

MSME DEVELOPMENT STRATEGY TO INCREASE SALES TURNOVER (CASESTUDY: TEMPE AAS BANJARBARU)

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Abstract. *This research was conducted at Jalan Golf Gang Karet II, North Ulin Platform, Kec. Liang Anggang, Banjarbaru City, South Kalimantan 70724, where there is a Banjarbaru Tempe Aas business. The tempe business as an individual business is well known in the area. A good business strategy is needed to face increasingly complex and competitive business competition. The method used in this study is a qualitative method. The determination of the research sample was carried out intentionally (purposive sampling) using key informants in this study, namely the internal party of the Tempe Aas Banjarbaru business, namely businessowners and employees. The type of data consists of primary and secondary data. Data collection techniques in this study were conducted by interview, observation, and documentation. Data analysis techniques used IFAS, EFAS and SWOT matrices. The results of the research from the descriptive methodology of SWOT analysis can be obtained that the matrix value of internal factors is 3,33 and the matrix value of external factors is 2.77. Tempe processing is in cell number five (growth), which is a condition where the organization experiences a period of growth, both in sales, asset profit, or a combination of the three. From the results of the Cartesian diagram, the Tempe Aas Banjarbaru business is in quadrant 1 (one), namely an aggressive strategy.*

Keywords: Development strategy, SWOT, Sales Turnover

INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) are business activities that are able to expand employment, become the backbone of the people's economic system in the process of equity and increase in people's income which contributes a lot to accelerating regional economic development and the national economy (Mihani & Hutauruk, 2020). One way that is currently always implemented, namely the development of MSMEs is to maintain a business by developing a business, especially in today's increasingly competitive business conditions. MSME development is currently still faced with various obstacles and obstacles which are very complex and cover various aspects including declining sales, insufficient capital, low technology, marketing, demand and fluctuating raw material costs. (Pangestika et al., 2016). Development strategies are generally carried out with the aim of obtaining profits or gains (Latif et al., 2021). Faster economic development requires MSMEs to always be

responsive to changes by determining both short-term and long-term strategies (Maftahah et al., 2022).

Table 1.1: Sales of Tempe Aas Banjarbaru from 2018-2021

| Year | Total sales | DIFFERENCE / Year (KG) | PERCENTAGE |
|------|-------------|------------------------|------------|
| 2018 | 180000 | 36000 | 20% |
| 2019 | 216000 | (increase) | |
| 2019 | 216000 | 54000 | 25% |
| 2020 | 162000 | (decrease) | |
| 2020 | 162000 | 0 | 0% |
| 2021 | 162000 | (decrease) | |

Table 1.2: Tempe Aas Banjarbaru Income from 2018-2021

| YEAR | Total Income | DIFFERENCE / YEAR (KG) | PERCENTAGE |
|------|----------------|------------------------|------------|
| 2018 | Rp 528.000.000 | Rp 24.000.000 | 5% |
| 2019 | Rp 504.000.000 | (decrease) | |
| 2019 | Rp 504.000.000 | Rp 252.000.000 | 50% |
| 2020 | Rp 252.000.000 | (decrease) | |
| 2020 | Rp 252.000.000 | Rp 108.000.000 | 43% |
| 2021 | Rp 144.000.000 | (decrease) | |

These problems are in line with the problems that exist at Tempe Aas Banjarbaru, namely the level of sales in 2019 and 2020, and a decrease in income every year resulting in business continuity. Some of the factors causing the problem of the decline in Tempe Aas Banjarbaru's income came from: (a) Annual sales decreased from 2018 to 2019 by 20%, from 2019 to 2020 by 25%, and from 2021 to 2022 it is stable, this decline is influenced by the declining purchasing power of the people caused by the imposition of restrictions on community activities (PPKM) that made people do a lot of activities at home and terminated work relations in the community, causing people to prefer buying only basic needs; (b) Sales promotion is only conventional, namely by selling to retailers and consumers, entrepreneurs do not use social media in marketing it; (c) Limited tools in carrying out production; (d) Workers from the surrounding community who come from low education; (e) Experiencing

raw material scarcity which results in soybean prices tending to rise, the continuous increase in raw materials every year results in increased production costs and has an impact on income, besides that entrepreneurs cannot increase selling prices; (f) Lack of capital owned by Tempe Aas Banjarbaru.

Based on the problems faced by the Tempe Aas business, strategies are needed to develop a good business so that sales increase. These strategies will be analyzed with SWOT analysis and opportunities, but simultaneously can minimize weaknesses and threats to find out strengths, Weaknesses, Opportunities and Threats and determine various alternative strategies based on the environment. company internal and external (Mihani & Hutauruk, 2020).

As for the previous research and development related to the tempeh development strategy Tempe Aas Banjarbaru was research conducted by (Algifari & Sulaeman, 2021) In order for the tempe industry to survive and develop, strategies are needed that are prepared by taking into account the internal and external environment of the MSME business. To analyze the prospects for the tempe business, this study will adopt the concept of SWOT approach analysis, SWOT is the systematic identification of various factors to formulate a strategy. This analysis is based on logic that can maximize Strengths and Opportunities, but simultaneously can minimize Weaknesses and Threats. Research conducted (Aziz et al., 2020) namely the tempe industry is a small industry that has weaknesses, so it is necessary to make efforts to improve it by formulating a development strategy so that it can compete for market share. In line with research (Manurung & Aryani) in (Aziz et al., 2020) development is carried out using SWOT as an effort to find new alternative strategies that can support business development efforts. SWOT analysis includes identification stages of several internal and external factors.

From the description above, it appears that the writer's thought that the development strategy is very important for the business world, including the tempeh business. Therefore the researcher wants to conduct research on Tempe MSME Development Strategies to Increase Sales Omzst (Case Study: Tempe Aas Banjarbaru).

RESEARCH METHODS

Research using qualitative. This type of exploratory/descriptive research is to define in detail the SWOT analysis of the existing development strategy in the Aas tofu making business so that all weaknesses, strengths, threats and opportunities can be identified/traced based on internal and external factors. From the results of the description, conclusions can be drawn about the steps and strategies that exist in the business of making tempe Aas and can be applied or developed in the business of making tempe in order to survive or develop.

The research location for making Tempe Aas Banjarbaru is located at Jalan Golf Gang Karet II, Anvil Ulin Utara, Kec. Liang Anggang, Banjar Baru City, South Kalimantan 70724. In this study, the research subject was Mr. Aas, the owner of the business of making Tempe Aas Banjarbaru. Determination of the research sample was carried out purposively (purposive sampling) using key informants or key informants, in this study the key informants were internal parties to the Tempe Aas Banjarbaru business, namely business owners and employees. As well as MSME external parties, namely consumers.

Data sources are obtained from primary and secondary data, namely primary data, namely data that the author obtained directly from the source, either through observation or direct interviews with the owner of Tempe Aas Banjarbaru, and secondary data, namely data that the author obtained from photographs and business documents. making Tempe Aas

Banjarbaru obtained from the documentation. The research instruments were observation guidelines, interview guidelines, questionnaire guidelines and documentation guidelines.

The results of the research besides being analyzed descriptively qualitatively, the authors also use SWOT analysis. SWOT analysis is a systematic identification of various factors to formulate company strategy. This analysis is based on logic that maximizes strengths and opportunities, but simultaneously maximizes weaknesses and threats. Strengths (strengths), weakness (weaknesses), opportunity (opportunity) and threat (threat).

1.1 Matrix IFAS (*Internal Factor Analysis Summary*)

(David & David, 2017) there are five stages of compiling the Internal Factor Analysis matrix Summary:

- 1.1.1 Give each factor a weight from 1,0 (very important) to 0,0 (not important).
The weight given to each factor identifies the relative importance of the factor to the success of a company in an industry. Regardless of whether the key is internal strength or weakness, factors that are considered to have a major influence on organizational performance must be given high weight. The sum of all weights must equal 1,0.
- 1.1.2 Give a rating of 1 to 4 for each factor to indicate whether the factor has a major weakness (rating = 1), a small weakness (rating = 2), a small strength (rating = 3), and a great strength (rating = 4). So actually the rating refers to the company while the weight refers to the industry in which the company is located.
- 1.1.3 Multiply each weight by its rating to get the score.
- 1.1.4 Add up the total score of each variable.

1.2 Matrix EFAS (*Eksternal Factor Analysis Summary*)

(David & David, 2017) there are five stages of compiling the External Factor Analysis matrix Summary:

- 1.2.2 Determine the factors that become opportunities and threats.
- 1.2.3 Give each factor a weight from 1,0 (very important) to 0,0 (not important). These factors are likely to have an impact on strategic factors. The sum of all weights must equal 1,0.
- 1.2.4 Calculate the rating for each factor by giving a scale from 1 to 4, where 4 (response is very good), 3 (response above average), 2 (response average), 1 (response below average), rating this is based on the effectiveness of the company's strategy, thus the value is based on the condition of the company.
- 1.2.5 Multiply each weight by its rating to get the score.
- 1.2.6 The sum of all scores to get the total score of the company. This total value shows how a particular company reacts to its external strategic factors.

1.3 Matrix SWOT

The SWOT Matrix is a tool used to measure the company's strategic factors. This matrix can clearly describe how external opportunities and threats are owned. This matrix

can produce four possible alternative strategy cells which can be seen in the image below:

Table 2.1: Matrix SWOT

| | | |
|---|--|---|
| | STRENGTH | WEAKNESS |
| IFAS EFAS | Determine Internal Strength Factors | Determine Internal Weakness Factors |
| OPPORTUNITY | STRATEGI SO | STRATEGI WO |
| Determine the external opportunity factor | Create a strategy that uses strengths to take advantage of opportunities | Create strategies that minimize weaknesses to take advantage of opportunities |
| THREAT | STRATEGI ST | STRATEGI WT |
| Determine external threat factors | Create strategies that use strengths to overcome threats | Create strategies that minimize weaknesses to avoid threats |

1.4 SWOT Diagrams

The next step is to examine through the SWOT analysis diagram. By making the intersection point between the X axis and Y axis, where the value of the X axis is obtained from the difference between total strength and total weakness, while the value for the Y axis is obtained from the difference between total opportunity and total threat.

Test the credibility of the data in this study using triangulation and using reference materials. Triangulation in the form of Source Triangulation, Engineering Triangulation, and Time Triangulation.

RESULTS AND DISCUSSION

Identifying internal and external factors aims to determine the key factors that become opportunities, threats, strengths and weaknesses of the tempe business in the Tempe Aas Banjarbaru business. Identification of internal and external factors was obtained through interviews with Tempe business owner Aas Banjarbaru.

1.1 Internal Environment Analysis

Internal Environmental Analysis aims to provide an overview of the strengths and

weaknesses encountered in the development of the Tempe Aas Banjarbaru business, which are included in the internal factors that become strengths and weaknesses in the development of the Tempe Aas Banjarbaru business, including:

1.1.1 Strength

- 1.1.1.1 Tempe tastes good, solid and no sour smell.
- 1.1.1.2 Tempe lasts up to 2 days and does not use preservatives.
- 1.1.1.3 Affordable prices.
- 1.1.1.4 Good service from employees
- 1.1.1.5 Short distribution channels.
- 1.1.1.6 Become a good food liked by all people
- 1.1.1.7 Waste is properly managed optimal.
- 1.1.1.8 Production is carried out every day.

1.1.2 Weaknesses

- 1.1.2.1 Dependence on raw materials soybeans.
- 1.1.2.2 Distribution does not have special vehicle.
- 1.1.2.3 Technology used semi traditional.
- 1.1.2.4 Marketing (promotion) that not yet intensive.
- 1.1.2.5 Simple packaging.

1.2 External Environment Analysis

External Environment Analysis The external environment analysis aims to provide an overview of the opportunities and threats faced in developing the Tempe Aas Banjarbaru business. External factors that become opportunities and threats in developing the Tempe Aas Banjarbaru business include:

1.3 Opportunity

- 1.3.1 There is a demand for tempeh.
- 1.3.2 There is trust from consumer.
- 1.3.3 The location of the business is close to market center.
- 1.3.4 Broad market share.

1.4 Threats

- 1.4.1 There are competitors with the product the same one.
- 1.4.2 Raw material prices are rising every year.
- 1.4.3 Flood breaker production and product flow.
- 1.4.4 Lack of attention from government.

2 IFAS Matrix (Internal Factor Analysis Summary)

Tabel 3.1: Matrix IFAS (Internal Factor Analysis Summary)

| NO | Strength | Weight | Ratings | WXR |
|---------------------|--|--------------|---------|-------------|
| 1 | Tempe tastes good, solid and no sour smell | 0,091 | 4 | 0,36 |
| 2 | Tempe lasts up to 2 days and does not use preservatives | 0,083 | 4 | 0,33 |
| 3 | Affordable prices | 0,083 | 4 | 0,33 |
| 4 | Good service from para employee | 0,091 | 4 | 0,36 |
| 5 | Short distribution channels | 0,075 | 3 | 0,23 |
| 6 | Become a good food liked by all people | 0,079 | 3 | 0,24 |
| 7 | Waste is properly managed optimal | 0,083 | 4 | 0,33 |
| 8 | Production is carried out every day | 0,087 | 4 | 0,35 |
| TOTAL | | 0,672 | | 2,53 |
| NO | Weaknesses | Weight | Ratings | WXR |
| 1 | Dependence on raw materials soybeans | 0,051 | 2 | 0,10 |
| 2 | Distribution does not have special vehicle | 0,063 | 3 | 0,19 |
| 3 | Technology used semi traditional | 0,051 | 2 | 0,10 |
| 4 | Marketing (promotion) that not yet intensive | 0,047 | 2 | 0,09 |
| 5 | Simple packaging | 0,051 | 2 | 0,10 |
| 6 | Lack of financial allocation Tempe Aas Banjarbaru Business | 0,063 | 3 | 0,19 |
| TOTAL | | 0,328 | | 0,77 |
| TOTAL AMOUNT | | 1,000 | | 3,33 |

From the results of the analysis in the IFAS table, the strength factor is higher, namely 2.53 compared to the weakness, which has a score of 0.77. Because the total score is above

3.33, this means that it identifies a strong internal position and the value that is used as the basis for the policy, namely the strength score.

3 EFAS Matrix (Eksternal Factor Analysis Summary)

Table 3.2: Matrix EFAS (*External Factor Analysis Summary*)

| NO | Opportunity | Weight | Rating | BXR |
|---------------------|--|--------------|--------|-------------|
| 1 | There is a demand for tempeh | 0,149 | 3 | 0,45 |
| 2 | here is trust from consumer | 0,164 | 4 | 0,66 |
| 3 | The location of the business is close to market center | 0,149 | 3 | 0,45 |
| 4 | Broad market share | 0,142 | 3 | 0,43 |
| TOTAL | | 0,604 | | 1,99 |
| NO | Threats | Weight | Rating | WXR |
| 1 | There are competitors with the product the same one | 0,097 | 2 | 0,19 |
| 2 | Raw material prices are rising every year | 0,097 | 2 | 0,19 |
| 3 | Flood breaker production and product flow | 0,097 | 2 | 0,19 |
| 4 | Lack of attention from government | 0,104 | 2 | 0,21 |
| TOTAL | | 0,396 | | 0,78 |
| TOTAL AMOUNT | | 1,000 | | 2,77 |

From the results of the analysis of the EFAS table, the opportunity factor is the highest score, namely 1.99 compared to threats, which have a total score of 0.78, so the value that can be used as the basis for policy is the value of opportunity.

4 Internal Ecternal (IE) Matrix

| IFAS | | INTERNAL | | |
|---|--------------------|--|--|---|
| EFAS | | KUAT (3,0-4,0) | RATA-RATA (2,0-2,9) | LEMAH (1,0-1,9) |
| E K S T E R N A L | TINGGIH (3,0-4,0) | 4,0 1 <i>Growth and build</i> <i>(tumbuh dan membangun)</i> <i>Intensif/Integratif</i> | 2 2 <i>Growth and build</i> <i>(tumbuh dan membangun)</i> <i>Intensif/Integratif</i> | 3 3 <i>Bold and maintain</i> <i>(menjaga dan mempertahankan)</i> |
| | MENENGAH (2,0-2,9) | 3,0 4 <i>Growth and build</i> <i>(tumbuh dan membangun)</i> <i>Intensif/Integratif</i> | 5 5 <i>Bold and maintain</i> <i>(menjaga dan mempertahankan)</i> | 6 6 <i>Harvest or divest</i> <i>(panen atau divestasi)</i> |
| | RENDAH (1,0-1,9) | 2,0 7 <i>Bold and maintain</i> <i>(menjaga dan mempertahankan)</i> | 8 8 <i>Harvest or divest</i> <i>(panen atau divestasi)</i> | 9 9 <i>Harvest or divest</i> <i>(panen atau divestasi)</i> |

Figure 3.1: Internal External (IE) Matrix

Results Based on the results of the IFAS matrix table and EFAS matrix table, it is known that the IFAS value is 2.99 and the EFAS value is 2.98. So the SWOT analysis applied in increasing the competitiveness of the Tempe Aas Banjarbaru business is in cell number 4, this shows that the best managed strategy is an intensive strategy such as market penetration, market development, and product development.

5 Cartesian Diagram

Furthermore, the total score of each can be broken down, strength 2,53, weakness 0,77, opportunity 1,99, threat 0,78, it is known that the difference in the total score of the strength and weakness factors is (+) 1,76, while the total difference opportunity and threat factor score is (+) 1,21.

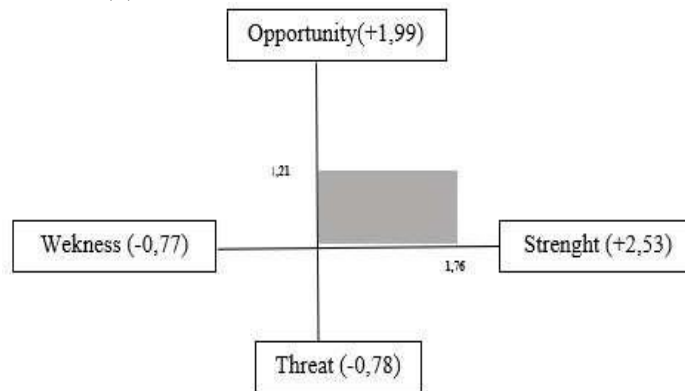


Figure 3.2. Cartesian Diagram SWOT Analysis of Tempe Aas Banjarbaru

From the Cartesian picture above, it is very clear that the Tempe Aas Banjarbaru Craftsmen Business is in the growth quadrant 1 where this quadrant is a very profitable situation for the company to have opportunities and strengths, so that it cantake advantage of existing opportunities, the strategy that must be implemented in this condition is to support policies aggressive growth (Growth Oriented Strategy).

6 SWOT Matrix

The SWOT matrix is the tools used to measure the company's strategic factors. This matrix can clearly describe howexternal opportunities and threats are owned. This matrix can produce four possible alternative strategy cells which can be seen in the following figure:

Table 3.3: Matrix SWOT

| | <i>Strenght</i> | <i>Weakness</i> |
|--|--|---|
| | <ul style="list-style-type: none"> • Quality tempeh, solid, and odorlesssour • Resistance of tempeh to 2 days and nowear preservative • Affordable prices • Good service from employees • Short distribution • Being food liked by all people • Waste is properly managed optimal • Production takes place every day | <ul style="list-style-type: none"> • Soybean dependency • Distribution does not have a vehiclespecial • Technology spring use traditional • Marketing (promotion) not intensive • Form of packaging simple • Lack of allocation business finance Tempe Aas Banjarbaru |
| <i>Opportunity</i> | SO (Strenght-Opportunity) | WO(Weakness-Opportunity) |
| <ul style="list-style-type: none"> • There is a demand for tempeh • There is trust from • Location of business close to market center • Market share large | <ul style="list-style-type: none"> • Expanding cooperation with customers and maintaining continuous production to achieve substantial sales and income as business capital to encourage business development (S1, S4, S8, O1, O2, O4) • Maintain good quality tempeh for consumer loyalty and | <ul style="list-style-type: none"> • Adding labels to the packaging to attract consumers (W5,O1,O2,O4) • Add operational vehicle fleet to expand sales area (W2,W3,O4) • Using more advanced technology to increase production (W3,O1,O4) • Improve product marketing through promotions with social media to increase sales (W4,O1,O4) |

| | | |
|---|---|---|
| | to have customers fixed (S7,S2,S6,O1,O2) <ul style="list-style-type: none"> Defend optimal waste management (S8, O1) | |
| | | <ul style="list-style-type: none"> Expand sales area to modern markets such as supermarkets, restaurants, catering, hospital, etc (W4,O1,O4) |
| Threat | ST (Strenght-Threat) | WT (Weakness- Threat) |
| <ul style="list-style-type: none"> There are competitors with the product the same one Raw material prices that goes up every the year Flood breaker production and flow product None attention from the government | <ul style="list-style-type: none"> Improve product quality to increase power competitiveness (S1,S2,S8,T1) Friendly in serving consumers by using techniques interesting(S4,T1) Adding a network of cooperation with suppliers of raw soybeans to maintain availability Material (S8,T2) | <ul style="list-style-type: none"> Make an alternative place of production when there is a flood (W1,T3) Requires attention government for better development (W3,T4) Make good financial record allocations and do not combine business money with money personal (W6,T2) |

CONCLUSION

Based on the problems above, it can be concluded that many entrepreneurs experience problems in running their business. These problems include, decreased income, many competitors, increase in raw materials, lack of means of production, weak human resources,

limited capital, people's purchasing power. To overcome these problems is done by determining the SWOT analysis and then determine the best strategy. The development strategy is very important to increase MSME sales, determining the right and good strategy can increase sales turnover and business continuity. SWOT analysis of Tempe Aas Banjarbaru with the IFAS and EFAS matrix tables, it is known that the IFAS value is 3,33 and the EFAS value is 2,77 in cell number 4, this shows that the best strategy to manage is an intensive strategy such as market penetration, market development, and product development. From the results of the Cartesian diagram, it is very clear that the Tempe Aas Banjarbaru business is in quadrant I (one), namely aggressive strategy, where this quadrant is a very profitable situation. The company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be implemented in this condition is to support an aggressive growth policy (Growth Oriented Strategy).

It is known that after combining strengths with opportunities and SO (strength-opportunity) strategies, factors must be maintained to be able to take existing opportunities, namely, expanding cooperation with customers and maintaining continuous production to achieve substantial sales and income as a business capital to encourage business development, maintain good quality for consumer loyalty and have regular customers and maintain optimal waste management.

And in the ST strategy (strength-threat) the result is that the Tempe Aas Banjarbaru business must improve product quality to increase competitiveness, be friendly in serving consumers by using attractive techniques and increase the network of cooperation with suppliers of raw soybean suppliers to maintain material availability.

Likewise, coupling weaknesses and opportunities or the WO (weakness-opportunity) strategy is known by adding labels to the packaging to attract consumers, adding operational vehicle fleets to expand the sales area, using more sophisticated technology to increase production, increasing the marketing of tempe production through promotions with social media to increase sales, and expand sales area to modern markets such as supermarkets, restaurants, catering, hospitals, etc.

And finally, the coupling between weaknesses and threats or the WT (weakness-threat) strategy, which is to create an alternative place of production when there is a flood, the government's attention is needed to develop modern production technology, and make good financial record allocations and not combine business money with personal money.

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