

Conference Paper

Strategic Planning for Development of Micro Enterprises at the Department of Trade, Industry, Cooperatives, and Small and Medium Enterprises, Soppeng Regency

Muhammad Guntur, Fatimah Khumairah, Risma Niswaty*, Sitti Hardiyanti Arhas

Universitas Negeri Makassar, Indonesia

Abstract.

MSMEs are businesses with a micro, small to medium production scale that can be owned by individuals or in the form of business entities of a certain type. In Indonesia, MSMEs are currently being worked on and continue to grow from year to year. This study aims to examine the strategic planning of micro-enterprise development in the Department of Trade, Industry, Cooperatives and Small and Medium Enterprises, Soppeng Regency. This type of research is descriptive qualitative. Data collection techniques were carried out by observation, interviews, and documentation. The data analysis technique used consists of data reduction, data display, and conclusion drawing. The results of the study show that Environmental Scanning (Environmental Analysis), in Soppeng Regency has abundant Natural Resources (SDA) which can be utilized by micro-entrepreneurs as a source of income by processing them into products that have sales value. Strategy formulation (Strategy Formulation), a strategic plan made by the PPK and UKM Office in accordance with the 2nd mission of the Regional Head, namely strengthening the realization of community welfare. Pay more attention to micro business actors so that they can prosper from the business they are involved in and develop. Strategy implementation (Implementation Strategy), the implementation of programs is inseparable from what has been stated in the strategic plan (renstra), but in implementing the programs researchers value it is still not optimal because of the lack of awareness of micro-entrepreneurs to register their business as fostered by the PPK Service and UKM. Evaluation and control (evaluation and supervision), evaluation of activities is carried out quarterly but for evaluation and supervision of micro business actors directly to the field the schedule is uncertain, this is due to the lack of funds to go directly to the field. Factors supporting the success of strategic planning are supported by the awareness of micro-entrepreneurs to register their businesses and complete all forms of licensing according to the type of business. The inhibiting factors for miscommunication between micro-entrepreneurs and the PPK and UKM Offices are that micro-business actors sometimes delay registering their businesses because they think that the management will be complicated and convoluted.

Keywords: strategic planning, micro enterprises, department of trade, industry, cooperatives and small and medium enterprises

Corresponding Author: Risma Niswaty; email: risma.niswaty@unm.ac.id

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1. Introduction

MSMEs are businesses with a micro, small to medium production scale that can be owned by individuals or in the form of business entities of a certain type. In Indonesia, MSMEs are currently being worked on and continue to grow from year to year [1,2] Therefore, MSMEs are a business group that is quite large in Indonesia. From this, making competition in the MSME market is certainly not easy and must be able to survive until it is successful.

Strategy is a tool to achieve a goal in its development the concept of strategy must continue to have developments. Strategy is needed to achieve the vision and mission that has been set to achieve the goals or objectives [3,4]. Strategic planning is a process carried out by organizations to determine strategies or directions, and make decisions to allocate resources to achieve organizational goals.

This strategic planning is very helpful for the government in determining long-term goals, providing an overview of what actions will be taken in the future development of MSMEs. The strategic planning that has been formulated must be communicated to all elements involved to help direct all activities carried out to advance and activate MSMEs in Soppeng Regency. The increase in micro-enterprises cannot be separated from the efforts of the Soppeng Regency government. This can be seen from the seriousness of the Soppeng Regency Government in reviving Soppeng Regency in various sectors, especially the entrepreneurial sector. In summary, the number of micro-entrepreneurs can be seen in the table below:

TABLE 1: Number of Micro Business Actors in Soppeng Regency in 2022.

No.	Subdistrict	Number of Micro Enterprises
1	Lalabata	933
2	citta	63
3	Donri-donri	239
4	ganra	140
5	Marioriawa	302
6	Liliriaja	367
7	Lilirilau	541
8	Marioriwawo	549
Amount		3134

Source: PPK and UKM Office in Soppeng Regency

In the table 1, it can be seen that the number of micro-entrepreneurs in Soppeng Regency is very large, so that the large number of micro-entrepreneurs requires support

and guidance from the local government, especially the PPK and UKM Offices, how can all micro-entrepreneurs develop their businesses.

In this study, researchers will focus on examining the strategic planning of the Department of Trade, Industry, Cooperatives and Small and Medium Enterprises (Dinas PPK and UKM) of Soppeng Regency in business development. Micro businesses are individual businesses that have working capital of up to a maximum of Rp. 1,000,000,000.00 (one billion rupiah) excluding land and buildings for business premises. Micro-enterprises need to be developed and must be given opportunities to develop so that they can be on par with other business actors.

Various programs have been made by the government for the advancement of micro-enterprises through the offices of trade, industry, cooperatives and small and medium enterprises so that more and more individuals want to become entrepreneurs in the form of establishing MSMEs. The government's attention to MSMEs is a strategic step to develop MSMEs [5]. Likewise, Soppeng Regency continues to work on developing and empowering MSMEs so they can move up the ranks. The Regent of Soppeng, together with all stakeholders, hopes that Soppeng Regency will become an MSME district. The same thing was also said by the Deputy Regent of Soppeng that MSMEs run by individuals, households, or small business entities that grow and develop, the economy of the people of Soppeng Regency can be further increased whose consumers are not only from residents of Soppeng Regency but also from outside Soppeng Regency. .

However, the reality is that micro-enterprises in Soppeng Regency find it difficult to develop because of a lack of knowledge of technology, in this case that supports the development of micro-enterprises, lack of creativity in developing their businesses and several other factors which will be investigated further. For this reason, the role of the local government is needed in determining strategic steps to develop micro-enterprises in Soppeng Regency because the number of micro-enterprises is large but not all of their businesses can develop, some are stagnant, some do not take care of permits, and so on. And also the role of micro-enterprises in absorbing labor is relatively large, so that the development of micro-enterprises is a strategic step.

Based on the background that has been stated, the researcher raised the title Strategic Planning for Micro Enterprise Development in the Department of Trade, Industry, Cooperatives and Small and Medium Enterprises of Soppeng Regency with the aim of reviewing strategic planning for the development of micro-enterprises at the Office of Trade, Industry, Cooperatives and Small and Medium Enterprises of the Regency. Soppeng and examines the supporting and inhibiting factors in strategic planning for the

development of micro-enterprises at the Department of Trade, Industry, Cooperatives and Small and Medium Enterprises of Soppeng Regency.

2. Literature Reviews

2.1. Concept of planning

Planning (Planning) is the selection or determination of organizational goals and determination of strategies, policies, projects, programs, procedures, methods, systems, budgets and standards needed to achieve goals [6]. Firmansyah (2018) says "Planning is the determination of a course of action to achieve a desired result", so planning is determining a series of actions to achieve a desired result. Meanwhile, Charles Bettelheim argued that in every plan there are two elements, namely the goals and the tools necessary to achieve that goal [7].

2.2. Strategy

Strategy is a word that comes from the Greek word Strategya or Strategos which means general. Strategy also has the connotation of understanding as an art and science regarding military control [8,9]. At first the term strategy was known in the military world and was often said to be a trick used by generals to win a war. But now the strategy has been used by all types of organizations by adjusting its application to the type of organization that implements it. According to Rahim (2017) Strategy is defined as a process of determining top leaders' plans that focus on the long-term goals of the organization, accompanied by the preparation of a method or effort to achieve these goals [10].

2.3. Strategic planning

Strategic planning is a process of analyzing, formulating and evaluating strategies set by a manager to overcome external threats and create opportunities that exist. The main objective of strategic planning is for the organization to be able to see objectively internal and external conditions, so that the organization can anticipate changes in the external environment. Strategic planning includes proactive search for new opportunities and reactive solutions to existing problems. Strategic planning should

be more towards the future orientation of the planning process itself than the results of written strategic plans.

2.4. Development of micro enterprises

Development in a general sense means growth, gradual change and gradual change. According to Wjs Peorwadar Minta's general Indonesian dictionary, development is an act of increasing, changing perfectly. Development activities include three stages, namely planning, implementation and evaluation. Business development is the role and systematic way of preparing for potential growth opportunities, assistance and also supervision of the implementation of business development opportunities. According to Nugroho (2017) business development is defined as the implementation of trade by a group of people who are structured to gain profits by producing and selling goods/services to meet consumer needs [11]. In relation to the development of MSMEs, Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises explains that the essence of development is efforts made by the government, regional governments, the business world and the community to empower Micro, Small and Medium Enterprises through the provision of facilities mentoring guidance and strengthening assistance to grow and improve the capabilities and competitiveness of Micro, Small and Medium Enterprises [12].

3. Research Method

The type of research that will be used is descriptive qualitative. The description of the focus of this research concerns the four main elements of strategic planning, namely environmental scanning, strategy formulation, strategy implementation, evaluation and control. Primary data sources were obtained through interviews with informants related to the small business development strategic planning process carried out by the Department of Trade, Industry, Cooperatives and Small, Medium Enterprises of Soppeng Regency. Secondary data was obtained in a ready-made form, already collected and processed by other parties, such as scientific books, field notes from research observations and collection of documents related to research. The data collection procedures used in this study are observation, interviews, and Documentation. In this study testing the validity of the data using four criteria as stated by Sugiyono 2017, including tests of credibility, transferability, dependability and confirmation or confirmation. The data

analysis technique used in this study refers to the concept of Milles and Huberman interactive model of analysis [13].

4. Findings and Discussions

The discussion is the contents of the analysis of data and facts that researchers get in the field and are adapted to the theory that researchers use. In this study used the theory L.Wheelen & J. David Hunger (2006) which includes: Environmental analysis (Environmental scanning), strategy formulation (Strategi formulation), strategy implementation (Strategi Implementation) and evaluation and supervision (Evaluation and control) [14].

4.1. Environmental analysis

Strategic environmental analysis is part of the strategic planning component and is a process to always place agencies in a strategic position, so that in its development it will always be in an advantageous position. The purpose of environmental analysis is to anticipate the organizational environment so that it can react quickly and appropriately for the success of the organization.

In environmental analysis, it is reviewed using SWOT analysis, where Strengths (strengths) and Weaknesses (weaknesses) are internal factors in the organization which are factors for organizational development. While Opportunities (opportunities) and Threats (threats) are external factors, from these factors external opportunities will be seen and avoid or minimize the impact of external threats.

The Strengths (strength) possessed by the Department of Trade, Industry, Cooperatives and Small and Medium Enterprises in developing micro-enterprises in Soppeng Regency are the abundance of Natural Resources (SDA) they have.

Geographically Indonesia has very abundant natural wealth. Indonesia's geographical conditions provide the advantage of an abundance of raw materials from natural resources that are available to develop the economy, for the people of Soppeng, especially business actors, they can take advantage of this abundant raw material to become a business opportunity. For example, cassava and corn plants which can be processed into chips or other preparations that have a sale value. From this, business actors are required to be able to think creatively and innovate in creating products. However, with abundant natural resources, this does not guarantee the progress of MSMEs. It's back to the business actors, do they want to hone their creativity and develop the natural potential that exists. Apart from that, Soppeng Regency has the power to

develop by creating a forum for MSME actors, namely UKM packaging houses. At the SME packaging house, this is a forum for consulting on logo, packaging and design issues. In addition, at the packaging house, MSME assistance is also held for obtaining P-IRT licensing, Business Identification Number (NIB) up to HAKI and halal.

Weaknesses (weaknesses) encountered in the development of micro-enterprises namely the low entrepreneurial spirit. There are a number of business actors who are enthusiastic about developing their business, there are also those whose enthusiasm is only at the beginning even though the PPK and UKM Offices have facilitated box sales, but this did not last long because they complained that they did not have capital. The next weakness is the lack of awareness of MSME actors to take care of licensing, starting with making NIB as a requirement for P-IRT, but in obtaining an NIB, one of the conditions is that there must be an NPWP. the tax is not much for business actors who want to develop. There are also those who want to take care of permits, but don't want the hassle of coming to the licensing office, even though now it is easy to register through Online Single Submission (OSS) but they only want to accept it is done. In addition, there are also weaknesses in the human resources of the PPK and UKM services, namely the lack of human resources so that in the data collection process the number of MSMEs is overwhelmed and not optimal.

The number of ASN at the Soppeng Regency PPK and UKM Service based on education level up to December 2020 can be seen in the following graphic:

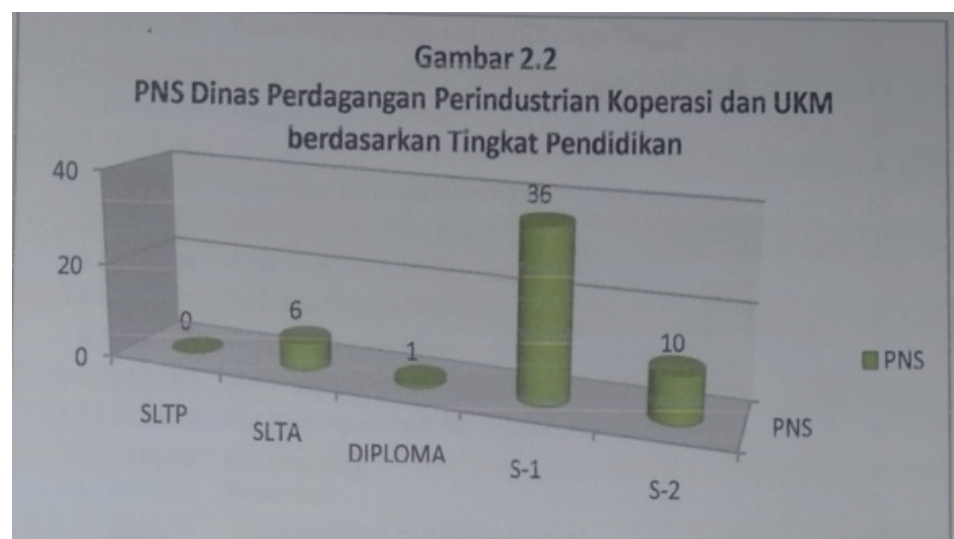


Figure 1: Number of ASNs Based on Education Level (Source: Strategic Plan 2021-2026).

A portion of ASN within the scope of the PPK and UKM Services with the last Bachelor's degree, namely 36 people or 67.92%, SMA/equivalent 6 people or 11.32% of the total, Masters (S2) 10 people or 18.87% and 1.89 % ASN with Diploma III education.

Opportunities (opportunities) for the success of strategic planning, namely holding annual training for MSMEs, including entrepreneurship training. In addition, the PPK and UKM services facilitated the banking sector to provide additional capital. Threats (threats) in the strategic planning of micro business development namely; First, business actors produce only if there is an order. Business actors should always provide their products so that if someone wants to buy, they will be available immediately without having to wait any longer. Second, there is no seriousness in starting a business because they don't think carefully about what the purpose of opening a business is, but they just go along with trending businesses. Third, some MSME business actors always expect capital assistance from the PPK and UKM services, even though the PPK and UKM services only facilitate, for example, there is assistance from the Ministry, Province or from banks. so those assisted by the PPK and UKM Office will be visited to collect data on business capital, types of products, raw materials used and so on. From the MSME data, a draft of how to make bookkeeping, calculation of profits and so on will be assisted.

In this study, SWOT analysis was used with a qualitative approach because the data is descriptive in nature which explains how strengths and threats are faced in strategic planning. Strategic planning for the development of micro-enterprises in Soppeng Regency strengths and opportunities can be combined in encouraging micro-enterprises to develop their businesses. In addition, weaknesses and challenges can become a strategy for developing micro-enterprises in the future by boosting the enthusiasm of micro-business actors through the facilitation of venture capital assistance from banks. Finally, the best strategy to implement is the strategy of strengths and threats,

4.2. Strategy formulation

4.2.1. Vision and mission

The vision of Soppeng Regency is to serve more, progress and prosper. Meanwhile, the mission for the PPK and UKM Offices is on the 2nd mission of the Regional Head, namely to strengthen the realization of community welfare. To explain more clearly, the Vision and Mission of the Ministry of Cooperatives and SMEs are described as follows: Vision: to create a public information service for the Ministry of Cooperatives and Small and Medium Enterprises that is easy, fast and accurate. Its mission is to: Provide public information services by prioritizing the principles of convenience, speed and accuracy

in accordance with public service standards, Provide adequate human resources and information service infrastructure and, Serve information applicants in a transparent and responsible manner.

4.2.2. Objectives and targets

The goals and objectives of the regional head are formulated in order to realize the mid-term vision and mission of the regional head and deputy regional head. Goals and objectives, namely the aim of increasing economic productivity and income of the people evenly with the aim of increasing the productivity of the regional economy.

Soppeng's vision is to serve more, progress and prosper and then derive the Mission to determine the realization of community welfare, furthermore the RPJMD objective of the structure and productivity of the regional economy has not guaranteed high and equitable welfare. The target of the RPJMD is to increase the productivity of the regional economy, then the PPK and UKM Office of Soppeng Regency has made a strategic plan, namely: realizing the development and strengthening of healthy cooperative institutions, healthy micro-enterprises, quality micro-enterprises, the capacity of business actors and industry in supporting the regional economy. Next, a strategic plan target is made, namely target 1 to increase the performance of the trade sector with indicators of growth in the number of trade entrepreneur businesses. The programs are programs to improve trade distribution facilities,

Target 2 is increasing the competitiveness and productivity of small and medium industries with indicators of growth in the number of small and medium industries. The programs are: industrial planning and development program, district/city industrial business permit control program and national industrial information system management program.

Target 3 is increasing the quality of cooperatives and new micro-enterprises with indicators of the percentage of quality cooperatives and the number of new micro-enterprises. The programs are: cooperative supervision and inspection program, cooperative KSP/USP health assessment program, cooperative education and training program, cooperative empowerment and protection program, medium, small and micro enterprise (MSMEs) empowerment program and MSME development program.

4.2.3. Strategy and policy

It is hoped that the strategy will become a direction, guide and encouragement for every activity of the Soppeng District Trade, Industry, Cooperative and Small and Medium Enterprises apparatus, so that it can form a unified movement and step for all implementation of activities in order to achieve goals in order to realize the vision and mission of the regional head . Strategies and policies for the development of micro-enterprises, namely increasing the understanding and knowledge of SMEs and the capacity and competence of SME human resources; Development of micro-enterprises with the orientation of increasing the scale of business to small businesses; Implementation of promotion, marketing and increasing the use of domestic products; Increasing the participation of business actors in every promotional and marketing event and increasing the use of domestic products.

As for policies in the form of protection for MSMEs in Soppeng Regency, namely the Soppeng Regent Regulation Number 58 of 2022 concerning guidelines for structuring traditional markets, shopping centers and modern shops [15]. This Regent's regulation was made so that between traditional markets and modern markets each has its own territory and also so that the traditional market's income does not decrease. Seeing that nowadays people are more inclined to shop at modern stores such as Alfamart, Indomaret and the like. while MSME products are sold more in traditional markets, this certainly reduces interest in MSME snacks. In this Regent Regulation it has been regulated to determine the distance between traditional markets and modern markets. Subsequently, the Regional Regulation of Soppeng Regency No. 1 of 2020 was made regarding the arrangement and development of traditional markets, shopping centers and modern shops which included business partnerships with a general trading pattern, namely in the form of marketing cooperation, provision of business locations and provision of supplies.

There are policies set forth in the Regent's Regulations and Regional Regulations to protect and assist in the marketing strategy of local products or MSMEs. It remains only for MSME actors to upgrade their products, starting from attractive packaging and competitive products. MSMEs are indeed required to think creatively and innovatively so that they can develop their business and be in line with the strategies and policies made by the Regional Government, especially the Department of Trade, Industry, Cooperatives and Small and Medium Enterprises which has a role in fostering MSME actors in Soppeng Regency.

The number of micro-entrepreneurs in Soppeng Regency in 2022 is 3134, while those registered under the guidance of the Soppeng Regency PPK and UKM Service are 90 people (Attachment in Appendix 6). Judging from the total number registered as micro-entrepreneurs with those under the guidance of the PPK and UKM Service, very few are registered as fostered by the PPK and UKM Service.

Based on the results of interviews in the field, this is because some micro-entrepreneurs have incomplete business permits and also some do not want to make NPWP because they do not want to be taxed. Based on the experience of researchers as micro business actors, one of the reasons is because they do not know information about the flow or Standard Operating Procedures (SOP) being assisted by the Soppeng Regency PPK and UKM Office.

4.3. Strategy implementation

4.3.1. Programs

The formulation of the general policy priority program for Soppeng Regency aims to describe the linkages between the obligatory and optional fields of affairs with the formulation of indicators and targets that serve as a reference for the preparation of work plans for the Soppeng Regency Department of Trade, Industry, Cooperatives and Small and Medium Enterprises (Dinas PPK and UKM).

In realizing the achievement of successful development, the Soppeng Regency PPK and UKM Service establishes a series of programs and activities in accordance with one mandatory affair and two optional affairs, the determination of programs and activities is adjusted to the Mission of the Soppeng Regency PPK and UKM Service, this research will focus on the elaboration of related programs with the development of micro-enterprises, namely the Cooperative Education and Training Program; Micro, Small and Medium Enterprises (MSMEs) Empowerment Program; MSME development program.

The aim of conducting training for MSME actors is to increase the knowledge and insight of MSME actors in Soppeng Regency, the PPK and UKM Office hopes that coaching can encourage and motivate micro business actors to further develop. While the purpose of the training is to add skills and build creativity.

Based on what the researchers saw in the field, not all micro-entrepreneurs were registered to be assisted by the PPK and UKM Offices. Even if it is registered, it will be assisted starting from licensing, packaging and label design to marketing. As seen in the image below, it is one of the products of micro-entrepreneurs in Soppeng Regency.

Before receiving coaching from packaging, they only used ordinary plastic and after receiving coaching, the product packaging was upgraded to box packaging so that it looks more attractive and product hygiene is maintained. From this the product will be more competitive and have a high selling price.

4.3.2. Budget

The efforts of the Soppeng Regency government in fostering MSMEs have been carried out continuously through the Office of Trade, Industry, Cooperatives and Small and Medium Enterprises (Dinas PPK and UKM). Budgeting was disbursed both from the local government and from the central government through non-physical DAK funds.

The budget or funding plans for programs related to micro business development are attached in the following table:

TABLE 2: Program Plan and Funding.

No.	PROGRAMS/SUB ACTIVITIES	FUNDING
1.	Cooperative Education and Training/Presentation of micro-enterprises with business actors achieving competency improvement	1,398,472
2.	Empowerment of Micro, Small and Medium Enterprises (MSMEs)/Percentage of the number of facilitated micro businesses	113,000
3.	Empowerment of Micro Enterprises is carried out through data collection, partnerships, ease of licensing, institutional strengthening and coordination with stakeholders	113,000
4.	Empowerment through micro business partnerships	50,000
5.	Potential institutional empowerment and development of micro-enterprises	50,000
6.	MSME Development Program	304,097
7.	Development of micro-enterprises with the orientation of increasing the scale of business to small businesses	304,097
8.	Facilitation of micro businesses into small businesses in the development of production and processing, marketing, HR as well as design and technology	304,097

Source: Soppeng Regency PPK and UKM Service Strategic Plan for 2021-2026

4.3.3. Procedure

The procedure for registering to be assisted by the Department of Trade, Industry, Cooperatives and Small and Medium Enterprises (Dinas PPK and UKM) is not difficult and straightforward. Micro entrepreneurs can come directly to the PPK and UKM Office, later they will be assisted to register for permits and after that they will also be coached

on issues from production to marketing. The main thing emphasized by the PPK and UKM Office is that licenses must be registered so that in marketing the product the market is wider and it can enter modern shops. As was found in the field, there are still a number of micro-entrepreneurs who have not registered to be assisted by the PPK and UKM Office. One of the reasons is because they don't want to take care of permits and there are also those who want to take care of permits but don't want to come to the office, just want to get it done.

4.4. Evaluation and control

The evaluation was carried out by the Soppeng Regency Trade, Industry, Cooperative and Small and Medium Enterprises Service (Dinas PPK and UKM), namely: (1) Direct visits to business actors, (2) Checking whether they already have a Business Identification Number (NIB) and (3) Then , into the production process (starting from cleaning to packaging assisted by the packaging house). Supervision is not scheduled on a regular basis, due to funding constraints to work directly in the field, but supervision is still carried out for micro business actors who are registered as fostered by the PPK and UKM Office.

4.5. Supporting Factors and Inhibiting Factors

The 2021-2026 strategic plan contains the supporting and inhibiting factors of the Soppeng Regency Office of Trade, Industry, Cooperatives and Small and Medium Enterprises (Dinas PPK and UKM) towards achieving the vision, mission and programs of the Regional Head and Deputy Regional Head.

Factors supporting the MSME empowerment & development program, including mentoring and empowerment training for UKM players related to quality improvement, marketing and financing; There is a Regent's regulation regarding structuring and fostering traditional markets, shopping centers, modern shops and cooperation between the local government and minimarkets/supermarkets to provide space for local products; Assistance services are available at packaging houses and UKM galleries.

The inhibiting factors for the MSME empowerment & development program include the quality of MSME products that do not meet standards and the lack of knowledge of business actors in producing quality goods or services; There is still a lack of production capacity, packaging is not yet standardized, lack of awareness of business actors on the importance of business legality and product certification; and Not yet optimal assistance

to business actors and lack of knowledge in marketing their products based on internet technology.

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