



Analysis of Creative Craft SME Development Strategy in Pentahelix Perspective (Case Study of Used Rubber Craftsmen in Binjai City)

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ABSTRACT: Craft businesses in Binjai City do exist, but lack influence and coherence. Therefore, having the ability to innovate is very important for good management. The purpose of this study is to create a process in building a creative craft industry as an economic driver in Binjai City. We hope to build relationships between the creative craft industry and other economic sectors by assessing the potential of the City's creative craft industry and developing an action plan. This study uses a qualitative descriptive approach using the Pentahelix idea. Data collection methods used include observation, interviews, documents, and literature studies. In addition, this study combines SWOT and STP (Segmentation, Targeting, Positioning) analysis with the PentaHelix concept. Researchers produce research using SWOT and STP, it can be seen what strategies are suitable for developing a business, from the results of SWOT there is a suitable SO strategy to use so that the business can continue to grow, and from the results of STP, consumers who shop at creative craft SMEs are not impulsive buyers but shop according to their needs.

Keywords: Development Strategy, SWOT, STP, Pentahelix



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INTRODUCTION

Creative industries are an important part of today's creative economy. Indonesia recognises that the creative economy, which is based on the production of goods and services using talent, skills and creativity as intellectual property, is crucial to boosting the country's economy and enabling it to compete and thrive in the global market. Human resources, natural resources, technology, institutional framework, and financial institutions all contribute to the growth of Indonesia's innovative economic model (Syahbudi, 2021).

The competitiveness of Indonesia's creative industries can be measured in seven dimensions: creative resources, supporting resources, industry, finance, marketing, infrastructure and technology, and institutions. When measured by these characteristics, the average competitiveness of 15 creative industry subsectors is still relatively low (Harahap et al., 2022). This can lead to difficulty in obtaining financing, which is considered non-bankable due to high risk, variable cash flows, and intangible assets. In addition, the lack of meaningful institutional

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reforms hinders the growth of creative enterprises, as seen from the absence of laws and regulations that encourage the promotion of creative industries. In addition, there is little enthusiasm for demand management due to lack of recognition of creativity's contribution to national development, lack of active participation in international forums, and lack of respect for individuals, works, entrepreneurship, and local creative enterprises ([Harjawati, 2020](#)).

Micro, small, and medium enterprises in Binjai City are engaged in culinary, fashion, and services, among others. The development and empowerment of micro, small, and medium enterprises by the government will overcome the challenges of ongoing population growth, especially in Binjai City, while contributing to economic growth. Thus, the government's efforts in advancing and empowering micro, small, and medium enterprises, especially in Binjai City, can give hope to the community that their business will be more successful. The following graph illustrates the increase in the number of MSMEs in Binjai City.

Table 1. Number of MSMEs in Binjai City 2019 - 2023

Tahun	Jumlah UMKM
2019	9.972
2020	18.181
2021	20.852
2022	20.852
2023	21.601

Source: Data from the Office of Cooperatives and MSMEs of Binjai City, 2024

The data above shows the number of micro, small and medium business units registered as fostered companies at the UMKM Office of Binjai City. The figure above shows that the development of MSMEs in Binjai City is growing from year to year. This is already good; however, MSME players and the government must continue to increase the number of MSMEs every year in order to advance Binjai City and create jobs.

Various methodologies are used to identify development strategies to find the best strategy that meets the company's objectives. This research uses SWOT and STP analysis approaches ([Hendrawan, 2021](#)). With these two assessments, the researcher hopes to understand the appropriate digital marketing methods for Binjai Used Rubber Craftsmen. The investigation was conducted in Binjai because it is a micro business engaged in the craft industry. Along with the direction of this research is to find out what tactics are used in development. Based on the explanation above, the researcher intends to conduct a SWOT and STP analysis of the development strategy of Used Rubber Craftsmen in Binjai.

Freddy Rangkuti defines SWOT analysis as a systematic assessment of many variables to determine company strategy. This analysis is built on logic that optimises strengths and opportunities as well as strengths and opportunities ([Ibnu et al., 2019](#)). At the same time, Philip Kotler defines SWOT analysis as an examination of the strengths, weaknesses, opportunities, and threats of an individual, business, or organisation ([Nuriasari et al., 2022](#)). SWOT analysis, according to Pearce and Robinson, is a strategic management technique that identifies a company's strengths, weaknesses, opportunities, and threats. The above four components are used to come up with a range of different tactics ([Hasbi & Muis, 2020](#)).

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SWOT analysis has the advantage of identifying the difficulties that exist in a person/business/organisation so as to characterise the condition of a corporation (Syahbudi et al., 2023). However, any SWOT analysis has limitations. SWOT analysis does not provide solutions to company challenges (Mustafaruddin et al., 2024). A SWOT analysis discusses a company's strategy by systematically identifying strengths, weaknesses, opportunities, and threats. Logic maximizes strengths, opportunities, and weaknesses while minimizing harm in this study. According to this ideology, SWOT analysis refines thinking about the framework and strategic plan of battles and companies. Sun Tzu says that knowing your opponent's strengths and weaknesses will increase your chances of winning. Corporate decision-making should examine internal strengths and weaknesses as well as external opportunities and challenges. SWOT analysis is used when a company's strategist can maximize the strength factor, capitalize on opportunities, minimize organizational weaknesses, and suppress threats that must be addressed. The components of a SWOT analysis must be examined to understand SWOT. In particular, external and internal influences of the company. Each factor is described below. These external influences shape the possibilities and risks. This aspect concerns external factors that affect the company's decision-making. The internal components consist of the macro, economic, political, legal, technological, population, and socio-cultural environment of industry and business. Meanwhile, these internal components form strengths and weaknesses. This factor affects the company's condition and decision-making. Functions that include marketing, finance, operations, human resources, R&D, management information systems, and corporate culture are internal influences. External and internal SWOT factors are used to evaluate the status of a company depending on various aspects. If this SWOT analysis is depicted in a matrix, it will be represented as follows :

Tabel 2. Analisis SWOT

EFAS / IFAS	Strength	Weakness
Opportunity	Strategi SO	Strategi WO
Threat	Strategi ST	Strategi WT

Source: Research data (2024)

The matrix image above can be used to draw up a suitable method to describe the company's condition. The strategies are as follows, SO strategy. This approach is designed to utilise all existing strengths while creating potential for improvement within the company. WO strategy. This approach is carried out by minimising current shortcomings and taking advantage of existing opportunities for company growth. ST strategy. In this component, the strategy that must be developed is to take advantage of existing strengths while being able to manage threats from outside the environment. WT approach: This component takes the weakest approach, evaluating all existing weaknesses and risks. (Syahbudi et al., 2022).

Determining the position of a business, especially a product, certainly requires several analyses, including STP (Segmentation, Targeting, and Positioning) analysis. This analysis is used in the context of mapping a business or product so that it is expected not to be the wrong target in sales or business growth. (Wijaya, 2020).

Segmentation

Fandy Tjiptono and Gregorius Chandra stated that segmentation can be interpreted as the process of grouping the entire market (heterogeneous) into certain groups or segments. Groups or segments that have similarities in terms of needs, desires, behaviors and responses that require their own marketing mix. Especially today where the customer-oriented era, in very tight competition, more knowledgeable and educated customers, and changing demands, urge companies to pay attention to segmentation issues.

Segmentation is an important stage for a business to determine the market that will be its target market. This segmentation is sorting and grouping various customers according to their characteristics, needs, demands and so on which of course are in accordance with the company's objectives. The following things can be considered in determining segmentation, namely Geographic, Demographic, and Psychographic.

Targeted

Targeting determination must be traced from the segmentation data obtained. The selection of segmentation will determine (1) different methods of measurement and accessibility of measurements; (2) separate targeting methods; (3) the reach of communication media and marketing channels. The problem of targeting is how to choose, select, and be able to reach the market. Because the target of a product is the market targeted according to marketing activities.

Positioning

The last step of this STP analysis is positioning. This positioning is done to measure where our product or brand is in. Is it in accordance with the target we want. For this, the following steps are needed:

1. Identify several different sets of competitive advantages. This set is used to build a position.
2. Choose the right competitive advantage.
3. And choose an overall positioning strategy. ([Rachmawaty, 2021](#)).

The creative industry is believed to be a sector that can lead other sectors in an economy towards progress (Putu Ayu Sita Laksmi & Arjawa, 2023). The creative industry plays an important role because the development of the creative industry, which is increasing, has a significant impact on development and economic growth. The creative industry is believed to be a sector that can lead other sectors in an economy towards progress. The creative industry plays an important role because the development of the creative industry, which is increasing, has a significant impact on development and economic growth ([Nawawi et al., 2022](#)). Another understanding of the creative industry is that which emphasizes knowledge and creativity through the use of ideas and a broad understanding of human resources as the main production component in economic operations in the current new economic era ([Tambunan & Haya, 2022](#)). The creative industry is born from the creativity of individuals who are able to develop their talents as the main capital to produce commodities and services that have economic value. Cultural features, natural resources, and even geography, as attributes of a country, all contribute to the competence of individuals ([Hasibuan et al., 2023](#)).

Creative economic activities can help households increase their income in a halal manner. Islam, as a comprehensive religion, provides guidance in running the economy. Individuals in Islam are obliged to do work that fulfils human needs and improves living conditions, which ultimately leads to prosperity ([Nurbaiti et al., 2023](#)). Furthermore, Islam encourages its followers to play an active role in various economic fields, including agriculture, plantations, fisheries, industry, and trade ([Marliyah et al., 2023](#)). Work, according to Islam, is considered a religious necessity as well as a means to fulfil material needs ([Murni & Rekha, 2021](#)). It is therefore important to analyse the methodology and processes used in this work, as this has implications for the results achieved. ([Syahbudi, et al., 2023](#)).

Indonesia's creative economy was developed by utilising the triple helix, an action plan that emphasises the need for collaboration and partnership among three main actors: government, industry, and intellectuals, a group of professionals from academia and society. However, recent developments show that creative groups in various places are becoming more active. As a result, the collaborative model evolved from the Triple Helix to the Quadruple Helix, which includes academia, business, government, and community law/human capital (ABGP) ([Alfadri, 2023](#)). This further growth has now been extended to the Penta Helix, which includes academia, community business, government, mentors, and community (ABCGM) components, with more mentoring and community involvement. ([Karunia et al., 2020](#)).

In this article, researchers will focus on analyzing the SWOT and STP methods as strategies for the recycled rubber craft business in Binjai City. Recycled Rubber Craftsmen is a craft business that offers unique local products. It has been operating for several decades and has loyal customers. However, with the rapid growth of the craft industry in the area, there is a need for development to ensure that Recycled Rubber Craftsmen remains competitive and sustainable. The goal of this research is to identify factors affecting the performance of Recycled Rubber Craftsmen based on SWOT and STP analysis with pentahelix respondents. Additionally, this study aims to provide strategic recommendations for improving competitiveness and business growth.

METHOD

Qualitative method is an in-depth and comprehensive research approach to understanding and explaining events in their natural settings. In qualitative research, researchers work directly with research subjects to gain a thorough understanding of the diverse elements of human, social, and cultural life. This method allows researchers to examine deeper dimensions of social reality by accommodating complexity and context that cannot always be measured by numbers ([Rachman et al., 2022](#)).

In this case, the research approach uses a qualitative approach with a case study research type. Arikunto in ([Anisah et al., 2023](#)), states that "research methods are various methods used by researchers in collecting their research data". The subjects in this study were the pentahelix concepts, namely academics, business owners, community leaders, government, and influencers. The analysis techniques used were SWOT and STP analysis to see all the weaknesses and threats faced by optimizing the advantages and opportunities available. While the STP analysis technique

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uses descriptive analysis techniques. The data sources used are primary data obtained through observation and interviews. As well as secondary data obtained from documents or libraries. Primary data sources were obtained by direct interview techniques with pentahelix respondents, namely lecturers as academics, owners as business, community leaders as community, village heads as government, influencers as media, and customers of "used rubber crafts" in Binjai.

RESULT AND DISCUSSION

Used Rubber Craftsmen is a home-based business that produces handicraft items. The items sold vary from chairs, tables, flower pots, trash cans, and many more. After collecting research data, the following analysis was carried out: Rubber craftsmen have strong inner strength (IFAS). This is reflected in the strength of the Used Rubber Craftsman who produces something by developing his imagination, ideas, and abilities, with a Weight Value of 0.202. The value related to the establishment of specific regulations and obligations for the development of the company is displayed with a weight of 0.202. With a weight of 0.196, market profiles and social media serve as a bridge to digital marketing. However, there are considerable constraints, such as a limited marketing area and a very large weight of 0.230 as shown in the attached table.

Table 2 IFAS matrix

No	Internal Factors	Weight	Rating	Value
Strength				
1	Provide a source of understanding with the latest concepts and theories that apply to the business being developed	0,20786517	4	0,831461
2	Creating products by enhancing creativity, ideas and skills possessed	0,20224719	4	0,808989
3	Promote the product	0,19101124	3	0,573034
4	Set boundaries and take responsibility for the progress of the business.	0,20224719	3	0,606742
5	Have an account on the Marketplace	0,19662921	4	0,786517
Total Strength		1		3,606742
Weakness				
1	Products produced are not as expected	0,2	2	4
2	Do-it-yourself	0,15384615	1	0,153846
3	Limited marketing area	0,23076923	2	0,461538
4	Lack of guidance	0,22307692	1	0,223077
5	Lack of technology utilisation for marketing	0,19230769	2	0,384615
Total Weakness		1		1,623077
TOTAL IFAS				1,983665

Source: Results of data processing (2024)

Meanwhile, the external strengths (EFAS) of used rubber craftsmen have been thoroughly documented. The potential to join the local and national craft industry community is directly proportional to its weight of 0.205. Another option is increased market demand for used rubber craft materials. This shows a weight of 0.2. An equally serious external concern is the lack of an administrator in charge of digital marketing. This gives a weight of 0.259. Consider the promotional actions of competitors. This indicates that the weight is 0.231. The table below illustrates this.

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SWOT Quadrant

Based on the final results, the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) are determined using the formula:

IFE value (Strength - Weakness score) = $3.606742 - 1.623077 = 1.983665$

EFE value (opportunity - threat score) = $3.503429 - 2.264815 = 1.238614$.

Based on the results of the IFE and EFE calculations above, a SWOT analysis can be carried out, namely in quadrant I (Positive, Positive) as shown in Figure 1 below.

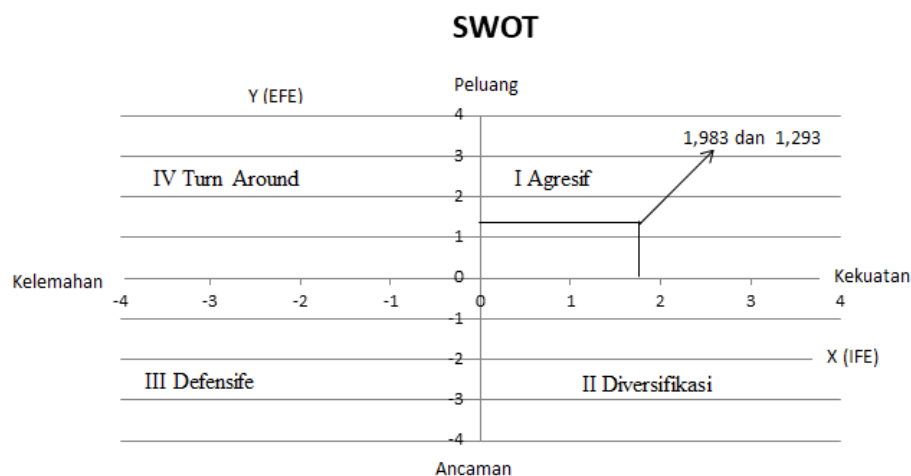


Figure 1. SWOT Analysis Positioning

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The quadrant above shows that the strategy of the Quadrant above illustrates the strategy of growing creative craft SMEs is in the first quadrant, between advantages (Strong) and possibilities (Opportunities), thus indicating that the organisation is strong and has opportunities. This indicates that the strategy is aggressive and the condition of the used rubber craftsmen is good and stable so that they can continue to grow and achieve maximum progress. Although in a healthy and promising state, there are some considerable obstacles, such as fierce competition, and the wheels of the organisation are expected to have difficulty continuing to turn if they only rely on existing techniques. The Creation Strategy of Creative Craft SMEs falls in the first quadrant. The relationship between strengths (Strong) and opportunities (Opportunities) shows that the organisation is strong and has opportunities. This indicates that the strategy launched is aggressive, the condition of used rubber craftsmen is in good and stable condition so that it can continue to grow and achieve maximum progress. Although in a healthy and promising state, there are some significant obstacles, such as intense competition, and the wheels of the organisation are expected to find it difficult to keep turning if they only rely on existing techniques.

Based on the existing diagram, it can be seen that used rubber artisans in Binjai City are in quadrant I, which means an aggressive growth-oriented strategy. This quadrant describes a favorable situation in which artisans have opportunities and strengths to take advantage of. For this scenario to be successful, artisans must implement aggressive growth policies. By harnessing strengths and capitalizing on opportunities, artisans can compete effectively with other manufacturers producing similar products. The key lies in improving the development and management of interpretive media through technological innovation and strategic collaboration. This approach will not only encourage economic growth at both the national and regional levels, but also improve the standard of living of Binjai City residents. In the end, this will have an impact on increasing customer satisfaction with the services provided by used rubber artisans in the city.

Based on the two tables, both IFAS and EFAS, which are transferred into the following matrix, it will look like the following:

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Table 3. SWOT Matrix Results

	<i>Strenght (S)</i>	<i>Weakness (W)</i>
IFAS	<ol style="list-style-type: none"> Provides a source of knowledge with the latest concepts and theories relevant to the business being built. Creating products by enhancing creativity, ideas and skills. Promote the product Making rules and being accountable for business development. Have an account on the Marketplace 	<ol style="list-style-type: none"> Products produced do not meet expectations Still done by myself Limited marketing area Lack of guidance Lack of technology utilisation as marketing
EFAS		
<i>Opportunities (O)</i>	SO strategy	WO Strategy
<ol style="list-style-type: none"> Provide new lessons and experiences Used tyre craft products are increasingly in demand by the market Entering the local and national craft community Growing market share of the craft Ease of online sales is widely open 	<ol style="list-style-type: none"> Develop human resources that provide knowledge, learning, responsibility, hard work, and honesty to help SMEs grow well. (S1,O1) By creating new products, the products are increasingly in demand by consumers and make the market share more advanced. (S2, O2, O4) Joining the community and expanding the marketing network through promotions and social media. (S3, S5, O3, O5) 	<ol style="list-style-type: none"> Recruit casual labour and be guided in making used rubber crafts. (W2, O1) Increase cooperation with vocational skills training institutions to boost production and sales volume. (W4, W5, O4, O5) Create a marketing network for used rubber crafts by utilising IT. (W5, O5)
<i>Threats (T)</i>	ST Strategy	WT Strategy
<ol style="list-style-type: none"> Difficulty in obtaining student feedback for product marketing. Similar products face fierce competition. Competitive promotional efforts. Changes in raw material prices and policies in the craft sector. No administrator overseeing digital marketing. 	<ol style="list-style-type: none"> Providing motivation and creative ideas can motivate business owners, but some refuse advice. (S1, S2, T1.) Promoting a product can increase its popularity, but it can also create competition with other businesses. (S3, T3) 	<ol style="list-style-type: none"> The products produced are still done manually, causing the products produced to be similar to the products of other businesses. (W1, T2) The lack of utilisation of technology as a means of development is one of the factors that is not widely known to the public, and business people do not yet have an admin who manages digital marketing. (W5, T5)

Source: Research Data (2024)

After determining the best strategy for the creative SMEs in used rubber handicrafts, a SWOT matrix analysis was conducted to identify various strategies that could be implemented according to these factors. This matrix identifies the best strategic options based on internal and external criteria. Based on the SWOT matrix above, alternative strategies can be developed to be used in the development strategy by utilising the SO (Strength - Opportunity) Strategy, which can be expressed as follows: Develop responsible, hardworking, and honest staff so that SMEs can thrive. Maintain fruitful relationships between owners and staff, resulting in increased worker productivity and additional profits for the SME. Grow your marketing network by partnering

with resellers or dropshippers. Create a positive brand image of used rubber crafts by selling rubber craft products through IT. Continue to generate and implement innovative solutions to mitigate challenges and advance creative SMEs in the used rubber craft field.

STP (Segmentation, Targeting, Positioning) Analysis

Segmentation, Targeting, and Positioning Analysis In this step, market analysis will begin with market segmentation, then determine the target market and competitive position of the company. STP analysis is divided into three parts: Market Segmentation. Based on interviews with three sources, we can identify different types of consumers and the demand of the divided market. Kotler and Armstrong (2016) classify market segmentation into three categories:

Geographic segmentation

Used rubber artisans are sold in Binjai, Deli Serdang, Medan and Serdang Bedagai. Binjai City and Deli Serdang Regency have the highest consumption levels. Segmentation is more pronounced in Binjai and Deli Serdang.

Table 4. Geographic Segmentation

No	Geografis	Characteristics	Percentage
1.	Country	Indonesia	100%
2.	Villages	Kota Binjai	50%
		Kabupaten Deli Serdang	18%
		Kota Medan	15%
		Serdang Bedagai	10%
		Other village	7%

Source: Research Data (2024)

Demographic segmentation

Based on the interview findings, the demographic segment needs responsible, diligent, and honest artisans for the SME to be successful. These artisans also cater to the upper-middle class. These consumers have an average wage of \$1,000,000 or more. These customers prioritise the quality and aesthetic value of goods, so price is not a barrier to purchase. It should be noted that age and gender have little influence on segmentation.

Table 5. Demographic Segmentation

No	Demographic	Characteristics	Percentage
1	Gender	a. Man	62%
		b. Women	38%
2	Age	a. 18 – 25 year	27%
		b. 26 – 35 year	51%
		c. 36 – 50 year	22%
3	Income	a. <Rp 1000. 000	7%
		b. Rp 1.000.000 – Rp 3.000.000	49%
		c. Rp 3.000.000 – Rp 5.000.000	38%
		d. Rp 5.000.000 – Rp 7.000.000	6%

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4	Education	a. SMP	2%
		b. SMA	42%
		c. S1	37%
		d. S2/S3	19%
5	Occupation	a. Students	4%
		b. Employees	31%
		c. Entrepreneur	36%
		d. Civil servant	21%
		e. Others	8%
6	Tribe	a. Java	75%
		b. Others	25%

Source: Research Data (2024)

Psychographic segmentation

In terms of psychographic segmentation, the target consumers represent a variety of lifestyles, from the ordinary to the elite. This can be seen from their income levels, as the higher the income, the higher the social status. Behavioural segmentation. Interviews with 10 different interviewees revealed a variety of buyer behaviours when purchasing used rubber crafts. Depending on their individual preferences and desires, some people buy a chair together with a table, while others buy a bin or a long lounge chair.

Table 6. Psychographic Segmentation

No	Psychographic	Characteristics	Percentage
1	Lifestyle	a. Shopping Hobby	15%
		b. Shopping as needed	85%

Source: Research Data (2024)

Business market segmentation

The business market sector is dominated by small traders such as satay traders, meatball traders, and grocery retailers. Commercial market category craftsmen use a personal approach by selling directly to consumers so that sales can understand what customers want. Craftsmen use persuasive strategies to get salespeople to interact with product sellers. In addition, the artisan business focuses on fast and repeat transactions. Increasing new inventions is one of the inventive strategies to overcome problems and advance creative SMEs in the used rubber craft industry.

Targeting

Based on segmentation data, the desired consumer target for used rubber craft products is not limited by age. The main target consumers of these products are upper middle class people, but it does not rule out the possibility that lower middle class people can also consume them. This is due to the large variety of products offered by craftsmen, including used rubber ropes and chairs. Therefore, the target consumers of used rubber crafts generally do not differentiate between economic classes because the prices are affordable and accessible to everyone. By becoming part

of the used rubber craft community, the products created have the potential to gain popularity and develop. Additionally, creating a marketplace account can be a source of additional income by facilitating sales through various social media platforms. And by developing a market network by partnering with resellers or dropshippers, this can also be a sales benefit by getting income from other channels.

Positioning

The final stage of the segmentation, targeting, and positioning (STP) process is positioning. Used Tire Artisans have positioned themselves as a product sought after by certain consumer groups, especially the upper middle class. These consumers show loyal purchasing behavior and are willing to spend a large amount of money on products they recognize for their quality and aesthetics. Therefore, price is not a consideration for them.

The connection between STP and the applied Development Strategy so far lies in the emphasis on product quality and services. Given the context of the upper-middle-class society, these consumers expect superior product quality and exceptional service. In the context of Development Strategy, SWOT and STP analysis makes Used Rubber Craftsmen adopt various development channels. The selection of channels is tailored to the specific needs of the business. The channels chosen include Relationship Marketing, Word of Mouth Marketing, and Social Media Marketing. The use of Relationship Marketing stems from the fact that Used Rubber Craftsmen are still utilizing the power of development through community-based platform media marketing, such as social gatherings and women's recitations. Word of mouth marketing is used because of the significant influence of customer testimonials in forming recommendations for the products being sold. Lastly, Social Media Marketing is used because it provides a convenient platform for customers to engage with brands through popular social media platforms like WhatsApp (WA) and Instagram (IG). Pentahelix respondents' point of view is that there is support from the government in the business process, development facilities provided by the government, ease of licensing, training and business assistance. The synergy of stakeholders, in this case academic, business, community, government and media, plays a role in supporting the acceleration of strengthening the development of Creative Craft UKM. The role given is to help transform SMEs by changing the classification to Technosociopreneur, which means that technosociopreneurs are entrepreneurs who are engaged in creating technological innovations and sociopreneurs can utilize innovations for social interests.

CONCLUSION

Based on the results and discussion above, it shows that the Creative Craft UKM (Used Rubber Craftsmen in Binjai City) in the SWOT analysis is in quadrant I, namely aggressive, where this quadrant is a very profitable situation, the craftsmen have opportunities and strengths so they can take advantage of an opportunity that is profitable. obtained. A strategy that must be implemented in this condition is to support an aggressive growth policy (Growth Oriented Strategy). This strategy indicates the condition of craftsmen who are energetic and able to continue to develop by taking the opportunities they get to achieve a high turnover. In the

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analysis of Segmenting, Targeting, Positioning, STP has an important role and this strategy can differentiate one business from competitors' businesses. Used rubber craftsmen want to increase their sales, so what they do is analyze the STP strategy. The segmenting used in creative craft SMEs is in terms of psychographics, namely consumers who shop according to their needs, not impulsive buyers. Meanwhile, targeting can be seen by deciding the market objective, namely by analyzing the size or width of the segment that has been chosen. In creative SMEs, craft targeting is based on predetermined segmentation where the product will target upper class and middle class people who have a love for handicrafts. So that these used rubber craft products can be sold at craft art exhibitions, making it easier for consumers to buy used rubber craft products. and Creative Craft UKM (used rubber craftsmen) position production in the minds of consumers by creating a brand where in this case Creative Craft UKM can introduce business advantages compared to products produced by competitors. The results of interviews and observations show that the STP strategy has an influence on increasing sales. From the pentahelix perspective, academics and the government are not too serious, so research from academics tends to become teaching material in learning classes. The community is a vital object in the formation of creative craft SMEs, where the explanation above regarding their creativity is able to enliven a creative-based economy. The government has identified industries, although there is no more detailed focus on the creative economy. The government's emphasis on creating creative events involving all Pentahelix stakeholders has not been maximized, which is one of the obstacles for used rubber craftsmen.

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