



## **Do Entrepreneurial Marketing Strategies Lead to Better Marketing Performance on SMES?**

Tika Koeswandi<sup>1\*</sup>, Vanessa Gaffar<sup>2</sup>, Lili Adi Wibowo<sup>3</sup>, Ery Adam Primaskara<sup>4</sup>

<sup>1,2,3</sup> Department of Doctoral Management Science, Faculty of Economics and Business Education, Universitas Pendidikan Indonesia, Bandung, Indonesia

<sup>4</sup> Marketing Department Business School, University of Western Australia, Australia

### **Abstract**

This research aims to describe and find out how entrepreneurial marketing influences the marketing performance of Small and Medium Enterprises in West Java Province. This research involved 159 Small and Medium Enterprises that had been in business for at least 5 years and also received training and mentoring on marketing from both the government and private sector. Data analysis uses linear regression. This study found that there was a positive impact from Entrepreneurial Marketing Strategies (EMS) toward the SMEs' Marketing Performance (MP). It concludes that Entrepreneurial marketing strategies have been shown to lead to better marketing performance in Small and Medium Enterprises (SMEs). The more successful the entrepreneurial marketing strategy is implemented, the better marketing performance occurs. This research provides important implications that the use of Entrepreneurial Marketing Strategy can be a key factor in improving the marketing performance of Small and Medium Enterprises in West Java Province. This shows the need for further support from both the government and the private sector in providing marketing training and mentoring to SMEs to strengthen competitiveness and regional economic growth.

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**Correspondence:**

Tika Koeswandi  
(tikakoeswandi@upi.edu)

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## **1. INTRODUCTION**



Improving marketing performance for Small and Medium Enterprises (SMEs) is still an issue that continues to be researched today (Gemina et al., 2019; Tussa'Adah, et al., 2022; Sudirjo et al, 2023; Saputri & Utami, 2023; Sari et al., 2023; Yatminiwati et al., 2021). For SMEs, good marketing performance will reflect good business performance as well. Good marketing performance also influences the survival of SMEs (GbolagadeAdewale & Oyewale, 2013; Sulistyan et al., 2023). The better the marketing performance, the longer the business life cycle will be. Apart from that, good marketing performance also influences the growth of SMEs. The better the marketing performance, the business growth will also increase. So, SMEs will try and develop marketing strategies that can improve their marketing performance.

Since 2019, SMEs in West Java Province - Indonesia have received a lot of attention from both the government and the private sector. They are given training and mentoring whose aim is to increase marketing literacy, use digital for MSME marketing activities, and focus on improving marketing performance (Gaffar et al, 2022; Sudirjo et al, 2023; Saputri

& Utami, 2023; Sari et al., 2023). These activities produce SMEs that "level up" to become more capable, superior and competitive.

The attention above is based on awareness of the crucial role of SMEs in the national economy, especially in the context of economic growth, job creation, poverty reduction and inclusive economic development. SMEs are one of the main drivers of job creation in many countries. They are often the main source of employment for local residents, especially in rural and urban areas that may be difficult for large companies to reach. SMEs contribute significantly to economic growth through their contribution to GDP (Gross Domestic Product). They help in driving local and national economies through production, trade and service activities. SMEs are often places of new innovation and creativity. They tend to be more flexible in trying new ideas and play an important role in driving innovation in various economic sectors. SMEs are often a means of empowering the community's economy, especially for underprivileged groups. They can help improve living standards and reduce economic inequality. By diversifying the economy through the presence of SMEs, the country can reduce dependence on certain economic sectors and be more stable in facing global economic changes (Kotler et al., 2023).

In developing the right strategy, SMEs need to know that they have different characteristics from companies (Kotler et al, 2023). SMEs have a smaller scale of operation than large companies. They may only have a few employees and have more limited production or sales capacity. SMEs tend to have limited resources, including capital, labor and access to markets. This affects their ability to compete and develop in a competitive market (Koeswandi et al., 2021; Koeswandi & Primaskara, 2020). SMEs often have a strong influence in their local communities. They often become economic and social pillars in their areas, providing employment and supporting other local activities. SMEs tend to use a different marketing approach than large companies. They may focus more on local marketing, direct promotions, or social media marketing rather than expensive national marketing campaigns (Koeswandi et al., 2021; Koeswandi & Primaskara, 2020). Therefore, a special marketing strategy is needed for SMEs, namely an entrepreneurial marketing strategy.

So far, no one has researched how the influence of entrepreneurial marketing strategies implemented by SMEs has an impact on marketing performance. Research that has been conducted over the last 5 years focuses on marketing and digital marketing capabilities on marketing performance, customer orientation and promotional strategies on marketing performance, entrepreneurship training on marketing performance and product orientation and innovation on marketing performance (Gemina et al, 2019; Tussa'Adah et al., 2022; Sudirjo et al., 2023; Saputri & Utami, 2023; Sari et al., 2023). Thus, this research aims to describe and find out how entrepreneurial marketing influences the marketing performance of Small and Medium Enterprises in West Java Province.

## **Literature Review**

Kotler et al. (2023) state that entrepreneurial marketing is defined as a groundbreaking approach that goes beyond traditional marketing strategies. It involves building new capabilities that consider the impact of digital connectivity on consumers and businesses. This innovative marketing approach aims to break away from stagnant normative marketing practices that may no longer be effective in today's dynamic business environments. This approach is a combination of marketing and entrepreneurial approaches. SMEs can use this approach because it is a unique approach to marketing that focuses on the resource-constrained nature of startups and small businesses. It involves being proactive, innovative, and risk-taking in identifying and exploiting opportunities in the market. Unlike traditional marketing, entrepreneurial marketing emphasizes creativity, flexibility, and speed in decision-making processes.

Stokes (2000) stated that, as a strategy, entrepreneurial marketing has a dual focus in its implementation, namely customer-centric and entrepreneur-centric. This means that both the customer and entrepreneur play equal roles in shaping the SME's culture, strategy

and marketing tactics (Morrish, 2011). So, in its formulation, entrepreneurial marketing strategy can be constructed from 2 points of view, namely market-oriented (MO) and entrepreneurially-oriented (EO) (Stokes, 2000). With these advantages, SMEs can create superior competitiveness based on market-driving rather than market-driven behavior (Jaworski et al., 2000).

There is a lot of research that constructs the dimensions of entrepreneurial marketing strategy, but this research focuses on the dimensions proposed by Adel et al. (2020) who quote that this dimension is a dimension that comes from the research of Fiore et al. (2013) with the incorporation of Morris et al. (2002) and Maritz et al. (2010) namely innovative, entrepreneurial thinking, opportunity evaluation and value-creation. Ferdinand added (2000) to see how effective the implementation of the strategy is, it is necessary to see the impact on marketing performance, where the more successfully a strategy is implemented, the better the resulting marketing performance. This research uses 6 dimensions of marketing performance, namely product market level, marketing effectiveness, customers, financial performance, marketing efficiency, and adaptability based on Homburg et al (2012). So the hypothesis proposed in this research is:

Ho: There is no positive influence between Entrepreneurial Marketing Strategies (EMS) on Marketing Performance (MP).

H1: There is a positive influence between Entrepreneurial Marketing Strategies (EMS) on Marketing Performance (MP).

## **2. METHODS**

According to Bell et al. (2022) quantitative descriptive research is a research design where researchers collect and analyze numerical data to describe and explain phenomena in detail. This research uses a quantitative descriptive approach which aims to describe how much influence Entrepreneurial Marketing Strategies has on Marketing Performance. This research involved 159 Small and Medium Enterprises (SMEs) in West Java - Indonesia that have been doing business for at least 5 years and have also received training and coaching on marketing from both the government and private sector since 2019. Data on entrepreneurial marketing strategies and Marketing performance is collected through surveys or literature studies with SME owners or managers. The data is then analyzed using appropriate statistical techniques in SPSS to identify whether there is a relationship or influence between the two variables. It is hoped that the results of the analysis can provide justification regarding how much influence entrepreneurial marketing strategies has on marketing performance.

## **3. RESULT AND DISCUSSION**

### **3.1. Results**

#### **Small Medium Enterprises' Profile**

This research involved 159 small, micro and medium businesses whose profiles are described in the table 1. Table 1 shows that SME owners are dominated by 60% women, with an age range of 26 - 42 years who belong to the millennial generation group. Meanwhile, the industry that is heavily involved is the F&B industry at 40% with the use of marketing programs, namely digital marketing, at 70% of the total sample.

**Table 1.** SME's Profile

	Category	Percentage
Gender	Female	60%
	Male	40%
Age	< 25 tahun	20%
	26 - 42 tahun	50%
	> 42 tahun	30%
Industry	F&B	40%
	Fashion	35%
	Craft	10%
	Technology	5%
	Service	5%
Marketing Program	Digital marketing	70%
	Traditional marketing	30%

Source: Data Processed (2024)

### Description of Entrepreneurial Marketing Strategies (EMS) and Marketing Performance (MP)

Data descriptions about Entrepreneurial Marketing Strategies (EMS) and Marketing Performance (MP) are presented including Mean (M), Median (Me), Mode (Mode), Standard Deviation (SD), Range (Range), Minimum Value and Maximum Value. The results of the data description in this research are as follows:

**Table 2.** Description of data

	Entrepreneurial Marketing Strategies (EMS)	Marketing Performance (MP)
Valid	100	100
Missing	0	0
Mean	50,45	74,10
Median	50,00	70,00
Mode	40	89
Std. Deviation	14,146	15,123
Range	65	64
Minimum	20	77
Maximum	85	115

Source: Data Processed (2024)

Table 2 shows that each variable has an N value of 100 and Missing 0. Then the Mean value of the Entrepreneurial Marketing Strategies (EMS) variable is 50.45 and the Marketing Performance (MP) variable is 74.10. The median value for the Entrepreneurial Marketing Strategies (EMS) variable is 50.00 and the Marketing Performance (MP) variable is 70.00. Then the Mode value for the Entrepreneurial Marketing Strategies (EMS) variable is 40 and the Marketing Performance (MP) variable is 89. The Standard Deviation value for the Entrepreneurial Marketing Strategies (EMS) variable is 14.146 and Marketing Performance (MP) is 15.123. Then the range value for the Entrepreneurial Marketing Strategies (EMS) variable is 65 and Marketing Performance (MP) 64. The Minimum value for the Service Quality variable is 20 and the Marketing Performance (MP) variable is 77. Finally, the Maximum value for the Entrepreneurial Marketing Strategies (EMS) variable is 85 and Marketing Performance (MP) variable is 115.

Table 3 shows that the average value of each indicator is that value-creation (71.70%) is the highest indicator and opportunity-evaluation (70.06%) is the lowest indicator. It is known that the average value of Entrepreneurial Marketing Strategies (EMS) is 71.39%, so this variable is in the good category because it is in the range (61% - 80%).

**Table 3.** Categorization of Entrepreneurial Marketing Strategies (EMS)

No	Indicator	$\Sigma$ Score	%Score
1	Innovative	1326	71,60%
2	Entrepreneurial Thinking	1211	71,10%
3	Opportunity-Evaluation	1098	70,06%
4	Value-Creation	1680	71,70%
Total		1154	71,39%

Source: Data Processed (2024)

**Table 4.** Categorization of Marketing Performance (MP)

No	Indicator	$\Sigma$ Score	%Score
1	Product Market Level	1101	71,33%
2	Marketing Effectiveness	1280	72,03%
3	Customers	1098	70,60%
4	Financial Performance	1056	70,44%
5	Marketing Efficiency	1090	70,59%
6	Adaptability	1013	70,22%
Total		1164	70,21%

Source: Data Processed (2024)

Table 4 shows that the average value of each indicator is that marketing effectiveness (72.03%) is the highest indicator and adaptability (70.22%) is the lowest indicator. It is known that the average Marketing Performance (MP) value is 70.21%, so this variable is in the good category because it is in the range (61% - 80%).

Validity test results of the Entrepreneurial Marketing Strategies (EMS) variable which includes 16 statement items, with the highest score found in the 16th statement regarding "customer experience" with a total value of 0.894 and the lowest score in the 13th statement regarding "evaluation of digital marketing programs " with a total value of 0.610. The Entrepreneurial Marketing Strategies (EMS) variable is declared valid because it has a calculated  $r$  value  $> 0.3644$ . It can be concluded that the validity test above all statement items is declared valid.

Validity test results of the Marketing Performance (MP) variable which includes 30 statement items, with the highest score found in statement 07 regarding "effectiveness of using digital-based marketing programs" with a total value of 0.911 and the lowest score in statement 29 regarding "adaptation of engagement technology-based" with a total value of 0.590. The Marketing Performance (MP) variable is declared valid because it has a calculated  $r$  value  $> 0.3721$ . It can be concluded that the validity test above all statement items is declared valid.

Meanwhile, the results of the reliability test obtained a Cornbach's Alpha  $r$  value on the Entrepreneurial Marketing Strategies (EMS) variable  $> 0.07$  and a Cornbach's Alpha  $r$  value on the Marketing Performance (MP) variable  $> 0.07$ . It can be concluded that the reliability testing on both variables is declared reliable.

### Classic Assumption Test: Entrepreneurial Marketing Startegies (EMS) towards Marketing Performance (MP)

The following is a table of Kolmogorov-Smirnov test results.

**Table 5.** Kolmogorov-Smirnov Test

	Unstandarized Residual
Kolmogorov-Smirnov z	0,079
Asymp. Sig. (2-tailed)	0,078

Source: Data Processed (2024)

Based on table 5 above, the results of the Normality test using Kolmogorov-Smirnov, obtained a significance value of  $0.079 > 0.05$ , so it can be concluded that the residual value in this study is normally distributed.

**Table 6.** Multicollinearity Test

Model	Sig	Collinearity Statistics	
		Tolerance	VIF
Entrepreneurial Marketing Strategy (EMS)	0,000	1,000	1,000

Source: Data Processed (2024)

Based on table 6, a tolerance value of 1,000 means that the value is  $1,000 > 0.10$ , meaning there is no multicollinearity. Then, the VIF value in this study is  $1,000 < 10.00$ , meaning that there is no multicollinearity. So the conclusion is that in this study there was no multicollinearity so that the regression model of this study was declared good because there was no correlation between the independent variables.

### Hypothesis Testing: Entrepreneurial Marketing Strategies towards Marketing Performance (MP)

The results of simple linear regression analysis in this study are as follows:

**Table 7.** Simple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	30.413	4.251		6.276	.000
Entrepreneurial Marketing Strategies (EMS)	0.722	0.065	0.761	10.135	.000

a. Dependent variable: Marketing Performance (MP)

Source: Data Processed (2024)

Table 7 shows that the constant (a) value is 30.413, while the regression coefficient value is 0.722. Because the regression coefficient value is not negative, it can be said that there is a relationship between the Entrepreneurial Marketing Strategies (EMS) and Marketing Performance (MP) variables. The constant value is 30.413, meaning that if the Entrepreneurial Marketing Strategies (EMS) variable value is 0, then the Marketing Performance (MP) value is 30.413. The Entrepreneurial Marketing Strategies (EMS) regression coefficient value is 0.722. This means that if every 1% is added to the Entrepreneurial Marketing Strategies (EMS) level, Marketing Performance (MP) will increase by 0.722. This means that the regression coefficient is positive, so it can be said that the direction of influence of variable X on Y is positive. This means that the better the implementation of Entrepreneurial Marketing Strategies (EMS), the greater the Marketing Performance (MP).

**Table 8.** T-Test Result

Model	t	df	Sig
(constant)	6,110		0,000
Entrepreneurial Marketing Strategies (EMS)	10,422	97	0,000
Marketing Performance (MP)	3.501	97	0,000

Source: Data Processed (2024)

Table 8 shows that the significance value is  $0.000 < 0.05$  and the calculated t value is  $10.422 > t$  table 1.641, so  $H_0$  is rejected and  $H_a$  is accepted. So the hypothesis that there is

a significant influence between variable X (entrepreneurial marketing strategies) and variable Y (marketing performance) is partially accepted. Next, one-tailed testing is used to test the directional hypothesis using a positive distribution graph (right) with a significance level of 95% or 0.05 ( $\alpha=0.05$ ). Based on the t-test results in table 8 and the graph above, the calculated t value is 0.3501 with a significance value of  $0.000 < 0.05$ . So it can be concluded that there is a positive relationship and significant influence between variable X (entrepreneurial marketing strategies) and variable Y (marketing performance).

**Table 9.** Coefficient of Determination Test Results ( $R^2$ )

Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate
1	0.694 <sup>a</sup>	0.531	0.4340	9.339

Source: Data Processed (2024)

Based on table 9 above, it can be seen that the coefficient of determination ( $R^2$ ) value is found at an R Square value of 0.531. This means that the ability of the Entrepreneurial Marketing Strategies (EMS) variable to explain the Marketing Performance (MP) variable is 0.531 or 53%, the rest is explained by other variables not discussed in this research.

### 3.2. Discussion

Entrepreneurial marketing strategies have been shown to lead to better marketing performance in Small and Medium Enterprises (SMEs). Unlike traditional marketing approaches, entrepreneurial marketing is characterized by its innovative and proactive nature, which enables SMEs to adapt more effectively to dynamic market conditions especially in market like Indonesia. By focusing on creativity, resourcefulness, and customer-centricity, entrepreneurial marketing strategies help SMEs to differentiate themselves from competitors, identify new market opportunities, and build strong relationships with customers. These strategies often result in improved and create a better marketing performance for SMEs.

Implementation of entrepreneurial marketing strategies for Small and Medium Enterprises (UKM) in West Java - Indonesia is still in the development stage. So far, SMEs have implemented this strategy well and effectively, as evidenced by the positive influence that the Entrepreneurial Marketing Strategy (EMS) has on Marketing Performance (MP). The successful implementation of entrepreneurial marketing strategies can be related to the millennial generation (generation Y), where the millennial generation is known as a generation that is accustomed to technology, has different values in terms of work and lifestyle, and tends to be more open to innovation and change.

Even though many SMEs have realized the importance of innovative and proactive marketing strategies, there are still challenges in implementing them effectively, one of which is the ability of SMEs to evaluate and adapt. However, this research is in line with what Ferdinand added (2000) said, that the more successfully a strategy is implemented, the better the resulting marketing performance.

## 4. CONCLUSION

This study concludes that Entrepreneurial marketing strategies have been shown to lead to better marketing performance in Small and Medium Enterprises (SMEs). Unlike traditional marketing approaches, entrepreneurial marketing is characterized by its innovative and proactive nature, which enables SMEs to adapt more effectively to dynamic market conditions especially in market like Indonesia. By focusing on creativity, resourcefulness, and customer-centricity, entrepreneurial marketing strategies help SMEs to differentiate themselves from competitors, identify new market opportunities, and build strong relationships with customers. These strategies often result in improved and create a better marketing performance for SMEs.

This study recommends developing a more comprehensive conceptual model to understand the relationship between entrepreneurial marketing strategy, mediating variables, and moderating variables in the context of marketing performance.

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