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Research Paper

Value Creation through Fig Leaf Rengginang Innovation: A Business Development and Strategic Management Perspective

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Received: September 21, 2026	Revised: November 05, 2026	Accepted: November 05, 2026	Online: November 11, 2026

Abstract

Local food innovation creates economic value through traditional product transformation and local resource utilization. Fig leaf rengginang combines culinary heritage with product differentiation. However, its business viability remains underexplored, particularly regarding value propositions, customers, channels, partnerships, and revenue. This gap highlights its potential as a viable entrepreneurial opportunity that creates economic and social value. This study aims to examine the business potential of fig leaf rengginang and formulate a business development strategy based on value creation, community-based entrepreneurship, and market developments. This study uses a descriptive qualitative approach integrating the Business Model Canvas (BMC), internal and external analyses, and SWOT analysis. Data were collected through semi-structured interviews with two fig leaf rengginang business owners and one marketing expert, then analyzed to identify business components, internal factors, external factors, and development strategies. The findings indicate that developing fig leaf rengginang can be done through a community-oriented business model that involves local communities in production and marketing activities. The main value propositions include product quality, healthy snack positioning, product accessibility, and delivery services. Market access is supported by social media, marketplaces, direct customer networks, distributors, and resellers, targeting consumers within and outside Jember. SWOT analysis identifies product uniqueness, local resource utilization, and community involvement as key strengths, while digital marketing and growing interest in healthier food products represent major opportunities. Limited market reach, production capacity, and competition in the snack market remain key challenges. This study contributes to research on local food innovation and entrepreneurship by integrating traditional food diversification with community-based entrepreneurship and business model development.

Keywords: *Fig leaf rengginang, Local food innovation, Community-based entrepreneurship, SWOT analysis, Business Model Canvas*

INTRODUCTION

Food innovation is a key strategy for diversifying food products and achieving national food security. It is also essential for highlighting the potential of local food wealth, including regional specialties and traditional snacks (Seno & Lewerissa, 2021). Local food innovation generates economic value by transforming traditional products and utilizing local resources. Indonesia has a vast array of local food resources. Innovating local food products is also a crucial strategy for boosting the competitiveness of Micro, Small, and Medium Enterprises (MSMEs). Furthermore, innovation extends beyond product formulation to include aspects such as shape, texture, and flavor, as well as more efficient and appealing production processes (Ameliani et al., 2026).

MSMEs play a strategic role in the Indonesian economy, contributing significantly to job creation and Gross Domestic Product (GDP). Amid increasingly fierce competition, product innovation and the adoption of digital technology are key factors for MSMEs to survive and grow (Agung et al., 2022). MSMEs are widely recognized as vital drivers of economic growth, employment creation, and local development across both developed and developing economies (Quinco, 2026). However, MSMEs are also the sector most vulnerable to economic shifts and market dynamics. Faced with this intense competition, MSMEs are required to innovate their products and strengthen

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their market position through creative and adaptive approaches. One form of innovation that can enhance MSME competitiveness is the creative and sustainable use of local raw materials (Yuliari et al., 2025).

In Indonesia, there are approximately 60 million business actors, the majority of which are Micro, Small and Medium Enterprises (MSMEs) (Yudiarti et al., 2024). SMEs perceived the highest level of impact from the following: changes in the prices of supplies and collaborations with key suppliers for their supply chain; changes in business operations and adapting to customer needs for business relations; the utilization of social media platforms, social distancing and sanitation policies, and the implementation of innovative practices for resurging; the current cash flow sustainability for cash flow; providing safety to customers and employees for digital solutions; and, for online presence, SMEs perceived a high level of impact from developing an online presence for the growth of the enterprise and from improving its brand recognition (Menina, 2023).

As an agrarian nation with abundant natural resources, Indonesia has strong potential to optimize local ingredients in producing value-added products (Maryanti et al., 2025). Product innovation using locally available or easily accessible plant resources offers a promising strategic alternative. One example of local food use in Indonesia is rengginang, or rice crackers, a traditional snack that serves as an economic resource for local entrepreneurs. Traditionally, rengginang is made by processing, shaping, and drying rice, which is then fried or otherwise prepared for consumption.

While the traditional characteristics of rengginang offer both cultural and market value, reliance on relatively uniform products can pose challenges for businesses seeking differentiation in an increasingly competitive food market. Through innovation, traditional food products can improve in quality, variety, and added value, thereby attracting a broader consumer base (Pratiwi et al., 2025).

Jember Tin Garden is an MSME that innovates by creating various processed products derived from the fig plant (tin), utilizing both its leaves and fruit. The fig is an edible, fruit-bearing plant native to West Asia. Fig plants typically grow in tropical regions worldwide, with Ficus carica L. being the most widely studied species. The term Tin is derived from the fig fruit mentioned in the first verse of Surah At-Tin in the Quran—followed by the mention of the olive in the second verse—within an oath (qosam) structure that translates to: "By the Fig and the Olive" (QS. At-Tin 95: Verse 1) (Fajar Nugraha et al., 2020).

Fig leaves are a widely recognized source of bioactive components suitable for value-added industrial applications. In addition to other secondary metabolites, these leaves are rich in tannins, flavonoids, and hydrocarbons. These compounds possess potent antioxidant properties that can be used to treat or prevent various diseases. Fig leaves can also serve as a source of bioactive chemicals for producing food additives, resulting in health-promoting food products (Shiraishi et al., 2023).

The abundance of beneficial nutrients and minerals in fig leaves makes them a healthy choice for consumption. Consequently, the method and form of serving can be tailored to consumer preferences. Efforts to harness the benefits of the fig plant—particularly the leaves—should cater to all age groups. Attention must be paid to creating appealing presentations that stimulate appetite for the leaves. Therefore, offering fig leaves in various forms provides an enjoyable option for the public (Sutantio et al., 2024).

In Jember Regency, the Jember Tin Garden (JTG) is the sole facility dedicated to fig plant cultivation. JTG continuously innovates in developing health products based on the fig plant. Their latest innovation is rengginang made with fig leaves—a healthy, high-value-added snack made from natural ingredients. This product not only offers local food diversification but also supports the green economy concept through the sustainable use of raw materials.

Fig-leaf rengginang (traditional glutinous rice crackers) combines culinary heritage with

product differentiation. However, its business viability has not been extensively studied, particularly regarding value propositions, customer segments, channels, partnerships, and revenue streams. This situation highlights its potential as a viable entrepreneurial opportunity for creating economic and social value.

The research questions addressed in this study are as follows:

1. What are the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that influence the development of fig-leaf rengginang business?
2. What strategies can be formulated based on a SWOT analysis to develop the business?
3. What is an appropriate Business Model Canvas design for implementing these strategies?

This research aims to examine the business potential of fig-leaf rengginang and to formulate a business development strategy grounded in value creation, community-based entrepreneurship, and market development. It contributes to the fields of local food innovation and entrepreneurship by integrating traditional food diversification, community-based entrepreneurship, and business model development. The study demonstrates how local-based traditional food innovation can generate value through product differentiation, the use of local resources, community participation, and expanded market access.

Various studies have confirmed that innovation in local food products plays a crucial role in enhancing the competitiveness of MSMEs, whether through product diversification, the use of local resources, or stronger market positioning (Seno & Lewerissa, 2021; Pratiwi et al., 2025; Yuliari et al., 2025). Meanwhile, research on fig plants—specifically their leaves—has largely focused on bioactive content and pharmacological activities, such as antioxidant, antibacterial, and anti-inflammatory properties, as well as their potential as food additives (Shiraishi et al., 2023; Ramadhanti, 2023; Makmun & Azizah, 2020). However, these two lines of research have developed independently. Studies on MSME innovation tend to be general and have yet to address products based on fig leaves, while research on fig plants emphasizes chemical composition and health benefits rather than business viability.

Specifically, fig leaf rengginang, an innovation from Jember Tin Garden, has not been extensively examined from a business perspective. Key factors determining business sustainability—such as value propositions, customer segments, distribution channels, partnerships, and revenue structures—have yet to be systematically analyzed. This is particularly significant given that JTG is the only fig cultivation facility in Jember Regency, representing a unique and undocumented local context. Furthermore, existing research on MSME innovation often focuses on macro-level factors—such as sustainability, networking, and digitalization (Dambiski Gomes de Carvalho et al., 2021; Agung et al., 2022)—without translating these into concrete business development strategies for traditional food products based on functional local ingredients.

The novelty of this research lies in its departure from previous studies on local food innovation, which have generally addressed traditional products in broad terms or treated rengginang as a relatively uniform product. In contrast, this study focuses on fig leaf rengginang, an innovation by JTG, in which the unique ingredient serves as a key differentiator. The study shifts the focus toward the business realm by designing a development strategy that deliberately centers its marketing on the uniqueness of the ingredients and the product's identity, rather than on health claims that remain untested for processed food products.

While existing literature on the competitiveness of MSMEs often examines macro-level factors such as knowledge gaps, networking, and digitalization, this research translates these factors into concrete operational strategies for a specific traditional food product. These strategies include leveraging social media and the souvenir market, establishing distribution and supply

partnerships, and strengthening quality control, operational efficiency, and product variant development. Furthermore, this study is grounded in a specific local context: JTG, a fig orchard in Jember Regency, which offers the potential to engage the surrounding community. The research integrates value creation, community-based entrepreneurship, and market development into a unified framework. Thus, the novelty of this work lies in this integration within a business development strategy for a traditional food product based on local functional ingredients.

LITERATURE REVIEW

Value Creation

For employees or members, value creation entails treating them with respect and involving them in decision-making; it also means providing meaningful work, competitive compensation, and ongoing opportunities for training and personal development. For owners or investors, value creation means consistently delivering a high return on invested capital—typically achieved through rapid revenue growth and attractive profit margins. Ultimately, this can only be realized if an organization can continuously generate value for its customers (Warta, 2018).

In a business model, value creation occurs when a company provides benefits to customers that exceed the costs customers incur. This reflects the company's ability to align its products or services with customer needs and expectations, thereby generating significant added value (Andriyani & Susyanti, 2025).

Value creation extends beyond the products or services offered; it also encompasses innovation in business processes, customer relationships, and adaptation to changes in the business environment. Value creation is a core function of a business model, grounded in a combination of innovation, efficiency, and a unique value proposition. Furthermore, business model innovation—with a focus on market flexibility and adaptability—is crucial to the value-creation process. This becomes even more vital amid shifting customer preferences and digital disruption, which compel organizations to undergo continuous transformation.

Business model innovation centered on value creation is a critical strategy for building a company's competitive advantage. By reconstructing the value proposition, optimizing the value network, and innovating value-capture mechanisms, a company can enhance its operational efficiency and strengthen its competitive position in the market (Aida Fitriani & Susyanti, 2025).

Community-Based Entrepreneurship

Community-based entrepreneurship is led by an individual or a group and is economically homogeneous in nature. The basic guiding principles of community-based entrepreneurship are a group approach, mutual trust, and motivation toward economic activities, encouraged by institutional support. Several factors associated with community-based entrepreneurship are explained as follows: functions such as operations, internal problems, effective leadership, and support for establishing a business venture (Parwez, 2017).

Community-based entrepreneurship has given way to the mobilization and empowerment of the poor, who can now manage their own well-being and benefit from economic activities. The expansion of entrepreneurial activities is an important tactic for the overall strategy of economic development. Community-based entrepreneurship is fairly simple; management is sustainable, and investment is focused on intensive entrepreneurial processes. The purpose is limited by unsatisfactory institutional support, from finance to technical assistance, and affects the ability to fulfill the basic requirements of entrepreneurial activities (Murphy et al., 2020).

Internal and External Factor Analysis

A company's product development strategy is formulated based on an understanding of both internal and external environmental conditions. One applicable method is corporate environmental analysis, which aims to identify internal strengths and weaknesses, as well as external opportunities and threats. The findings from this identification process are compiled into Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, which subsequently serve as the foundation for constructing the Internal-External (IE) Matrix.

The Internal Factor Evaluation (IFE) matrix is a strategy formulation tool used to assess a business's strengths and weaknesses (M. E. David et al., 2017). The IFE matrix focuses on the business's internal environment by analyzing its specific strengths and weaknesses. These factors relate to conditions within the company, including areas such as marketing management, finance, operations, human resources, research and development, management information systems, and corporate culture (Zulfa & Rachmawati, 2021). The IFE matrix aims to analyze internal factors in alignment with the business's actual situation, thereby providing a more quantifiable overview to guide strategy formulation.

The External Factor Evaluation (EFE) matrix is a strategy formulation tool used to assess a business's opportunities and threats (M. E. David et al., 2017). The EFE matrix is shaped by the external environment—specifically, factors representing opportunities and threats. This analysis evaluates conditions and trends beyond the company's control. The objective of external analysis is to develop a list of opportunities that could benefit the company while identifying threats the company must avoid (Zulfa & Rachmawati, 2021).

The Internal-External (IE) matrix is derived by combining the IFE and EFE matrices. The IE matrix aims to determine the company's position and identify appropriate strategies for product development. The IE matrix consists of nine quadrants and two dimensions: the IFE matrix value is plotted on the X-axis, and the EFE matrix value is plotted on the Y-axis (F. R. David, 2011; M. E. David et al., 2017).

SWOT Analysis

SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is one of the oldest and most widely adopted strategic tools worldwide (Puyt et al., 2023). It provides a comprehensive evaluation of a company's internal and external conditions, serving as a strategic planning tool (Keller & Kotler, 2015). By emphasizing the balance between a company's capabilities (internal) and the dynamics of its surrounding environment (external), SWOT identifies the key factors that influence an organization's ability to achieve its goals (F. R. David, 2011). SWOT analysis is used for corporate planning and management and effectively facilitates the formulation of competitive strategies (Gürel & Tat, 2017). The analysis is conducted by identifying the strengths, weaknesses, opportunities, and threats associated with the business.

This analysis is a method for identifying problems originating from both external and internal factors within a business. The use of SWOT analysis in research can help determine the problems found in the object. The objective of the analysis is to ensure that the issues discovered are connected to the contextual factors influencing the study object (Sucia & Belasunda, 2024).

SWOT is a matching tool that helps managers develop four types of strategies. F. R. David (2011) outlines the strategic alternatives based on SWOT as follows:

1. SO Strategy (Strengths–Opportunities): Emphasizes leveraging the company's internal strengths to maximize benefits from opportunities in the external environment. This strategy represents the ideal scenario for managers, in which the organization's advantages are optimally used to respond to emerging trends and opportunities.
2. WO Strategy (Weaknesses–Opportunities): Focuses on minimizing internal weaknesses

by capitalizing on opportunities arising from the external environment. In certain situations, a company may face promising opportunities, yet internal limitations hinder its ability to capitalize on them effectively.

3. ST Strategy (Strengths–Threats): Emphasizes using the company's strengths to mitigate or avoid the negative impacts of external threats. However, this strategy does not necessarily require a company in a strong position to confront every emerging threat in the business environment head-on.
4. WT Strategy (Weaknesses–Threats): Focuses on reducing internal weaknesses while avoiding threats from the external environment. Organizations in this situation face significant risk, as they must contend with both weaknesses and threats simultaneously. In practice, companies may take measures such as restructuring, mergers, downsizing, filing for bankruptcy, or even liquidation to ensure their business continuity.

Business Model Canvas

The Business Model Canvas was developed in the early 2010s by Alexander Osterwalder and Yves Pigneur. It serves to document business models in a simple, unbureaucratic, and easily understandable way. In addition, it supports the establishment of a uniform understanding of the business model within the company and thus stimulates both collegial exchange about the business model and continuous further development. The Business Model Canvas follows the principle of value creation in the company. It takes up the nine steps for transformation in the value creation process and assigns them to the four most important areas of the company (Becker & Bröcker, 2021).

BMC is widely used to structure strategic discussions, yet the processes for its development and maintenance remain inconsistently described across domains (van Capelleveen et al., 2026). Although the original framework implies a sequence of design and validation stages, little is known about how these processes are organized and enacted in practice. BMC is a tool for mapping out and designing business strategies. This approach is used because it provides an overview of key business elements and the interrelationships between components that support the creation of product value-added (Sholihah et al., 2025).

There are nine elements that form the focus of the BMC structure, as follows (Sultan & Suryana, 2023):

1. Customer Segments. Customer segments are the groups that use an organization's products or services and generate revenue for the organization. Customers are the parties that pay for the goods or services they purchase; these payments constitute the inflow of funds to the organization.
2. Value Proposition. The value proposition is the unique quality that makes a product or service a worthy choice for customers. It offers a solution to customer problems or fulfills customer desires to the greatest extent possible. The uniqueness offered must distinguish the business from competitors and be highly desired by consumers.
3. Channels are the elements that define how an organization communicates with its customer segments and delivers its value proposition. Communication, distribution, and sales channels enable a company to interact with customers. Channels encompass methods for raising awareness, facilitating customer evaluation, assisting customers in purchasing products or services, delivering those products or services, and providing after-sales support.
4. Customer Relationships. Building customer relationships aims to acquire new customers, retain existing ones, and offer both existing and new products or services to current customers.

5. Revenue Streams. Revenue streams—or inflows of funds—describe how an organization generates revenue from each customer segment. These revenue streams are what allow the organization to remain viable. Fundamentally, there are two types of revenue: transactional and recurring. Examples of transactional revenue include product or service sales, while recurring revenue includes asset rentals, subscriptions, and memberships.
6. Key Resources. Key Resources are the most important assets required to make a business model work. These valuable assets enable the organization to deliver the value proposition it has promised to customers. Key Resources can include physical assets (buildings, vehicles, equipment), financial capital, intellectual assets (brands, copyrights, patents, customer databases), and human resources. Among these four categories, intellectual assets are particularly critical because they are difficult to replicate.
7. Key Activities. Core activities are those that determine the success of a business model. Key activities play a vital role in delivering the value proposition. Not every activity needs to be listed; other activities simply need to be performed to meet minimum standards.
8. Key Partnerships. Key partnerships are the collaborative relationships that support the organization's operations. Organizations form these partnerships for various reasons—commonly to achieve cost savings when economies of scale are otherwise unattainable, to mitigate risk, or to acquire resources or knowledge.
9. Cost Structure. The cost structure outlines all expenses incurred in operating the business model. Every effort to deliver the value proposition—through appropriate channels, key resources, and reliable key activities—entails costs. The cost structure is influenced by the company's chosen strategy, such as prioritizing low costs or emphasizing superior value. It is also shaped by fixed and variable costs, economies of scale, and economies of scope.

RESEARCH METHOD

This study employs a descriptive qualitative approach, integrating the Business Model Canvas (BMC) and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to examine the business model and formulate development strategies for fig-leaf rengginang. This approach was selected because it enables an in-depth exploration of business conditions, operational practices, marketing activities, and strategic challenges, drawing on information obtained directly from relevant informants. Through this approach, the study seeks to develop a comprehensive understanding of the business characteristics of Jember Tin Garden, an MSME engaged in producing fig-leaf rengginang, and to identify appropriate strategies to improve its business performance and competitiveness.

The research focuses on Jember Tin Garden, which produces fig-leaf rengginang, a processed food that combines traditional Indonesian snacks with the distinctive use of fig leaves. The informants consisted of two owners or managers of Jember Tin Garden and one marketing expert. These informants were selected purposively based on their knowledge, experience, and relevance to the research objectives. The owners or managers provided information on production activities, available resources, operational processes, marketing practices, distribution channels, and business development challenges. Meanwhile, the marketing expert contributed perspectives on marketing strategies, consumer behavior, market opportunities, and potential approaches to strengthening the product's market position. The marketing expert who served as an informant is an independent academic with expertise in marketing theory, affiliated with the University of Jember. The expert was selected based on the research location and their specialized knowledge in the field of marketing.

Data were collected using three principal techniques: direct observation, semi-structured in-depth interviews, and documentation. Direct observation was conducted to understand the operational context of fig-leaf rengginang production, including business activities, resource use, production processes, and marketing practices. Semi-structured interviews enabled the researchers to gather detailed information while maintaining flexibility to explore relevant issues that emerged during the discussions. The interviews focused on business model components, product characteristics, marketing activities, resource availability, operational constraints, and internal and external factors influencing business development. Documentation was also collected to complement the findings from interviews and observations and to provide supporting information for the analysis. The combination of these techniques enabled the researchers to obtain a more comprehensive understanding of the business conditions and the strategies implemented by Jember Tin Garden.

Data analysis begins with the systematic process of gathering and organizing data from interviews, field notes, and documentation. This involves categorizing the data, breaking it into units, synthesizing it, identifying patterns, selecting relevant information for further study, and drawing conclusions—ultimately ensuring the findings are easily understood by both the researcher and others. In compiling the research findings, all data—derived from observations, interviews, and documentation—underwent triangulation. This included triangulation of sources, techniques, time, and theory to achieve the research objectives. The triangulation employed in this study consists of a combination of the techniques described above.

The Business Model Canvas (BMC) served as the primary framework for mapping and analyzing Jember Tin Garden's existing business model. The BMC provides a visual representation of business activities and relationships among the main components of a business model. The framework consists of nine components: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. These components were examined to understand how Jember Tin Garden creates, delivers, and captures value through its fig-leaf rengginang business. Furthermore, the BMC supports the identification of potential improvements in marketing, operations, resource management, and business partnerships. Its visual and integrated structure also facilitates creative and innovative business planning (Awaluddin, 2021).

The results of the BMC were processed using a semi-quantitative approach during the development of a SWOT analysis to weigh internal and external factors. Following the BMC analysis, a SWOT analysis was conducted to formulate appropriate business development strategies. Internal environmental analysis identified the strengths and weaknesses of Jember Tin Garden, particularly in relation to product uniqueness, production capabilities, resources, marketing practices, and operational management. External environmental analysis examined opportunities and threats arising from market trends, technological developments, competition, regulations, and other relevant business environmental conditions (Ardhiarisca et al., 2024). The identified factors were organized into a SWOT matrix to develop four categories of strategies: Strengths–Opportunities (SO), Weaknesses–Opportunities (WO), Strengths–Threats (ST), and Weaknesses–Threats (WT). These strategies were formulated by matching internal factors with external conditions to identify practical approaches for exploiting opportunities, addressing weaknesses, maintaining competitive advantages, and minimizing potential risks (Duratulhikmah & Wijaya, 2024). The integration of BMC and SWOT analysis therefore provides a structured basis for developing context-specific recommendations to support the sustainability and competitiveness of Jember Tin Garden's fig-leaf rengginang business.

FINDINGS AND DISCUSSION

The business development strategy for the fig-leaf rengginang (traditional glutinous rice cracker) product involves Jember Tin Garden, which serves as both an MSME and the producer. The results of the Business Model Canvas (BMC) analysis for the fig-leaf rengginang are outlined below:

Table 1. Business Model Canvas

<table>
<tr>
<td rowspan="2">Key Partners
1. Glutinous rice suppliers
2. Fig leaf suppliers
3. Packaging material suppliers
4. Community members as resellers
5. Souvenir shops
6. Shipping services
7. Local government</td>
<td>Key Activities
1. Production of fig leaf rengginang
2. Marketing and sales of fig leaf rengginang</td>
<td rowspan="2">Value Propositions
1. Introducing rengginang innovation, incorporating fig leaves which offer significant health benefits
2. Highlights the use of local and traditional ingredients, making it suitable as both a healthy snack and a souvenir for tourists
3. Educating consumers on the health benefits of fig leaves</td>
<td>Customer Relationships
1. Friendly and responsive service
2. Social media interaction
3. Repeat-purchase incentives</td>
<td rowspan="2">Customer Segments
1. General people
2. Tourists visiting Jember Tin Garden
3. Enthusiasts of traditional snacks
4. Consumers seeking innovative snacks
5. Resellers and souvenir shops
6. consumers capable of purchasing products online</td>
</tr>
<tr>
<td>Key Resources
1. Glutinous rice
2. Fig leaves
3. Production equipment
4. Local residents for production processing
5. Sales force
6. Product recipe
7. Production skills
8. Brand and packaging design
9. Business capital
10. Social media
11. Marketplace accounts</td>
<td>Channels
1. Direct sales
2. souvenir shops
3. Online marketplace
4. Jember Tin Garden (as an educational tourism site)
5. Social media platform
6. SMEs bazaar</td>
</tr>
<tr>
<td colspan="3">Cost Structures
1. Purchase of raw materials
2. Cooking oil
3. seasonings
4. Packaging
5. labour
6. Gas or electricity
7. Transportation
8. Promotional expenses
9. Equipment maintenance
10. Marketplace administrative fees</td>
<td colspan="2">Revenue Streams
1. Retail sales of fig-leaf rengginang
2. Sales of specific packages or pack sizes
3. Wholesale sales to resellers and souvenir shops
4. Sales of gift hampers
5. Special orders for events or activities.</td>
</tr>
</table>

1. Customer Segments. The target segments include the general public, tourists visiting Jember Tin Garden, enthusiasts of traditional snacks, consumers seeking innovative snacks, resellers and souvenir shops, and consumers who can purchase products online.
2. Value Proposition. The key value of this product lies in its rengginang innovation—

incorporating fig leaves, which offer significant health benefits—without compromising the savory taste and crispy texture characteristic of traditional rengginang. The product highlights the use of local, traditional ingredients, making it suitable as both a healthy snack and a souvenir for tourists. Additionally, the value proposition includes educating consumers about the health benefits of fig leaves.

3. Channels. Distribution channels include direct sales from the home or production site, souvenir shops, online marketplaces, Jember Tin Garden (an educational tourism site), social media platforms (Instagram, TikTok, and WhatsApp), and MSME exhibitions or bazaars.
4. Customer Relationships. Customer relationships are maintained through friendly, responsive service. Social media promotions feature customer testimonials and offer repeat-purchase incentives, along with gift hampers or souvenir packages. Customer interaction also occurs via WhatsApp and social media.
5. Revenue Streams. Revenue is generated from retail sales of fig-leaf rengginang, sales of specific packages or pack sizes, wholesale sales to resellers and souvenir shops, gift hamper sales, and special orders for events or activities.
6. Key Resources. Essential resources include raw materials such as glutinous rice and fig leaves. Fig leaves are readily available because Jember Tin Garden is the only fig plantation in Jember. Other resources include production equipment and a workforce—local residents from the area surrounding Jember Tin Garden involved in production and marketing—as well as the product recipe and production skills. Furthermore, the brand and packaging design are crucial. Business capital, social media, and marketplace accounts are also important.
7. Key Activities. The key activities involved in the production and marketing of fig leaf rengginang include raw material procurement, ingredient processing and mixing, molding and drying the crackers, frying, packaging and labeling, quality control, marketing and sales, and order management.
8. Key Partnerships. Parties assisting in the operation of this business include glutinous rice suppliers, fig leaf suppliers or farmers, packaging material suppliers, community members acting as resellers, souvenir shops, shipping services, local government, and communities or institutions that support MSMEs. Additionally, partnerships with resellers and souvenir shops help expand distribution without the MSME needing to open its own physical stores in various locations.
9. Cost Structure. Production and marketing costs for the fig leaf rengginang include the purchase of raw materials, cooking oil, seasonings, packaging, labour, gas or electricity, transportation, promotional expenses, equipment maintenance, and marketplace administrative fees.

The BMC serves as the foundation for analyzing the internal and external factors of the fig-leaf rengginang product, and the results are subsequently processed into a SWOT analysis matrix. Internal and external analyses were conducted to determine the market position of the fig-leaf rengginang product. The results of these analyses are presented as follows:

Table 2. Internal and External Factor Analysis

INTERNAL FACTOR			
STRENGTHS	**WEIGHT**	**RATING**	**SCORE**
A unique and innovative product featuring fig leaves as a distinctive element	0,15	5,00	0,76
Possesses a distinctive flavour and texture characteristic of traditional snacks	0,15	5,00	0,76
Ca target various consumer segments, including snack enthusiasts and those looking for souvenirs or gifts	0,09	3,00	0,27
Can be marketed both offline and online through physical stores, resellers, social media, and online marketplaces	0,12	4,00	0,48
Offers potential for development into various variants, sizes, and packaging options	0,12	4,00	0,48
WEAKNESSES	**WEIGHT**	**RATING**	**SCORE**
The product still requires consumer education and awareness-building	0,09	3,00	0,27
MSME production capacity remains limited in the event of increased demand	0,06	2,00	0,12
Brand presence and distribution networks may not yet be robust, necessitating promotion and market development	0,12	4,00	0,48
Product quality depends on the availability and quality of raw materials	0,09	3,00	0,27
TOTAL INTERNAL FACTOR			**3,91**
EXTERNAL FACTORS			
OPPORTUNITIES	**WEIGHT**	**RATING**	**SCORE**
Consumer trends favouring unique and innovative foods offer opportunities to be leveraged	0,15	5,00	0,74
The market for souvenirs and regional specialties presents a target for development	0,12	4,00	0,47
Digital marketing via social media and online marketplaces can expand market reach	0,15	5,00	0,74
Collaborating with resellers and souvenir shops can broaden distribution	0,12	4,00	0,47
Developing product variants and packaging can enhance appeal and attract new consumers	0,12	4,00	0,47
THREATS	**WEIGHT**	**RATING**	**SCORE**
Competition from rengginang and other snacks is significant	0,09	3,00	0,27
Fluctuations in raw material prices can increase production cost	0,08	2,00	0,16
Unstable weather conditions can disrupt the production process	0,09	3,00	0,27
Shifts in consumer preferences and similar competing products can reduce the product's appeal	0,09	3,00	0,27
TOTAL EXTERNAL FACTOR			**3,86**

The internal and external analyses yielded scores of 3.82 for internal factors and 3.91 for external factors. This positioning places the fig leaf rengginang product in Quadrant 1—an advantageous position for the company—because it has the strengths to leverage existing opportunities to boost sales and foster business growth. The applicable strategy for the company is an aggressive, growth-oriented strategy.

The results of SWOT analysis are presented as follows:

Table 3. SWOT Analysis

	STRENGTHS	**WEAKNESSES**
	1. A unique and innovative product featuring fig leaves as a distinctive feature. 2. Possesses a distinctive flavor and texture characteristic of traditional snacks. 3. Can target various consumer segments, including snack enthusiasts and those seeking souvenirs or gifts. 4. Can be marketed both offline and online through physical stores, resellers, social media, and online marketplaces. 5. Offers potential for development into various flavour variants, sizes, and packaging options.	1. The product still requires consumer education and awareness-building. 2. MSME production capacity remains limited in the event of increased demand. 3. Brand presence and distribution networks may not yet be robust, necessitating promotion and market development. 4. Product quality depends on the availability and quality of raw materials.
OPPORTUNITIES 1. Consumer trends favouring unique and innovative foods offer opportunities to be leveraged. 2. The market for souvenirs and regional specialties presents a target for development. 3. Digital marketing via social media and online marketplaces can expand market reach. 4. Collaborating with resellers and souvenir shops can broaden distribution. 5. Developing product variants and packaging can enhance appeal and attract new consumers.	**SO STRATEGIES** 1. Leverage the unique qualities of Fig Leaf Rengginang to attract consumers who appreciate unique and innovative food products. 2. Utilize social media and online marketplaces to expand marketing efforts and tap into the souvenir market.	**WO STRATEGIES** 1. Enhance promotion and education via social media to introduce products to consumers. 2. Leverage resellers and souvenir shops to overcome distribution network limitations and expand the market.
THREATS 1. Competition from rengginang and other snacks is significant. 2. Fluctuations in raw material prices can increase production costs.	**ST STRATEGIES** 1. Highlight the use of fig leaves as a distinctive feature to differentiate the product from rengginang and competing snacks.	**WT STRATEGIES** 1. Establish partnerships with suppliers and policymakers to mitigate the risk of material shortages and price increases.

3. Unstable weather conditions can disrupt the production process. 4. Shifts in consumer preferences and similar competing products can reduce the product's appeal.	2. Maintain quality and develop product variants to ensure continued appeal amidst competition and shifting consumer tastes.	2. Enhance production efficiency and pursue continuous innovation to remain competitive and maintain profitability.

SO strategies focus on using internal strengths to take advantage of external opportunities. In the context of fig leaf rengginang, these strategies emphasize product uniqueness, market expansion, and the use of digital marketing platforms to increase consumer awareness and strengthen market competitiveness. In the digital world, businesses want to promote their products and services to survive in conditions of intense competition and to differentiate themselves from competitors. To this end, businesses implement digital marketing according to their own interests and objectives. With the help of digital marketing tools, customers can access information about the products or services they want by using digital platforms whenever and wherever they want (Putri & Hermawan, 2021).

First, leveraging the unique characteristics of fig leaf rengginang to attract consumers who appreciate innovative food products is an important strategy for increasing market appeal. Fig leaf rengginang stands out by incorporating fig leaves as its signature ingredient, differentiating it from conventional rengginang products. This uniqueness provides an opportunity for MSMEs to position their products as innovative traditional snacks that combine local culinary heritage with creative product development. Promotional activities should emphasize the distinctive ingredients, flavor characteristics, production concept, and traditional value of the product. By communicating these attributes effectively, businesses can attract consumers who are interested in exploring new food experiences and purchasing distinctive snacks. This strategy can also strengthen product identity and encourage consumers to perceive fig leaf rengginang as an alternative snack with its own characteristics rather than merely another variation of conventional rengginang.

Second, using social media and online marketplaces to expand marketing reach and penetrate the souvenir market can help MSMEs reach consumers beyond their immediate geographic areas. Digital platforms, such as Instagram, TikTok, Facebook, and e-commerce marketplaces, offer opportunities to introduce fig leaf rengginang to a broader audience without requiring substantial investment in physical retail outlets. Through attractive product photography, promotional videos, informative captions, and customer reviews, businesses can communicate product characteristics and encourage purchasing interest. Furthermore, fig leaf rengginang can be marketed as a distinctive local souvenir suitable for tourists, visitors, and consumers seeking regional food products. Developing appropriate packaging that emphasizes product identity and facilitates transportation can strengthen its suitability as a souvenir. These efforts can increase market accessibility, expand potential sales opportunities, and support the long-term development of the business.

The SO strategy, which highlights the uniqueness of fig leaves, aligns with the findings of Pratiwi et al. (2025) that innovation in traditional food can enhance quality, variety, and added value, thereby reaching a broader consumer base. Furthermore, the use of social media and online marketplaces supports the findings of Agung et al. (2022) that product innovation and the adoption of digital technology are key factors for the sustainability of MSMEs, and is consistent with the view of Putri & Hermawan (2021), who state that digital marketing enables consumers to access product information anytime and anywhere.

WO strategies aim to address internal weaknesses by leveraging external opportunities. For

fig leaf rengginang MSMEs, these strategies primarily focus on improving promotional activities, educating consumers, and developing distribution networks to overcome limited product recognition and restricted market access.

First, enhancing promotional activities and consumer education on social media is essential because fig leaf rengginang may still be unfamiliar to many consumers. Unlike conventional snacks with established consumer recognition, this product requires clear communication about its ingredients, characteristics, production methods, and distinguishing features. Social media can serve as an effective educational platform through informative posts, short videos, behind-the-scenes production content, and customer testimonials. Businesses can also share serving suggestions, packaging options, and the cultural or local context associated with the product. Consistent communication can help reduce consumer uncertainty, increase familiarity, and encourage potential buyers to try the product. Interactive activities, such as responding to customer questions, conducting polls, and sharing customer experiences, can further strengthen engagement. Through these activities, MSMEs can gradually build consumer trust, establish a recognizable brand identity, and improve the effectiveness of their promotional efforts.

Second, partnering with resellers and souvenir shops can help overcome distribution limitations and expand market access. Small-scale producers often struggle to reach consumers beyond their local communities due to limited distribution resources, marketing budgets, and access to retail locations. Collaborating with resellers, local grocery stores, souvenir shops, tourism-related businesses, and other food retailers can provide alternative distribution channels for fig leaf rengginang. These partnerships allow businesses to expand their market presence without establishing their own physical outlets. To support successful collaboration, MSMEs should maintain consistent product quality, provide clear pricing, and ensure reliable product availability. Attractive packaging and promotional materials can also help retail partners introduce the product to their customers. By developing a broader distribution network, fig leaf rengginang producers can increase product visibility, reach new consumer segments, and create opportunities for sustainable sales growth.

The WO strategy, comprising consumer education and distribution partnerships, addresses the weaknesses of low product awareness and limited market access. The emphasis on education via social media aligns with Menina (2023), who found that developing an online presence has a significant impact on business growth and brand recognition. It also corresponds to the "information-knowledge" aspect identified by Dambiski Gomes de Carvalho et al. (2021). Meanwhile, partnerships with resellers and souvenir shops represent the "networks-open innovation" aspect from the same study and are consistent with Menina (2023) regarding the importance of collaboration for MSMEs (micro, small, and medium-sized enterprises).

ST strategies involve using internal strengths to minimize the impact of external threats. For fig leaf rengginang MSMEs, the main priorities are strengthening product differentiation, maintaining quality, and developing innovations to respond to intense market competition and shifting consumer preferences.

First, highlighting fig leaves as the product's signature ingredient can help differentiate fig leaf rengginang from competing rengginang products and other snack alternatives. The snack market offers consumers numerous choices, making it necessary for MSMEs to establish a clear and memorable product identity. The distinctive ingredient should therefore be consistently highlighted across branding, packaging, product descriptions, and promotional campaigns. Businesses should communicate the role of fig leaves in defining the product's identity without making unsupported claims about nutritional or health benefits. Consistent visual elements, recognizable product names, and informative labels can further strengthen brand recognition. This differentiation strategy helps consumers identify fig leaf rengginang more easily and understand

what sets it apart from competing products. By emphasizing authenticity and uniqueness, MSMEs can reduce their dependence on price-based competition and create stronger reasons for consumers to choose their products.

Second, maintaining product quality while developing new variants is essential to sustaining consumer satisfaction and responding to shifting market demands. Consistency in flavor, crispiness, hygiene, ingredient quality, and packaging should remain a primary focus throughout production. Quality control procedures, proper storage practices, and standardized production methods can help ensure that consumers receive products that meet their expectations. In addition, MSMEs should periodically assess consumer preferences and explore opportunities to introduce new flavors, different product sizes, and alternative packaging formats. For example, smaller packages may appeal to individual consumers, while larger packages may be suitable for families or souvenir purchases. Product innovation should be introduced carefully, taking into account production capabilities, consumer feedback, and cost implications. By combining consistent quality with relevant innovation, fig leaf rengginang MSMEs can maintain customer loyalty, strengthen their competitive position, and remain responsive to developments in the snack market.

The ST strategy posits that differentiation is a response to competition. This aligns with the perspective of Quinco (2026), who identifies MSMEs as the sector most vulnerable to market dynamics, thereby necessitating innovation and the creative strengthening of their market position. The plan to maintain consistent quality while developing new flavor variants, sizes, and packaging also reinforces the view of Ameliani et al. (2026) that innovation extends beyond product formulation to form, texture, taste, and production processes.

WT strategies are defensive approaches that minimize internal weaknesses and reduce exposure to external threats. For fig leaf rengginang MSMEs, these strategies focus on securing raw material supply, controlling production costs, improving operational efficiency, and maintaining competitiveness amid uncertain market conditions.

First, establishing partnerships with suppliers and relevant policymakers can help mitigate risks from raw material shortages and rising production costs. Fig leaf rengginang production depends on the availability and affordability of essential ingredients, particularly fig leaves and glutinous rice. Supply disruptions or significant price increases can affect production continuity, product pricing, and business profitability. MSMEs should therefore build reliable supplier relationships, maintain ongoing communication about material availability, and identify alternative suppliers whenever possible. Maintaining appropriate inventories of essential ingredients can also reduce the risk of temporary production interruptions. However, inventory levels should be managed carefully to prevent waste and preserve ingredient quality. In addition, cooperation with government agencies, MSME development institutions, and business support organizations can provide access to training, market information, financing opportunities, and business management guidance. These measures can strengthen operational resilience and help businesses respond more effectively to supply chain uncertainties.

Second, improving production efficiency and implementing periodic innovation can help MSMEs remain competitive while protecting profitability. Efficient management of raw materials, labor, equipment, energy, and packaging is necessary to minimize unnecessary expenses and reduce production waste. Producers should regularly evaluate production costs, establish practical production standards, and adjust output to match market demand. Accurate cost calculations can also support appropriate pricing decisions and help businesses avoid losses caused by rising input prices. Alongside operational improvements, continuous innovation remains important for maintaining consumer interest and responding to competitive pressures. Businesses should assess customer feedback, monitor market developments, and introduce improvements that align with their resources and capabilities. Such innovations may include packaging improvements, product

variations, promotional approaches, or more efficient production techniques. By integrating cost control, resource management, and product development, fig leaf rengginang MSMEs can improve business sustainability, protect profitability, and strengthen their ability to compete in an increasingly dynamic snack market.

The WT strategy, which focuses on the supply of raw materials and cost efficiency, is relevant to the findings of Menina (2023), which indicate that fluctuations in the prices of raw materials and collaboration with key suppliers have a significant impact on MSMEs. Furthermore, cooperation with institutions that support MSMEs and with policymakers aligns with the emphasis on networking and sustainability (Dambiski Gomes de Carvalho et al., 2021).

The strategies derived from the SWOT analysis in this study outline a value creation process for fig-leaf rengginang. Value is first generated through product differentiation, specifically the use of fig leaves as a distinctive ingredient that transforms conventional rengginang into an innovative traditional snack. This value is then communicated to consumers through social media promotion and education, the strengthening of brand identity, and packaging tailored for the souvenir market, ensuring that the product's uniqueness is understood and appreciated by the market. The value is sustained through consistent quality, the gradual development of product variants, and operational efficiency combined with cost control, which safeguard profitability and reduce reliance on price-based competition. Thus, the SWOT-based strategies encompass a comprehensive cycle of value creation, delivery, and maintenance, aligning with the value proposition, distribution channels, and revenue structure elements of the business model.

From the perspective of community-based entrepreneurship, the strategy relies on networking and the use of local resources. Partnerships with resellers, souvenir shops, and tourism-related businesses expand market access without the need for dedicated physical storefronts, while collaborations with suppliers, MSME support institutions, and policymakers strengthen supply chain resilience and provide access to training, market information, and financing. Furthermore, the use of fig leaves and glutinous rice, combined with an emphasis on culinary heritage and the local context of the products, demonstrates that the economic value generated is deeply rooted in regional resources and identity.

CONCLUSIONS

This research indicates that the fig-leaf rengginang developed by Jember Tin Garden (JTG) has business potential as an innovation in local food, blending traditional culinary heritage with product differentiation. The unique use of fig leaves as a signature ingredient is a key strength, distinguishing it from conventional rengginang. However, this potential is currently constrained by limited product awareness, restricted market access, competitive pressures, and challenges in securing raw materials.

Based on a SWOT analysis, business development strategies have been grouped into four categories. First, the SO (Strengths-Opportunities) strategy leverages the product's uniqueness through digital marketing on social media and online marketplaces, positioning it as a distinctive regional souvenir. Second, the WO (Weaknesses-Opportunities) strategy addresses low product awareness through consumer education and promotion on social media, while expanding distribution channels through partnerships with resellers and souvenir shops. Third, the ST (Strengths-Threats) strategy emphasizes the product's identity—centered on the use of fig leaves—while ensuring consistent quality and gradually introducing new flavor variants, sizes, and packaging options. Fourth, the WT (Weaknesses-Threats) strategy focuses on securing raw material supplies through partnerships with suppliers and stakeholders, while improving production efficiency and fostering ongoing innovation.

Overall, these findings reinforce prior research indicating that the competitiveness of MSMEs

(micro, small, and medium-sized enterprises) is driven by product innovation, digital technology adoption, and partnership network development. This study contributes by translating these factors into concrete operational strategies for a specific traditional food product made from local ingredients. Consequently, this research adds to the discourse on local food innovation and community-based entrepreneurship and serves as a practical guide for JTG and similar MSMEs in developing their businesses.

However, the business faces certain weaknesses, including the need for consumer education, limited production capacity, and the need to expand its marketing network. Conversely, the market opportunity for unique, innovative food products and the growth of digital marketing can be leveraged to boost sales and broaden market reach.

Therefore, applicable strategies include strengthening branding and product differentiation, enhancing digital marketing, expanding partnerships with resellers and souvenir shops, maintaining product quality, and ensuring a steady supply of raw materials. Through these strategies, fig leaf rengginang is expected to enhance its competitiveness, expand its market, and grow into a sustainable MSME product. A SWOT analysis confirms that the digital marketing strategy is pursuing an aggressive approach.

LIMITATION & FURTHER RESEARCH

This study is limited to a single MSME (JTG) and one product. It employs a SWOT analysis based on informants' perceptions and does not assess strategy effectiveness, financial feasibility, consumer preferences, or the product's composition and shelf life. The findings are contextual and reflect market conditions during the study period. Future research is suggested to analyze financial feasibility, survey consumer preferences and behavior, test the products' nutritional content, bioactive activity, and shelf life, implement and evaluate the effectiveness of strategies in the field, and conduct comparisons with similar MSMEs or local products in other regions.

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