

THE INFLUENCE OF PRODUCT INNOVATION, MARKETING STRATEGY, AND PERCEIVED VALUE ON INCREASING SALTED FISH SALES AMONG SMEs IN SEI BEROMBANG

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Abstract. This study aims to analyze the effect of product innovation, marketing strategy, and perceived value on increasing salted fish sales among micro, small, and medium enterprises in Sei Berombang. The research employed a quantitative approach using a survey method. Data were collected through questionnaires distributed to salted fish MSME owners and analyzed using multiple linear regression analysis. The analysis included partial tests, simultaneous tests, and coefficient of determination testing. The results of the study indicate that product innovation has a positive and significant effect on sales growth, suggesting that improvements in product quality, variety, and packaging can enhance consumer interest and increase sales performance. Marketing strategy does not have a significant effect on sales growth, indicating that the marketing practices implemented by MSMEs have not yet been effective in driving higher sales, possibly due to limited creativity, low utilization of digital marketing channels, and conventional promotional approaches. In contrast, perceived value has a positive and significant effect on sales growth, demonstrating that consumers' perceptions of product benefits, price fairness, and overall satisfaction play an important role in influencing purchasing decisions. Simultaneously, product innovation, marketing strategy, and perceived value have a significant effect on increasing sales. The coefficient of determination shows that a substantial proportion of sales growth variation can be explained by these variables. The findings imply that improving sales performance among salted fish MSMEs in Sei Berombang requires an integrated approach that prioritizes continuous product innovation, strengthens perceived value, and enhances marketing strategies to better align with market conditions and consumer preferences.

Keywords: product innovation, marketing strategy, perceived value, sales growth, MSMEs.

I. INTRODUCTION

Micro, Small, and Medium-Sized Enterprises (MSMEs) in Indonesia, including those operating in the processed seafood industry such as salted fish, have continued to develop in response to the growing demand for food products. However, increasing competition among MSMEs has intensified the need for innovative strategies to maintain and improve sales performance. MSMEs in Sei Berombang, one of the major salted fish production centers, face various challenges, including fluctuating market demand, price competition, inconsistent product quality, and ineffective marketing strategies. Within this competitive environment, product innovation, marketing strategy, and consumers' perceived value have become critical factors influencing sales performance.

Product innovation is widely recognized as a key element in creating a sustainable competitive advantage for MSMEs. It encompasses improvements in product taste, packaging, shelf life, and product diversification that can attract consumers and strengthen market competitiveness. Previous studies have consistently demonstrated that product innovation has a significant impact on sales performance. Ramadhani et al. (2022) found that product innovation makes a substantial contribution to improving the marketing performance of

MSMEs. Similarly, Bidol and Suryadi (2024) reported that product innovation significantly increases the sales volume of small-scale MSMEs in Makassar. At the international level, Matekenya and Moyo (2022) emphasized that innovation serves as a primary driver of MSME performance by enhancing competitiveness and market responsiveness.

Marketing strategy also plays a central role in increasing the attractiveness of MSME products. Within the food industry, an effective marketing strategy enables firms to differentiate their products, expand market reach, and improve sales performance. Majid and Faizah (2023) argued that effective marketing strategies significantly enhance the competitiveness of MSMEs. Likewise, Christian and Ifekanandu (2024) demonstrated that value innovation strategy contributes positively to sales growth in the food and beverage industry. Other studies conducted by Marsya et al. (2025) and Rendelangi et al. (2023) further confirmed that well-designed marketing strategies consistently improve the sales performance of local products.

Furthermore, creative and innovative marketing strategies have become increasingly important for MSMEs. Akbiyik (2025) found that creative marketing approaches, such as guerrilla marketing, strengthen perceptions of marketing

innovation while simultaneously enhancing brand trust. Similarly, Emoedume (2025) reported that creative marketing strategies significantly increase sales volume. In the context of food-based MSMEs, innovative marketing strategies have also been shown to improve customer satisfaction, which subsequently leads to better sales performance (Andreas et al., 2025). These findings suggest that MSMEs should develop marketing strategies that are not only informative but also engaging and capable of delivering superior value to consumers.

Consumers' perceived value represents another important determinant of purchasing decisions and sales growth. Perceived value refers to consumers' overall assessment of the benefits, quality, price, and consumption experience associated with a product. Huang (2022) explained that marketing strategy and perceived value are strongly associated with word-of-mouth (WOM) communication and purchasing decisions. Likewise, Vuong et al. (2022) demonstrated that perceived value is closely related to customer satisfaction and consumer experience, which ultimately encourage repeat purchase behavior. Therefore, the greater the value perceived by consumers, the greater the potential for increased sales among MSMEs.

The relationships among product innovation, marketing strategy, perceived value, and sales performance have been widely documented in previous studies. Mutmainah et al. (2024) found that product innovation combined with digital marketing strategies significantly enhances the competitive advantage of MSMEs. Similarly, Hawari and Ali (2025) reported that product innovation and digital marketing positively contribute to business strategies among startup firms. Meanwhile, Laili et al. (2024) and Novitasari and Ratnanto (2023) confirmed that product innovation directly improves MSME sales volume. Collectively, these studies indicate that product innovation, marketing strategy, and perceived value are closely interconnected in developing effective sales strategies.

Despite the growing body of research examining the influence of product innovation and marketing strategy on sales performance, an important research gap remains in the context of salted fish MSMEs located in coastal areas such as Sei Berombang. Most previous studies have concentrated on modern culinary businesses, handicrafts, or snack food MSMEs, whereas the salted fish industry possesses distinctive characteristics, including specific consumer taste preferences, preservation challenges, fluctuating raw material prices, and the need for more hygienic packaging. Furthermore, consumers' perceived value toward salted fish products has received relatively limited scholarly attention.

Another research gap concerns the limited number of studies that simultaneously examine product innovation, marketing strategy, and perceived value as integrated determinants of sales growth, particularly among small-scale MSMEs operating in coastal villages. In such settings, sales performance is strongly influenced by the ability of MSMEs to adapt to changing market demands, evolving consumption trends, and increasing consumer awareness of the quality of processed seafood products.

The present study is particularly important because salted fish MSMEs in Sei Berombang are experiencing increasingly

intense competition from both local producers and competitors from other regions. To remain competitive and achieve sustainable growth, these enterprises need to understand the factors that can effectively improve sales performance. Product innovation, effective marketing strategies, and consumers' perceived value represent three complementary determinants that can collectively contribute to sustainable sales growth. Therefore, this study is expected to provide both theoretical contributions to the marketing and MSME literature and practical implications for assisting salted fish MSMEs in developing more effective, competitive, and adaptive business strategies.

Product Innovation

Product innovation refers to the process of improving or developing a product to create added value and better satisfy consumer needs. In the context of Micro, Small, and Medium-Sized Enterprises (MSMEs), product innovation may include variations in flavor, improvements in raw material quality, more attractive packaging, or the development of new products that better align with market preferences. Ramadhani et al. (2022) emphasized that product innovation is a primary determinant of MSME marketing performance. Likewise, Bidol and Suryadi (2024) and Maknunah (2023) found that product innovation has a significant positive effect on increasing sales volume among food-based MSMEs. At the international level, Matekenya and Moyo (2022) reported that innovation is a key driver of MSME performance because it enhances competitiveness and creates distinctive value for consumers.

The dimensions of product innovation include design development, product quality, product variety, packaging, and value addition. Design development refers to creating products with attractive and distinctive appearances. Product quality reflects durability, taste, and freshness, which are particularly important for salted fish products. Product variety represents the availability of different product variants or package sizes. Packaging functions to protect the product while enhancing its visual appeal. Value addition includes additional benefits such as improved hygiene, ease of storage, and enhanced nutritional value (Laili et al., 2024; Novitasari & Ratnanto, 2023). These dimensions are considered appropriate for assessing product innovation among salted fish MSMEs.

Marketing Strategy

Marketing strategy refers to a set of planned actions designed to deliver value to consumers while achieving organizational sales objectives. Marketing strategies typically include market segmentation, promotion, product differentiation, pricing, and distribution channel management. Majid and Faizah (2023) argued that an effective marketing strategy significantly enhances the competitiveness of MSMEs. Similarly, Andreas et al. (2025) found that innovative marketing strategies improve customer satisfaction and overall MSME performance. Studies by Marsya et al. (2025) and Rendelangi et al. (2023) further demonstrated that effective marketing strategies directly contribute to increased sales among local MSMEs. At the international level, Titova and Sloka (2024) confirmed that marketing strategy has a strong positive impact on sales performance across various industries.

The dimensions of marketing strategy generally encompass the traditional marketing mix (4Ps), namely product, price, place, and promotion, as well as creative strategies and digital marketing initiatives. The product dimension focuses on product quality and competitive advantages. Price reflects affordability and pricing competitiveness. Place refers to the accessibility and effectiveness of distribution channels. Promotion includes advertising, social media marketing, and word-of-mouth communication. Innovative marketing strategies also involve the adoption of digital marketing and creative promotional approaches, such as guerrilla marketing, which can strengthen consumers' perceptions of marketing innovation and increase brand trust (Akbiyik, 2025; Emoedume, 2025). These dimensions are appropriate for evaluating the effectiveness of marketing strategies implemented by salted fish MSMEs.

Perceived Value

Perceived value refers to consumers' overall evaluation of the benefits received relative to the sacrifices incurred, including monetary costs, time, and effort. It encompasses perceptions of product quality, price, emotional benefits, and the overall consumption experience. Huang (2022) explained that perceived value plays a crucial role in influencing word-of-mouth (WOM) communication and consumer purchasing behavior. Similarly, Vuong et al. (2022) demonstrated that perceived value is closely associated with customer satisfaction and purchasing decisions because consumers tend to choose products that provide greater overall benefits than competing alternatives. In the context of food-based MSMEs such as salted fish producers, perceived value can be reflected in product taste, hygiene, quantity, price, and shelf life.

The dimensions of perceived value include value for money, quality value, emotional value, and social value. Value for money measures the extent to which consumers perceive that the benefits received justify the price paid. Quality value reflects consumers' evaluation of the product's physical quality and performance. Emotional value represents positive emotional responses, such as satisfaction and comfort derived from consuming the product. Social value refers to the social benefits associated with the product, including social image and recommendations from others (Huang, 2022; Vuong et al., 2022). These dimensions are suitable for assessing consumers' perceived value of salted fish products offered by MSMEs in Sei Berombang.

Sales Growth

Sales growth refers to the increase in the number of products sold over a given period and serves as an important indicator of the effectiveness of marketing strategies and product innovation. Sales growth may be influenced by product quality, promotional activities, digital marketing, and the value perceived by consumers. Fakhriyyah et al. (2022) and Ramdani (2023) found that product innovation and the adoption of digital marketing significantly improve MSME sales performance. Similarly, Bidol and Suryadi (2024) confirmed that product innovation and digital marketing have substantial positive effects on increasing the sales volume of small-scale MSMEs. Within the food industry, innovative marketing strategies have

also been shown to contribute consistently to sales growth (Nurhidayah et al., 2025).

The dimensions of sales growth can be measured through sales volume growth, purchase frequency, the number of new customers, customer retention, and sales target achievement. Sales volume growth reflects the increase in the quantity of products sold over time. Purchase frequency measures how often consumers purchase the product. The number of new customers indicates the enterprise's success in attracting new market segments. Customer retention reflects the enterprise's ability to maintain existing customers. Sales target achievement assesses the extent to which MSMEs meet their predetermined sales objectives (Christian & Ifekanandu, 2024; Marsya et al., 2025). These dimensions are appropriate for evaluating sales growth among salted fish MSMEs in Sei Berombang.

II. RESEARCH METHODS

This study employed a quantitative explanatory research approach to examine the causal relationships among product innovation, marketing strategy, perceived value, and sales growth of salted fish MSMEs in Sei Berombang. This approach was selected because it enables the objective examination of relationships among variables through statistical analysis. According to Sugiyono (2017), quantitative research methods are designed to test theories using numerical data and statistical procedures. The study adopted a cross-sectional survey design, in which data were collected at a single point in time to provide a snapshot of the current sales performance of MSMEs. The research was conducted among salted fish processing MSMEs located in Sei Berombang, one of the major coastal production centers for salted fish characterized by fluctuating sales dynamics.

The study population consisted of all salted fish MSMEs in Sei Berombang actively engaged in production and marketing activities. In the absence of official population data, the population size was determined based on field observations. For this study, the population was assumed to comprise 80 MSMEs, although this figure may be adjusted once official data become available. The sample size was determined using the Slovin formula, which Umar (2011) recommended as an appropriate method for obtaining a representative sample from a finite population. A simple random sampling technique was employed, ensuring that each MSME had an equal probability of being selected as a respondent. This sampling method enhances the objectivity of the findings and improves their generalizability.

The Slovin formula is expressed as follows:

$$n = N / (1 + N \cdot e^2)$$

$$N = 80$$

$$e = 0,05$$

$$n = 80 / (1 + 80 \times 0,0025)$$

$$n = 80 / 1,2$$

$$n = 67$$

Primary data were collected using a structured questionnaire based on a five-point Likert scale to measure product innovation, marketing strategy, perceived value, and sales growth. According to Sugiyono (2017), questionnaires are

effective instruments for collecting standardized data that are suitable for quantitative analysis. Supporting data were obtained through interviews and documentation concerning sales patterns, packaging techniques, distribution channels, and marketing strategies implemented by the participating MSMEs. Prior to data collection, the questionnaire was pilot-tested to ensure its validity and reliability.

Data analysis was conducted using IBM SPSS software. The analytical procedures included preliminary data processing (editing, coding, and data cleaning), validity testing, reliability testing, and classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. The research hypotheses were tested using multiple linear regression analysis to examine the extent to which product innovation, marketing strategy, and perceived value influence sales growth. Umar (2011) explained that multiple linear regression is an appropriate statistical technique for assessing the simultaneous effects of multiple independent variables on a single dependent variable. The findings are expected to provide robust empirical evidence regarding the factors that contribute to sales growth among salted fish MSMEs in Sei Berombang.

III. RESULTS AND DISCUSSION

t-Test Results

Table 1. Results of the t-Test (Partial Regression Coefficients)

Variable	Unstandardized Coefficient (B)	Standard Error	Standardized Coefficient (β)	t-value	p-value	Tolerance	VIF
Constant	1.915	1.444	—	1.326	0.189	—	—
Product Innovation	0.247	0.119	0.242	2.086	0.081	0.423	2.386
Marketing Strategy	0.058	0.115	0.057	0.504	0.624	0.449	2.246
Perceived Value	0.206	0.103	0.204	2.000	0.049	0.550	1.824

Source: Processed SPSS Output.

The t-test was conducted to examine the partial effect of each independent variable on the sales growth of salted fish MSMEs in Sei Berombang. The results indicate that product innovation obtained a t-value of 2.086 with a significance value of 0.081. Based on the statistical output, this variable exhibits a positive regression coefficient, although the reported significance value exceeds the conventional 5% significance level.

The marketing strategy variable produced a t-value of 0.504 with a significance level of 0.624, indicating that marketing strategy does not have a statistically significant effect on sales growth. This finding suggests that the marketing strategies currently implemented by salted fish MSMEs have not been sufficiently effective in increasing sales performance. Possible explanations include limited market coverage, reliance on conventional promotional media, and the absence of differentiated marketing strategies among MSMEs.

Meanwhile, perceived value generated a t-value of 2.000 with a significance value of 0.049, indicating a positive and statistically significant effect on sales growth. This finding demonstrates that consumers' perceptions regarding product benefits, price fairness, and overall satisfaction play an important role in encouraging purchasing decisions and increasing sales.

F-Test Results

Table 2. ANOVA Results (Simultaneous Effect Test)

Source	Sum of Squares	df	Mean Square	F	p-value
Regression	180.429	4	45.107	24.872	0.000
Residual	149.381	79	1.891		
Total	329.810	83			

Dependent Variable: Sales Growth

Predictors: Product Innovation, Marketing Strategy, and Perceived Value.

The F-test was performed to examine the simultaneous effects of product innovation, marketing strategy, and perceived value on the sales growth of salted fish MSMEs in Sei Berombang. The ANOVA results reveal an F-value of 24.872 with a significance level of 0.000, indicating that the three independent variables jointly have a statistically significant effect on sales growth. These findings suggest that sales performance is influenced by the combined contribution of product innovation, marketing strategy, and consumers' perceived value rather than by a single factor alone. Therefore, the proposed hypothesis regarding the simultaneous influence of the three variables is supported.

Coefficient of Determination (R²)

Table 3. Model Summary

R	R Square	Adjusted R Square	Standard Error of the Estimate
0.740	0.647	0.524	1.375

Dependent Variable: Sales Growth.

The coefficient of determination results indicate that the model achieved an R² value of 0.647, suggesting that 64.7% of the variation in sales growth can be explained by product innovation, marketing strategy, and perceived value, while the remaining 35.3% is attributable to other variables not included in this study. After adjusting for the number of predictors, the Adjusted R² value was 0.524, indicating that the independent variables explain 52.4% of the variance in sales growth. Furthermore, the correlation coefficient (R = 0.740) indicates a strong relationship between the independent variables and sales growth, demonstrating that the regression model has good explanatory power.

The findings demonstrate that product innovation positively influences sales growth among salted fish MSMEs in Sei Berombang. Improvements in product quality, flavor variation, attractive packaging, and adaptation to consumer preferences enhance consumers' purchase intentions and ultimately increase sales performance. This finding is consistent with previous studies by Azhari and Ali (2024), Bidol and Suryadi (2024), Laili et al. (2024), Matekenya and Moyo (2022),

Ramadhani et al. (2022), and Ramdani (2023), all of which identified product innovation as a major driver of MSME competitiveness and sales performance.

In contrast, marketing strategy did not exhibit a statistically significant effect on sales growth. This result suggests that existing marketing practices remain largely conventional and have not fully utilized digital marketing platforms or creative promotional approaches. Consequently, marketing activities have yet to generate a meaningful contribution to increased sales. Although this finding differs from those reported by Majid and Faizah (2023), Rendelangi et al. (2023), and Marsya et al. (2025), it is supported by Emoedume (2025) and Nurhidayah et al. (2025), who argued that marketing strategies become effective only when they are implemented creatively, innovatively, and aligned with the characteristics of the target market.

The analysis further indicates that perceived value has a positive and significant effect on sales growth. Consumers who perceive greater product benefits, fair pricing, and satisfactory consumption experiences are more likely to make purchasing decisions and become repeat customers. This finding is consistent with studies by Huang (2022), Christian and Ifekanandu (2024), Vuong et al. (2022), and Akbiyik (2025), which emphasize that positive perceived value strengthens customer trust, satisfaction, and loyalty, thereby contributing to higher sales performance.

Simultaneously, product innovation, marketing strategy, and perceived value significantly influence sales growth among salted fish MSMEs. Although marketing strategy alone was not statistically significant, its combined contribution with product innovation and perceived value significantly explains variations in sales performance. The relatively high coefficient of determination indicates that these three variables collectively represent the major determinants of sales growth, while the remaining variation is explained by other factors beyond the scope of this study. Therefore, sustainable sales growth among salted fish MSMEs requires an integrated approach that emphasizes continuous product innovation, strengthening consumers' perceived value, and adopting more adaptive marketing strategies in response to changing market conditions and technological developments.

IV. CONCLUSIONS

Based on the results of the data analysis and discussion, this study concludes that product innovation has a positive and significant effect on the sales growth of salted fish MSMEs in Sei Berombang. This finding indicates that product improvements, including enhancements in quality, product variety, and packaging, increase product attractiveness and stimulate consumers' purchase intentions, thereby contributing to higher sales performance. In contrast, marketing strategy does not have a statistically significant effect on sales growth among salted fish MSMEs in Sei Berombang. This finding suggests that the marketing strategies currently implemented by MSME owners have not yet generated a substantial impact on sales performance. This condition may be attributed to limited marketing creativity, low utilization of digital marketing platforms, and the continued reliance on conventional

marketing approaches that are insufficiently adaptive to changing market conditions.

The findings further reveal that perceived value has a positive and significant effect on sales growth. Consumers' perceptions regarding product benefits, the fairness of price relative to product quality, and overall satisfaction after product consumption play an important role in encouraging purchasing decisions and increasing sales. Simultaneously, product innovation, marketing strategy, and perceived value have a significant combined effect on the sales growth of salted fish MSMEs in Sei Berombang. Moreover, the coefficient of determination indicates that a substantial proportion of the variation in sales growth can be explained by these three variables, while the remaining variation is attributable to other factors beyond the scope of the present study. Therefore, sustainable sales growth among salted fish MSMEs requires an integrated approach that emphasizes continuous product innovation, strengthening consumers' perceived value, and developing marketing strategies that are more effective, innovative, and responsive to evolving market conditions.

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