enrich the scientific literature on SWOT analysis applications in the SME sector in Indonesia, particularly in the context of rural grocery stores. This study has limitations as it is confined to a single grocery store, Syamsurya, in Wonorejo Village. Therefore, the findings may not be fully generalizable to other grocery stores in different regions with varying conditions.

## **REVIEW OF LITERATURE**

### **SWOT Analysis**

According to Nazaruddin (2020), SWOT analysis is a method aimed at evaluating various factors that can influence a company's achievement of goals, both in the short and long term. The analysis considers four main aspects: strengths, weaknesses, opportunities, and threats, to help organizations develop effective strategies. Through SWOT analysis, businesses can understand their internal conditions, including strengths to optimize and

weaknesses to improve. Additionally, they can identify external opportunities to capitalize on and threats to avoid. In the context of retail or SMEs, SWOT analysis serves as an essential tool for formulating more responsive and competitive business strategies. It also helps prioritize actions, allowing businesses to focus on elements with the greatest potential to support growth. The four main components of SWOT analysis are:

1. Strengths: Internal advantages possessed by the organization or business.
2. Weaknesses: Internal aspects that are disadvantages or limitations for the organization.
3. Opportunities: External conditions that can be leveraged for organizational benefit.
4. Threats: External risks that could hinder goal achievement.

### **Competitiveness**

Competitiveness refers to the ability of a company, subsector, or country to compare its performance in selling and providing various products in the market (Ayumi & Wikansari, 2024). It also measures how well a business can maintain its position and compete effectively with competitors to meet consumer needs. In the context of Syamsurya Grocery Store, competitiveness reflects the store's ability to survive and grow despite tight competition from modern minimarkets and e-commerce.

### **SMEs**

According to Panjaitan et al. (2024), effective retail management in rural SMEs can open up new opportunities for local communities. Rural SMEs can provide employment, increase local income, and reduce economic disparities between urban and rural areas. This development allows grocery stores like Syamsurya to become centers of economic and social activity, improving local welfare. The role of traditional grocery stores is increasingly crucial as they can compete with widely accessed minimarkets and e-commerce platforms.

### **Grocery Stores**

Grocery stores are a type of traditional retail business serving the daily needs of the community, especially in rural areas and residential neighborhoods. As part of the SME sector, grocery stores often play an important role in supporting local economic activities and meeting household needs of surrounding residents (Putra, 2023). Items sold include food ingredients, kitchen spices, and household supplies, offering a fairly diverse product selection. In villages where stores like Syamsurya operate, grocery stores not only meet daily needs but also help strengthen the local economy and serve as social interaction spaces for the community.

## **RESEARCH METHOD**

This study employs a descriptive qualitative approach to explore a phenomenon in depth without altering the conditions of the object being studied. The focus of this research is on collecting rich, informative data to provide a deep understanding of the research subject or object. According to Sugiyono (2017), the descriptive qualitative approach aims to describe the collected data without intending to make generalizations or universal conclusions.

The steps of descriptive qualitative analysis begin with data collection through in-depth interviews with the grocery store owner and direct observation of the store's operational activities. The collected data then undergoes a data reduction process, which involves sorting and simplifying information to highlight factors relevant to SWOT analysis. The reduced data is then presented in a structured format, such as a SWOT matrix, which

facilitates understanding the relationships between internal and external factors. The final step is drawing conclusions, where appropriate strategies are formulated based on the analysis to help the grocery store improve its competitiveness.

Data collection techniques involve two methods: interviews and direct observation at Syamsurya Grocery Store, located in Wonorejo Village, Trowulan Subdistrict, Mojokerto Regency a rural area with dynamic local economic activity. In-depth interviews were conducted with the owner of Syamsurya Grocery Store to gather information on internal strengths and weaknesses, as well as external opportunities and threats. Meanwhile, direct observation was used to gain a firsthand view of the daily activities and operations of the store. Syamsurya Grocery Store was chosen as the research site because its characteristics represent the challenges and opportunities faced by rural grocery stores, particularly in maintaining competitiveness amid the shift toward modern minimarkets and the growth of e-commerce. This approach ensures that data obtained from interviews is complemented by observational findings, providing a comprehensive picture of the situation faced by Syamsurya Grocery Store.

The subject of this study is the owner of Syamsurya Grocery Store, who serves as the primary source of insight regarding relevant SWOT factors. The object of the study is Syamsurya Grocery Store itself, as a retail business unit striving to maintain its position amid intense retail **competition**.

## RESULT AND DISCUSSION

Based on data collected by the researcher at Syamsurya Grocery Store through in-depth interviews with the owner and direct observation of daily operational activities, various factors affecting the store's competitiveness were successfully identified. This analysis includes internal factors, consisting of strengths and weaknesses, and external factors, covering opportunities and threats faced by Syamsurya Grocery Store.

**Table 1.**  
**Internal Factor Analysis Summary (IFAS)**

No.	Strength	Weakness
1.	Strategic location easily accessible to the village community	Inventory management is still manual and inefficient
2.	Offers competitive prices compared to modern minimarkets	Lack of promotions to attract new customers
3.	A variety of daily necessities are available and complete	Grocery store operating hours are shorter than modern minimarkets (only 12 hours per day)
4.	Friendly and fast service with a cozy store atmosphere	The grocery store does not yet provide cashless payment systems
5.	Has regular customers from Wonorejo Village and the surrounding areas	Product arrangement is minimal, making the store appear less organized

Source: (data processed by the researcher, November 2024)

**Table 2.**  
**External Factor Analysis Summary (EFAS)**

No.	Opportunities	Threats
1.	The purchasing power of villagers remains high for daily necessities	Competition from modern minimarkets around Wonorejo Village

2.	Implementing consumer loyalty programs, such as special discounts for regular customers	Consumer shopping habits are starting to shift toward modern minimarkets and e-commerce
3.	Potential to develop home delivery services for consumers	Modern minimarkets offer many attractive promotions and discounts
4.	Many villagers still feel more comfortable shopping at traditional grocery stores	Dependence on suppliers with unstable supply
5.	Potential to utilize social media for promotion and reaching new customers	Suppliers sometimes significantly increase product prices

Source: (processed data by the researcher, November 2024)

The next step is to assign weights and calculate ratings for each factor in the IFAS and EFAS analyses. Weights are assigned to each factor on a scale from 0.0 (not important) to 1.0 (very important), reflecting the degree of influence of the factor on the competitiveness of Syamsurya Grocery Store. The total weight of all factors, both internal and external, is set at 1.00, encompassing a combination of internal factors (strengths and weaknesses) and external factors (opportunities and threats) (Wiswata et al., 2018).

Ratings are then assigned on a scale from 1 to 4, where a value of 4 indicates the highest influence and a value of 1 indicates the lowest influence. Ratings for strengths and opportunities are given positively, while ratings for weaknesses and threats are assigned inversely (Wiswata et al., 2018). The assignment of weights and ratings is based on data obtained from interviews with the owner of Syamsurya Grocery Store. The final score is calculated by multiplying the weight by the rating for each factor, and then summing the results to obtain the total weighted score for IFAS and EFAS.

**Table 3.**

**IFAS Matrix for Syamsurya Grocery Store**

No.	Strengths	Weight	Rating	Score
1	Strategic location easily accessible to villagers	0,13	4	0,52
2	Offers competitive prices compared to modern minimarkets	0,14	4	0,56
3	Variety of daily necessities and a complete range of products	0,10	4	0,40
4	Friendly and fast service with a friendly store atmosphere	0,12	3	0,36
5	Has a loyal customer base from Wonorejo Village and the surrounding area	0,11	3	0,33
<b>Total Strengths</b>		<b>0,60</b>		<b>2,17</b>
No.	Weaknesses	Weight	Rating	Score
1	Inventory management is still manual and inefficient.	0,08	2	0,16
2	Lack of promotions to attract new customers.	0,10	1	0,10
3	Grocery store operating hours are not as long as modern minimarkets (only 12 hours per day).	0,08	2	0,16
4	Grocery stores do not yet offer a cashless payment system.	0,07	3	0,21

5	Product layout is haphazard, making the store look untidy.	0,07	3	0,21
<b>Total Weaknesses</b>		<b>0,40</b>		<b>0,84</b>
<b>TOTAL</b>		<b>1,00</b>		<b>1,33</b>

Source: (processed data by the researcher, November 2024)

Based on the calculations in Table 3 of the IFAS matrix above, the strengths factors have a total score of 2.17, and the weaknesses factors have a total score of 0.84. Therefore, the total IFAS score is 1.33, which is obtained by subtracting the total weaknesses score from the total strengths score.

**Table 4.**  
**EFAS Matrix for Syamsurya Grocery Store**

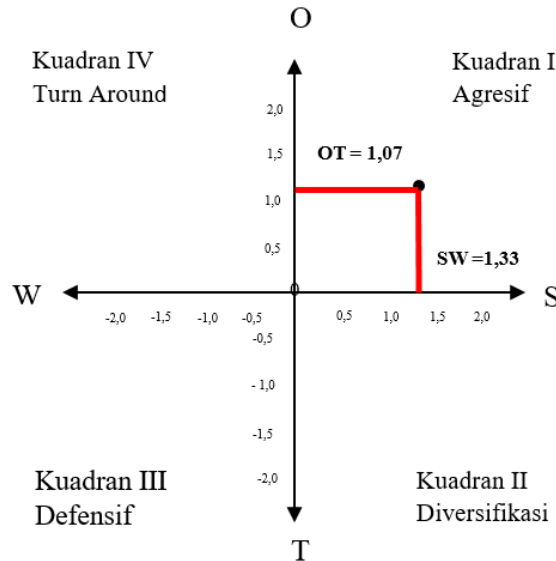
No.	Strengths	Weight	Rating	Score
1	Strategic location easily accessible to village residents	0,12	4	0,48
2	Offers competitive prices compared to modern minimarkets	0,10	3	0,30
3	Diverse and complete daily necessities products	0,09	3	0,27
4	Friendly and fast service with a cozy store atmosphere	0,11	3	0,33
5	Has regular customers from Wonorejo Village and surrounding areas	0,14	4	0,52
<b>Total Strengths</b>		<b>0,56</b>		<b>1,90</b>
No.	Weaknesses	Weight	Rating	Score
1	Inventory management is still manual and inefficient	0,12	1	0,12
2	Lack of promotions to attract new customers	0,09	2	0,18
3	Operating hours of the grocery store are shorter than modern minimarkets (only 12 hours per day)	0,08	2	0,16
4	The grocery store does not yet provide a cashless payment system	0,07	3	0,21
5	Product arrangement is minimal, making the store appear less organized	0,08	2	0,16
<b>Total Weaknesses</b>		<b>0,44</b>		<b>0,83</b>
<b>TOTAL</b>		<b>1,00</b>		<b>1,07</b>

Source: (processed data by the researcher, November 2024)

Based on the calculations in Table 4 of the EFAS matrix, the opportunity factors have a total score of 1.90, while the total score for the threat factors is 0.83. Thus, the total EFAS score is 1.07, calculated by subtracting the threat score from the opportunity score.

Based on the analysis results from the matrix tables, the total score for IFAS factors (strengths and weaknesses) is 1.33, and the total score for EFAS factors (opportunities and threats) is 1.07. It can be concluded that Syamsurya Grocery Store is positioned in Quadrant I. This position indicates that the store has great potential to capitalize on external opportunities, supported by adequate internal strengths. This condition also suggests that Syamsurya Grocery Store can implement an aggressive strategy by maximizing its strengths

to seize available opportunities. The store is in a favorable situation to expand its business and enhance its competitiveness. The quadrant position of Syamsurya Grocery Store is illustrated in the following diagram:



**Figure 2.**

**SWOT Analysis Diagram of Syamsurya Grocery Store**

Source: (processed data by the researcher, November 2024)

The next step in this study is to develop the SWOT matrix for Syamsurya Grocery Store. The SWOT matrix is a strategic tool designed to identify various strategic options based on the analysis of internal and external factors (Suardika, 2018). This matrix produces four main strategic approaches: strategies that use strengths to capitalize on opportunities (SO), strategies that overcome weaknesses by leveraging opportunities (WO), strategies that use strengths to confront threats (ST), and strategies that minimize weaknesses while avoiding threats (WT). These strategies are formulated based on data from the IFAS and EFAS analyses (Ritonga, 2020).

**Table 5.**

**SWOT Matrix of Syamsurya Grocery Store**

IFAS	Strength	Weakness
	1. Strategic location easily accessible to villagers 2. Offers competitive prices compared to modern minimarkets 3. Wide variety of daily necessities and a complete range of products	1. Inventory management is still manual and inefficient. 2. Lack of promotions to attract new customers. 3. Grocery stores' operating hours are not as long as modern minimarkets (only 12 hours per day). 4. Grocery stores do not yet offer a cashless payment system.
EFAS		

	4. Friendly and fast service with a friendly store atmosphere	5. Product layout is haphazard, making the store look untidy.
	5. Has a loyal customer base from Wonorejo Village and the surrounding area	
<b>Opportunities</b>	<b>Strategi SO</b>	<b>Strategi WO</b>
1. Rural communities still have high purchasing power for daily necessities.	1. Optimizing strategic locations as daily shopping centers for the people of Wonorejo Village and the surrounding areas.	1. Providing a cashless payment system to increase consumer shopping convenience.
2. Establishing consumer loyalty programs, such as special discounts for loyal customers.	2. Developing loyalty programs to increase customer satisfaction and loyalty.	2. Developing a delivery service to address limited operating hours.
3. Potential for developing home delivery services.	3. Utilizing social media for promotions and reaching new customers.	3. Improving product display to attract potential customers.
4. Many rural residents still prefer shopping at grocery stores.	4. Providing daily necessities at competitive prices and attractive promotions for customers.	4. Holding special promotions on popular daily necessities.
5. Potential for utilizing social media for promotions and reaching new customers.		
<b>Threats</b>	<b>Strategi ST</b>	<b>Strategi WT</b>
1. Competition from modern minimarkets in the Wonorejo Village area	1. Strengthen relationships with loyal customers to face competition	1. Plan more flexible operating hours according to market needs.
2. Consumer shopping habits are shifting to modern minimarkets and e-commerce	2. Improve service to maintain a superior customer shopping experience	2. Manage inventory more effectively to address supply uncertainty.
3. Modern minimarkets offer many attractive promotions and discounts	3. Provide attractive promotions to compete with modern minimarkets.	3. Arrange product layout to make the grocery store look neater and more attractive.
4. Dependence on unstable supply from suppliers	4. Maintain a complete inventory despite unstable supplier supply	5. 4. Maintain stable product prices despite supplier price increases.

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5. Suppliers sometimes significantly increase prices
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**Source:** (processed data by the researcher, November 2024)

## Discussion

Based on the results of the study at Syamsurya Grocery Store through SWOT analysis, which produced the SWOT diagram and matrix, Syamsurya Grocery Store is positioned in Quadrant I (Aggressive). This means it is in a strategic position to maximize internal strengths and external opportunities. This position reflects the store's great potential to develop aggressive strategies to expand its market, improve services, and strengthen competitiveness in the retail sector.

These findings align with the study by Suardika and Yasa (2023), which analyzed business strategies at UD Toya Mertaada in Sari Mekar Village. In that study, the SWOT analysis also placed UD Toya Mertaada in Quadrant I, encouraging the implementation of growth strategies based on internal strengths and external opportunities. Such strategies allowed the business to optimize market opportunities, minimize weaknesses, and better face threats, enabling UD Toya Mertaada to maintain and strengthen its market position.

The strategies to leverage the strengths and opportunities of Syamsurya Grocery Store are key steps to enhance its competitiveness in the market. Based on the results from the SWOT matrix in Table 5, Syamsurya Grocery Store can utilize SO (Strength-Opportunities) strategies, focusing on leveraging internal strengths and external opportunities to improve market competitiveness. Some of these SO strategies include:

1. Optimizing the strategic location as the daily shopping center for the residents of Wonorejo Village and surrounding areas: Syamsurya Grocery Store can take advantage of its easily accessible location to increase customer visits. By offering a complete range of daily necessities that are easy to access, the store strengthens its position as the primary shopping choice for the local community.
2. Developing loyalty programs to increase customer satisfaction and retention: Loyalty programs such as special discounts or reward points for regular customers can help retain existing customers. In addition to boosting satisfaction, this strategy fosters stronger relationships between the store and its customers.
3. Utilizing social media for promotion and reaching new customers: By actively promoting products on social media platforms, Syamsurya Grocery Store can expand its market reach, especially to attract new customers. Social media provides an effective channel to communicate promotions, new products, or additional services.
4. Offering daily necessities at competitive prices with attractive promotions: The store can attract more customers by offering prices that compete with modern minimarkets. Additionally, special promotions, such as seasonal discounts or bundled packages, provide added value that customers expect in their daily shopping.

Strategies to address weaknesses and counter threats are also crucial for Syamsurya Grocery Store to strengthen its market competitiveness. Based on the SWOT matrix in Table 5, the store can employ WT (Weakness-Threats) strategies, which focus on minimizing weaknesses and protecting the store from market threats that could weaken its competitive position. Some of these WT strategies include:

1. Planning more flexible operating hours according to market needs: Syamsurya Grocery Store could consider extending its opening hours, especially during off-peak times such as midday and late afternoon. This strategy provides convenience for customers with different shopping schedules, allowing the store to serve more customers and increase revenue.
2. Managing inventory more effectively to handle supply uncertainties: Through regular stock recording and a more organized inventory system, the store can reduce the risk of running out of essential items. Proper inventory management allows for more careful purchasing planning, especially when supplier deliveries are inconsistent.
3. Arranging products to make the store appear neat and attractive: Organizing products by category can make the store more appealing and facilitate easier shopping. A tidy store atmosphere creates a professional impression, enhancing customer comfort and trust.
4. Maintaining stable product prices despite supplier increases: Syamsurya Grocery Store can find ways to keep prices competitive, such as negotiating with suppliers or using alternative products of similar quality. By offering affordable prices, the store can maintain customer trust even during unstable market conditions.

## CONCLUSION

Based on the SWOT analysis conducted, Syamsurya Grocery Store obtained a total IFAS score of 1.33 and an EFAS score of 1.07, placing it in Quadrant I (Aggressive). This position indicates that the store is in a strategic situation to maximize its internal strengths and external opportunities to enhance its competitiveness. Being in Quadrant I reflects significant potential for Syamsurya Grocery Store to develop offensive strategies to expand its market, improve services, and strengthen its competitiveness amid retail competition.

The formulated SO strategies demonstrate how the store can optimize its strategic location, develop loyalty programs to enhance customer satisfaction, utilize social media for promotion, and provide daily necessities at competitive prices with attractive promotions. Regarding the weaknesses and threats faced, WT strategies emphasize the importance of extending store operating hours flexibly according to market needs, improving inventory management systems, enhancing product arrangement, and maintaining stable prices despite competition from modern minimarkets and price increases from suppliers. By combining these two strategic approaches, Syamsurya Grocery Store is expected to strengthen its competitiveness and sustain its position in the retail market.

## Recommendations

Practical recommendations for Syamsurya Grocery Store:

1. Increase operational efficiency: Implement a technology-based inventory management system to improve efficiency and prevent stockouts.
2. Develop promotions: Actively utilize social media to promote products and customer loyalty programs to attract new consumers.
3. Flexible operating hours: Adjust store hours to accommodate customer needs, especially during leisure times or holidays.
4. Modern payment systems: Provide non-cash payment options to reach more customers and facilitate transactions.

Theoretical recommendations for future research:

1. Comparative study across locations: Future research could compare the implementation of SWOT strategies in rural retail SMEs versus urban areas. This could provide deeper insights into how the environment affects the effectiveness of the strategies developed.
2. Integration with other analytical methods: Future studies could combine SWOT with other methods, such as PESTEL analysis or Balanced Scorecard, to provide a more holistic perspective on external and internal factors influencing rural SMEs.

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