

Creativity in Marketing: MSMEs Innovative Steps in Attracting Consumers

Fuji Santoso¹, Sudarmiatin², Ludi Wishnu Wardana³
^{1,2,3}Universitas Negeri Malang, Indonesia

Article Info

Article history:

Received November 2023
Revised November 2023
Accepted November 2023

Keywords:

Creativeness
Marketing
Innovative
MSMEs
Consumers

ABSTRACT

Growth and success of micro, small and medium-sized enterprises (SMEs) are heavily influenced by product creativity and innovation. MSMEs must develop high-quality goods to face increasing competition. These products must be able to meet the needs and demands of the changing market. The aim of this research is to identify progress in MSMEs products and emerging challenges. These small often have difficulties when it comes to product development; they still rely on old products for innovation, lack adequate capital, and do not have the right approach to developing their products. If a business wants to survive, they have to keep creating new products. Most of the income comes from MSMEs, because the economy of the community can be helped by the existence of MSMEs. But MSMEs today is still limited in the presence of borrowing capital, because there are still many MSMEs that have not been touched by the financial institutions.

This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



Corresponding Author:

Name: Fuji santoso
Institution Address: Universitas Negeri Malang, Malang, Jawa Timur, Indonesia
e-mail: fuji.santoso.2304139@students.um.ac.id

1. INTRODUCTION

In developing countries such as Indonesia and developed countries, MSMEs plays an important role in the development and growth of the Indonesian economy [1]. Many micro, small, and medium-sized enterprises (MSMEs) are starting to emerge with varied and innovative products as evidence of the development of MSMEs. In situations like this, it is highly likely for MSMEs to be a top priority to meet market needs for goods that were previously inaccessible to medium-scale or large scale companies.

Innovation is part of creativity, which increases productivity. The ability to generate creative ideas allows business

owners to innovate and create new goods or services. According to Murwanti, it would be an advantage because it has a unique point of sale. The ability to innovate is crucial because without it, companies will not last long. It is because the needs, desires, and demands of customers are constantly changing. In marketing, innovation can mean new goods and services. "New" can mean one of two things: 1) refers to a product that has never been available before on the market; or 2) refers for a product which is available in the market but different, which is an improvement or improvement of a previous product.

MSMEs must have a competitive advantage by using modern technology in

their efforts to create creative products. Creative products are crucial to winning competition, ining product superiority, and creating market preferences. To win competition with high-quality products and uncertain consumer desires, an entrepreneur must create a creative product [3]. Therefore, MSMES will be able to compete in the business world if they are creative.

MSMES growth has occurred in many provinces in Indonesia, including East Java. East Java is not only one of Indonesia's most famous provinces for its visits, but also one of the provinces that is famous for its creative industries. One part of the contribution of the City of Surabaya as the capital of East Java Province is MSMES.

With the increasingly rapid development of the era, technology has entered the business world, and now every product can be sold easily through social media marketing or online. Social media marketing strategies have become one of the most popular approaches because these models have the ability to accelerate various business activities.

Actually, the problem is low productivity in making new products. Lack of creativity leads to unstable marketing performance [4]. The government is increasingly paying attention to the growth of MSMES (small and medium-sized micro-business) in Indonesia as a whole and in West Sumatra in particular as MSMES plays a major role in the progress of the overall Indonesian economy. The government has always supported and strived for more MSMES to grow and thrive to boost the Indonesian economy. By empowering MSMES, the perpetrators of MSMES can improve the well-being of their families and improve their own welfare.

The business world is growing rapidly, resulting in increasingly sharp competition. Therefore, in order for their business to thrive, an entrepreneur must be more creative and innovative when creating a product. Without innovation and creativity, business will not progress and customers will be bored to buy made goods

[5]. According to Bismala [6], MSMES managers must be innovative, not give up easily, dare take risks, and always find new ways to improve performance [7].

2. LITERATURE REVIEW

2.1 Strategy

Strategy is a tool for achieving a goal. Strategy can be defined as a plan of action that explains how to regulate resources and various actions to deal with the environment, gain a competitive advantage, and a company's goals. However, strategy is an attempt to increase its influence on the market, both in the short and long term, based on market research, evaluation, product planning, promotion, and sales planning, as well as distribution. This strategy is designed on a large scale and is aimed at overcoming competition to the company's goals. However, strategy management is a set of management decisions and actions that determine the long-term performance of a company. Strategy management can also be defined as the science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to its goals.

According to Juwono, the goals of strategy management are as follows: to evaluate the strengths, weaknesses, opportunities, and threats of today's business; to constantly update strategies made to fit progress and respond to the ever-changing, changing, and changing external environment; to make product innovations to fit consumer tastes and ensure that product development continues; and to implement and evaluate strategies chosen. Strategy management can also help companies solve problems faster and more accurately; become more sensitive to threats from outside the company; make better decisions because more strategies are collected from group interactions; and learn more about appreciating productivity in strategy planning [8].

According to Pandji Anoraga's book, the business sector typically has the

following characteristics: accounting systems are more similar to simple accounting administration and tend not to follow accounting management standards. There are times when accounts are not always up-to-date, which makes it difficult to assess how much effort it does. Because of very high competition, business margins tend to be thin. They don't have much experience in managing companies. It is difficult to predict that being able to reduce costs will reach a long-term efficiency point due to the very small economic scale. Marketing, negotiation, and market diversification are very limited. Given the limitations of the administrative system, the ability to obtain funds from the capital market is the lowest. A company must be transparent and follow a standard administrative system to get funds in the capital market. The micro effort has characteristics that indicate the weaknesses and vulnerabilities that can cause problems to arise. This leads to various internal problems, especially those related to funding, which seems difficult to find a clear solution.

According to Eman Suherman, promotion is an important activity in marketing, which is the process of delivering data and information, the benefits and the superiority of the product to the public or the general public by the promotion officer to become a reality in the field. Promotion can be done in several ways, such as [9]:

- Advertising;
- Personal selling;
- Sales promotion;
- Publicity;
- Public relations;
- Combination.

Although there are many promotional tools and approaches available, choose a more effective approach to touch or satisfy the wishes and needs of customers, of course at a more expensive cost, but can reach more customers. Promotional strategies may be used with more variables to satisfy customer attractiveness.

In the midst of the current economic situation, must carefully consider strategies to maintain the survival of their business so

as not to suffer a decline in sales or losses that could lead to the company rolling down. Therefore, product marketing is crucial to boosting sales. With the social distancing policy imposed on 5.0, direct marketing is not a good solution. Instead, it has to use technology, that is, do online marketing.

Husen and Mandaraira say that one of the right steps that entrepreneurs should take is to conduct digital marketing on, including small and medium-sized micro enterprises (SMEs), through the media. This is because entrepreneurs need to have knowledge so that they can implement optimum, effective, and efficient strategies throughout their business [10].

2.2 Innovation and Creativity

In the business world, innovation and creativity are crucial. Despite having clear limits, he remains innovative and creative. Creativity is the first step towards innovation. To be a force in business competition, creativity is the ability to create new products with a combination of new or old ideas. This creativity shows the way a person thinks to find solutions to problems with effective ideas. Creativity and innovation are different, so creativity relates to useful ideas, while innovation is relating to ideas that are applied. Be able to perform with the changes that exist by increasing creativity, perspective, and way of thinking.

According to Zimerer in [11], creativity is the ability to develop new ideas and find new ways to solve problems. Everyone knows that innovation is an important function. Innovation means innovation by creating something better, more quality, more attractive, and more popular than before. According to Act No. 19 of 2002, innovation is research, development, or engineering activities carried out with the aim of creating practically applied values in new science. These new values will be applied to existing science and technology when developing a product or production process. There is a possibility that this is an innovation for those who are new to seeing or feeling. Innovation begins with a concept

and applies to something that is considered new by the user. This is because the needs and demands of customers are constantly changing and do not want to consume the same product. That requires constant innovation. Therefore, in business, this creativity and innovation must be possessed and developed for success as MSMES needs today. Because innovation comes from creativity.

2.3 Product innovation

Product innovation says it's a process that tries to solve problems. Cheap but quality products or good but expensive products are common problems in business. Product innovation can come from improvements and changes to products that have already existed, or it can also come from products that are completely new and different from before. This means that a company that can make its product according to the customer's wishes will be able to survive in the midst of competition because its product remains in demand by the customer. According to [12], there are three indicators of product innovation: technical innovation, design change, and creativity.

2.4 Understanding MSMES

Micro, small and medium-sized enterprises (MSMES) have the ability to stabilize and boost the Indonesian economy and serve as a big business spearhead in distributing and selling their products to the public. They are also flexible to survive unfavourable circumstances, such as a global crisis. In general, MSMES uses strategies to create unique and special products so that they can compete with big business products [13]. This will enable increased production and market expansion to increase sales or service transactions of MSMES products. Therefore, how do we improve MSMES products with the best quality and quality?

to compete locally, nationally, and even internationally. With the resources we have – not only natural resources but also highly skilled human resources – MSMES is able to manage the resources available so

that it produces innovations that are valuable in terms of economics, art, culture, and creativity. Therefore, encourage innovation and creativity to ensure that MSMES products remain in the eye of the world.

MSMES products will compete with products from other countries, which makes competition in the global market difficult. There is a need to improve access to MSMES and competitive financial services. So, MSMES has to get funds from banks and other financial institutions because they don't know much about the commercial potential of MSMES. Besides, in order to increase the distribution of credit to MSMES, adequate information about the state of the MSMES must be provided. This is regardless of whether the MSMES is affiliated with other financial institutions or not. Micro, small and medium-sized enterprises (MSMES), according to the Act No. 20 Year 2008 Article 1 MSMES is a productive economic enterprise that stands by itself, carried out by individuals or enterprises that are not the children of a company or branch of the company owned, controlled or part of either directly or indirectly directly with small or large enterprises having total net wealth or sales each year stipulated in this Act.

3. METHODS

Field research, or field research, means conducting direct observations on the subject of research in order to obtain relevant information. This research included qualitative research that did not use a lift. Researchers chose this type of research because it's easier to get data. Data collected:

- Primary data directly from research subjects and informants interviewed;
- Secondary data from publications such as books, scientific journals, and other publications on creative strategies and social media marketing to gain competitive advantage.
- Research Informer: The technique of targeting and determining research informer is purposive sampling. 3.4 Research informer, as to what

becomes the technique of determining and taking a research target called research informant is purposely sampling. Purposive Sampling is a technique of taking samples from a data source with a particular consideration. As for what is the determination of the informant in this research is: MSMEs Surabaya

Research Design, Research Design is qualitative research. Qualitative descriptive is a type of research that uses descriptives in the form of written or oral words from observable people and perpetrators. With the selection of this method is expected to provide an overview of the social media marketing system and the credibility of competing advantage on MSMEs in East Java.

4. RESULTS AND DISCUSSION

4.1 Analysis Of The Implementation Of Creativity And Innovation In Marketing

Many people consider the products offered or consumed by customers to be examples of business creativity. Amir says that business creativity is not just about products; it also includes service processes, input development, and even business strategies. Today's creative resources enable every company to thrive and change. Creativity is ideas or ideas, as mentioned earlier. Although they are still ideas, they are essential for building new products as a result of innovation. Although new products are not always really new, old products may undergo minor changes, such as shape, packaging, and taste. However, these innovations have a significant impact on brand performance, especially in terms of company marketing activities. Business organizations can innovate and be creative as part of marketing. Creativity goes on with innovation [14].

Three things can define product innovation: First, companies must be able to see market opportunities for their products, which means they must create new products

for marketing so that they do not compete with other products. Second, companies should build marketing capabilities to respond to markets by attending seminars or socializing about product marketing, both online and in-person. Next, the ability to take advantage of the present opportunity quickly. It shows that innovation can facilitate production. On the other hand, product innovation is essential for effective marketing to improve company performance [15].

In the business world, creativity is vital and needs to be developed. If an entrepreneur is unable to develop this creativity, his innovating power will decrease, so he will not thrive and lose competition. On the contrary, if business creativity is enhanced, then business success will be achieved through good innovation.

According to Fontana, business or organizational creativity is a combination of expertise, creative-thinking skills, and motivation. Furthermore, there are six business creativity-enhancing components that can be applied to business practices and organizational management [16].

- a. Challenges; have owners/managers given enough challenge to their employees, set the right job for the right people and at the right time? The more challenging, the more creative.
- b. Freedom: Has the manager given sufficient autonomy to his employees in the workplace, including in making relevant decisions on the part of his job?
- c. Resource: Does the company carefully pay attention to and allocate the primary resources that influence creativity, namely time and money?
- d. Appropriate division of work features: has the company gathered the right people in one group of jobs so that their combination outputs a good job?
- e. Management support or managers/supporters: has

management paid attention and appreciated employees, not only when they succeeded, but also in less successful moments when they needed support?

- f. Organizational support: Does the whole party in the organization and the design of the organization foster business creativity?

Creativity is the key to creating new innovations. Innovations show the brand performance of a product, and these must be marketed to consumers through promotions to inform consumers about the brand. These innovations may just change the packaging of the product, change the version of the old product, or change the way the product is marketed, which is actually known to be only an innovation. However, it can be affirmed that brand performance is essential to be done consistently. Once a brand is successful, marketing must be done, including promotion using existing methods and tools of promotion.

4.2 The Role of Technology in Marketing Creativity

With the increasingly rapid development of the era, technology has entered the world of business, and now every product can be sold easily through social media marketing or online. Social media marketing strategies have become one of the most sought-after approaches of many people because these models have the ability to accelerate a variety of business activities. Social media can be used to describe MSMES's efforts to communicate, promote, and sell goods and services over the Internet. It's possible to get cooled data with the help of human technology. Not only that, technology also has a very strong influence, that is, advanced technology causes increased competition in the business world, which drives MSMES to continue to develop MSMES innovative products and creativity.

Marketing is a process that involves an effort to create, communicate, and deliver value to customers. The purpose of marketing is to meet the needs and wishes of customers by offering relevant products or

services and building a strong relationship between the company and the customer[17]. "Knowing and understanding customers in such a way that a product or service can fit them and sell them" is the definition of marketing, according to him[18].

Business promotion through print media and social media is one way for business to become more known to the public. One way for MSMES to promote its products is by following exhibitions and online media. Because the products offered are attractive and in line with the current trends, the more people recognize the product then more people want to buy. Media promotion is also important for business development.

Marketing basically covers all the actions and processes undertaken by a business to understand customer needs, plan an effective marketing strategy, create the right product or service, inform potential customers of the value of the product or services, and conduct sales and customer service to business goals [19].

A MSMES must seriously do marketing, especially during the process of choosing the marketing strategy they will use to penetrate the market. MSMES's ability to acquire market share is a challenge in a place like this, when competition is getting tougher. The Indonesian fashion industry is experiencing very rapid growth. Bags are one of the growing fashion industries, and there, besides clothing, bags are the main item. This is because bags have many functions. In the midst of today's unstable economy, the fashion industry is still in high demand, as well as as a raw material requirement, and because of the latest fashion influenced by the arrival of ASEAN trade. With the fierce competition between MSMES moving in fashion, entrepreneurs must keep looking for new and up-to-date ideas in order to compete with those in the same field. According to Prasetyo and Hidayat, sales promotion encompasses key elements of the company's campaign and the best promotion

is the promotion that brings customer satisfaction [20].

Innovation and creativity are crucial in terms of business. All over the world, a businessman's success begins with their innovation in creating new products, both goods and services. Strong competition in the business world drives entrepreneurs to be highly creative. Innovative thinking, new concepts, and products different from existing must be the basis of creative power. Managed can stand out from their competitors by maximizing innovation and creativity.

4.3 The Influence of Creativity on Consumer Decisions

Because low or high consumer interest in a good or service of course affects the success of a business, the purchase decision is something that can not be ignored simply by an entrepreneur. The consumer's decision to buy a product in the business world is strongly influenced by the quality of the product. Of course, a business must have quality to sell a quality product or service. A product is said to be of quality when its physical condition, function, and properties are good based on the expected quality level such as durability, reliability, and accuracy to meet customer needs. Business owners are required to be more innovative and creative in keeping up with the evolving world of business and consumer needs that are increasingly diverse, boundless, and creative.

MSMES must use appropriate marketing strategies to deal with diverse consumer behavior. These strategies include attractive branding, effective promotions, appropriate menus, and good customer service. "Consumer behavior is a system of individual decision-making and physical activity involving the individual himself, in evaluating, acquiring, using, even ignoring certain products or services [21]". According to William J. Stanton the importance of a product is [22]:

- a. Make the buyer confident of the quality of the goods he buys. Consumers will be more confident to

buy a product that has a brand than an unbranded product.

- b. The brand can be advertised. Branded products are able to advertise themselves, such as Lux bath soap products, Palmolive, and so on. These brands are also famous for their brand performance that is already widely known by consumers. They've kept their brand's performance to this day, even though they've always been creative and innovative in their packaging, their promotions, and their use as beauty soaps.
- c. Consumers can more easily recognize a branded product.
- d. A brand can add prestige to the brand user. For example, the brand of cars BMW, cars with Audi brand, shoes with Aigner brand, batik with Danar Hadi brand, and products with other brands whose brand performance is already very well known.

James J. Gallagher, stated that creativity can be defined as a mental process carried out by a person to produce a new idea or product, or combine both, which will eventually become a habit for themselves. Reactivity means trying new things. Creativity is the process of connecting and re-accumulating knowledge within the human mind, allowing them to think more freely and produce ideas that surprise others [23].

By increasing the amount of different information into the brain, such as knowledge, experience, and observation, creativity can be enhanced, especially by learning new stuff. Memory, imagination, and the absorption of the brain are the three forces that enable creativity. There are several indicators of creativity: 1. Transformation in displaying products by following completely new trends 2. Doing new ways 3. Solving existing problems, the study of how a person, group, or organization makes decisions to buy and use products and services is known as consumer

behavior [24]. MSMES must understand consumer behavior in order to plan marketing strategies and meet customer needs [25].

Some of the components that affect consumer conduct are as follows: a) Needs and Desires: Customers will find restaurants that meet their needs and desires [26]. For those looking for a relaxing atmosphere, contact with nature, or a place to relax, outdoor cafes can be attractive. B) Social Factors: Opinions or recommendations from friends, family, or social media can influence customer choices [27]. MSMES outdoor cafe owners can use recommendation programs and social media to attract new customers. (c) Factors of a psychological nature: Factors such as individual perceptions, preferences, attitudes, and motivations influence purchase decisions. Outdoor cafes that offer a natural experience or a relaxing atmosphere can attract customers who are looking for relaxation or escape from daily routine. (d) Demographic factors: Age, income, marital status, and other demographic factors can also influence consumer behavior. MSMES outdoor cafe needs to understand their potential customer

profiles to identify relevant preferences and needs [28].

5. CONCLUSION

From the above description, it can be concluded that creativity in marketing: MSMES innovative step in attracting consumers is highly dependent and mutually needed. If product innovation becomes a primadona for consumers, MSMES development will also be stable. This is because development depends on innovation, and if such innovation is in demand by many people, then the profits obtained by entrepreneurs will also increase with the development of MSMES. With the help of promotions through print media or social media, small and medium-sized can continue to operate by enabling consumers to view products and visit stores. Thus, MSMES can compete with large-scale business. Since MSMES assistance has been opened, MSMES is now able to tackle the unemployment rate in Indonesia as MSMES aid opens employment opportunities for the unemployed.

REFERENCES

- [1]. Suhaeni, T. (2018). Pengaruh Strategi Inovasi Terhadap Keunggulan Bersaing di Industri Kreatif (Studi Kasus UMKM Bidang Kerajinan Tangan di Kota Bandung). *Jurnal Riset Bisnis dan Investasi*, 4(1), 57-74.
- [2]. Kusdiyanto, K., Saputro, E. P., Sholahuddin, M., Mabruroh, M., Irawati, Z., Murwanti, S., & Setyaningrum, D. P. (2022). Identification of intention to buy healthy food. *International Journal of Business, Economics and Management*, 5(1), 32-41.
- [3]. Nurazzi, N. M., Asyraf, M. R. M., Khalina, A., Abdullah, N., Aisyah, H. A., Rafiqah, S. A., ... & Sapuan, S. M. (2021). A review on natural fiber reinforced polymer composite for bullet proof and ballistic applications. *Polymers*, 13(4), 646.
- [4]. Handayani, L., Danuta, K. S., & Nugraha, G. A. (2021). Pengaruh Profitabilitas, Ukuran Perusahaan, dan Leverage Terhadap Ketepatan Waktu Pelaporan Keuangan. *Eksis: Jurnal Ilmiah Ekonomi dan Bisnis*, 12(1), 96-99.
- [5]. Viridianasari, N. M. A. (2021). Analisis Pengaruh Kreatif Dan Inovatif Di Dunia Bisnis Kewirausahaan Dalam Perspektif Ekonomi Islam. *Niqosiya: Journal of Economics and Business Research*, 1(1), 37-47.
- [6]. Bismala, L. (2016). Model manajemen Usaha Mikro Kecil dan Menengah (UMKM) untuk meningkatkan efektivitas usaha kecil menengah. *Jurnal Entrepreneur dan Entrepreneurship*, 5(1), 19-26.
- [7]. Darsono, S. N. A. C., Wong, W. K., Nguyen, T. T. H., Jati, H. F., & Dewanti, D. S. (2022). Good governance and sustainable investment: The effects of governance indicators on stock market returns. *Advances in Decision Sciences*, 26(1), 69-101.
- [8]. Juwono, T., Abou Hamad, I., Rikvold, P. A., & Wang, S. (2011). Parameter estimation by Density Functional Theory for a lattice-gas model of Br and Cl chemisorption on Ag (1 0 0). *Journal of electroanalytical chemistry*, 662(1), 130-136.
- [9]. Suherman, E. (2008). PRINSIP KERJASAMA, KESOPANAN, DAN IRONI DALAM MASYARAKAT JEPANG: SEBUAH TINJAUAN DARI DIMENSI SOSIOPRAGMATIS. *LITE: Jurnal Bahasa, Sastra, dan Budaya*, 4(1), 24-35.
- [10]. Husen, T. I., & Mandaraira, F. (2021). Penerapan Strategi Bisnis di Masa Pandemi Covid-19 (Studi pada UMKM Wizz Kitchen Aceh Barat). *Jurnal Bisnis Dan Kajian Strategi Manajemen*, 5(2).
- [11]. Alma, B. (2011). Manajemen pemasaran. *Edisi Ketiga*. Jakarta: Erlangga.

- [12]. Supranoto, M. (2009). *Strategi menciptakan keunggulan Bersaing produk melalui orientasi pasar, Inovasi, dan orientasi kewirausahaan Dalam rangka meningkatkan kinerja Pemasaran (Studi empiris pada: Industri Pakaian Jadi Skala Kecil dan Menengah di kota Semarang)* (Doctoral dissertation, UNIVERSITAS DIPONEGORO).
- [13]. Sedyastuti, K. (2018). Analisis pemberdayaan UMKM dan peningkatan daya saing dalam kancah pasar global. *INOBI: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, 2(1), 117-127.
- [14]. Templeton, A. J., Ace, O., McNamara, M. G., Al-Mubarak, M., Vera-Badillo, F. E., Hermanns, T., ... & Amir, E. (2014). Prognostic role of platelet to lymphocyte ratio in solid tumors: a systematic review and meta-analysis. *Cancer epidemiology, biomarkers & prevention*, 23(7), 1204-1212.
- [15]. Elwisam, E., & Lestari, R. (2019). Penerapan strategi pemasaran, inovasi produk kreatif dan orientasi pasar untuk meningkatkan kinerja pemasaran UMKM. *Jurnal Riset Manajemen Dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*, 4(2), 277-286.
- [16]. Canonica, G. W., Bousquet, J., Casale, T., Lockey, R. F., Baena-Cagnani, C. E., Pawankar, R., ... & Vieths, S. (2009). Sub-lingual immunotherapy: World Allergy Organization position paper 2009. *World Allergy Organization Journal*, 2, 233-281.
- [17]. Sadikin, A., Naim, S., Asmara, M. A., Hierdawati, T., & Boari, Y. (2023). Innovative strategies for MSME business growth with the business model canvas approach. *Enrichment: Journal of Management*, 13(2), 1478-1484.
- [18]. Jalil, M. E. B., Rahim, M. K. A., Mohamed, H., Samsuri, N. A. B., Murad, N. A., Dewan, R., ... & Nugroho, B. S. (2021). High capacity and miniaturized flexible chipless RFID tag using modified complementary split ring resonator. *IEEE Access*, 9, 33929-33943.
- [19]. Ab Hamid, M. R., Sami, W., & Sidek, M. M. (2017, September). Discriminant validity assessment: Use of Fornell & Larcker criterion versus HTMT criterion. In *Journal of Physics: Conference Series* (Vol. 890, No. 1, p. 012163). IOP Publishing.
- [20]. bin Abdul Hamid, S., binti Ismail, A., & Zaharudin, R. (2021). Kepimpinan teknologi guru besar sekolah rendah harian: satu kajian rintis di Kedah. *JuPiDi: Jurnal Kepimpinan Pendidikan*, 8(3), 38-54.
- [21]. Ariyanto, R. D., Andrianie, S., Arofah, L., & Nawantara, R. D. (2021). Pelatihan pembuatan media pembelajaran berbasis karakter religius menggunakan Canva di SDN Tanon 2. *Dedikasi Nusantara: Jurnal Pengabdian Masyarakat Pendidikan Dasar*, 1(2), 65-74.
- [22]. Fitts, R. K. (1996). The landscapes of northern bondage. *Historical Archaeology*, 30(2), 54-73.
- [23]. Gallagher, J. J. (1986). A Summary of Research in Science Education--1985.
- [24]. Kardini, N. L., Elshifa, A., Adiawaty, S., & Wijayanti, T. C. (2023). The Role of Quality Human Resources in Developing Missions of Future Universities in Indonesian Higher Education. *Munaddhomah: Jurnal Manajemen Pendidikan Islam*, 4(1), 49-59.
- [25]. Ardhiyansyah, A., & Nugroho, S. S. (2020). Sikap Konsumen Pada Toko Daring Produk Fesyen di Indonesia. *Jurnal Bisnisman: Riset Bisnis dan Manajemen*, 2(1), 1-22.
- [26]. Prilia, I., & Ardhiyansyah, A. (2021, June). Pengaruh Brand Ambassador Terhadap Brand Image Pada E-Commerce Indonesia. In *SENMAIBIS: Conference Series* (pp. 38-44).
- [27]. Sadikin, A., Naim, S., Asmara, M. A., Hierdawati, T., & Boari, Y. (2023). Innovative strategies for MSME business growth with the business model canvas approach. *Enrichment: Journal of Management*, 13(2), 1478-1484.
- [28]. Soomro, A. A., Mokhtar, A. A., Kurnia, J. C., Lashari, N., Lu, H., & Sambo, C. (2022). Integrity assessment of corroded oil and gas pipelines using machine learning: A systematic review. *Engineering Failure Analysis*, 131, 105810.