BUSINESS MARKETING STRATEGY OF SEAFOOD PROCESSED SOUVENIR DURING THE COVID-19 PANDEMI

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A B S T R A C T

This study aims to determine the difference in profits before and during the covid-19 pandemic and to find out the marketing strategy for processed seafood souvenir businesses during the covid-19 pandemic. The research method used in this study is a case study. The differences in profits before and during the Covid-19 pandemic were analyzed by Wilcoxon analysis. While the marketing strategy for processed seafood souvenirs is analyzed using SWOT and followed by QSPM analysis to determine priority strategies. The results showed that there were significant differences in the profits of the business of processed seafood souvenirs before and during the Covid-19 pandemic. The business of seafood processed food souvenirs is in quadrant 1 position (growth oriented strategy). The results of the SWOT analysis recommend that companies carry out a Strength-Opportunity (SO) strategy including four alternative strategies which are then sorted by the QSPM matrix to obtain priority strategies. The results of the QSPM matrix are (1) providing affordable prices/maintaining prices to increase business activities and increase promotional activities to attract consumers with the highest TAS

score of 7.54; (2) Strategies to maintain and improve the quality of products and services in order to make consumers loyal with a TAS score of 7.51; (3) The strategy of maintaining relationships or establishing cooperation with suppliers/suppliers or competitors with a score of 7.5; (4) The strategy of maximizing a strategic location in providing good services and facilities with a score of 7.48.

PRELIMINARY

Business strategy is one important element that must be owned by every company or business. A business that wants to survive in business competition must renew its business strategy(Cardinar and Hana, 2021). Currently, the business in the culinary field is one of the prima donna among business people in Indonesia(Novitasari and Samanhudi, 2021). The food souvenir culinary business is a business that is classified as profitable because it has a positive impact on the local economy which can support the tourism sector(Ayu, 2021). Tourists buy souvenirs to evoke memories and feel different experiences and motivate them to revisit(Levyda et al., 2021a). Food souvenirs are one of the mementos for tourists when traveling. Tourists visiting a destination show a high interest in local food and bring it home as souvenirs for family or friends(Karsiningsih et al., 2021).

Bangka Belitung Archipelago Province is a potential tourist destination because it has interesting tourist objects for tourists to visit(Yokotani and Rosalina, 2018). Seafood processed food souvenirs are one of the drivers of the development of the tourism sector in this province. Seafood processed food souvenirs are excellent products made from Bangka Belitung original raw materials and processed based on local wisdom that has been passed down from generation to generation which reflects norms, customs and history(Levyda et al., 2021a). Tourists come to a tourist area to look for regional specialties themselves and are willing to pay to enjoy typical food(Situmorang et al., 2021). Processed seafood products are produced at home on a micro, small and medium scale(Levyda et al., 2021b). As for souvenirs, processed seafood products that are used as souvenirs are getas, ampiang, kemplang, and crackers made from fish, shrimp and squid.(Basarah et al., 2022).

Covid-19 which occurred in 2020 had a significant impact on the tourism sector, especially the Small and Medium Industries which provide food souvenirs. The impact of the Covid-19 pandemic has caused unstable economic conditions, especially for food souvenir businesses who feel a direct impact in the form of a decrease in sales turnover due to the government's call to implement Large-Scale Social Restrictions (PSSB).(Aryansyah et al., 2020). During the Covid-19 pandemic, the processed food production business experienced a decrease in income and faced new challenges so that the business could survive despite government regulations for limiting activities.(Rohman and Andadari, 2021).

One of the seafood processed food souvenir businesses that has been affected by Covid-19 is the bahek ewaki IKM. IKM Bahek Ewaki is an industry that sells processed seafood as souvenirs. This promising business development was faced with the co-19 pandemic, namely the delay in sales and

INTERNATIONAL JOURNAL ON ECONOMICS, FINANCE AND SUSTAINABLE DEVELOPMENT ISSN (electronic): 2620-6269/ ISSN (printed): 2615-4021

Vol. 5 No. 1 | January 2023   **133**

production activities. During the Covid-19 pandemic, IKM Bahek Ewaki also experienced a decrease in sales turnover and limited production. Therefore, to anticipate the impact of the Covid-19 pandemic, IKM Bahek Ewaki needs a new marketing strategy so that the business can survive and develop. The purpose of this research is to find out the difference in profit between before and during the Covid-19 pandemic and also to find out the marketing strategy for seafood souvenir businesses based on SWOT analysis and the QSPM matrix.

RESEARCH METHODS

The research location was determined purposively (purposively) at IKM Bahek Ewaki, Kurau Barat Village, Central Bangka Regency with the consideration that IKM Bahek Ewaki has a fairly large business that produces processed fish products. The research method used is the case study approach method. The sampling method used is saturated sampling method. Saturated sampling is a sample collection technique if all members of the population are sampled(Rosyidah and Fijra, 2021). The respondents used in this study were 10 IKM Bahek Ewaki workers and business owners. Methods of data collection using observation, interviews, and questionnaires.

1. Data analysis method

The data analysis method used in this study includes the Wilcoxon test, SWOT analysis, and then proceed with the QSPM matrix.

Wilcoxon test

The Wilcoxon test or also known as the Wilcoxon signed rank is an alternative test for the paired sample t-test because the data is not normally distributed so that the conditions for using the paired sample t-test are not met.(Norfai, 2021). The basis for decision making in the Wilcoxon signed rank test is as follows:

a.   Asymp value sig. (2-tailed) < 0.05, then H0 is rejected, meaning that income gains before the Covid-19 pandemic were not the same as profits during the Covid-19 pandemic

b.   Asymp value sig. (2-tailed) > 0.05, then H0 is accepted, meaning that the income profit before the Covid-19 pandemic is the same as the profit during the Covid-19 pandemic.

SWOT analysis

SWOT analysis is an instrument to identify various factors that are formed systematically used to formulate company strategy. SWOT analysis is carried out by maximizing existing strengths and opportunities to minimize existing weaknesses and threats. The steps in the SWOT analysis are:

a.   Identifying internal and external factors by taking into account the strengths and weaknesses of the company as well as the opportunities and threats faced by the company

b.   Giving a weight value that shows the level of importance relative to the success of the company. Determining the weight value of each variable is used on a scale of 1, 2, 3. The assessment for each scale can be explained as follows:

1 = If horizontal indicators are less important than vertical indicators

2 = If the horizontal indicators are as important as the vertical indicators

3 = If horizontal indicators are more important than vertical indicators

INTERNATIONAL JOURNAL ON ECONOMICS, FINANCE AND SUSTAINABLE DEVELOPMENT ISSN (electronic): 2620-6269/ ISSN (printed): 2615-4021

Vol. 5 No. 1 | January 2023   **134**

c.   Determine the weight value of each factor with a scale ((1,0) (most important) to (0,0) (not important) which is based on the influence of each factor in the position of the company's strategy. The total number of all weights given does not exceed the value (1, 0)

$$ai = \frac{xi}{\sum_{i=1}^{n} xi}$$

Information :

ai = weight of the i-variable

xi = the value of the i-variable

i = 1,2,3,.. n

n= number of variables

d.   Determine the assumed rating as how effective the company's strategy is in responding to existing strategies. The rating given in the internal and external assessment is the value of strengths equal to opportunities but inversely proportional to weaknesses and threats. Below is an assessment of the rating of strengths and opportunities including:

Rating 1 = very weak

Rating 2 = weak

Rating 3 = strong

Rating 4 = very strong

e.   Multiplying the weight value by the rating. The result of multiplying the weight and rating values is the weighted value. Then the weighted value is added up to obtain the total weighted value for the company.

f. The total of the weighted scores in the IFE and EFE matrices will be in the range of 1.0 (lowest) to 4.0 (highest) with an average value of 2.5. The higher the total weighted value of the company on the IFE and EFE matrices indicates the company responds very well to opportunities and threats (external factors) or strengths and weaknesses (internal factors) and vice versa.

QSPM Matrix (Quantitative Strategic Planning Matrix)

According to(Risma et al., 2019), while the steps for compiling the QSPM matrix are as follows:

a.   Make a list of external opportunities or threats and the company's key internal strengths or weaknesses in the left column in the QSPM. This information is obtained in the IFE and EFE matrices.

b.   Gives weight to each internal and external factors. These weights are the same as the IFE and EFE matrices.

c.   Examine the matrix in the second step and identify alternative strategies whose implementation should be considered by the company. Make note of these strategies at the top of the QSPM line. After that, grouping strategies into mutually exclusive units if possible.

d.   Determine the attractiveness score (AS) is defined as a number that indicates the relative attractiveness of each strategy in a certain set of alternatives. The Total Attractive Score (TAS) is obtained by multiplying the weight with the attractiveness scores.

e.   After determining the value of attractiveness, the next step is to calculate the Sum Total Attractiveness Scores (STAS) or the total value of attractiveness. Add up all the TAS in each column of

the QSPM. Based on several STAS values, the highest is the first choice, while the lowest STAS value is the last choice.

RESULTS AND DISCUSSION

1.   Average Profit in SMI Bahek Ewaki

The benefits received by IKM Bahek Ewaki are very diverse. This study further measures the difference in profits before and during the Covid-19 pandemic received by IKM Bahek Ewaki. The average profit received by IKM Bahek Ewaki can be seen in Table 1.

Table 1. Average Profit of Bahek Ewaki SMIs

No	Condition		Revenue (Rp/month)	Profit (rp/month)
1.	Before Pandemic	the	100,000,000	25,000,000
2.	During Pandemic	the	63,500,000	15,875,000

Source: Processed primary data (2022)

Based on Table 1, it can be seen that the average profit value before the co-19 pandemic was Rp. 25,000,000, while the average profit value during the co-19 pandemic was Rp. 15,875,000. Because the average profit value before the Covid-19 pandemic was Rp. 25,000,000 > profit during the Covid-19 pandemic averaged Rp. 15,875,000, meaning that descriptively there is a difference in average profit between before the pandemic and results during the pandemic. Based on the results of the study, profits before the COVID-19 pandemic and during the COVID-19 pandemic decreased due to restrictions on various activities regulated by government policies.

2.   Differences in Benefits Before and During the Covid-19 Pandemic

To see if there is a real difference between profits before and during the Covid-19 pandemic, the Wilcoxon test was carried out. Table 2 below is the result of the Wilcoxon test.

Table 2. Wilcoxon test

Statistics test	
	YEAR2020/2021 - YEAR2019
Z	-2.118b
asymp. Sig. (2-tailed)	.034
a. Wilcoxon Signed Ranks Test	
b. Based on positive ranks.	

Source: Processed primary data (2022)

Based on Table 2 above, information is obtained that the Z value is -2.118, this value is smaller than the two-way 5% Z table, namely -1.960, besides that the Sig. of 0.034, this value is <0.05, which means that there is a difference in average business profits before and during the Covid pandemic. Thus it can be decided that there is an influence of the covid pandemic on business profits.

The results of the study show that the aspects most affected by Covid-19 for IKM Bahek Ewaki are limited marketing processes, decreased product sales and availability of raw materials, and increases in

raw material prices. This is also in line with research that has been conducted by(Satila et al., 2021)that the aspects that were most affected by Covid-19 for IKM business actors were marketing and sales which affected the most by 89.2%, the availability of main raw materials by 31.1%, and the availability of auxiliary raw materials by 19.2%. These aspects can affect business profits. The results of the study show that during the Covid-19 pandemic, the profits of IKM Bahek Ewaki decreased by 37%. The results of this study are also in line with research that has been conducted by(Hajat, 2021)stated that profits before and during the Covid-19 pandemic had decreased by 40%. Profits before and during the Covid-19 pandemic decreased due to activity restrictions regulated by the government, such as Large-Scale Social Restrictions (PSBB) and the Enforcement of Community Activity Restrictions (PPKM). people's purchasing power.

3.   Internal Factor Analysis of IKM Bahek Ewaki

The results of the analysis of the internal environment will produce the strengths and weaknesses of an IKM. These two factors can support and influence the development of IKM Bahek Ewaki. The strengths and weaknesses of the observations can be seen in Table 3.

Table 3. Internal Factor Analysis

No	Strength	Weakness
1.	Strategic location	Limited online promotion
2.	Affordable prices	Do not have sales targets
3.	Good customer service	Short product shelf life
4.	Attractive packaging design	Low labor knowledge
5.	Products vary	Appearance of employees is less attractive
6.	Famous shop name	Limited product stock
7.	Large parking area	Seasonal ingredients
8.	Attractive shop building design	Failed production due to certain constraints
9.	Good product taste	-
10.	Promotion using social media	-
11.	Good relationship between competitors	-
12.	Without preservatives	-
13.	Quality raw materials	-

Source: Processed primary data (2022)

4.   Bahek Ewaki SME External Factor Analysis

Factors in the external environment of IKM Bahek Ewaki include opportunities and threats. Opportunity and threat factors obtained from the observations can be seen in Table 4.

Table 4. External Factor Analysis

No	Opportunity	Threat

1.	The number of online orders is increasing	The economic situation is less stable
2.	There are many loyal customers	Raw material prices increased
3.	High consumer interest	People's purchasing power decreased
4.	The location is one of the centers of tourism	Lots of competitors
5.	The shop name is well known	Tourist visits only at certain times
6.	Local tourists make processed seafood as souvenirs	Competitive price competition with competitors
7.	Can empower the people in the village	Limited raw materials
8.	Sustainable business	-
9.	Many product innovations from marine products	-

Source: Processed primary data (2022)

5. Internal Evaluation Matrix (IFE)

The IFE matrix summarizes and evaluates and becomes the basis for identifying strengths and weaknesses that have an influence on formulating alternative marketing strategies. To find out the strengths and weaknesses of IKM Bahek Ewaki can be seen in Table 5.

Table 5. IFE Matrix

No	Internal factors Weakness	Weight	Ratings	Score
1.	Strategic location	0.05	4	0.20
2.	Affordable prices	0.05	4	0.20
3.	Good customer service	0.05	4	0.20
4.	Attractive packaging design	0.05	4	0.20
5.	Products vary	0.05	4	0.20
6.	Famous shop name	0.04	3	0.12
7.	Large parking area	0.05	4	0.20
8.	Attractive shop building design	0.04	3	0.12
9.	Good product taste	0.05	4	0.20
10.	Promotion using social media	0.05	4	0.20
11.	Good relationship between competitors	0.05	4	0.20
12.	Without preservatives	0.05	4	0.20
13.	Quality raw materials	0.05	4	0.20
	Total Strength Score			2.44

INTERNATIONAL JOURNAL ON ECONOMICS, FINANCE AND SUSTAINABLE DEVELOPMENT ISSN (electronic): 2620-6269/ ISSN (printed): 2615-4021

Vol. 5 No. 1 | January 2023   **138**

Table 6. (Continued) Internal Factor Evaluation (IFE) Matrix of IKM Bahek Ewaki

Internal factors	Weight	Ratings	Score
Weakness			
14. Limited online promotion	0.04	3	0.12
15. Do not have sales targets	0.04	3	0.12
16. Short product shelf life	0.05	4	0.20
17. Low labor knowledge	0.05	4	0.20
18. Appearance of employees is less attractive	0.05	4	0.20
19. Limited product stock	0.04	3	0.12
20. Seasonal ingredients	0.05	4	0.20
21. Failed production due to certain constraints	0.04	3	0.12
Total weakness score			1.28
Total			3.72

Source : Processed primary data (2022)

Based on Table 5, the total score of strengths and weaknesses is 3.72. The total strength score for IKM Bahek Ewaki is 2.44 and the total weakness for IKM Bahek Ewaki is 1.28. This higher total strength score indicates that IKM Bahek Ewaki has made good use of its strengths and its weaknesses have been overcome.

6. External Evaluation Matrix (EFE)

The EFE matrix is used to determine the opportunities and threats that exist in IKM Bahek Ewaki. Opportunity and threat factors can be seen in Table 6.

Table 6. EFE Matrix

NoNoNo External Factors	Weight	Ratings	Score
Opportunity			
1. The number of online bookings is increasing	0.06	4	0.24
2. Have loyal customers	0.07	4	0.28
3. High consumer interest	0.07	4	0.28
4. One of the tourism center	0.05	3	0.15
5. Having a strong (fame) image	0.06	4	0.24
6. Many local tourists are looking for typical food	0.06	4	0.24
7. Can empower the people in the village	0.07	4	0.28
8. Sustainable business	0.07	4	0.28

INTERNATIONAL JOURNAL ON ECONOMICS, FINANCE AND SUSTAINABLE DEVELOPMENT ISSN (electronic): 2620-6269/ ISSN (printed): 2615-4021

Vol. 5 No. 1 | January 2023   **139**

9.	Many product innovations from marine products	0.07	4	0.28
Total odds score				2,27

External Factors		**Weight**	**Ratings**	**Score**
Threat				
10.	The economic situation is very difficult	0.05	3	0.15
11.	Raw material prices increased	0.07	4	0.28
12.	People's purchasing power decreased	0.05	3	0.15
13.	Lots of competitors	0.07	4	0.28
14.	Tourist visits only at certain times	0.06	4	0.24
15.	Competitive price competition with competitors	0.06	4	0.24
16.	Limited raw materials	0.07	4	0.28
Total threat score				1.62
Overall total score				3.89

Source : Processed primary data (2022)

7. IE (Internal-External) Diagram

From the calculation of these factors, it can be described IE diagram. The calculation of the total strength score is 2.44, the total weakness score is 1.28, the total opportunity score is 2.27, and the total threat score is 1.62. From the total calculation, it can be seen that the coordinates are (0.58; 0.32). The results of these coordinates are presented in the IE matrix.
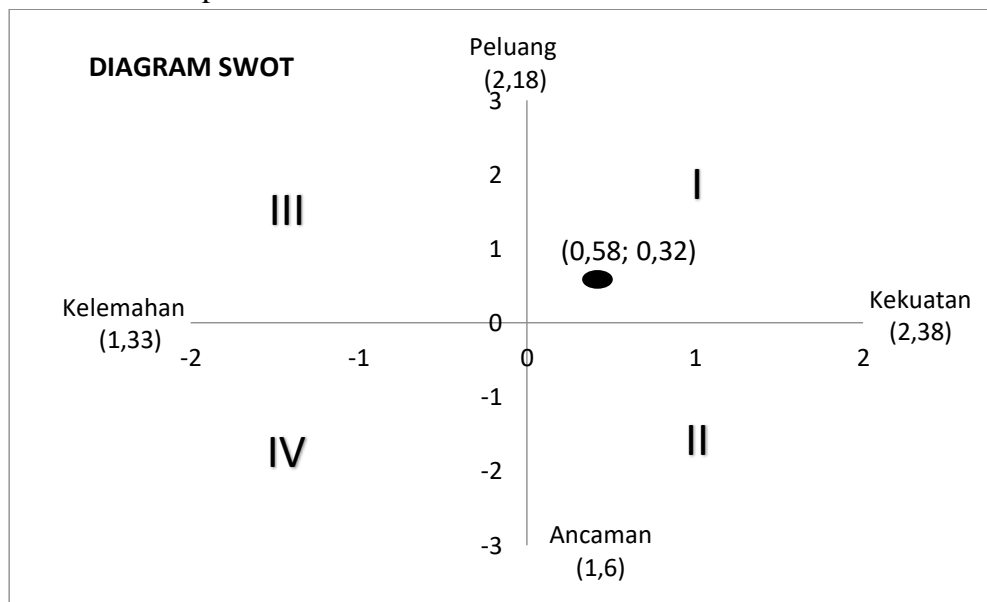
Source: Processed primary data (2022)

Figure 1. IKM Bahek Ewaki IKM (Internal External) diagram

Based on Figure 1, it can be obtained from a total score of strengths and weaknesses of 0.58 and a total score of opportunities and threats of 0.32. Based on these data it is known that IKM Bahek Ewaki is in quadrant I, where there are strengths and opportunities. This position shows that this section is a profitable situation. The strategy that must be applied in this situation is to support an aggressive growth policy (Growth oriented strategy) because it shows that Bahek Ewaki's IKM has greater strengths and opportunities compared to weaknesses and threats. This is in accordance with the opinion(Ashari et al., 2020), an aggressive strategy shows a good response to take advantage of existing opportunities by developing strengths in the internal industry.

8.   SWOT Matrix

The SWOT matrix is a formation tool in decision making to determine the strategy to be pursued based on logic to maximize strengths and opportunities, but can also minimize weaknesses and threats.(Setyorini et al., 2016). The SWOT matrix produces 4 sets of possible alternative strategies that can be used, namely SO (Strengths-Opportunity) strategies, WO (Weakness-Opportunity) strategies, ST (Strengths-Threats) strategies, and WT (Weakness-Threats) strategies.(Sonia et al., 2020). The SWOT matrix that has been compiled can be seen in table 7.

Table 7. Bahek Ewaki IKM SWOT Matrix

EFAS/IFAS	Strength (S)	Weakness
	S1. Strategic location	W1. Limited online promotion
	S2. Affordable prices	W2. Do not have sales targets
	S3 Good customer service	W3. Short product shelf life
	S4. Attractive packaging design	W4. Low labor awareness
	S5. Products vary	W5. Appearance of employees is less attractive
	S6. Famous shop name	W6. Limited product stock
	S7. Large parking area	W7. Seasonal hard raw materials
	S8. Attractive shop building design	W8. Failed production due to certain constraints
	S9. Good product taste	
	S. 10. Promotion using social media	
	S11. Good relationship between competitors	
	S12. Without preservatives	
	S13. Quality raw materials	
Opportunity	SO strategy	WO strategy
O1. The number of online bookings is increasing	A. Maximizing strategic locations in providing good services and facilities (S1, S7, S8, O1, O4, O6)	A. Promote as much as possible (W1, O1, O3, O4, 0.6)
O2. There are many loyal customers	B. Maintaining and Improving Product and Service	B. Recruiting new, qualified workforce with skills in the field of business
O3. High consumer interest		
O4. The location is one of the		

INTERNATIONAL JOURNAL ON ECONOMICS, FINANCE AND SUSTAINABLE DEVELOPMENT ISSN (electronic): 2620-6269/ ISSN (printed): 2615-4021

Vol. 5 No. 1 | January 2023   **141**

centers of tourism O5. The shop name is well known O6. Local tourists make processed seafood as souvenirs O7. Can empower the people in the village O8. Sustainable business O9. Many product innovations from marine products	Quality to Create Loyal Consumers (S3, S5, S9, S12, S13, O2, O9) C. Maintain relationships or establish cooperation with suppliers/suppliers or competitors (S11, S13, O1, O2, O3) D. Providing affordable prices/maintaining prices to increase business activities and increase promotional activities to attract consumers (S2, O1, O8, S9, S10, O3, O4, O6)	being undertaken or professionals in the IT field (W5, W6, O3, O7)
Threat T1. The economic situation is less stable T2. Raw material prices increased T3. People's purchasing power decreased T4. Lots of competitors T5. Tourist visits only at certain times T6. Competitive price competition with competitors T7. Limited raw materials	ST Strategy A. Maintain product price stability and perform cost efficiency (S13, T2, T6, T7) B. Maintain product and service quality to make loyal consumers (S3, S9, S13, T1, T2, T7)	WT Strategy A. Do as much promotion as possible well (W1, T6) B. Form a special section to handle the financial section, and form an organizational structure (W2, T4, T6)

Source: Processed primary data (2022)

9. QSPM Matrix Decision Making Stage

The strategy that has been generated through SWOT analysis, then determines the priority strategy with QSPM analysis(Damayanti et al., 2019). There are 4 that are counted in the QSPM analysis. The four alternatives are obtained from the results of the SWOT analysis, but have not been ranked sequentially. With QSPM analysis it can provide convenience in determining priority strategies. The resulting priority strategy can be seen in table 8.

NO	Alternative Strategy	Total Attractiveness Value (STAS)	Rating

1.	Maximizing strategic locations in providing good services and facilities	7,48	4
2.	Maintain and improve the quality of products and services in order to make loyal consumers	7,51	2
3.	Maintain relationships or establish cooperation with suppliers/suppliers or competitors	7,5	3
4.	Providing affordable prices/maintaining prices to increase business activities and increase promotional activities to attract consumers	7,54	1

Source : Processed primary data (2022)

Based on the QSPM analysis, it was obtained a sequence of priority marketing strategies for seafood processed food souvenirs:

1. Priority strategy I with a value of 7.54 is to provide affordable prices or maintain prices to increase business activities and increase promotional activities to attract consumers. This is in line with research conducted by(Jayanti Mandasari et al., 2019)that providing prices is something that is really considered in detail because these prices can attract a lot of consumer interest in various circles. Strategies to increase promotional activities that can be carried out are expanding the promotion area, increasing promotional activities using e-commerce, participating in exhibitions held by the Government. According to(Sonatasia et al., 2020)Promotional programs are one of the ways used to increase consumer loyalty. Through promotions simultaneously have a positive influence on consumer loyalty.

2. Strategy priority II with a value of 7.51 is to maintain and improve the quality of products and services in order to make consumers loyal. This is in line with research conducted by(Sonatasia et al., 2020)that maintaining and improving product quality will provide satisfaction value to consumers so as to make consumers loyal.

3. Strategy priority III with a score of 7.5 is maintaining relationships or establishing cooperation with suppliers or competitors. This is in line with research that has been conducted by(Kurniawan et al., 2021)maintaining good relations and communication with employees, customers and suppliers of raw materials is a priority strategy, where if the business conditions are harmonious and good it will have an impact on business conditions.

4. Priority strategy IV with a value of 7.48 is to maximize strategic locations in providing good services and facilities. This is in line with research that has been conducted by(Jayanti Mandasari et al., 2019)choosing the right location can make an effective contribution to increasing sales volume and can also attract customers not only from the area but also outside the area.

INTERNATIONAL JOURNAL ON ECONOMICS, FINANCE AND SUSTAINABLE DEVELOPMENT ISSN (electronic): 2620-6269/ ISSN (printed): 2615-4021

Vol. 5 No. 1 | January 2023   **143**

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the marketing strategy for seafood processed food business during the covid-19 pandemic (case study: ikm bahek ewaki) it can be concluded that: profits before and during the covid pandemic there were significant differences. Strategies that can be carried out by bahek ewaki's souvenir business are ten alternative strategies based on swot analysis. The priority strategy obtained using the qspm matrix is to provide affordable prices/maintain prices to increase business activities and increase promotional activities to attract consumers at 7.54. Strategy 2 is to maintain and improve product quality in order to make loyal consumers at 7.51. Strategy 3 is maintaining relationships or cooperating with suppliers or competitors of 7.5.

Suggestions that can be submitted are:

1. It is hoped that Bahek Ewaki's souvenir business will add a skilled workforce, improve quality and continue to innovate products and conduct training for workforce

2. It is hoped that Bahek Ewaki's souvenir business can see the organizational structure and make detailed financial reports so that business management is better.

3. It is hoped that there will be further research related to the brand image of IKM Bahek Ewaki

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Vol. 5 No. 1 | January 2023   **145**

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