

Implementation of the SCAMPER Techniques to Create Innovation and Increase the Business Competitiveness of Ardian Collections MSMEs

Vinna Ardian Sari^{1*}, Basthoumi Muslih²

^{1,2} Universitas Nusantara PGRI Kediri, Jl. KH. Ahmad Dahlan No. 76, Mojoroto, Kediri City, East Java, 64112, Indonesia

ardianvinna45@gmail.com*, basthoumi@unpkediri.ac.id

*corresponding author

Article Information		Abstract
Submission date	19/12/2024	<p>Research aim : This study aims to determine the application of the SCAMPER method in the process of innovating dowry and delivery products in Ardian Collections MSMEs, so that it can increase sustainable business competitiveness.</p> <p>Design/Method/Approach : The method used in this study is a descriptive qualitative approach, data collection through interviews, observations, and documentation by applying the 5R (Relevance, Representative, Reliable, Realistic, Robust) informant selection technique. The informants of this study are 3 informants, namely 1 business owner and 2 Ardian Collections consumers.</p> <p>Research Findings : The results of the study show that Ardian Collections has applied SCAMPER elements such as Combine, Modify, and Put to Another Use in its product innovation process. However, other elements such as Substitute, Adaptate, Eliminate, and Reverse have not been utilized to the fullest, due to the constraints of creating innovation from business owners where owners are still hesitant to explore something new.</p> <p>Theoretical contribution/originality : In previous research, not many applied the SCAMPER innovation technique to the MSME sector in the handicraft sector</p> <p>Practical/Policy Implications : Ardian Collections can maximize the elements of SCAMPER that have not been implemented in this case, namely Substitute, Adaptate, Eliminate, and Reverse.</p> <p>Research limitations : The limitation of this research lies in its focus on only one MSME in Kediri City, so the results of the research may not be fully generalized to MSMEs in other areas, so a more comprehensive study is needed. In addition, the data obtained was limited to interviews and observations.</p> <p>Keywords : MSMEs, SCAMPER, Product Innovation, Competitiveness</p>
Revised date	10/02/2025	
Accepted date	07/03/2025	

1. Introduction

The Micro, Small, and Medium Enterprises (MSMEs) industry has a very important role in the economy in Indonesia. According to the latest data from the Ministry of Cooperatives and SMEs, the number of MSMEs in Indonesia in 2024 will reach more than 65 million units. These MSMEs are spread across various sectors, including culinary, fashion, handicrafts, and digital technology [1]. Rapid economic development has an impact on businesses from all walks of life. Not only in big cities, people in rural areas are also forced to maintain their business existence in the midst of the onslaught of market competition that demands creativity

[2]. The development of MSMEs in Indonesia continues to increase due to strong support from the government in development carried out to MSME business activists, which is very important in anticipating future economic conditions and maintaining and strengthening the national economic structure [3]. Although MSMEs often operate in a competitive and rapidly changing business environment, this allows MSMEs to be more responsive to changing market trends and needs. This provides an opportunity for MSMEs to meet certain consumer demands, especially in the local market.

This changing consumer demand motivates MSME actors to innovate. Without realizing it, every activity and individual activity must be motivated by the emergence of motivation [4]. The expected change in innovation cannot be realized immediately because continuous efforts are needed to produce quality innovations [5]. Innovation in this product can be said to be an effort to create new products or improve existing products so that they have added value [6]. Product innovation in MSMEs also allows them to stand out in the midst of fierce competition, especially with many of the same products and uses. Offering something different from competitors is more likely to attract customers, so product innovation can also provide and improve consumers' understanding of the value of the product ultimately resulting in customer loyalty and repeat product purchases [7].

Innovation not only allows MSMEs to remain competitive in fierce competition, but also opens up opportunities for market expansion. In creating new innovations, MSMEs are needed by Ardian Collections. Ardian Collections MSMEs are one of the MSMEs in Kediri City that is engaged in handicrafts, especially producing various products for dowries and wedding gifts. However, these MSMEs face limited resources and ideas that can hinder their ability to innovate [8] Namely related to the lack of product innovation and differences in consumer preferences. This can reduce the appeal of the product to customers who want a modern design and fit the current style. This problem has a direct impact on the competitiveness of Ardian Collections MSMEs because customers can switch to other businesses that are able to meet their expectations for unique and on-trend products. Therefore, it shows that it is important to develop new innovations in order to increase the competitiveness and sustainability of the dowry and delivery products business to be more competitive in a competitive market.

To be able to increase innovation, it is necessary to improve products and business competitiveness. One of the right methods to develop innovation is the CAMPER method. The SCAMPER method is a creative approach used to design innovative ideas, especially in product development. This method can create an environment that supports the development of MSMEs, assists them in solving problems, and trains individuals to come up with creative solutions in their lives [9]. This method consists of seven steps, namely Substitute, which is replacing certain parts of the material or process with an alternative way that can improve the product or process, Combine which combines two or more to create something new, Adapt (adaptation) which is adapting a product or idea, Modify (change) which changes or adjusts aspects of the product, Put to other use (use for other purpose) which is by using the same product or idea as the purpose of use originally, Eliminate (eliminate) is removing elements or features that are considered unnecessary, and Reverse (reorder) is arranging or changing the order of elements to improve functionality or added value.

The SCAMPER technique used is also a new technique used in research in the MSME sector. The SCAMPER technique in the development of design ideas and concepts has proven to be effective. This technique has succeeded in utilizing innovation and developing design concepts based on existing design concepts in MSMEs, so that the application of this technique increases creativity and also provides useful tools to create innovative and relevant design solutions [10]. Therefore, this research can find innovative methods that will not only increase the attractiveness of products but will also help small and medium enterprises (MSMEs) increase creativity in innovating their products for the sustainability of the businesses they run.

Based on the existing problems, the purpose of this research is so that Ardian Collections MSMEs can innovate by adjusting consumer preferences by using the SCAMPER method applied to Ardian Collection MSMEs. In this research, it is hoped that it can produce more creative products and in accordance with market needs. In addition, this research focuses on how MSMEs can increase their competitiveness to face the challenges of globalization and increasingly fierce competition. The results of this research will not only provide theoretical contributions in the field of management and marketing, but will also provide practical advice that can be used by MSME actors to increase the competitiveness of sustainable products.

1.1. Problem Statement

The lack of innovative products in dowry and handicrafts at Ardian Collections causes products to be less in demand by consumers so that turnover at Ardian Collections does not grow. So in this study, the researcher tried to see the development of innovation using the SCAMPER technique.

1.2. Research Objectives

Based on the above problems, the purpose of the research is to analyze the application of the SCAMPER method in the innovation process of dowry and MSME delivery products of Ardian Collections, so that it can increase sustainable business competitiveness.

2. Method

This study uses a qualitative approach with a descriptive type of research. This descriptive approach was chosen to gain an in-depth understanding of the innovation practices applied by Ardian Collections MSMEs. The data collection technique of this research uses three main methods, namely interview, observation, and documentation. In addition, in the selection of informants, the researcher uses the 5R technique, namely Relevance, Representative, Reliable, Realistic, Robust. This informant retrieval technique is carried out by researchers because it can ensure in-depth and accurate data in accordance with the research objectives.

Table 1. Characteristics of Informants

<u>No.</u>	<u>Name</u>	<u>Age</u>	<u>Information</u>
1.	Indiyah Efiriati (IND EF)	62	Business owner or proprietor Ardian Collection

<u>No.</u>	<u>Name</u>	<u>Age</u>	<u>Information</u>
2.	Putri (PTR)	27	Consumers who make a one-time purchase at Ardian Collections
3.	Sumini (SMN)	59	Consumers who make repeat purchases at Ardian Collections

Source: Researcher, 2024

The data analysis technique in this study uses the SCAMPER technique where this technique is used to explore innovation opportunities in Ardian Collections products. The data validity test technique in this study uses source triangulation. The triangulation of these sources was carried out by in-depth interviews, observations and documentation. In addition, this triangulation is also carried out by comparing and confirming the information obtained from related parties, namely business owners and consumers so that the data obtained is valid and valid.

3. Results and Discussion

MSMEs in Kediri continue to increase from year to year. Increasing MSMEs has great potential to boost economic growth [11]. Like a business that is on the rise today because of the many wedding events, namely dowries and gifts. Ardian Collections MSMEs are micro, small, and medium businesses engaged in making dowries and wedding gift crafts. Ardian Collections is located on Jl. Jeng Esti No.2, Tamanan, Mojoroto District, Kediri City. Founded in 2002, Ardian Collections is known for its traditional products and has aesthetic value.

To find out how the SCAMPER technique is done, an interview was conducted with the owner of Ardian Collections, namely Mrs. END EF who is 62 years old with a duration of 25 minutes. On Sunday, November 24, 2024 at Jalan Jeng Esti No.2 Tamanan, Kediri City to get information related to the application of techniques in creating product innovations that can meet consumer needs. The following are the results of an interview with the owner of Ardian Collections:

Table 2. Interview with the Owner of Ardian Collections

<u>Question</u>	<u>Informant's Answer</u>
1. Since when did you establish this business?	Initially I founded Ardian Collections around 2002, I saw that if you want to propose to someone's child, why not a delivery, at that time in Solo there was, because I was also from Solo. At that time, there was one in Solo, because I was also from Solo. Now for that I have the

<u>Question</u>	<u>Informant's Answer</u>
	desire to introduce delivery as a business and until now the business is running smoothly.
2. Since when did you have innovations related to this product	In terms of innovation, I initially thought of innovating a mosque model with mukenas and prayer mats. In addition, I also apply the pigeon model, which is a symbol of the heart, to my products.
3. Is there a significant decrease in turnover from the sales of Ardian Collections products?	Yes, there was, back then during the covid pandemic. If the decrease in turnover is definite and not bad. If you count that, about 2 years during covid, it dropped 5-8 million.
4. Are there any obstacles that you often experience in creating an innovation?	Sometimes when consumers provide feedback about a product, my innovation can emerge from there. And usually I often see Instagram that can create new innovations, but sometimes I also hesitate to make them, because yes, the ingredients are hard to get, sometimes I'm also afraid that I can't make consumers like my new innovation.
5. Have you ever tried to replace certain raw materials or components in your product?	I never use raw materials as a whole, but I usually replace the supporting components, and some I don't add to give a different impression.
6. Have you ever incorporated components of your product or service into your business?	Once, I made a dowry that combined money with wedding decorations. And I also provide special service for my customers, I offer custom dowry designs or wedding gifts, but it may also be if it is not special, so if it is not special, it means my ideas and creativity.
7. How do you adapt to changing trends or consumer preferences?	I tried to keep up with it, although it was difficult for me to keep up with the trend at first, but inevitably I had to.
8. Have you ever modified your product? Such as the design, size, or color of the product to attract consumers?	Ever. There were consumers at that time who asked for a small product so that when it was taken out of town, it was not heavy, okay, I

<u>Question</u>	<u>Informant's Answer</u>
	made it. Or sometimes it's the color so I change it to a calm one.
9. Are there any product components that you used to apply but were removed because they weren't effective?	No, on average I use all of them. So, I keep putting components into new products, I never remove them because I think all components are useful.
10. Do you think there are other functions of dowry and delivery products that consumers can use?	God willing, it can, like dowries, can be displayed in the living room. Then for flower delivery, it can be used as a flower in the living room because it is a synthetic flower.
11. Have you ever marketed a product to someone else who wasn't your primary target?	Yes, I have, but the people who bought it so far are still the ones who have weddings. If people order products to be given as wedding gifts, there is none.

Source: Researcher, 2024

Based on the results of the interview above, it can be seen that the owner of Ardian Collections has a way to create innovations using the SCAMPER technique, namely by evaluating their products. There are also supporting and inhibiting factors experienced by Ardian Collections. The supporting factor for the creation of innovation is the existence of Instagram social media which provides new ideas and suggestions from consumers who buy while there are obstacles in creating innovations, he said there are limitations to always follow social media because the current diverse innovations make it difficult for Ardian Collections owners to implement them. In addition, there are several SCAMPER techniques used in Ardian Collections, namely, Combine, Modify, and Put To Other Use. Although the innovations implemented by Ardian Collections are now having a positive impact, there are several SCAMPER techniques that have not been applied such as Subsitute, Adaptate, Eliminate, Retreat (reordered). This result can also be seen from previous research where it was revealed that by using this method, the team can generate new ideas and make improvements to existing ones, in other words the SCAMPER method can be used to increase creativity and process efficiency [12].

To create a sustainable business, MSMEs need to understand the desires of consumers. These diverse consumer desires, if not heeded, will hinder business continuity. For this reason, the researcher conducted interviews with 2 consumers. Consumer 1 is Mrs. PTR aged 27 years with a duration of 25 minutes on Tuesday, November 26, 2024 on Jalan Semeru Gg VI No. 1 and consumer 2 is Mrs. SMN aged 59 with a duration of 25 minutes on Thursday, November 28, 2024 at Jalan Kyai Mojo No.1 Kediri City. The following are the results of the interview with consumers Ardian Collections:

Ardian Collections Consumer Interview

1. Question: "Where did you find out about Ardian Collections?"

Answer

Informant 1: "From my mother's friend, it happened that when I was asked if I was ready to prepare for the wedding, I replied no.... After that, it was suggested to Ardian."

Informant 2: "There was a bazaar in Kediri at that time. I asked and finally when my first child got married, I tried to go there because it was close to home. So it doesn't need to be expensive, the important thing is that there is dowry and delivery."

2. Question: "What do you think of the products you have bought before?"

Answer

Informant 1: "I think Ardian's products are okay, unique and in accordance with what I want. You see, at that time my wedding time was also very fast... I also take care of other things as well... So with a short time, that's great. Ardian can make products quickly without praying for an order in advance. Yesterday I finished about 3 or 4 days."

Informant 2: "At the time of purchase, yes, people were friendly to ask about the concept at the time. Overall, I saw that the results were also quite good according to my son's wishes yesterday."

3. Question: "Have you ever asked for a custom design? If so, did the outcome go the way you wanted?"

Answer

Informant 1 : "I have a special design for the dowry, yesterday I asked for a lot of flowers because I like flowers, but not for delivery. So for delivery, it's purely Ardian's own design and idea."

Informant 2: "You think, thank God, until now it is according to my wishes."

4. Question: "Do you think Ardian Collections is innovative enough in new designs or services?"

Answer

Informant 1: "I think it's a good, quite innovative dowry and delivery product. The service is also good, the response is also friendly, I also see that there are now many unique design models as well."

Informant 2: Yes, in the past, ardian products have not been able to keep up with the current trend, but for now it is enough to follow the trend of ardian products.

5. Question: "Are there any aspects of the product that you think need to be improved?"

Answer

Informant 1: "I don't think so, now I think it's good, as expected, but there might be things that could be improved like more color choices, and more aesthetically pleasing packaging, then the material can also be reused."

Informant 2: "I think there are, the most important thing is more corrections about product variant innovation, then like customization, the quality of raw materials can also be inputs, sometimes there are zinc materials that are easily damaged and not durable, so-, they can't be made into containers or anything else."

-
6. Question: "If there is an innovation, what do you think innovation needs to be added to Ardian Collections products?"

Answer

Informant 1 "Maybe Ardian can try the ones that are trending now, there are also many dowry models that have Javanese accents, and can also be replaced with acrylic material that is now hitz. Then the flowers are usually roses, which can now be replaced with orchids or what's trending, if I look at social media."

Informant 2: "Innovation is environmentally friendly, because I think the good from recycled materials must also be unique, but actually in ardian products there is already a way to use recycling, it's just that if it is improved, it will be even better."

7. Question: "Are there any suggestions to improve the quality of Ardian Collections products?"

Answer

Informant 1: "Maybe follow the trend more, now many people sell on TikTok when live, so many people also know about Ardian products. Then the packaging may be rich in recycled materials, so there is a unique aesthetic as well. Because nowadays it also has to be all aesthetics for social needs as well."

Informant 2: "If the suggestion is on the quality of the raw materials, you should be able to choose good and durable raw materials, then when packaging make it as attractive as possible so that people who like it are also interested. That's all."

Based on the results of interviews with the owner and consumers of Ardian Collections, the owner explained that this business started in 2002, starting from the shortage of delivery products in Kediri City, so that it became an opportunity to introduce delivery products in the market sector. Innovating is a mandatory thing for business owners to be able to compete with competitors. The innovation strategy to be implemented must be in accordance with consumer demand or target market [13]. From these results, the process of creating innovations, of course, Ardian Collections has succeeded in implementing it by listening to input from consumers. However, the obstacles felt by owners in creating innovations are the lack of courage to experiment and limitations in using social media. Owners feel that social media (especially Instagram) is still difficult to be able to explore these ideas due to the lack of time and resources available in MSMEs. In addition, the limitation of raw materials is also an obstacle, the owner said that to implement certain designs that are more creative, the necessary raw materials are sometimes not available and the capital is also more expensive. This can also hinder the creation of designs that suit the market's desires, especially to keep up with rapidly changing trends.

The innovations implemented by Ardian Collections are considered sufficient to meet consumer needs, one of which is the application of SCAMPER in terms of product innovation, the owner has applied Combine elements in his product design, such as the combination of money and wedding decorations in the design of dowries, which provides added value to the product, this is a new innovation to attract customer attention so that it can increase business opportunities. In addition, the owner also uses the Modify element in some product designs to adjust to consumer demand. This not only increases customer satisfaction but can also strengthen customer loyalty. And the Put to Another Use element has also been implemented,

such as by changing the function of dowry products which are not only for wedding purposes, but can also be used as displays at home, this is also successful in optimizing resources and reducing waste so that it is more efficient. However, Ardian Collections points out that some SCAMPER elements, such as Substitute, Adaptate, Eliminate, and Reverse, have not been implemented to their full potential.

From the consumer side, it also shows that the products offered by Ardian Collections quite meet their expectations, although there are some that still need to be improved. Consumer 1, who made a purchase for a wedding, appreciated the speed of the product which was very helpful in a rush situation. He also appreciates design innovations that are tailored to his wishes, such as dowries decorated with many flowers. However, Consumer 1 also suggested that the color variety of products be improved, and that the shipping packaging be designed to be more functional and reusable, in order to provide added value for consumers. Consumers 2 who often buy Ardian Collections products provide more in-depth input regarding the quality of raw materials. He suggested that Ardian Collections be more selective in choosing more durable materials, so that the product can be used longer after the event. In addition, Consumer 2 also suggests eco-friendly innovations, such as the use of more aesthetically pleasing recycled materials, which are in line with the growing sustainability trend among consumers. He also proposed the addition of designs related to local wisdom, such as the Javanese mountain motif, which can attract the attention of a wider market.

Based on the above dataset, the researcher tested the validity of the data using source triangulation. Source triangulation is carried out by in-depth interviews, observations and documentation by related parties, namely business owners and consumers. In addition, this triangulation is carried out by comparing and confirming the information obtained and later will get data collection results, namely the owner of Ardian Collections and consumers show suitability, so that the data can be said to be valid.

From the results of the implementation of the SCAMPER technique that has been carried out by Ardian Collections, each has a different impact, and overall its effectiveness in meeting market needs to be evaluated, such as the elements of SCAMPER substitute, Adapt, Eliminate and Reverse can provide new innovations in increasing competitiveness and business sustainability so that they can better consider market desires and changing trends. For this reason, some inputs for Ardian Collections are to apply substitution, by replacing the ordinary dowry frame with 3D or transparent materials so that it can be seen from various sides, then you can also replace the shape or model of the dowry with pentagonal, round, Javanese mountain model or window-shaped, besides that you can also use environmentally friendly alternative materials to be able to increase the sustainability of the product. Adaptation (adjust), which is by adapting digital elements such as in the dowry, a small layer is added where the content is a photo of the bride, in addition to that for delivery products in the form of fashion, it can be added by wrapping premium fabric that can be reused to be able to expand the market reach. Eliminate is by eliminating some supporting elements for making dowries and deliveries that are felt crowded or fill the space so that it can be aesthetically pleasing and also increase efficiency and reduce production costs. Reverse (Reordering) is by changing the position of passing elements that are usually horizontal to vertical to give a unique impression when displayed or can add a passing design in the form of a puzzle (which items must be opened first in order) to make it look unique and attractive. By developing these applications, Ardian

Collections can optimally improve the application of SCAMPER for sustainable business and increase competitiveness.

4. Conclusion

This study aims to find out how the SCAMPER technique is applied in creating product innovations in Ardian Collections MSMEs to increase their business competitiveness. The results of the study show that Ardian Collections has successfully implemented several elements of the CAMPER technique, such as Combine, Modify, and Put to Another Use in their product innovations. The application of this technique allows the resulting dowry and delivery products to be more creative and can be adjusted to consumer preferences. However, some other elements, such as Substitude, Adaptate, Eliminate, and Reverse, have not been utilized optimally. This is due to limited resources, both in terms of raw materials that are difficult to obtain and in terms of the courage of business owners to experiment with new and more innovative designs. Another problem is the incompatibility of products with changing consumer preferences, so that the products offered cannot fully meet market expectations.

This research provides important recommendations in both the fields of science and practice. Theoretically, this study enriches the understanding of the application of the SCAMPER technique in product innovation in the MSME sector, especially in the field of dowry and delivery crafts which are still relatively small in the literature. Practically, this study shows that MSMEs, such as Ardian Collections, can further optimize the application of all elements of SCAMPER to create more sustainable innovations and be able to compete in the market. There are also limitations in this study, such as focusing on one MSME and data that is only obtained from three sources. Further research is suggested to involve more MSME actors and consumers to expand the validity of the results. In addition, researchers can further test the application of SCAMPER techniques in a more structured and systematic manner to evaluate their effectiveness in various business contexts. This research hopes that Ardian Collections MSMEs and other MSMEs can continue to develop SCAMPER as an innovation strategy, so that the comprehensive application of SCAMPER techniques can help Ardian Collections increase creativity, competitiveness, and business sustainability in a competitive market.

References

- [1] Waluyo D. Indonesian MSMEs Getting Stronger: Level Up Program 2024 Ready to Encourage Business Digitalization. IndonesiaGoId 2024. <https://indonesia.go.id/kategori/editorial/8587/umkm-indonesia-makin-kuat-program-level-up-2024-siap-dorong-digitalisasi-bisnis?lang=1#:~:text=Menurut the latest data from the Ministry, handicrafts%2C to digital technology> (accessed October 24, 2024).
- [2] Muslih B, Meilina R, Sardanto R, Soedjoko DKH. The Importance of a Performance is Seen in terms of Communication Style, Training and Work Discipline. J Applied Management Researcher Vol 4 No 2 Pp. 156-165 2019; 4:111–210.
- [3] Fauziyah RN. Definition of MSMEs: Criteria, Rules, Roles and Examples. EkonGoId 2022. <https://ekon.go.id/publikasi/detail/4593/perkembangan-umkm-sebagai-critical-engine-perekonomian-nasional-terus-mendapatkan-dukungan-pemerintah> (accessed October 26, 2024).

-
- [4] Muslih B. The Urgency of Communication in Fostering Motivation in the Covid-19 Pandemic Era. *J Applied Management Researcher PENTARAN* 2020; 5:1–102.
- [5] Anas M, Zulistiani, Kurnia I, Daniati E, Muslih B, Riwayatningsih R, et al. Developing Critical Thinking Achievements In Macroeconomics Courses Through Adi-Based Learning. *Rev Gest Soc e Ambient* 2023;17. <https://doi.org/10.24857/rgsa.v17n8-010>.
- [6] Yuliani N, Gustina D, Malays E, Sakti S. Utilization of the Scamper Method in Culinary Product Development for MSMEs: A Case Study of Peanut Rendang Products. *J Ekon Manaj Univ Bina Sarana Inform* 2024; 22:59–68. <https://doi.org/https://doi.org/10.31294/jp.v22i1.21360>.
- [7] Kotler P, Keller KL. *Marketing Management*, 15th Edition New Jersey. 2016.
- [8] Putri PL, Widadi B. The Role of Innovation in the Development of MSME Business Models in the Digital Era. *Maeswara J Ris Management and Entrepreneurship Vol 2 No4 August 2024* 2024; 2:180–9. <https://doi.org/10.61132/maeswara.v2i4.1113>.
- [9] Marlinton S, Muslih B. Exploration of the SCAMPER Method to Encourage the Sustainability of the MSME Business of Getuk Pisang RM Kediri. *1st Conf Econ Manag Bus* 2023;1:2797.
- [10] Nurrul Haq B. MSME Product Design Innovation: Scamper Application in Product Design Studio Class. *J Muara Educator* 2024; 9:127–35. <https://doi.org/10.52060/mp.v9i1.2025>.
- [11] Basalamah AB. Kediri City MSMEs continue to grow, a good signal to encourage regional economic growth. *Radarkediri-JawaposCom* 2024. https://radarkediri-jawapos-com.cdn.ampproject.org/v/s/radarkediri.jawapos.com/ekonomi/amp/785132892/umkm-kota-kediri-terus-bertambah-sinyal-baik-untuk-mendorong-pertumbuhan-perekonomian-daerah?amp_gsa=1&_js_v=a9&usqp=mq33lAQIUAKwASCAAgM%3D#amp_tf=Dari (accessed December 2, 2024).
- [12] Hastuti S, Jokowi JDT, Purwanto. Implementation of the scamper method in the production of cultural programs at TVRI Surabaya. *J Herit* 2023; 11:28–37. <https://doi.org/10.35891/heritage.v11i1.3719>.
- [13] Rahmania H, Pratama FP, Febriyana AN, Prayuda R, Nabila Z, Rahmantya YEK. Creating Innovative and Creative Strategies for MSMEs: Observations on the "Coffe One" Business. *Digit Bus Entrep J Vol 2 No1 2024* 2024; 2:27–33. <https://doi.org/https://doi.org/10.25134/digibe.v2i1.10>.