

Implementation of the 7P Marketing Mix Strategy to Increase the Competitiveness of Culinary Micro, Small, and Medium Enterprises (MSMEs); Case Study of *Kue Lumpur Muda-Mudi*

Umi Chabibah Siti Mubarakah¹, Didik Hariyanto²

^{1,2} Muhammadiyah University of Sidoarjo, Indonesia



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ABSTRACT

Objective: This study aims to analyze the implementation of the 7P marketing mix strategy – Product, Price, Place, Promotion, People, Process, and Physical Evidence – in enhancing the competitiveness of the traditional culinary MSME Kue Lumpur Muda-Mudi. **Method:** The research employs a descriptive qualitative approach, with data collected through interviews, documentation, and observation to explore how each element of the marketing mix contributes to business performance and customer satisfaction. **Results:** The findings reveal that the 7P marketing mix strategy has been implemented consistently, particularly in the areas of product quality, competitive pricing, effective promotion, and competent human resources. These aspects have contributed significantly to strengthening customer loyalty and expanding market reach. However, improvements are still needed in process management and physical facilities to enhance customer comfort and satisfaction. **Novelty:** This study provides a contextual understanding of how the 7P marketing mix can be effectively adapted within traditional culinary MSMEs to maintain competitiveness amid modern market dynamics, thereby offering practical insights for local entrepreneurs seeking sustainable business development.

INTRODUCTION

In Indonesia, MSMEs play a significant role in national economic growth. They contributed approximately 62% to GDP (Gross Domestic Product) growth in 2020, increasing to 63% in 2023 [1]. MSMEs not only play a role in stimulating local economic activity but also promote equitable development across regions, minimize economic inequality, increase community income, and create more jobs.

Sidoarjo Regency is one of the cities with significant MSME growth. The Sidoarjo Regency Government's Office of Cooperatives and Micro, Small, and Medium Enterprises (MSMEs) records that there are approximately 206,745 MSMEs operating in various sectors, from food and handicrafts to services, spread across 18 sub-districts [2].

Micro, Small, and Medium Enterprises (MSMEs) are productive economic activities carried out by individuals or individual business entities, which are grouped based on the size of net assets and annual turnover. Based on Law No. 20 of 2008 Article 1 paragraph (1), MSMEs are classified into three categories, namely micro businesses that have assets and income on the smallest scale, small businesses that have a larger business capacity than micro businesses, and medium businesses that have a more established level of economic strength but have not yet reached a large business scale [3].

MSMEs, particularly in the culinary sector, are a growing sector. Besides creating jobs, they also play a vital role in preserving local culture. Technological advancements,

lifestyle changes, and increasingly global market dynamics provide significant opportunities for MSMEs to grow, particularly in expanding their market reach. However, these developments also present significant challenges. Changing consumer taste preferences are one of the biggest challenges facing the culinary industry. In these conditions, product innovation and appropriate marketing strategies are key for MSMEs to increase their competitiveness among numerous competitors [4].

Kue Lumpur Muda Mudi is one MSME that has managed to survive and thrive amidst the competition. This business was founded by Mr. Subakir, known as one of the pioneers of Sidoarjo's traditional mud cake. The business's founding stemmed from Subakir's creativity in developing a mud cake recipe independently, without copying or modifying recipes from others. Armed with perseverance and innovation, Kue Lumpur Muda-Mudi has been able to survive for almost two decades, even growing to have many branches in several big cities in Indonesia, such as Sidoarjo, Gresik, Malang, Bali, and Jakarta.

Kue Lumpur Muda-Mudi offers a distinctive taste and texture unlike any other. The recipe, created with creativity and attention to product quality, is the main factor that gives Kue Lumpur Muda-Mudi an added value compared to similar products on the market. The name "Muda-Mudi" itself has been patented by Mr. Subakir. Therefore, various variants or brands such as; Kue Lumpur Muda Mudi Jaya, Kue Lumpur Muda Mudi Delicious, Kue Lumpur Muda-Mudi Nusantara, Kue Lumpur Muda-Mudi Harum, and several other brands of "Kue Lumpur Muda-Mudi" that we find on the market are derivatives or subsidiaries of the original patented brand.

In the face of increasingly fierce business competition, marketing strategy is a crucial factor in determining the success of an MSME. Strategy is a framework developed by a company or individual to achieve their goals. In the marketing context, strategy is a plan formulated to achieve marketing targets, taking into account various factors influencing the market and competition [5].

Marketing is an activity that involves various important aspects of business, from pricing and promotion to distribution, in order to meet consumer demand and satisfaction [6]. A marketing strategy is a series of steps designed by companies or MSMEs to gain an advantage and increase sustainable competitiveness [7].

A good marketing strategy can help a business become better known to consumers, increase sales, and ultimately, grow the business efficiently and sustainably. Increasingly fierce business competition requires businesses to develop and implement marketing strategies to survive in global competition [8].

The sustainability of a business is determined by its ability to maintain sustainable competitiveness, and this competitiveness can be achieved through the implementation of a marketing mix. The marketing mix is a marketing strategy that combines several interrelated and important marketing elements used by businesses to promote their products [9]. According to Kotler and Armstrong, the marketing mix is a set of elements combined by a company or business to achieve the desired response from the target

market [10]. Marketing mix is a strategy in marketing that is designed to create profitable offers for consumers and ensure the achievement of business goals [11].

Dewi, Hendriyani, and Ramdhani [12]: Aspects of the 7P marketing mix outlined by Kotler: 1). Product: anything that can be offered to the market to attract attention, be purchased, used, or consumed by consumers to satisfy their needs or desires. Products include not only physical goods but also services, experiences, or ideas that have value to consumers. 2). Price: the amount of money a company requests from consumers in exchange for the product or service they receive. Prices must be determined with careful calculation because prices not only reflect the value of a product but also influence consumer perceptions of the product and purchasing decisions. 3). Place: refers to all activities undertaken by a company to ensure the goods or services offered are available and affordable to buyers in the target market. This activity includes all distribution channels used to make the product accessible to consumers efficiently and effectively. 4) Promotion: a series of activities undertaken by a company to disseminate information regarding the functions and advantages of a product or service to the public. Promotion is carried out with the aim of making the product more widely known to the public, generating interest, and convincing the public to buy the goods and services [13]. 5). Process (process): the process is an important element related to activities and performance that involves elements of procedures, tasks, work plans and mechanisms. 6). People (business actors): to fulfill consumer desires, business actors are expected to be able to translate consumer desires. People refer to individuals involved in the process of delivering services to customers, whether employees, managers, or other service officers. 7). Physical Evidence (Physical Support Facilities): Physical Evidence refers to physical elements that support the brand image and provide tangible evidence of the quality of the products or services offered. Services offered to customers cannot be separated from physical supporting facilities. Brand image greatly influences consumer assessments in choosing and deciding to buy a product [14].

The researcher used several references from previous studies for comparison, such as the article entitled "Marketing Strategy Analysis to Increase MSME Revenue (Case Study on MITA MSME)" which focused on an in-depth analysis of the marketing strategies implemented by MITA MSME. The results of the study showed that competition in the business world is inevitable, but when a product has good quality and authenticity that distinguishes it from other products, it will certainly be in high demand. Furthermore, to increase its sales, MITA MSME also collaborates with other MSMEs [15].

Research entitled "Business Sustainability and Competitiveness of MSMEs Through Marketing Strategy: Case Study in the Culinary Business" conducted by Azis et al [16] examines how Zayyana Chips faces challenges and increases competitiveness in the era of the Covid-19 pandemic. The result is the determination of the right marketing strategy starting from pricing provisions, sales locations, advertising and a combination of digital and conventional marketing making Zayyani Chips able to survive in facing challenges.

Meilany and Winario's research entitled "Marketing Strategy for Culinary-Based MSMEs (Case Study: Siti Hajar MSMEs in Pekanbaru City)" focuses on how Mrs. Erlina developed a culinary business in Pekanbaru City in the form of sardines without preservatives [17]. Sardines are a food that is usually used as an alternative side dish for most people or mothers who are lazy or do not have time to cook, but because of the many negative issues related to the manufacture of sardines, many people are finally anticipating consuming them. The results prove that with good branding and evidence related to the quality of a product, people will trust the product.

Research from Daud et al "Marketing Strategy Analysis on Sales of Culinary MSME Products Case Study on "FIOR FOIRE PATISSERIE" Bandar Lampung [18]. This research focuses on the marketing strategy used by Fior Foire Patisserie in increasing product sales and the factors that influence the success of the strategy. The results say that the marketing mix strategy implemented has a significant influence on brand image, attracting customers and increasing sales.

The study, entitled "The Influence of Red Velvet as a Brand Ambassador on Sales of Azarine Cosmetic Products" [19], focuses on the influence of the brand ambassador's image and popularity (Red Velvet) on increasing sales of Azarine cosmetic products

Based on the background and previous research, this study aims to analyze the implementation of the 7P marketing mix strategy in the *Kue Lumpur Muda-Mudi* MSME. This analysis was conducted to provide deeper insight into the steps that can be implemented to increase business competitiveness and identify the factors that influence the success of this strategy, enabling this MSME to survive amidst intense competition for decades. The research results are expected to make a significant contribution to the development of more adaptive and effective marketing strategies for MSMEs and serve as a reference for further research in similar fields.

RESEARCH METHOD

Research Methods: This study employed a descriptive qualitative method. Qualitative methods utilize data in the form of written texts, speech, behavior, phenomena, hypotheses, or case studies [20]. Descriptive Qualitative Methods utilize descriptive data processing to explain existing research findings truthfully without manipulation [21].

This research was conducted at the *Kue Lumpur Muda Mudi* MSME center located at Jl. KH. Samanhudi, Jasem gg. 3, Bulusidokare, Sidoarjo. The data sources used in this study were primary and secondary data. Primary Data was obtained from the results of interviews with informants Secondary Data in the form of journals, social media, books, articles, and several previous studies related to the topic. Data collection techniques include interviews with parties related to the research, namely the owner, employees and several consumers of the *Kue Lumpur Muda-Mudi* MSME, documentation, by collecting information relevant to the research topic, and observation, namely by directly observing the process of making and selling *Kue Lumpur Muda-*

Mudi. After all data is collected, both primary and secondary data, the next is the data analysis process. The data are analyzed in several stages, 1) Data reduction stage, sorting or filtering data relevant to the research objectives, and compiling and summarizing data to make it easier to analyze. 2) Data presentation, carried out in narrative form, in order to provide a clearer picture of the marketing strategy implemented by the Kue Lumpur Muda-Mudi MSME. 3) Conclusion drawing, the author draws comprehensive conclusions from the findings that have been presented regarding the effectiveness of the Kue Lumpur Muda-Mudi MSME marketing strategy in facing market challenges.

RESULTS AND DISCUSSION

Results

The Kue Lumpur Muda-Mudi business began in a simple kitchen on Jalan KH. Samanhudi, Gang Jasem 3, Kebonsari, Bulusidokare, Sidoarjo, East Java. Armed with a unique recipe, innovative flavors, and focused management, this home-based business has consistently grown. From a small scale, Kue Lumpur Muda-Mudi has grown into a franchise network known in many cities.

The name "Kue Lumpur Muda-Mudi" has a unique meaning and is steeped in philosophy. The term "Kue Lumpur" not only refers to a type of food but also represents the identity of the Sidoarjo region, known as the "mud city" since the Lapindo mudflow incident, which attracted national attention. Thus, the name serves as both a reminder and acknowledgment of the business's regional origins.

The word "Muda-Mudi" has a dual meaning. "Muda" is an abbreviation for "easily available," reflecting the product's affordable price for a wide range of people and the business's commitment to remaining accessible and accessible to everyone. Meanwhile, the word "Mudi" means "easy to drive," reflecting the hope that employees and business partners will be easily guided, able to work together, and uphold the values of togetherness. This philosophy reflects the principles of discipline, collaboration, and synergy that underpin the management of Kue Lumpur Muda-Mudi.

Facing increasingly fierce market competition, particularly amidst the rise of culinary businesses, contemporary snack trends, and the ever-changing dynamics of consumer needs, businesses are required to innovate and adapt to maintain their existence and increase their competitiveness. These efforts focus not only on product quality but also encompass various other aspects that influence consumer purchasing decisions. Recognizing this, Kue Lumpur Muda-Mudi emphasizes the importance of implementing a comprehensive marketing strategy. One approach adopted is the 7Ps marketing mix concept introduced by Philip Kotler.

Product: Based on interviews with informants, Kue Lumpur Muda-Mudi's product marketing strategy focuses on innovation and maintaining the authenticity of the recipe. Its main characteristic lies in the use of original homemade ingredients, not imitations or modifications from other parties, resulting in a unique and authentic taste. In the production process, Kue Lumpur Muda-Mudi uses quality raw materials without

added preservatives. The cooking technique is still traditional, namely by piling charcoal on top of the mold. This method not only ensures even cooking, but also creates a distinctive aroma that differentiates it from similar products.

In addition to maintaining the original variants, product innovation is also carried out as a strategy to increase competitiveness. Various flavors have been developed, such as coconut, raisin, cheese, jackfruit, sticky rice tape, as well as savory options such as chicken, beef, and shrimp. The introduction of these new variants has proven effective in expanding the market segment, because it is able to attract the interest of consumers with diverse tastes. These innovations are not just variations, but also make a real contribution to increasing business competitiveness, because consumers feel they have more choices while still getting consistent taste quality. Thus, the combination of distinctive characteristics, quality assurance, and continuous innovation are the main factors that make *Kue Lumpur Muda-Mudi* remain popular to this day.



Figure 1. *Kue Lumpur Muda-Mudi*

Comments from a customer

"In my opinion, this *Kue Lumpur Muda-Mudi* is tastier than other mud cakes. The texture is soft and melts, juicier, and delicious, especially the coconut flavor, which is my favorite."

Price: Based on interviews with informants, the pricing strategy for *Kue Lumpur Muda-Mudi* is based on the philosophy of "accessibility," both in terms of price and accessibility. The product price is set between Rp 3,300 and Rp 7,000 per piece, depending on the flavor chosen. This strategy not only takes into account affordability for consumers from various groups but also aligns with market conditions and the level of competition.

In terms of quality, the price offered is considered commensurate with the quality of the product. This is supported by the use of quality ingredients and a distinctive flavor that provides unique satisfaction to consumers. This competitive price range also maintains high purchasing power and contributes to increasing consumer interest in *Muda-Mudi* products.

In addition to selling products directly, the *Kue Lumpur Muda-Mudi* MSME also offers partnership opportunities through a franchise system. The initial fee, set at IDR 30 million, grants partners the right to use the *Muda-Mudi* brand name, which already has

a good reputation in the market, as well as access to the product's original recipe. Under this scheme, partners profit directly from sales, while the brand owner takes a commission of IDR 300 per piece, accumulated and paid monthly. This partnership model is designed to create mutual benefits while expanding the market, giving Muda-Mudi's business the opportunity for more sustainable growth.

"In my opinion, the price of Kue Lumpur Muda-Mudi is quite reasonable. Although slightly more expensive than other kue lumpur, it's reasonable considering its reputation and delicious taste."

Comments from a customer.

Table 1. Price List of Flavor Variants

Flavor Variant	Price (IDR)
Ori	3300
Coconut	3800
Raisin	4000
Cheese	4000
Jackfruit	4000
Tape Ketan*	4000
Chicken	6000
Meat	7000
Shrimp	7000

Place: A location is considered strategic if it is easily accessible to potential customers, as good accessibility can increase the likelihood of customers visiting, purchasing, and returning [22].

According to interviews with informants, distribution of *Kue Lumpur Muda-Mudi* products is carried out through direct sales at owned outlets and franchise partner outlets. This system allows consumers to obtain products directly at designated sales locations. To maintain quality and operational convenience, each prospective partner is required to meet certain requirements. In addition to paying an initial fee of IDR 30,000,000 to obtain the original recipe and the right to use the "Muda-Mudi" trademark, partners must also provide a business location that meets standards. The location must be strategic, easily accessible, and close to a busy center to increase business visibility and facilitate consumer discovery. Furthermore, the sales location is also expected to have adequate production space and be equipped with supporting facilities such as restrooms. Therefore, a strategic location selection strategy is expected to expand distribution reach while providing a comfortable experience for consumers.

Promotion: In its early stages, *Kue Lumpur Muda-Mudi* relied on a simple promotional strategy: consigning products to people for resale and maximizing word-of-mouth promotion. This strategy proved effective because direct recommendations from customers to family, friends, and colleagues were highly trusted and influenced purchasing decisions. To date, word-of-mouth remains the primary strategy relied upon.

Based on observations, *Kue Lumpur Muda-Mudi* also utilizes social media, such as Instagram and Facebook, for promotion, but not to its full potential. This was later confirmed by an informant, the business owner, who stated that the most effective promotion for attracting new customers is through customer satisfaction, which then spreads recommendations, and consistent product quality. By maintaining a distinctive taste and consistent quality, consumers are encouraged to recommend the product to others. Thus, the combination of product quality and word-of-mouth promotion is considered more effective than digital strategies, which are still limited in their use.

"I understand the changing times, but I believe the most effective promotion still comes from the quality of the product itself," he said.

Utilizing Facebook and Instagram as promotional media



Figure 2. Official Facebook account of the *Kue Lumpur Muda-Mudi* MSMEs

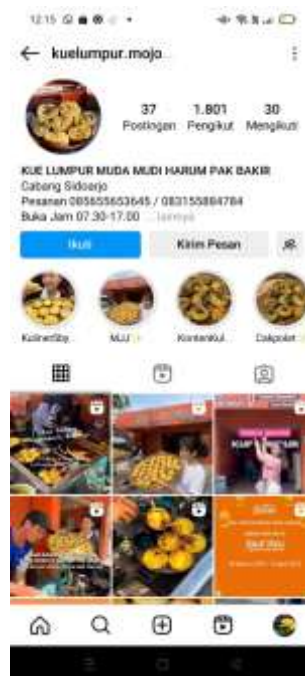


Figure 3. Official Instagram account of the *Kue Lumpur Muda-Mudi* MSMEs, Mojokerto branch

Process: Interviews with informants indicate that in the operation of *Kue Lumpur Muda-Mudi*, each franchise outlet is required to produce its own products directly on-

site, following Pak Bakir's original recipe. The production process, from ingredient preparation to dough processing to baking, is carried out on-site, ensuring the product is sold fresh to consumers. This requirement has been established from the outset, requiring each prospective franchise partner to have an outlet with complete facilities, including a production area and restrooms, to support smooth operations. To maintain efficiency and consistency, all partners are required to follow established recipe standards and procedures, ensuring the cake's taste, texture, and quality remain consistent with those produced at the main outlet. This ensures a consistent experience for consumers, regardless of whether they purchase from different outlets.

The main challenge faced in daily operations is maintaining quality stability amidst varying production conditions at each location. Furthermore, having outlets in multiple locations requires extra oversight to ensure that established standards are adhered to. Nevertheless, product accessibility is quite easy, as consumers can purchase directly in-store or through delivery services like Shopee Food or Grab Food.

The Production Process of *Kue Lumpur Muda-Mudi*



Figure 4. The Production Process of Muda-Mudi Mud Cakes

People (Business Actors): The success of the *Kue Lumpur Muda-Mudi* business is determined not only by product quality, but also by the role of franchisees and their employees in maintaining trust and business consistency. Employees are required to serve customers in a friendly, responsive manner, and maintain honesty as the main foundation of their work. This value of honesty is also reflected in the partnership system, where franchisees are given full trust in their sales results and commission payments made to the owner. "With honesty, responsibility, and a commitment to maintaining taste and quality, customer satisfaction can be maintained, enabling the business to grow sustainably," explained the informant

Physical Evidence: *Kue Lumpur Muda-Mudi* implements a unique strategy when it comes to packaging. Each franchise branch is given the freedom to design its own packaging, including colors, images, and other visual elements, to suit local market tastes in their respective regions. However, each design must still be approved by the central office," explained Mr. Bakir.

This strategy, besides being effective in strengthening brand image and creating a more immersive customer experience, also significantly facilitates product control and

handling of consumer complaints. Segmented packaging design offers various operational benefits, particularly in quality control and customer relationship management. With different packaging designs in each region, products can be more easily traced based on their originating branch or location. This simplifies the quality control process, as each package directly identifies the source. If complaints arise regarding quality or taste, the team can quickly identify which branch the product originated from, allowing for focused resolution to the source of the problem. Beyond packaging, *Kue Lumpur Muda-Mudi* stores and outlets are also designed to be comfortable, having met established standards from the outset, such as having a production area and restroom facilities. This differentiates them from competitors, who generally do not adhere to similar standards.

Mr. Bakir added that he routinely carries out controls and supervision of all his franchises at least once a month for nearby locations, and once every three months for more distant locations to ensure product quality and maintain brand consistency. Some examples of *Kue Lumpur Muda-Mudi* packaging designs from several daerah



Figure 5. Packaging of *Kue Lumpur Muda-Mudi*, Jombang Branch



Figure 6. Packaging of *Kue Lumpur Muda-Mudi*, Sidoarjo branch



Figure 7. Packaging of *Kue Lumpur Muda-Mudi* from Bali branch

Discussion

The implementation of the 7P marketing mix strategy in the *Kue Lumpur Muda-Mudi* MSME demonstrates that an integrated marketing approach is crucial for maintaining business competitiveness in a dynamic culinary industry. The consistency in product quality, innovation in flavor variants, and commitment to traditional production methods have strengthened the MSME's brand authenticity and consumer trust. These findings are aligned with Kotler's theory that emphasizes the importance of delivering value through a combination of tangible and intangible elements to meet consumer expectations. The pricing strategy, which focuses on affordability while maintaining quality, further supports customer retention and expands market reach, indicating that competitive pricing plays a vital role in sustaining long-term customer relationships.

From a promotional perspective, the reliance on word-of-mouth marketing has proven effective in maintaining consumer loyalty and trust. However, the limited use of digital marketing channels indicates a missed opportunity to reach a broader audience, particularly in an era dominated by online engagement. This aligns with research by Daud et al. (2024), which highlights the growing necessity for MSMEs to integrate online and conventional promotion strategies to adapt to changing consumer behavior. The findings suggest that while traditional marketing methods are still relevant for culinary MSMEs, the inclusion of digital platforms such as social media and e-commerce could significantly enhance visibility and sales performance. Therefore, promotional adaptation is a key component of resilience and scalability in the current competitive landscape.

Furthermore, the human resource aspect (people), process efficiency, and physical evidence contribute significantly to the sustainability of the *Kue Lumpur Muda-Mudi* MSME. The empowerment of employees and franchise partners through honesty, consistency, and customer-oriented service has strengthened operational trust and performance. Nonetheless, the process standardization and physical evidence components still require improvement, especially in enhancing outlet aesthetics and ensuring consistent product presentation across branches. This reinforces the importance of continuous evaluation and innovation in MSME management to maintain quality assurance and consumer satisfaction. Overall, the 7P framework serves not only as a strategic tool but also as an adaptable business model that can guide traditional culinary MSMEs toward sustainable growth, innovation, and competitiveness in the modern market.

CONCLUSION

Fundamental Finding : The study concludes that the *Kue Lumpur Muda-Mudi* MSME has effectively implemented the 7P marketing mix strategy—Product, Price, Place, Promotion, People, Process, and Physical Evidence—in a comprehensive and consistent manner, leading to enhanced competitiveness, improved product quality, and

sustained customer satisfaction. This strategic approach has contributed to the MSME's resilience and growth for over a decade amid dynamic market challenges. **Implication :** These findings emphasize that an integrated marketing mix serves as a vital framework for traditional culinary MSMEs to strengthen their market position and achieve long-term sustainability. Enhancing promotional strategies through digital platforms can further improve market reach and brand visibility. **Limitation :** The study is limited by its single-case focus and descriptive qualitative design, which may not fully capture the diversity of marketing dynamics across other MSMEs or regions. **Future Research :** Further studies should adopt comparative or mixed-method approaches to evaluate the effectiveness of digital marketing strategies across different culinary MSMEs, providing deeper insights into innovation-driven competitiveness and adaptive marketing practices in the evolving food industry.

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Umi Chabibah Siti Mubarakah

Muhammadiyah University of Sidoarjo, Indonesia

Email: chabibahumi214@gmail.com

*** Didik Hariyanto (Corresponding Author)**

Muhammadiyah University of Sidoarjo, Indonesia

Email: didikhariyanto@umsida.ac.id
