



# MARKETING STRATEGY THROUGH SOCIAL MEDIA USING PORTER'S FIVE FORCES AND SWOT ANALYSIS METHODS CASE STUDY: CHRISTINA ULOS INDONESIA

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## ABSTRACT

This study examines the development of social media-based marketing strategies for Christina Ulos, a traditional Batak ulos business, by integrating SWOT analysis and Porter's Five Forces to understand its competitive position in the digital marketplace. Using a qualitative descriptive method with a participatory case study approach, data were collected through interviews, field observations, and supporting literature. The results show that Christina Ulos holds strong internal advantages, such as a long-standing reputation, authentic handwoven craftsmanship, deep cultural meaning in every motif, and a loyal customer base. However, challenges arise from limited production capacity, low digital literacy, and dependence on traditional sales channels. Externally, increasing public interest in local cultural products, government support for UMKM digitalization, and the growth of social media platforms offer significant opportunities. Yet, the presence of low-cost machine-made ulos, shifting consumer preferences, and intense digital competition pose substantial threats. The combined SWOT and Porter's analyses highlight that social media marketing strategies should focus on cultural storytelling, consumer education about authentic handwoven ulos, optimization of high-quality visual content, marketplace integration, and influencer collaboration. This study concludes that an aggressive and adaptive digital marketing approach is essential for strengthening competitive advantage, expanding market reach, and preserving Batak cultural heritage in the modern digital environment.

## 1. INTRODUCTION

Ulos is a traditional woven fabric originating from the Batak people of North Sumatra and has an important function in social and cultural life (Firmando, 2022). This cloth is usually used as a shawl, sarong, or body covering, but its meaning goes far beyond its physical function because it is considered a symbol of affection, blessing, and spiritual bonds between individuals and families (Naibaho & Siregar, 2020). In Batak traditional practices, each type of ulos has a specific meaning and use related to stages of human life, such as birth, marriage, and death (Panjaitan, 2021). The tradition of giving ulos in various traditional ceremonies reflects the noble values of the Batak people who emphasize solidarity, respect for ancestors, and harmonious social relations (Sinaga et al., 2024). In addition, ulos also has high economic value because it is one of the superior products in the culture-based creative industry. Ulos artisans in various regions, such as Balige, Samosir, and Simalungun, develop designs and motif innovations to adapt to the needs of the modern market without eliminating its philosophical value (Simanjuntak, 2020).

As globalization has entered the era, the challenges faced by Ulos cloth MSMEs have become increasingly complex due to changing consumption patterns and increasing market competition. Supriyanto<sup>1</sup> et al. (2024) explained that Ulos craftsmen in Pematangsiantar continue to adapt through product innovation and post-crisis survival strategies, but still face limitations in utilizing digital technology for marketing and distribution. In fact, the MSME sector contributes significantly to the regional economy and is a guardian of local cultural values, including the Batak Ulos industry in North Sumatra, which plays a role as an ethnic identity and a source of income for the community (Pratama, 2025). According to Purba

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et al. (2024), the effectiveness of using social media such as Instagram and Facebook has been proven to expand the market and increase sales of Ulos products through digital marketing strategies. Meanwhile, Faturochman et al. (2025) emphasized that technology-based innovation and modern design are key to attracting Ulos products to the younger generation, especially with online sales that facilitate market access and support business sustainability. Thus, the transformation towards online Ulos marketing and sales Online marketing is a strategic step for MSMEs to remain competitive and relevant amidst the dynamics of the digital global market.

The case study of Christina Ulos, located in Tanah Jawa, Simalungun Regency, provides a vivid illustration of the dual impact of the pandemic and digitalization on traditional ulos traders in Indonesia. This shop is not just a place to buy and sell, but rather the heir to an ulos trading tradition that has existed since the 1970s, founded by Boru Siahaan and now continued by Mr. Pardede as the next generation. For decades, Christina Ulos has been known for its customer trust and consistent sales, ranging from 12 to 20 pieces of ulos per day, which can increase to more than 30 pieces during traditional occasions such as weddings, funerals, or housewarming parties. Under normal circumstances, a busy traditional event can even generate weekly revenues of up to five million rupiah, although this figure fluctuates depending on the season and consumer demand. However, since the COVID-19 pandemic, sales have drastically decreased by more than 95%, as traditional market activities have ceased and sales have shifted to homes with orders via WhatsApp, Facebook, and Instagram. This digitalization effort still faces various obstacles, such as limited digital literacy, limited promotional reach due to social media algorithms, and difficulty building trust with consumers accustomed to face-to-face interactions. Furthermore, the emergence of ulos sellers on platforms like Shopee, TikTok, and Tokopedia has intensified competitive pressures. Machine-printed ulos are sold at significantly lower prices, sometimes even as low as a quarter of the price of hand-woven ulos, leading many consumers to prioritize price over authenticity. Low market literacy regarding the differences between hand-woven and manufactured ulos further exacerbates this situation. Nevertheless, Christina Ulos possesses competitive advantages that can serve as the basis for adaptive strategies: its historical reputation, guaranteed product authenticity, and customer trust that has been built across generations. These values have the potential to be developed into a powerful digital marketing force based on cultural *storytelling* to maintain local identity amidst the tide of modernization.

This study aims to analyze the marketing strategy implemented by Christina Ulos using the SWOT Analysis and *Porter's Five Forces Analysis methods* to identify internal and external factors that influence business competitiveness. SWOT analysis is a method for mapping the strengths, weaknesses, opportunities, and threats of an organization (Putri & Supriyadi, 2023). Meanwhile, Porter's Five Forces is used to assess the level of industry competition through five main aspects, namely supplier power, buyer power, threat of new entrants, threat of substitute products, and intensity of competition (Porter, 2008). These two analyses are interrelated, where SWOT results help identify internal-external conditions, while Porter's Five Forces deepens understanding of the dynamics of digital competition faced by businesses.

By combining these two approaches, the research can provide a more comprehensive picture of Christina Ulos' competitive position in the digital market. The results of Porter's Five Forces form the basis for mapping opportunities and threats in the SWOT analysis, while the SWOT results provide the right strategic direction to face the competitive pressures identified through Porter's Five Forces. Through this synergy, the research focuses on how the shift from traditional sales systems to digital marketing through social media and online platforms is a strategic step in expanding market reach, increasing competitiveness, and strengthening the preservation of Batak cultural values through marketing innovations that are adaptive to technological developments.

## **LITERATURE REVIEW**

### **Digital Marketing and Social Media**

Digital transformation has fundamentally changed the business landscape, especially for Micro, Small, and Medium Enterprises (MSMEs) (Pratamansyah, 2024). In the digital era, marketing is no longer limited to conventional methods. Digital marketing is defined as the use of digital technology to create, communicate, and deliver value to customers and manage customer relationships in a way that benefits the

organization (Kannan & Li, 2016) . For MSMEs, adopting digital marketing is no longer an option, but a strategic necessity to survive and thrive amidst intense competition.

One of the most important components of digital marketing is social media marketing. Social media marketing is the process of leveraging social networking platforms like Instagram, Facebook, TikTok, and others to build a brand, increase sales, and drive website traffic. (Tuten et al., 2020) . The main advantage of social media lies in its ability to facilitate two-way communication, build engagement, and reach specific audiences at a relatively low cost (Adam et al., 2022) .

In the context of MSMEs selling cultural products like Christina Ulos, social media plays a dual role. Besides being a sales channel, social media also serves as a platform for digital storytelling (Adam et al., 2022) . Christina Ulos can leverage the historical reputation and authenticity of its products to build a powerful narrative. Adam et al. (2022) explain that *digital storytelling* allows brands to communicate the values and philosophy behind cultural products, creating an emotional bond with consumers that cannot be replicated by cheaper manufactured products. This is particularly relevant to addressing the challenges faced by Christina Ulos, where consumers in online marketplaces (such as Shopee or TikTok) often prioritize price over authenticity.

### SWOT Analysis

To formulate an effective marketing strategy, the first step is to conduct an internal and external situation analysis. A SWOT analysis is a strategic planning framework used to evaluate the Strengths, Weaknesses, Opportunities, and Threats faced by an organization (Rangkuti, 1998) .

According to Rangkuti (1998) this analysis is divided into two main components:

1. Internal Analysis (Strengths & Weaknesses): Focuses on factors that are within the organization's control.
  - a. Strengths: Positive internal attributes that support goal achievement. In the case of Christina Ulos, these are its historical reputation since the 1970s, its assurance of authentic hand-woven ulos, and the trust of customers across generations.
  - b. Weaknesses: Negative internal attributes that hinder the achievement of goals. Examples include the owner's limited digital literacy and reliance on offline sales before the pandemic.
2. External Analysis (Opportunities & Threats): Focuses on factors outside the organization's control.
  - a. Opportunities: External factors that an organization can leverage to grow. For example, the increasing use of e-commerce, the "return to culture" trend, and the potential market of a younger generation interested in authentic products.
  - b. Threats: External factors that could jeopardize an organization's position. In this case study, the threats are clear: the COVID-19 pandemic, price competition from machine-printed ulos, and low market awareness of product differentiation.

### Porter's Five Forces Analysis

While SWOT focuses on the internal and external conditions of an organization, Porter's Five Forces Analysis is a framework used to analyze the level of competition and structural attractiveness within an industry (Porter, 2008) . This model is essential for understanding the competitive dynamics facing Christina Ulos in the ulos market, both online and offline. According to Porter (2008) , industry profitability is determined by five competitive forces:

1. Threat of New Entrants: How easy or difficult it is for new competitors to enter the market.
2. Bargaining Power of Suppliers: The ability of suppliers to raise prices.
3. Bargaining Power of Buyers: The ability of customers to pressure prices.
4. Threat of Substitute Products or Services: How easily customers can switch to alternative products.
5. Rivalry Among Existing Competitors: The level of competition between existing players in the industry.

### Previous Research

Several previous studies have examined the application of digital marketing strategies, SWOT analysis, and Porter's Five Forces in the context of MSMEs, particularly those operating in the cultural product sector. These studies formed the basis for the Christina Ulos case study. A study by Utami (2022)

analyzed marketing strategies for weaving MSMEs in Kulon Progo Regency during the Covid-19 pandemic. This study is crucial because it used SWOT analysis to map the conditions of weaving entrepreneurs. The analysis found that weaving MSMEs tend to be in a weak position internally, partly due to limited human resource capabilities in utilizing information technology media. Therefore, this study recommends a *turnaround strategy* that focuses on improving digital marketing through the use of social media such as WhatsApp, Facebook, and Instagram. This finding is highly relevant to Christina Ulos, who also faces similar challenges in terms of limited digital literacy and the urgent need to shift to *online marketing* to survive and compete. Research by Eryogia et al. (2024) specifically combines SWOT analysis and Porter's Five Forces to formulate a business strategy that can increase the company's competitiveness. The study showed that the greatest competitive pressures stem from intense industry competition and the threat of substitute products in the processed food sector, a situation also relevant to Christina Ulos's situation. Its strategic recommendations focus on strengthening differentiation, improving operational efficiency, and optimizing marketing strategies to strengthen the company's market position (Salsabila et al., 2024).

These studies demonstrate that the combination of SWOT analysis and Porter's Five Forces is a valid and effective method for mapping the challenges faced by MSMEs producing cultural products in the digital era. However, studies specifically examining Batak Ulos MSMEs in Simalungun in the context of post-pandemic digital adaptation, particularly those facing competition from machine-printed products, are still limited. Therefore, this study aims to fill this gap by applying this framework to the case study of Christina Ulos.

## 2. RESEARCH METHODS

This research uses a qualitative descriptive approach with a participatory case study method focused on the Christina Ulos Indonesia business in Tanah Jawa, Simalungun Regency, Pematangsiantar City, North Sumatra. The participatory approach was chosen because the researcher was directly involved in the observation and interview process to understand the actual conditions of digital marketing strategies implemented by business actors (Solimun & Fernandes, 2018). This method aims to gain an in-depth understanding of the dynamics of MSME adaptation in facing changes in consumer behavior and the challenges of competition in the digital era (Musyafa & Dunan, 2019). The data used in this study comprises primary and secondary data. Primary data was obtained through field observations and in-depth interviews with Christina Ulos' internal staff. Secondary data was obtained from literature such as scientific journals, previous research reports, and references related to digital marketing strategies and culture-based MSME development.

*Porter's Five Forces* analysis methods . The SWOT analysis was used to identify the strengths, weaknesses, opportunities, and threats faced by Christina Ulos in implementing its social media marketing strategy. *Porter's Five Forces analysis* was used to assess the level of competition and Christina Ulos's competitive position in the traditional and digital ulos industries (Blakeman, 2023). The analysis findings will be provided to the owner

## 3. RESULTS AND DISCUSSION

### Porter's Five Forces Analysis

The following are the results of the identification of Porter's five forces used to examine the external environment of Christina Ulos's MSME.

**Table 1** *Bargaining Power of Suppliers*

Indicator	Results Analysis
Number and availability of handloom weavers.	Because there are not many traditional ulos weavers, the number of weaving suppliers is relatively limited or it can be concluded that the bargaining power of suppliers is quite high.
The uniqueness of raw materials (thread, natural dyes, weaving techniques).	Hand-woven raw materials (e.g., specialty yarns or traditional dyes) may be unique and not easily substituted, strengthening the supplier's position.
Switching costs if looking for alternative suppliers.	If Christina Ulos wants to switch to another supplier, it may be difficult or time consuming because traditional weaving skills are required.

Reliance on traditional local suppliers.	Reliance on local weaving communities increases the risk of strong dependencies with particular suppliers.
Supplier production capacity (whether they are able to fulfill large orders or not).	However, the weavers' capacity may be limited (due to manual production), which can be a weak point for suppliers as well — they may not always be able to fulfill large orders quickly.

**Table 2 Power of Customers**

Indicator	Results Analysis
The number of ulos alternatives (hand-woven, printed, manufactured) available to buyers.	Because many factory-made (printed) ulos are cheaper on online platforms, buyers have many alternatives which can be concluded that buyers' bargaining power is high .
The level of consumer understanding of the differences between hand-woven and factory-made ulos.	Many consumers may not understand the quality differences between hand-woven and factory-made ulos, so they may choose to buy cheaper options rather than choose authenticity. This strengthens buyer power.
Consumer price sensitivity (how much buyers choose based on price).	Price sensitivity is high, especially in online markets, because buyers can compare prices easily.
Ease of switching to another seller (switching costs for buyers).	The ease of switching sellers is quite large in marketplaces like Shopee or Tokopedia, because navigation and choices are very extensive.
Buyer loyalty (regular customers / traditional ulos collectors).	Christina Ulos has loyal customers and collectors who value the quality and cultural value of ulos. Therefore, in certain segments, buyers are not solely focused on price but also on authenticity. It can be concluded that loyalty can reduce some of the bargaining power of buyers in the premium segment.

**Table 3 Threat of New Entrants**

Indicator	Results Analysis
Capital barriers to starting a ulos business (hand-woven vs. printed).	To enter the authentic hand-woven ulos segment , the barriers are quite high because it requires weaving skills and connections to weavers.
The economies of scale that old players have (Christina Ulos as an old brand).	Christina Ulos already has a historical reputation and loyal customers, which is a barrier for newcomers who want authentic products.
Access to digital distribution channels ( marketplaces , social media).	However, for printed/manufactured ulos , it is relatively easy for newcomers to enter because the capital is lower and the production process is simpler.
Consumer loyalty to traditional ulos brands (history, authenticity).	Access to <i>e-commerce</i> makes it easier for newcomers to sell ulos through digital platforms, lowering distribution barriers.
Required technical weaving skills (availability of traditional weaving).	Traditional weaving skills are unique, but not all entrants need those skills if they focus on manufactured versions, so the threat from new entrants in the low-cost segment is quite real.

**Table 4 Threat of Substitutes**

Indicator	Results Analysis
Availability of factory-made or printed ulos that resemble traditional motifs.	There are many manufactured/printed ulos that are sold at much cheaper prices, this is a serious threat to the hand-woven ulos segment.
Alternative ethnic products from other regions (traditional fabrics other than ulos).	Ethnic alternatives from other regions (e.g. woven fabrics from other tribes) can be a substitute for consumers who are interested in generic ethnicity but not specifically Batak.
Modern products that replace the use of ulos (e.g. synthetic scarves, modern scarves).	Modern products such as synthetic scarves or shawls can fill aesthetic needs without the high price of traditional hand-woven fabrics.

Indicator	Results Analysis
Substitution price (how much cheaper the alternative is compared to hand-woven ulos).	Substitute prices are highly competitive (manufacturers can sell much cheaper). This increases the threat of substitution.
Ease for buyers to get substitutes (access via marketplace, local stores).	Distribution of substitutes is very easy online, so consumers can quickly switch to cheap or high-access substitutes.

**Table 5 Competition between Competitors (Industry Rivalry)**

Indicator	Results Analysis
Number of ulos sellers (woven and manufactured) in <i>online</i> and <i>offline markets</i> .	There are numerous ulos vendors on <i>the marketplace</i> , selling both traditional woven fabrics and manufactured versions. Consequently, competition is fierce.
Product differentiation (motifs, weaving quality, cultural stories).	Differentiation is crucial: Christina Ulos stands out through its authentic motifs, cultural philosophy, and quality handwoven fabrics. This gives it an edge over its manufacturing competitors.
Growth of the ulos industry (demand for ethnic, digital trends).	The ulos industry currently has the potential to grow due to ethnic trends and digitalization, but it is also very competitive.
Fixed costs and production costs (manual weaving takes time and effort).	The production costs of hand-woven ulos are relatively high and the processing time is long, which can limit margins if competing solely on quantity.
Marketing strategies (discounts, social media advertising, live selling).	Other sellers use aggressive digital strategies (promotions on Instagram, marketplaces, discounts), pressuring Christina Ulos to adapt in digital marketing to stay relevant.

#### Discussion of Porter's Five Forces

A Porter's Five Forces analysis conducted on Christina Ulos's business shows that the level of competition in the traditional ulos industry, both offline and online, is quite high. This is evident in the increasing number of ulos sellers on marketplaces like Shopee, TikTok, and Tokopedia, offering products of varying quality, especially manufactured or printed ulos, which are sold at significantly lower prices. This condition is exacerbated by the increase in sales of printed ulos due to more price-sensitive consumer demand, especially after the COVID-19 pandemic, which caused a decline in people's purchasing power. Meanwhile, handwoven ulos entrepreneurs like Christina Ulos can only maintain competitiveness through differentiation based on authenticity, cultural value, weaving quality, and the strength of the product's history (Elche et al., 2021).

In terms of product differentiation, Christina Ulos has a significant advantage because it sells authentic hand-woven ulos that possess cultural and philosophical values that manufactured products do not. The ulos motifs, the manual weaving process, and the traditional meanings inherent in each piece of ulos are key differentiators amidst the flood of counterfeit products. However, this differentiation also faces challenges because many consumers—especially online buyers—do not understand the difference between authentic ulos and manufactured ulos, often choosing cheaper products without considering cultural values. Therefore, woven ulos entrepreneurs like Christina Ulos need to capitalize on this advantage through digital storytelling, cultural education, and explanations of the weaving process to build consumer appreciation for the authenticity of ulos (Rahmayati, 2021).

The threat of new entrants to this industry is also significant, particularly in the manufactured ulos segment. New producers can easily enter the digital market with lower capital, as they don't require weaving skills or a network of traditional weavers. However, entry into the handwoven ulos segment remains high, requiring skill, connections with local weavers, and long production times. Brands like Christina Ulos, which have been around since the 1970s, have a strong history and customer loyalty, which pose significant barriers to entry for new entrants into the authentic product segment.

In terms of supplier power, traditional weavers hold a strong bargaining position due to the limited number of hand-woven ulos weavers and the production process requiring specialized skills. Christina Ulos's reliance on local weavers requires the business to maintain good relationships to ensure quality and

continuity of production. Furthermore, raw materials such as special yarns and traditional dyes are not easily substituted, increasing suppliers' bargaining power. However, the weavers' limited production capacity can also be a constraint, as it takes 3–7 days to produce a single piece of ulos, making it difficult to fulfill large orders quickly (Jiménez-Marín et al., 2021).

Buyer power in this industry is also strong. This is due to the wide range of product options available to buyers, particularly on online platforms. Consumers can easily compare prices between hand-woven ulos and much cheaper manufactured ones. Furthermore, fluctuating purchasing power makes consumers more price-sensitive. Nevertheless, Christina Ulos maintains a loyal customer base, particularly among Batak people who understand the cultural value of ulos and collectors of traditional fabrics. This loyalty can reduce buyer bargaining power in certain segments, although not enough to suppress overall market pressure.

The threat of substitute products is also very high. Manufactured ulos printed with similar motifs can be purchased for a quarter of the price of hand-woven ulos. Modern substitutes such as synthetic shawls, ethnic scarves, or traditional fabrics from other regions can also offer alternatives for consumers who seek only aesthetic value. Easy access to substitutes through the marketplace exacerbates this threat and threatens the sustainability of the hand-woven ulos market if not balanced with education and innovation.

Based on the results of Porter's Five Forces analysis, Christina Ulos can implement several strategic steps to address the increasingly fierce competition in the ulos industry, particularly in the digital market. The following strategies are designed to strengthen the business's position, maintain product authenticity and quality, and enhance competitiveness amidst the rise of substitute products and online competitors:

1. Carefully consider every pricing decision, especially when raising or lowering prices, so that the pricing policy does not sacrifice the quality of hand-woven ulos.
2. Collecting assessments and suggestions from consumers (voice of customer) periodically to be used as evaluation and improvement material, both in product quality and ordering and delivery services.
3. Develop cultural narratives (storytelling) and educational materials on every digital marketing channel to explain the differences between hand-woven ulos and manufactured ulos, thereby increasing consumer appreciation and willingness-to-pay.
4. Collaborate with educational institutions, cultural communities, and local designers as a means of promotion, product innovation, and market development — e.g., weaving workshops, fashion collaborations, or cultural exhibitions.
5. Preparing alternative suppliers and backup sourcing mechanisms to reduce the risk of dependence on a single supplier or weaver, as well as conducting stock planning and demand forecasting.
6. Providing training programs to weavers and employees (including digital literacy and online order management) to improve production capacity, quality, and digital marketing capabilities.
7. Develop value-added product variants (e.g., premium limited editions, souvenir packages, or derivative products) to maintain margins when the market is saturated with cheap products.
8. Building long-term relationships with suppliers and weaving communities through work contracts, incentives, or welfare programs to maintain production quality and continuity.

### SWOT Analysis

The initial step taken to analyze the SWOT was to interview one of Christina Ulos' informants, Hasiholan Pardede, regarding the SWOT aspects ( *Strength*, *Weakness*, *Opportunity*, and *Threat* ). The following is the formulation of the identification of internal and external factors (Said et al., 2023).

#### **STRENGTH**

1. Has a strong reputation as a producer of hand-woven ulos that prioritizes authenticity and Batak cultural values.
2. Each ulos motif has a deep social meaning and is an important part of traditional traditions, creating emotional appeal.
3. Christina Ulos is known for generations and has loyal customers, both from the Batak community and traditional cloth collectors.
4. The product quality is higher than factory-made ulos because the ulos sold is ulos that comes from a manual weaving process.

**WEAKNESS**

1. Production capacity is limited because the manual weaving process takes 3–7 days per sheet.
2. Difficulty meeting large demand.
3. Digital promotion is not yet optimal due to a lack of technological literacy and the use of social media and e-commerce.
4. The market is still local and relies on direct sales or word of mouth recommendations.

**OPPORTUNITY**

1. Increasing public interest in local products and pride in regional culture ( *local pride* ).
2. Government support through the Proudly Made in Indonesia program helps digitize and certify MSME products.
3. The younger generation is starting to take an interest in ethnic products, opening up opportunities for design innovation and creative collaboration.
4. Potential market expansion through digital platforms and cross-regional promotions.

**THREAT**

1. The rise of manufactured or imitation ulos being sold in bulk online at much cheaper prices.
2. Counterfeit products often imitate motifs without understanding the philosophical value, thus reducing the perception of the cultural value of hand-woven ulos.
3. Changes in consumer preferences towards more modern and practical products can shift demand if there is no innovation.
4. Price competition from non-authentic products can weaken the market position of traditional woven ulos.

In compiling a SWOT matrix, each indicator from internal factors, including strengths and weaknesses, and external factors, including opportunities and threats, is combined. This SWOT matrix is then divided into four groups to generate alternative strategies:

- a. SO ( *Strength-Opportunities* ) strategy is a strategy that uses the organization's internal resources to take full advantage of external opportunities (Haerawan & Magang, 2019)
- b. The WO ( *Weakness-Opportunities* ) strategy is a strategy that suppresses or improves internal weaknesses by exploiting external opportunities (Haerawan & Magang, 2019) . Opportunities are used as a bridge to overcome weaknesses (Fitriani et al., 2025) .
- c. The ST ( *Strengths-Threats* ) strategy is a strategy that uses internal strengths to confront, avoid, or suppress external threats (Kurniawati, 2015) . This strategy is also called a strengthening strategy because using an organization's strengths can reduce the negative effects of threats (Kurniawati, 2015) .
- d. The WT ( *Weakness-Threats* ) strategy is a defensive strategy or focuses on reducing internal weaknesses while avoiding external threats (Haerawan & Magang, 2019) .

Based on the explanation above, alternative marketing strategies can be provided for Christina Ulos MSMEs in the following table.

<b>STRENGTH (S)</b>	<b>WEAKNESS (W)</b>
<ol style="list-style-type: none"> <li>1. Has a strong reputation as a producer of hand-woven ulos that prioritizes authenticity and Batak cultural values.</li> <li>2. Each ulos motif has a deep social meaning and is an important part of traditional traditions, creating emotional appeal.</li> <li>3. Christina Ulos is known for generations and has loyal customers, both from the Batak community and traditional cloth collectors.</li> <li>4. The product quality is higher than factory-made ulos</li> </ol>	<ol style="list-style-type: none"> <li>1. Production capacity is limited because the manual weaving process takes 3–7 days per sheet.</li> <li>2. Difficulty meeting large demand.</li> <li>3. Digital promotion is not yet optimal due to a lack of technological literacy and the use of social media and e-commerce.</li> <li>4. The market is still local and relies on direct sales or word of mouth recommendations.</li> </ol>

because the ulos sold is ulos that comes from a manual weaving process.

**OPPORTUNITIES**

1. Increasing public interest in local products and pride in regional culture ( *local pride*).
2. Support the government through the Proudly Made in Indonesia program which helps digitize and certify MSME products.
3. The younger generation is starting to take an interest in ethnic products, opening up opportunities for design innovation and creative collaboration.
4. Potential market expansion through digital platforms and cross-regional promotions.

**STRATEGY (WO)**

1. Improving production capacity through weaver training and implementing time management techniques, in order to meet increasing market demand without compromising quality.
2. Improving digital marketing capabilities to overcome weak promotions, especially by creating storytelling content about Batak culture and the uniqueness of each ulos motif that can attract the attention of buyers in e-commerce.
3. Establishing collaboration with creative communities, fashion designers, or other local MSMEs to develop ulos derivative products so that they can meet the needs of the modern market.
4. Adopting more efficient technologies and workflows, such as digital production recording, stock checking, and ordering systems, to reduce the risk of delays in manual production processes.

**STRATEGY (SO)**

1. Optimizing the richness of Ulos Cristina's distinctive motifs for product innovations aligned with market trends, such as modern fashion, souvenirs, and home decor, will capitalize on the growing public interest in quality local products and regional culture.
2. Planning to increase digital marketing through the use of social media, marketplaces, and cultural educational content highlighting the manual ulos-making process. This will maximize opportunities for digital market expansion.
3. Involving customers in the product evaluation process by asking for their opinions regarding the design, use of colors, and the shape of ulos derivative products so that they can continue to adapt to the tastes of younger generation consumers.
4. Actively participate in cultural and MSME exhibitions organized by the government or creative communities, so that Ulos Cristina can expand its market network and strengthen its image as a local product with high cultural value.

**THREATS**

1. The rise of manufactured or imitation ulos being sold in bulk online at much cheaper prices.
2. Counterfeit products often imitate motifs without understanding the philosophical value, thus reducing the perception of the cultural value of hand-woven ulos.

**STRATEGY (ST)**

1. Strengthening the cultural identity and authenticity of Cristina ulos through product certification, educational labels, and historical narratives with every purchase can reduce the threat of counterfeit products and cheap imports.
2. Improving the quality and exclusivity of products by

**STRATEGY (WT)**

1. Standardize production processes and material quality to reduce the risk of product failure when facing competitive pressures or changes in market tastes.
2. Establish a stock control and production recording system to avoid supply instability when demand

3.Changes in consumer preferences towards more modern and practical products can shift demand if there is no innovation.	utilizing design capabilities and unique motifs that competitors do not have, so that Cristina ulos remains highly valued despite increasing price competition.	increases or when raw material prices fluctuate.
4.Price competition from non-authentic products can weaken the market position of traditional woven ulos.	3. Expanding culture-based promotions on social media and exhibitions so that consumers understand the special qualities of authentic woven ulos, thereby building a perception of quality compared to mass-produced products.	3. Providing special training in digital marketing to the entire team so that they can compete with other ulos producers who are more aggressive in online promotions.
	4. Developing premium and limited edition variants to maintain competitiveness when the market is flooded with factory-made or imitation ulos products that are sold at lower prices, so that consumers still see a strong differentiation value.	4. Diversifying raw material suppliers and planning (forecasting) to avoid dependence on one supplier, which could potentially cause production delays or sudden price increases.

Based on the SWOT analysis, Christina Ulos has a strong internal position thanks to its long-standing reputation, the authenticity of its hand-woven ulos, the cultural significance inherent in each motif, and established customer loyalty. The quality of its hand-woven ulos provides added value that manufactured products lack, making it a key competitive advantage in the market. However, the business also faces several internal weaknesses, particularly limited production capacity due to the lengthy weaving process, suboptimal digital promotion, and a market reach that is still local and reliant on traditional sales methods (Tafesse & Wien, 2018).

Externally, Christina Ulos offers numerous opportunities. Public interest in local products is growing, government support for MSMEs is growing, younger generations are beginning to show interest in ethnic products, and the digital market is opening up ample room for expansion. However, external threats are also significant, such as the proliferation of cheap manufactured ulos in the marketplace, the decline in perceived cultural value due to imitation products, changing consumer tastes, and intense price competition.

Through the SO strategy, Christina Ulos is encouraged to optimize the richness of motifs and the quality of weaving in product innovations that suit modern trends, while maximizing digital marketing and cultural exhibition activities. Through the WO strategy, this effort is directed at improving production capacity and increasing digital literacy to more effectively exploit market opportunities, including building creative collaborations and adopting digital work systems. The ST strategy emphasizes strengthening the cultural identity of Cristina's ulos through certification, educational labels, and product differentiation to be able to face the threat of counterfeit products and price competition. Meanwhile, the WT strategy focuses on defensive actions through standardization of production processes, supplier diversification, digital training, and stock management to reduce internal weaknesses while minimizing the impact of external threats.

Once the SWOT matrix is complete, the next step is to assign weights and ratings to each factor by constructing the IFAS and EFAS matrices. These two matrices are then used as the basis for determining the company's strategic position on the SWOT diagram.

**STRENGTH**

Internal Strategy Factors	Weight	Rating	Weight × Rating
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1. Has a strong reputation as a producer of hand-woven ulos that prioritizes authenticity and Batak cultural values.	0.2	4	0.8
2. Each ulos motif has a deep social meaning and is an important part of traditional traditions, creating emotional appeal.	0.3	3	0.9
3. Christina Ulos is known for generations and has loyal customers, both from the Batak community and traditional cloth collectors.	0.2	3	0.6
4. The product quality is higher than factory-made ulos because the ulos sold is ulos that comes from a manual weaving process.	0.3	3	0.9
<b>TOTAL</b>	<b>1</b>		<b>3.2</b>

<b>WEAKNESS</b>			
<b>Internal Strategy Factors</b>	<b>Weight</b>	<b>Rating</b>	<b>Weight × Rating</b>
Production capacity is limited because the manual weaving process takes 3–7 days per sheet.	0.4	4	1.6
Difficulty meeting large demand.	0.2	3	0.6
Digital promotion is not yet optimal due to a lack of technological literacy and the use of social media and e-commerce.	0.2	2	0.4
The market is still local and relies on direct sales or word of mouth recommendations.	0.2	2	0.4
<b>TOTAL</b>	<b>1</b>		<b>3</b>

This MSME has a very strong internal position (Total Strengths Score of 3.2) thanks to its reputation, product quality, and customer loyalty. However, its growth potential is hampered by significant weaknesses (Total Weaknesses Score of 3.0), primarily limited production capacity and a lack of digital marketing. Strategies should prioritize mitigating these operational constraints and expanding digital reach to maximize existing strengths.

<b>OPPORTUNITY</b>			
<b>Internal Strategy Factors</b>	<b>Weight</b>	<b>Rating</b>	<b>Weight × Rating</b>
1. Increasing public interest in local products and pride in regional culture (local pride).	0.2	4	0.8
2. Government support through the Proudly Made in Indonesia program helps digitize and certify MSME products.	0.3	3	0.9
3. The younger generation is starting to take an interest in ethnic products, opening up opportunities for design innovation and creative collaboration.	0.3	4	1.2
4. Potential market expansion through digital platforms and cross-regional promotions.	0.2	3	0.6
<b>TOTAL</b>	<b>1</b>		<b>3.5</b>

<b>THREAT</b>			
<b>Internal Strategy Factors</b>	<b>Weight</b>	<b>Rating</b>	<b>Weight × Rating</b>
1. The rise of manufactured or imitation ulos being sold in bulk online at much cheaper prices.	0.2	4	0.8
2. Counterfeit products often imitate motifs without understanding the philosophical value, thus reducing	0.2	2	0.4

the perception of the cultural value of hand-woven ulos.			
3. Changes in consumer preferences towards more modern and practical products can shift demand if there is no innovation.	0.4	3	1.2
4. Price competition from non-authentic products can weaken the market position of traditional woven ulos.	0.2	4	0.8
TOTAL	1		3.2

The external environment for this ulos company is very favorable (Total Opportunity Score 3.5), driven by government support and digitalization trends. However, the company must remain vigilant against significant threats (Total Threat Score 3.2) stemming from competition from low-priced imitation ulos and shifting consumer preferences. The strategy should focus on aggressively exploiting digital opportunities for market expansion, while developing product innovations to address the threats of price competition and market preferences.

The coordinate search for the SWOT diagram analysis is carried out next after determining the IFS (Internal Factor Summary) and EFS (External Factor Summary) matrices for Christina Ulos company. This helps to identify the strategic location of Christina Ulos company, whether it is in Quadrant I, II, III, or IV. We can determine whether Christina Ulos company can implement an Aggressive, Diversification, *Turn-around*, or Defensive strategy after knowing which quadrant the company is in. Christina Ulos company uses the following formula, the total score contained in the Strengths & Weaknesses Table (IFS) and the Opportunities & Threats Table (EFS) is calculated to find the coordinate location in the SWOT analysis diagram (Saternus et al., 2024):

a. Internal Analysis Coordinates (X)

$$\begin{aligned}
 X \text{ coordinate} &= \frac{\text{skor total kekuatan} - \text{skor total kelemahan}}{2} \\
 &= \frac{3,2 - 3,00}{2} \\
 &= 0.1
 \end{aligned}$$

b. External Analysis Coordinates (Y)

$$\begin{aligned}
 Y \text{ coordinate} &= \frac{\text{skor total peluang} - \text{skor total ancaman}}{2} \\
 &= \frac{3,5 - 3,2}{2} \\
 &= 0.15
 \end{aligned}$$

So the graphic image is as follows:



As Christina Ulos is located in Quadrant I, the MSME is advised to implement a more mature and comprehensive strategy. This strategy focuses on leveraging all internal strengths (reputation, quality,

customer loyalty) to maximize all external opportunities (younger generation interest, digitalization trends, market expansion) that exist in the market.

**Recommended Interventions and Strategies**

<b>SWOT</b>	<b>Porter's Five Forces</b>	<b>Strategy</b>
<p><b>1. Strength</b> Christina Ulos has a strong reputation as a producer of handwoven ulos that prioritizes authenticity and Batak cultural values. Its main strength lies in the higher quality of its products compared to manufactured ulos, as each strand of ulos is the result of a hand-woven process. Beyond technical excellence, each ulos motif also carries deep social significance and is an important part of Batak tradition, creating significant emotional appeal. Thanks to this commitment to quality and tradition, Christina Ulos has been recognized for generations and has succeeded in building a loyal customer base, both among the Batak community and traditional textile collectors.</p>	<p>1. The ulos market in the marketplace is highly competitive, so Christina Ulos needs to highlight authentic motifs, cultural philosophy, and handwoven quality as differentiation. Although ethnic trends and digitalization have increased demand, high production costs and lengthy processing times pose challenges. Furthermore, active competitors with aggressive digital strategies require Christina Ulos to strengthen its digital marketing strategy to remain competitive.</p>	<p>1. This strategy stems from Christina Ulos's core strengths: the authenticity of hand-woven ulos and the philosophical value of each motif. Amidst a highly competitive market and the threat of counterfeit products at significantly lower prices, social media must be utilized to build an exclusive image through cultural storytelling. Content that depicts the weaving process, the meaning of the motifs, and the profiles of the weavers will highlight a differentiation that is difficult for newcomers to imitate. In this way, Christina Ulos sells not just a product, but a cultural experience, thereby reducing the bargaining pressure of buyers who tend to be price-sensitive.</p>
<p><b>2. Weakness</b> Christina Ulos's primary weakness lies in its limited production capacity, as it relies on a manual weaving process that takes 3 to 7 days per piece, making it difficult to meet large-scale demand. Furthermore, marketing remains largely local and relies heavily on direct sales and word-of-mouth recommendations. This is exacerbated by suboptimal digital promotion, due to a lack of technological literacy and limited use of social media and <i>e-commerce</i>.</p>	<p>2. Buyers' bargaining power in the ulos market is very high due to the large number of manufactured ulos that are cheaper and easier to compare online, making consumers price-sensitive and easily switching sellers in the marketplace. Furthermore, some buyers do not understand the quality differences between hand-woven ulos and manufactured ulos, so they tend to choose cheaper products. However, Christina Ulos still has a loyal customer segment that values authenticity and cultural value, so in the premium market, buyer power can be reduced because they consider quality, not just price.</p>	<p>2. Based on SWOT and Porter's Five Forces findings, one of the biggest threats is the presence of cheap manufactured ulos and consumers' lack of understanding of quality differences. Therefore, social media must become an educational platform to increase consumer literacy regarding the value and process of hand-woven ulos. Content such as comparisons of quality, production time, raw materials, and cultural significance will increase consumer appreciation so they will not easily switch to cheaper substitute products. This education also helps reduce buyers' bargaining power and strengthen Christina Ulos' position in the premium market.</p>
<p><b>3. Opportunity</b> Christina Ulos has significant potential for growth, driven by growing public interest in local products and a growing sense of pride in regional culture.</p>	<p>3. The barrier to entry for the authentic handwoven ulos segment is quite high because it requires special skills and networks with weavers, plus Christina Ulos's already strong</p>	<p>3. Analysis shows that the ulos market on social media is filled with digitally aggressive competitors. Therefore, Christina Ulos needs to showcase its quality through</p>

<b>SWOT</b>	<b>Porter's Five Forces</b>	<b>Strategy</b>
<p>This opportunity is further enhanced by government support through programs such as "Proudly Made in Indonesia," which facilitates the digitalization and certification of MSME products. Furthermore, the growing interest of younger generations in ethnic products is paving the way for design innovation and relevant creative collaborations. This opportunity offers significant potential for market expansion, particularly through the use of digital platforms and cross-regional promotions.</p>	<p>reputation, making it difficult for newcomers to imitate. However, in the manufactured ulos segment, the threat of new entrants is greater because of simpler capital and production processes, as well as easy access to e-commerce that makes distribution no longer a barrier. As a result, although the authentic segment is relatively protected, the threat of new entrants in the low-cost segment remains real and competitive.</p>	<p>professional photos and videos to excel in the visual competition. Strong visual content helps emphasize the differentiation of handmade products compared to manufactured ulos that appear more mass-produced and generic. By showcasing detailed textures, weaving processes, and artistic finishes, Christina Ulos can attract premium consumers who focus on quality, not price. This strategy converts internal strengths into competitive advantages that are visible on social media.</p>
<p><b>4. Threat</b> The biggest threat facing Christina Ulos comes from the proliferation of manufactured or counterfeit ulos sold in bulk <i>online</i> at significantly lower prices, creating significant price competition and potentially weakening the market position of traditional woven ulos. This problem is exacerbated by the fact that counterfeit products often imitate motifs without understanding the original philosophical values, which risks diminishing the perception of authentic handwoven ulos culture in the eyes of consumers. Furthermore, changing consumer preferences, which tend to shift toward more modern and practical products, also pose a real threat and could shift market demand if Christina Ulos does not pursue continuous product innovation.</p>	<p>4. The threat of substitution for hand-woven ulos is very high due to the abundance of much cheaper manufactured ulos and the presence of ethnic products from other regions that can replace aesthetic needs without having to be specifically Batak. Furthermore, modern products such as synthetic scarves or shawls offer lower prices and attractive appearances, further strengthening the substitute position. With highly competitive prices and easy distribution through online platforms, consumers can quickly switch to cheaper and more accessible options.</p>	<p>4. Christina Ulos's main weakness is its minimal digital marketing, while Porter's analysis shows that marketplace buyers have many alternative options. To address this, Christina Ulos must connect all social media content with its official marketplace store and utilize live selling features on TikTok and Instagram. Through live selling, Christina Ulos can showcase product authenticity in real time, explain the philosophy of its motifs, and encourage direct purchases. This integration increases accessibility, accelerates purchasing decisions, and reduces the risk of consumers switching to more digitally active competitors.</p>
	<p>5. Competition in the ulos market is fierce due to the large number of sellers, so Christina Ulos needs to stand out through authentic motifs, cultural values, and quality handwoven fabrics. Although the market is growing thanks</p>	<p>5. The biggest threats from Porter's Five Forces perspective are the large number of competitors and the existence of low-priced substitute products. To strengthen its market position, Christina Ulos can collaborate</p>

SWOT	Porter's Five Forces	Strategy
	to ethnic trends and digitalization, high production costs and a lengthy manufacturing process pose challenges. Furthermore, competitors' aggressive digital strategies require Christina Ulos to increase online marketing to remain competitive.	with cultural influencers, designers, or micro-influencers relevant to ethnic fashion. This collaboration provides social proof, increases trust, and helps Christina Ulos reach new audiences who value cultural identity. Through this strategy, opportunities from local pride and cultural appreciation trends can be maximized, while reducing the threat of competition because the brand appears more credible and modern in the eyes of social media consumers.

#### 4. CONCLUSION

Christina Ulos has a strong competitive position thanks to the authenticity of its hand-woven ulos, its hereditary reputation, and the cultural values inherent in each motif. However, it faces significant challenges in the form of intense digital competition, the rise of cheap manufactured ulos, limited production capacity, and minimal use of digital marketing. Through a combination of SWOT analysis and Porter's Five Forces, this study shows that internal strengths and external opportunities can be maximized through a social media-based marketing strategy that emphasizes cultural storytelling, consumer education on the differences between authentic and manufactured ulos, optimization of professional visual content, integration of social media with marketplaces, and collaboration with cultural influencers to strengthen product differentiation in the digital market. Christina Ulos has the opportunity to expand its market reach, increase competitiveness, and preserve Batak cultural heritage in the challenging modern era.

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