

STRATEGY FOR CREATIVE ECONOMY DEVELOPMENT IN THE CULINARY TOURISM SECTOR IN SAMPANG CITY USING THE SWOT METHOD

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Abstract

The culinary tourism sector in Sampang City was chosen because the creative economy driven by creative industries can develop human resources through knowledge, activities and innovation. Developing creativity is important to achieve progress and competitive advantage. However, in developing the creative economy in the culinary tourism sector, there are still various problems with human resources, product innovation, lack of service ideas, limited suppliers, unattractive packaging design, limited marketing and use of technology. This research aims to determine internal and external environmental factors in the creative economic development strategy in the culinary tourism sector of Sampang City. The research results show that the development strategy requires intervention from the relevant government so that problems can be resolved, such as holding training, always innovating products, improving packaging design to make it more attractive, increasing suppliers and investing in more modern technology. This research uses a qualitative descriptive method with informants from culinary business actors in Sampang City. This research uses SWOT analysis to anticipate threats by exploiting strengths, and overcome weaknesses by looking for opportunities, so that the development of the creative economy in the culinary tourism sector remains optimal.

INTRODUCTION

Indonesia is a country where culinary tourism has become an important aspect of tourism in general. Although it has not become a main tourism product, the presence of culinary tourism plays a complementary role that supports existing tourism potential. Therefore, we need to focus on the role of culinary business in the tourism industry in Indonesia (Fajarina & Untari, 2019). The tourism sector plays an important role in improving the economy of a region, including Sampang City. One form of tourism that is increasingly developing and becoming an attraction for tourists is culinary tourism. Culinary tourism is one of the main sources of foreign exchange in the tourism industry and has great potential to attract visitors (Rahayu et al., 2022). As explained by (Brunchilda et al., 2021) Culinary is an aspect of life related to food consumption, because everyone needs food every day. Culinary includes various types of food, from simple to luxurious and high-class.

The famous culinary specialty in Sampang City, Madura, East Java is Bebek Songkem Pak Salim which was founded in 1999, which is known by the Madurese people as a culinary symbol that is often used as a souvenir for clerics. The popularity of Bebek Songkem has increased along with tourist visits to Sampang, making it even more well-known. This concept combines cultural richness and local attractions, supporting the promotion of tourism and regional culinary products (Firdaus et al., 2024). In addition, there is also UD. Sumber Mutiara, established since the 1990s, is a center for Sampang souvenirs that offers various snacks such as rengginang lorjuk, squid rengginang, sweet and spicy otok, lorjuk nuts, crispy anchovies, and various cassava chips. As part of the East Java tourism network, UD. Sumber Mutiara takes advantage of the opportunity to introduce Sampang's culinary specialty, which contributes to the local economy by attracting more tourists to enjoy and buy regional products.

Culinary tourism activities are one of the sub-sectors in the creative economy that has great potential to be developed further. According to Mardiani in (Khotijah & Irawati, 2023) Creative economy is an economic concept in a new era that utilizes information and creativity. This concept emphasizes ideas and knowledge derived from human resources as the main production factor in economic activities. Creativity and knowledge are the main foundations of the creative economy (Irawati, 2023: 15). According to (Syukriah et al., 2022) the meaning of creativity in the creative economy is the ability to produce and create unique things so that they can be a solution to a problem or can also be interpreted as an activity that is different from doing something. Innovation and discovery cannot be separated from creativity. The creative economy

began to rise in Indonesia when the government was looking for ways to improve domestic products to be able to compete in the global market.

In this case, the development of the creative economy has become one of the important pillars in economic development in various regions in Indonesia, including in Sampang City, Madura. Sampang City, which is famous for its rich culture and traditional cuisine, has great potential to develop the culinary tourism sector as part of the creative economy. Culinary tourism can be one of the main attractions for tourists, both local and foreign, who want to experience the unique taste and culture of Sampang. However, despite its great potential, the development of the creative economy in the culinary tourism sector still faces various problems that hinder the optimization of its contribution to the regional economy.

The author chooses 2 samples, the first is "UD. Sumber Mutiara", the problems that exist in this business actor are limited human resources, lack of effective and sustainable development strategies such as limited marketing, unattractive packaging design, the production process is still conventional and limited suppliers. Second is "Bebek Songkem Pak Salim", the problems that exist in this business actor are in product innovation, marketing has not used social media, has not provided online ordering services, has not collaborated with related agencies and limited use of modern technology.

Previous research conducted by (Irawati & Kuswinarno, 2023) regarding the development strategy of culinary MSMEs based on creative economy in Sampang City, located on Madura Island, shows that these products rely on the local wisdom values of the local community. Sampang City has various superior culinary products, but it should be noted that many culinary MSMEs based on creative economy face various problems, such as limited human resources, mastery of modern technology and others that are no less important is capital.

In addition, research conducted by (Badrussoleh & Irawati, 2023) which aims to determine the development strategy of culinary MSMEs based on creative economy in Sampang City. The results of the study indicate that the creative economy has a significant influence on the development of culinary MSMEs in Sampang City. However, culinary MSME business actors in this cluster face various problems, such as limited capital, difficulties in marketing, tight business competition, lack of production techniques and expertise, inadequate managerial skills, limited knowledge of financial management, and a less conducive business climate including licensing issues and legal regulations.

Then, a study conducted by (Irawati & Tahir, 2023) on the competitive advantage strategy of traditional Madurese food: the perspective of small and medium enterprises

in Sampang. The results show that the business strategy that can be planned by the company based on the SWOT analysis can produce alternative business strategies, namely by expanding the distribution network, increasing promotions, increasing consumer and employee loyalty, and developing products to maintain sales while maintaining traditional culinary menu products.

The similarity of this study with previous studies lies in the same objective, namely to determine the creative economy development strategy in the culinary sub-sector, while the difference lies in the year of research, research methods and conditions at the research location. The culinary sector in Sampang City was chosen because it is considered capable of developing human resources through science, activities, and innovation in the creative industry. Developing creativity is very important for progress and competitive advantage. However, in the effort to develop it, there are problems faced by culinary business actors in Sampang City. Therefore, this study aims to determine how internal and external environmental factors in the right creative economy development strategy so that the culinary tourism sector in Sampang City can develop better and make a significant contribution to the regional economy.

RESEARCH METHODS

The object of this research is culinary business actors in Sampang City located in Sampang City, Madura, East Java. The type of research used is descriptive qualitative. According to (Ramadhan, 2021: 7) descriptive research aims to describe the results based on relevant factual data and has scientific value. Qualitative research is used to examine the natural conditions of the object, where the researcher acts as the main instrument, and data collection is guided by facts found in the field (Abdussamad, 2022).

This study uses the SWOT analysis method. The analysis is an abbreviation of the internal environment Strengths and Weaknesses and the external environment Opportunities and Threats faced by the business world (Rangkuti, 1997: 19). The data sources used in this study are primary and secondary data. Primary data is data or information obtained by researchers directly from the original source. The source of this research is through observation, interviews and documentation (Ramadhani & Bina, 2021: 19). Secondary data is a source of research data obtained by researchers indirectly through intermediary media. This means that the researcher acts as a second party, because it is not obtained directly (Ahmad et al., 2024: 64).

Data collection techniques in this study include observation, interviews, and documentation, while data analysis uses the Miles and Huberman model which consists of data reduction, data presentation, and drawing conclusions. The technique of



determining informants carried out in this study used purposive sampling by selecting 2 informants, namely Bebek Songkem Pak Salim and UD. Sumber Mutiara. The validity of the data is guaranteed through triangulation of sources, techniques, and time, as explained by Sugiyono in Yusuf (2020: 10).

RESULTS AND DISCUSSION

1. Mr. Salim's Songkem Duck

Internal Environmental Analysis

a. Production process

There are variants of fried and steamed duck. The unique songkem duck from the steamed duck menu is certainly from the way it is cooked. The duck is steamed for at least 3 hours with hot steam from banana leaf stems, not water, to soften the meat from the surface to the bone. This process is done over low heat so that the meat does not burn, this creates a distinctive taste. In addition, serving duck using a banana leaf base adds to the uniqueness of this dish.

b. Marketing and Sales

Bebek Songkem Pak Salim's marketing strategy is currently considered underdeveloped because it still relies on traditional word-of-mouth promotion without utilizing digital marketing. In addition, Bebek Songkem Pak Salim has not utilized online sales platforms, so the opportunity to reach a wider market has not been maximized.

c. Service Ideas

Bebek Songkem Pak Salim does not use online services, this business maintains a traditional approach that focuses on direct interaction with customers. This can strengthen relationships with local customers who value personal service and authenticity of the product, because they can see the serving process directly and interact directly with the seller.

External Environment Analysis

a. Potential for new competitors

Starting a food business like duck cuisine is relatively easy, but the main challenge is creating a distinctive feature and maintaining consistent quality. The key to long-term success is keeping customers coming back. One strategy to deal with new competitors is to maintain a commitment to taste and quality, as Bebek Songkem Pak Salim does. Thanks to this commitment, the presence of new competitors does not have much impact, because customers remain loyal to the taste and quality of the dishes.

b. Product Development Potential

Currently, culinary trends continue to grow with the presence of various variations of chili sauce, especially in duck dishes. Many culinary businesses offer similar

products, but try to differentiate themselves through variations in spices, unique flavors, and distinctive quality. Even so, Bebek Songkem Pak Salim chooses to remain consistent with one type of chili sauce that they have used for a long time. This strategy aims to maintain the authenticity of the taste and characteristics of the product that is already known and loved by customers, even though competitors offer a variety of chili sauces and spices.

c. Potential Support from Other Sectors

Bebek Songkem does not actively cooperate with related agencies, which causes stagnation in terms of official support. However, they are still recognized and are often invited to attend culinary festivals, which shows that their role is recognized in the local culinary world, formal partnerships with the government have not been established.

SWOT Analysis

In need of a strategy that can be done on Bebek Songkem Pak Salim in maximizing market potential is by conducting a SWOT Analysis. This analysis is used to find out and identify the potential that is owned, from this analysis will be known such as strengths, weaknesses, opportunities and threats. The results of the SWOT Analysis of Bebek Songkem Pak Salim in Table 1. Below:

Table1. SWOT Analysis Results

Strength	Weakness
<ol style="list-style-type: none"> 1. Strong taste and product quality is maintained 2. Superior special spices and management 3. Uniqueness of presentation 	<ol style="list-style-type: none"> 1. Marketing limitations and product variants 2. Not yet selling on e-commerce 3. Not yet cooperating with related agencies
Opportunities	Threat
<ol style="list-style-type: none"> 1. Diversification or development of the menu 2. Development of traditional technology 3. Development of healthy food trends 	<ol style="list-style-type: none"> 1. Competitors are savvy in marketing 2. Rising raw material costs 3. The emergence of online business platform competitors

SWOT Matrix Analysis

Table 2. SWOT Matrix Results

<i>Strength</i>		<i>Weakness</i>	
SO		WO	
<i>Opportunities</i>	Utilizing the taste and quality of the product that is maintained and the superiority of special spices in developing menu diversification. This can attract new customers who are looking for a variety of special foods (S1, S2 and O1) The uniqueness of presentation can be combined with the development of traditional technology so that it can increase the added value of the product without sacrificing the authenticity of the product presentation (S3 and O2) Using high quality products to follow the healthy trend (S1 and O3)	Cooperation with related agencies can be built to support the development of healthy food trends, such as participating in certification or getting support from the government to promote healthy food (W3 and O3). The inability to sell in e-commerce can be improved by implementing more efficient traditional technologies for the production and distribution process of products (W2 and O2) Marketing limitations and product variants can be overcome by utilizing menu diversification that can attract more customer segments (W1 and O1)	
ST		WT	
<i>Threat</i>	Maintaining strong flavors and distinctive spices to face competitors who excel in product marketing (S1, S2 and T1) Maintaining product quality can be a reason to increase product prices if raw material costs increase (S1 and T2) Special spices and superior management can differentiate products from competitors who use online platforms (S2 and T3)	Overcoming marketing limitations to compete with competitors who are more knowledgeable in marketing by learning and implementing more effective digital marketing techniques (W1 and T1) Expanding marketing reach by selling on e-commerce to keep up with the emergence of online business platform competitors so as not to be left behind in digital competition (W2 and W3)	

Business Strategy Formulation Analysis

Summarizing the table above is a strategy that Bebek Songkem Pak Salim must do when a business has strength and sees opportunities, then what must be done is to



participate in the healthy food trend. To increase consumer confidence, they can work with the health department to ensure product quality and safety, and highlight that the duck they serve is safe to consume.

When Bebek Songkem Pak Salim has several advantages, including taste, unique presentation and high product quality. However, they also face threats from increasingly tight business competition. To overcome these challenges, the main priority should be to focus on increasing customer satisfaction and loyalty is an effective strategy. By providing an online ordering system, Bebek Songkem Pak Salim can expand its market reach, making it more accessible to modern consumers who want convenience. In addition, increasing the variety of duck chili sauce flavors or other menus can increase product appeal and maintain customer satisfaction who are looking for new variations.

Furthermore, if Bebek Songkem Pak Salim sees a big opportunity, such as an opportunity for market expansion or increasing demand for local products, internal weaknesses such as a lack of innovation in running its business. Therefore, the right strategic step is to develop internal capacity. This can be done through employee training such as participating in socialization and skills improvement programs can be an effective step to increase innovation, both in terms of production and marketing. That way, Pak Salim's duck business will be better prepared to face market challenges and take full advantage of opportunities.

Then, if Bebek Songkem Pak Salim is faced with internal weaknesses such as marketing limitations, as well as external threats such as competitors who are more knowledgeable in marketing, the steps that must be taken are to take an effective approach by adjusting marketing strategies and product development to be more competitive. For example, Bebek Songkem Pak Salim can expand its market reach by utilizing online platforms to reach wider consumers, including by opening a delivery service or collaborating with a food delivery application. Thus, they can overcome internal weaknesses and face external threats more effectively.



2. Center for Typical Souvenirs from Sampang UD. Pearl Source

Internal Environmental Analysis

a. Production process

UD. Sumber Mutiara is a center for souvenirs typical of Sampang, Madura, which implements a production strategy that prioritizes quality, food safety and produces many types of varied flavors, one of which is cassava chips with sweet and spicy flavors, original and anchovies. In its production process, UD. Sumber Mutiara ensures guaranteed cleanliness and does not use preservatives, so that the taste and authenticity of the product are maintained. However, their production process is still conventional because it uses traditional technology in cooking, namely with charcoal fuel, which is considered more effective than gas fuel because it produces more even cooking, so this causes the production process to take longer. The choice of this traditional method reflects their commitment to maintaining the authenticity of the taste and quality of local products. In addition, the technology currently used still uses a manual plastic press machine for product packaging, but this does not reduce the quality of the products produced.

b. Marketing and Sales

UD. Sumber Mutiara's marketing strategy is still not intensive and less varied because its marketing still uses traditional methods, namely word of mouth marketing. In addition, they only use WhatsApp as a marketing platform to expand customer reach. However, UD. Sumber Mutiara utilizes e-commerce more through platforms such as Shopee, Bukalapak, and Tokopedia to sell their products, which helps expand market reach online.

c. Service Ideas

UD. Sumber Mutiara has developed an effective strategy in consumer service, which includes implementing product delivery services throughout Indonesia such as using J&T and JNE expeditions, etc. In addition, UD. Sumber Mutiara also implements a variety of modern and secure digital payment service methods, such as QRIS and debit payments from leading banks such as BCA, BRI, and BTN. By providing these various payment options, they not only make transactions easier for consumers, but also increase efficiency in the payment process.

External Environment Analysis

a. Potential for New Competitors

Competition between similar businesses is not easy, especially if competitors have higher advantages and quality. Threats to UD. Sumber Mutiara come from new competitors who use sophisticated technology, so their production process is faster. On the other hand, UD Sumber Mutiara still relies entirely on human resources, which

causes its production process to be slower. In addition, the emergence of online platform competitors who sell various variations of products through social media such as TikTok is also a threat, because consumers tend to prefer a practical way of shopping through the live streaming feature on TikTok.

b. Supplier Bargaining Power

Supplier bargaining power at UD. Sumber Mutiara can be said to be stagnant because this business has limitations in the number of suppliers, namely having to use three suppliers for each product. The threat that arises is the potential for stock instability if one of the suppliers relied on, such as for cassava raw materials and others, experiences constraints or shortages. This can have serious impacts, especially when the demand for products at the UD. Sumber Mutiara souvenir center is optimal.

c. Potential Support from Other Sectors

As part of efforts to expand market reach and increase sales, UD. Sumber Mutiara has established strategic cooperation with the Department of Tourism Trade and Industry. Through collaboration with the Trade Department, products from UD. Sumber Mutiara is promoted in various exhibitions organized by the agency. The Trade Department took goods from UD. Source of Pearls to be marketed at these exhibitions. Apart from that, UD. Sumber Mutiara also collaborates with the tourism industry, where they provide a 10% discount for every tourist visit, which often involves tourists from countries such as China.

SWOT Analysis

In need of a strategy that can be done at the Madura Specialty Souvenir Center UD. Sumber Mutiara in maximizing market potential is by conducting a SWOT Analysis. This analysis is used to find out and identify the potential that is owned, from this analysis will be known such as strengths, weaknesses, opportunities and threats. The results of the SWOT Analysis from UD. Sumber Mutiara in Table 3. Below:



Table 3. SWOT Analysis Results

Strength	Weakness
<ol style="list-style-type: none"> 1. Unique products are typical of Sampang 2. Does not use preservatives 3. The types of flavors vary 4. Can be ordered online 5. Payment can be made digitally 6. The taste and quality of the product are always maintained 	<ol style="list-style-type: none"> 1. Marketing is less intensive and varied 2. The production process is conventional 3. Raw materials are still taken from outside 4. Slow production process 5. The packaging design is not very attractive 6. Limited scalability
Opportunities	Threat
<ol style="list-style-type: none"> 1. Development of internet use 2. Development of technology use 3. There is government support for MSMEs 4. Development of delivery services 5. The increasing development of healthy food trends 6. Increasing consumer interest in local cuisine 	<ol style="list-style-type: none"> 1. Supplier limitations 2. Rising raw material costs 3. Competitors use sophisticated production tools 4. The emergence of online business platform competitors 5. The emergence of new competitors with various product innovations 6. The existence of competitors with faster production processes at more competitive prices

SWOT Matrix Analysis

Table 4. SWOT Matrix Results

Strength	Weakness
SO	WO

Opportunities	Taking advantage of not using preservatives and maintaining quality to attract the interest of the market which is increasingly concerned with healthy food trends (S2, S6 and O5)	Increase marketing intensity and variety by utilizing internet developments and support from related agencies to reach more consumers (W1, O1 and O3)
	Taking advantage of products that can be ordered online and payments that can be made digitally to optimize the development of modern technology (S4, S5, and O2)	Modernization of the production process which is still conventional and slow by utilizing modern technological developments so that it can accelerate production and meet demand (W2, W4 and O2)
	Utilizing Sampang's typical products to be promoted through the government to increase sales (S1, O3)	Addressing the problem of limited scalability by capitalizing on increasing consumer interest in local cuisine (W6, O6)
ST		WT
Threat	Maintaining the uniqueness of Sampang's typical products to face new competitors who offer various product innovations (S1 and T5)	Improve packaging design to be more attractive, especially in facing new competitors with more innovative ones (W5 and T5)
	Pressure on taste quality and the absence of preservatives to face competitors who use sophisticated equipment, faster production and increasing raw material costs (S2, T2, T3 and T6)	Reducing dependence on external raw materials is essential to address supplier constraints and increasing raw material costs (W3, T1 and T2)
	Optimize flavor variations to maintain customer loyalty in the face of competitors using online platforms (S3 and T4)	Strive for increased scalability to compete with competitors who have larger production scales with sophisticated production tools (W6 and T3)

Business Strategy Formulation Analysis

Summarizing the table above is a strategy that must be carried out by UD. Sumber Mutiara when a business has strength and sees opportunities, the strategic step that needs to be taken is to increase cooperation with government agencies, such as the tourism and trade offices. This cooperation can help expand marketing reach and introduce products to a wider audience. Through the support and programs provided by the relevant agencies, products from UD. Sumber Mutiara can be better known by

consumers more effectively, both locally and nationally, thus helping to strengthen competitiveness in the market.

When UD. Sumber Mutiara already has several strengths such as strong taste, many product variations, can be ordered online, payment can be done digitally and superior product quality. However, they are also faced with threats such as tight competition from the same business. To face this challenge, the main focus must be on increasing consumer satisfaction and loyalty. By maintaining close relationships with consumers will maintain its superiority amidst market threats.

Furthermore, if UD. Sumber Mutiara sees a big opportunity, such as an opportunity for market expansion or increasing demand for local products, internal weaknesses such as a lack of human resources trained in marketing products or limited production technology can be obstacles. Therefore, the right strategic step is to develop internal capacity. This can be done through employee training in digital marketing, investing in more modern technology, or increasing the efficiency of the production process. By increasing internal capacity, the company can be better prepared to take advantage of opportunities in the market.

Then, if UD. Sumber Mutiara is faced with internal weaknesses such as lack of innovation or production limitations, as well as external threats such as more technologically advanced competition, the steps that must be taken are to adapt the product. One effective approach is to adjust the product according to current consumer tastes, for example through product variations that are trending or attractive packaging. Small innovations like this can help maintain business relevance amidst tight competition.

CONCLUSION

The development strategies of culinary business actors in Sampang City vary, depending on the problems faced. If viewed from the weaknesses and threats faced by each culinary business actor, a strategy is needed to anticipate these problems. In general, problems such as lack of human resources, innovation, suboptimal marketing strategies, minimal service ideas, limited technology, unattractive packaging design, and limited suppliers are factors of weakness as well as threats. Therefore, the right strategy must be implemented immediately to change these weaknesses and threats into opportunities and strengths for culinary business actors in Sampang City. Thus, intervention from the relevant government parties is needed so that problems can be resolved such as holding training, always innovating products, improving packaging design to be more attractive, increasing suppliers and investing in more modern technology.



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