

# Strategic management implementation of the cooperatives, industry and trade department in the development of micro small and medium business in Situbondo Regency

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**ARTICLE INFO****Article history:**

Received Dec 1, 2024

Revised Dec 8, 2024

Accepted Dec 14, 2024

**Keywords:**

Micro;  
Small and Medium  
Business;  
Strategic Management.

**ABSTRACT**

In Situbondo Regency, there are several problems related to the development of micro, small and medium business. Therefore, the Cooperatives, Industry and Trade Department needs to formulate strategic efforts in developing micro, small and medium business in Situbondo Regency. Strategic efforts that can be made by the Cooperatives, Industry and Trade Department in developing micro, small and medium business are through a strategic management approach. The purpose of this study is to determine the application of strategic management of the Cooperatives, Industry and Trade Department in the development of micro, small and medium business in Situbondo Regency. The method used in this research is a qualitative research method, as a method that aims to understand phenomena such as behavior, perception, motivation, actions, and the like experienced by society. The results of the study show that the implementation of strategic management by the Cooperatives, Industry and Trade Department of Situbondo Regency to support the development of micro, small and medium business consists of 1) formulation which includes strategic budget planning and main pillars, 2) implementation which includes training and mentoring, facilities and capital, promotion and marketing, and 3) evaluation which includes performance measurement, impact of obstacles and challenges.

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**1. Introduction**

The Cooperatives, Industry, and Trade Department of Situbondo Regency has the task of assisting the Regent in carrying out government affairs that are the authority of the region in the fields of cooperatives, micro, small and medium business, industry, and trade. The main tasks of the Department cover various aspects, such as issuing business permits, supervising cooperatives, developing small businesses, developing industry, and developing trade. Specific functions are divided into specific fields such as cooperatives, micro enterprises, industry, trade development, and metrology.

In terms of empowering and protecting cooperatives, small businesses, and industries, the Cooperatives, Industry, and Trade Department is responsible for institutional development, training, and coordination with relevant stakeholders. This reflects the Department's commitment to improving the capacity and welfare of business actors at the local level.

In Situbondo Regency, there are several problems related to the development of micro, small and medium business, such as low human resources, business actors still have difficulty with capital for business development, many business actors do not record their financial reports so that their business finances are mixed with personal finances, limited skills and knowledge about management, marketing, lack of interest

among business actors in licensing, labeling, and halal certification, and lagging knowledge about the current digital era.

The contribution of micro, small and medium business to Gross Domestic Product has reached more than 61.07% in the last five years, however, this contribution is still below the target of the Situbondo district government. Therefore, the competitiveness of micro, small and medium business in Situbondo Regency needs to be improved. Efforts to make micro, small and medium business able to compete, be independent, adaptive to environmental changes, and be able to contribute significantly to the regional economy, require intervention from the regional government policy. Therefore, the Cooperatives, Industry and Trade Department needs to formulate strategic efforts in developing micro, small and medium business in Situbondo Regency. Strategic efforts that can be made in developing micro, small and medium business are with a strategic management approach (Ika & Umar, 2023).

Strategic management is a planned and coordinated approach applied by an organization to achieve its long term goals. In this context, the organization involves a series of processes of formulating, implementing, and evaluating strategies to achieve competitive advantage. The success of strategic management depends on the organization's ability to adapt to changes in the external environment and optimally utilize its internal resources. Strategic management is not just a concept, but an integral foundation that forms the path of the organization's journey towards its long-term goals. From a scientific perspective, strategic management plays a major role in shaping the vision and directing the organization's steps to achieve sustainable competitive advantage (Arief et al., 2023).

This Strategic Management seeks to respond to changes or dynamics that occur in its environment, both internal and external, which will then be followed up with efforts to adjust so that the goals that have been set can be realized or realized (Widayanto, 2020). Strategic management also helps micro, small and medium business plan sustainable growth, including the development of growth strategies such as market expansion, product innovation, and business diversification to achieve optimal growth (Choirina et al., 2022). Thus, the purpose of this study is to determine the Implementation of Strategic Management of the Cooperatives, Industry and Trade Department in the development of micro, small and medium business in Situbondo Regency.

## 2. Research Method

### Types and Approaches of Research

Referring to the context and subject of the study, the approach used in this study is a qualitative approach. The selection of this approach is based on the fact that it does not use statistical and quantitative analysis methods in collecting and interpreting data. This study emphasizes observation and question and answer interactions through direct sources. The choice to use this approach is based on the consideration that through direct interaction, the results obtained can be more accurate (Prasteyo & Jannah, 2021).

The method used in this study is a qualitative research method, as a method that aims to understand phenomena such as behavior, perception, motivation, actions, and the like experienced by society. This research is a descriptive research type, according to the definition of Taylor and Bogdan in Wijayani, which produces data related to speech and writing, as well as observable behavior from individuals who are the focus of the research. Qualitative methods were chosen because this study did not measure the impact of implementing strategic management on micro, small and medium business.

### Research Stages

*Pre-Field Stage.* The pre-field stage is a series of activities carried out before data collection is carried out. The research begins with field exploration. Furthermore, the researcher determines the research subjects and conducts preliminary observation activities or initial exploration in early January 2024.

*Fieldwork Stage.* The fieldwork stage includes the researcher's activities carried out at the research location. At this stage, the researcher collects data according to the focus of the problem and the objectives of the research. This stage marks the phase where the researcher effectively carries out the actual research, namely on April 20, 2024.

*Data Collection Stage.* Data collection in this study was carried out by asking questions to the informants. The data obtained were qualitative and obtained through direct interaction with the informants.

### Research Instruments

The presence of researchers in this study has a very significant role, because researchers function as the main instrument and key actors in research actions. As the main instrument, researchers act as observers who actively observe activities in the field and interact directly with research objects. In their role as data collectors and analysts, researchers also become the main initiators in carrying out observation and data collection activities.

### Data source

*Primary Data.* Primary data is obtained through observation and interview activities. Observations are conducted at the research location and interviews are conducted by researchers with various informants, in this study, the process of determining informants uses the Purposive Sampling method where the selection of informants is based on certain criteria. Informants are selected based on their ability to provide highly relevant and detailed information about the research topic and because they are considered to have sufficient knowledge for the issues being studied, especially related to the implementation of strategic management.

*Secondary Data.* Secondary data is information that has been previously processed and presented in the form of documents, reports, or other written information that is relevant to the research object, which is obtained by the researcher.

### Data collection technique

*Observation.* Observation is done by paying attention to the behavior, events, or activities of individuals or groups that are the focus of the research. Observation notes are used to gain a better understanding of the actual situation. (Sahir, 2022) .

*Documentation.* Documentation is used to inventory physical objects in the field and support research by strengthening the facts that occur. Types of documentation include photos and descriptions that reflect conditions in the field

*Interviews.* Researchers are actively involved in the research location with the aim of obtaining accurate and comprehensive data through conducting interviews. The interview process involves direct interaction with related parties through question and answer sessions. The criteria for respondents selected in the interview are respondents who understand and are involved in the preparation and implementation of strategic management programs in micro, small and medium busines.

### Data analysis

The data analysis process details the stages in managing and interpreting data according to the qualitative approach applied. In the context of this study, data analysis is carried out by compiling data in structured, logical, and efficient sentences, aiming to facilitate understanding and interpretation. The steps involve editing, classifying and verifying,

*Editing,* the editing process involves evaluating the collected data, focusing on the completeness of the answers, clarity of writing, and its relevance to other data. In this study, the researcher carried out the editing process on the interview results and at the same time compiled the reference details used in compiling the research.

*Classifying,* the classification process involves grouping all data, including those obtained from interviews, observations, and direct field recording. All data is analyzed thoroughly and then grouped according to needs to make it easier to understand. The goal is to provide a more organized structure to the data and present objective information that is important to researchers. The data is then separated into parts that have similarities, based on the results of interviews and references.

*Verifying,* the verification process involves reviewing the data and information obtained from the field to ensure validity. Verification is done by confirming the data to the research subjects. This step aims to ensure that the data obtained is accurate and has not been manipulated.

### Data Validity Check

In the context of qualitative research, the subjectivity factor of the researcher has a dominant role because the researcher functions as the main instrument in the research. The main data collection techniques such as interviews and observations are considered to have weaknesses, especially if they are carried out openly and without control. To overcome this, data validity checks are carried out through the application of triangulation.

Triangulation is a data collection method that integrates various sources and available data collection techniques. Overall, triangulation involves three main components, namely triangulation of sources, techniques, and time.

Source triangulation is used to test the credibility of data by examining data from various sources. In this context, researchers compare answers from informants and conclude similar answers expressed by informants.

Technique triangulation is used to test the credibility of data by examining data from the same source, but using different techniques. Time triangulation is used to test the credibility of data by collecting data at different times. Researchers make repeated visits to the research location for two months to see the developments that occur at the location .

### **3. Result and Discussion**

#### **General Description of Research Locations**

The Cooperatives, Industry and Trade Department of Situbondo Regency is one of the regional apparatus organizations in the Situbondo Regency regional government which was formed based on Situbondo Regency Regional Regulation Number 8 of 2016 and has undergone changes as regulated in Situbondo Regency Regional Regulation Number 5 of 2021.

The vision of the Cooperative, Industry, and Trade Department of Situbondo Regency is to create a Situbondo society that is moral, prosperous, just and empowered. The mission of the Cooperative, Industry, and Trade Department of Situbondo Regency is 1) to build a Situbondo society that is faithful in diversity, 2) to build a Situbondo society that is healthy, intelligent and increases the role of women, 3) to build infrastructure, a just and competitive economy, and 4) to build a professional, clean and strong government.

One of the main tasks and functions of the Cooperatives, Industry and Department of Situbondo Regency is to provide guidance to small and medium business in the Situbondo Regency area, with the following details of activities: a) preparation of work programs in the field of micro business; b) preparation of materials for formulating policies in the field of micro business; c) implementation of policies in the field of micro business; d) coordination of empowerment and protection of small business; e) promotion of market access for small business products in ; f) coordination of the implementation of monitoring, evaluation and reporting of the implementation of empowerment of small business; g) coordination of data collection of micro and small business permits; h) coordination of the development of small business with an orientation of increasing the scale of small businesses to medium business; i) coordination of entrepreneurship development; j) implementation of secretarial activities; k) reporting on the results of the implementation of tasks; l) implementation of other official duties assigned by the Head of the Department

#### **Implementation of Strategic Management**

The implementation of strategic management by the Cooperatives, Industry and Trade Department of Situbondo Regency to support the development of micro, small and medium business consists of 1) formulation, 2) implementation and 3) evaluation.

#### **Formulation**

At this stage, there is mission planning, identification of challenges and opportunities from the external environment, evaluation of the company's internal strengths and weaknesses, formulation of long-term goals, decision making, and selection of strategies to be implemented. The strategy formulation process consists of three steps, involving the decision-making stage, the matching stage, and the input stage. During this process, consideration is made regarding activities to be started or stopped, resource allocation, decisions regarding entry into traditional markets, business diversification, expansion, mergers, or efforts to avoid unwanted acquisitions (Kurniawati & Yuyu, 2023). The formulation in the implementation of strategic management of the Cooperatives, Industry and Trade Service of Situbondo Regency consists of 1) budget planning and 2) strategies and main pillars.

- a. Budget planning, budget planning is one of the fundamental pillars in public financial management, especially in the context of Regional Government Organizations that are directly responsible for public services. In the regional government structure, the Cooperatives, Industry, and Trade Service of Situbondo Regency plays a crucial role in planning and implementing various programs, one of which is empowering small and medium enterprises which aims to improve the quality of their business

activities. However, the budget planning process at the Cooperatives, Industry, and Trade Department of Situbondo Regency often faces various challenges that can affect the effectiveness and efficiency of fund use (Rahayu et al., 2024). Budget planning must be carried out properly because the budget is a tool for allocating resources in order to meet the needs of public services implemented in the form of actions in the form of mentoring and coaching services for small and medium businesses by the Cooperatives, Industry and Trade Department of Situbondo Regency (Abdullah & Junita, 2020).

Budget planning by the Cooperatives, Industry, and Trade Department of Situbondo Regency is carried out a year in advance. For example, the budget for activities in 2025 is prepared in 2024. To prepare for these activities, internal sector meetings are held two to three times. The meeting aims to discuss the readiness of the activity, and all sector staff must attend the meeting. The preparation of the 2025 budget was carried out in May 2024 with the attendance of all sector staff at the Department.

The source of the micro business revenue budget comes from various sources, namely Community Aspiration Funds from the Regional Representative Council, General Allocation Funds and other sources. For micro business, members of the Regional Representative Council determine the targets, but the budget management is carried out by the Office. The amount of the annual budget from the two sources varies, namely 650,000,000, - 700,000,000, with special funds for each small and medium business ranging from 75,000,000, - 100,000,000, - per year, depending on the annual allocation and each year is different. With this budget, the Office is able to hold around 10 activities each year, which include various facilities such as training, making business permits, product exhibitions, and issuing land certificates for small and medium businesses. Although the funds are not enough to meet the needs of all small and medium business actors in Situbondo, the Office is trying to do it gradually each year. The goal is for the program to be evenly distributed in the community. In this way, the Department hopes that small and medium business actors can continue to develop and get the support they need to improve their business

- b. Strategies and Main Pillars, the Cooperatives, Industry, and Trade Service of Situbondo Regency has a strategic goal, to increase the competitiveness and growth of micro, small, and medium business by providing assistance, training, and product promotion regularly. In this case, assistance can be one solution for economic empowerment through training, coaching in the form of materials, facilities, and processes so as to provide a significant impact on micro, small, and medium business actors. Assistance is an effort to improve various business actors' abilities with the aim of making their businesses more feasible in the future (Ningtyas & Kusuma, 2024). Mentoring and training of micro, small, and medium business strategies in this digital era is an important step to help business actors face challenges in the digital era and increase their competitiveness in business. With the knowledge and skills gained from strategic mentoring, it is hoped that micro, small, and medium business actors can move up a class and achieve greater success in their businesses. With training and mentoring of micro, small, and medium business strategies in this digital era, micro, small, and medium business actors can improve the quality of their work, think creatively and innovatively, and implement operational, financial, and marketing management properly. Thus, business actors can continue to develop and contribute positively to local economic growth (Supardi et al., 2023). Mentoring and training are the roles of the Cooperatives, Industry, and Trade Service of Situbondo Regency as a dynamic and facilitator (Islam & Eriyanti, 2024)

The Cooperatives, Industry, and Trade Department of Situbondo Regency implements strategic management in three main pillars, namely 1) legality, 2) capital, and 3) marketing, to support the development of micro, small, and medium enterprises. They act as intermediaries to assist micro, small, and medium enterprises in obtaining legal documents such as Business Identification Numbers and halal certificates. In addition, they also provide advice on financial institutions that offer capital loans with low interest rates, as well as assist in marketing micro, small, and medium business products both offline and online through exhibitions and promotional events. This approach aims to strengthen the position and empower micro, small, and medium business, so that they can contribute to economic growth in the Situbondo Regency area.

Legality is a strategic management in the three main pillars because legality can affect the sustainability of a business, because the legality of a business entity in business activities is an identity that legalizes or confirms a business entity so that it gets protection with various legal documents in the eyes of the law and gains trust from the community (Akhmaddhian et al., 2021). Legal entities or legality are very important for micro and small businesses, but in fact, currently there are still micro and small businesses that do not have a business license. In fact, today, the legality of micro and small business permits is very

important, considering the many people who have difficulty developing their businesses and entrepreneurs who have difficulty getting capital/funding contributions for developing their businesses because they have not been registered or have received permission from the government (Soimah & Imelda, 2023).

Capital is also a strategic management in the three main pillars, because capital is the first factor that can affect the income and development of micro, small and medium enterprises. In general, the obstacle in building a business is business capital because this is a basis or initial step in pioneering a business. Capital can come from ourselves or from loans from other parties (Wahab & Hidayat, 2024). Therefore, the Service must assist micro, small and medium business actors in easy access to capital sources. Ease of access to capital for micro, small and medium enterprises includes easy requirements for applying for formal financing so that business actors do not choose personal or non-formal loans which can be said to have less stable capital availability. Easy requirements even accompanied by light financing services really encourage business actors to develop their businesses so that they continue to get cyclical financing. However, there are further problems related to access to capital, namely obstacles that are always experienced by micro, small and medium enterprises. The problem of access to capital is caused by several things such as administrative constraints and other constraints that make it difficult for micro, small and medium business actors to get access to financing (Soebiantoro & Haryanti, 2024).

Strategic management in the next three main pillars is marketing, because marketing sales techniques are an important role in the business world, especially in today's business competition (Ludbiyanto & Pratiwi, 2023). Marketing has a very important role in increasing sales turnover and strengthening business sustainability. Through effective marketing strategies, such as digital marketing that utilizes social media and e-commerce, micro, small and medium enterprises can reach a wider market and build more personal relationships with consumers. The government and various related parties need to continue to support micro, small and medium enterprises with training and mentoring programs, especially in adopting digital technology. Thus, micro, small and medium enterprises can be more competitive in the increasingly integrated global market (Wita et al., 2024).

The Cooperatives, Industry, and Trade Department of Situbondo Regency also acts as a mediator that helps micro, small and medium business in obtaining business legality, obtaining appropriate sources of capital, and expanding the reach of their product marketing. In this case, the government (Service) becomes a mediator for business actors so that their business have legality, because by having business legality, it is hoped that micro, small and medium business actors can provide confidence to customers, business partners, and investors that their business is carried out honestly and in accordance with standards (Khoirunnisa et al., 2024). For capital, the Government can also open as much access as possible and through good communication with bank fostered partners and others and then become a mediator between bank fostered partners and actors. This mediation is expected to make it easier for business actors to access capital from bank fostered partners (Rahmat et al., 2020). For marketing, the Government helps promote micro, small and medium business products through marketing and promotional campaigns both domestically and abroad. This marketing support will help micro, small and medium business to increase their competitiveness and find new markets. The government can help micro, small and medium business to access local and international markets, for example by providing e-commerce platforms, bazaars, or trade fairs. This support will help micro, small and medium business to increase the visibility of their products (Fakhrurozi, 2023).

### **Implementation**

At this stage, involved in policy management, annual goal setting, employee motivation, and resource allocation so that the strategy can be implemented according to plan. Strategy implementation includes the formation of a culture that supports the strategy, development of an efficient organizational structure, cost management, marketing development, utilization of information systems, and adjustment of employee compensation to organizational performance (Ridwan & Yuli, 2020). Implementation includes 1) Training and Mentoring, 2) Facilities and capital, and 3) Promotion and marketing

- a. Training and Mentoring, training and mentoring consist of a) training to improve the skills of micro, small and medium business actors in management, marketing, finance, and product packaging. For example, packaging training for micro, small and medium business actors in the culinary field, b) personal mentoring, namely providing personal mentoring to help micro, small and medium businesses overcome their business problems, and c) digital training, namely training in the fields of digital branding and digital marketing. This training is carried out through a digital platform so that participants can access the material from anywhere.

- b. Facilities and capital, the facilities provided by the Cooperative, Industry and Trade Department are in the form of Business Legality, namely helping micro, small and medium enterprises obtain business legality such as Business Identification Numbers and halal certificates. Meanwhile, for capital, the Cooperative, Industry and Trade Department helps micro, small and medium business to get easy access to the capital they need, namely getting recommendations from financial institutions to get capital loans with low interest rates.
- c. Promotion and marketing, promotional activities carried out by the Cooperatives, Industry and Trade Department are holding various promotional activities such as exhibitions, micro, small and medium business shows, and facilitating sales at Car Free Day events and during the month of Ramadan. For marketing, micro, small and medium business actors are given training and support in digital marketing, utilizing online platforms to increase exposure and sales of their products.

### Evaluation

Evaluation provides an overview of the achievement of organizational goals where there is a continuous process which is an application to determine whether the stages have been achieved or not based on the benchmarks or evaluation instruments that have been determined (Agustriani, 2023). At this stage, an evaluation is carried out on the strategies that have been implemented, involving activities such as taking corrective actions, analyzing external and internal factors that are the basis of the strategy, and measuring performance. This evaluation is important to ensure the suitability of the strategy with changes in both the internal and external environments. The strategy needs to be adjusted continuously, and four benchmarks are used to test the success of the strategy, namely excellence, suitability, consistency, and feasibility

- a. Performance and Impact Measurement, in this case, success measurement is carried out, namely evaluating the success of the strategy through measuring the performance and impact of the activities carried out. Evaluation indicators include increasing the number of micro, small and medium enterprises that receive certification, as well as increasing sales turnover of micro, small and medium enterprise products after participating in training. Furthermore, monitoring and surveys are carried out, namely direct monitoring of the implementation of activities is carried out together with a survey of training participant satisfaction and analysis of micro, small and medium enterprise performance data after mentoring or training.
- b. Obstacles and Challenges, one of the main obstacles is the limited budget that limits the ability of the Cooperatives, Industry and Trade Department to provide maximum training and mentoring. With limited funds, only about 50% of the total micro, small and medium business actors can be covered in training and mentoring programs. Meanwhile, the challenges faced are adaptation to rapid changes in technology and the business environment, as well as the low quality of human resources among micro, small and medium business actors which makes it difficult for them to manage their businesses and improve the quality of products and services.

### 4. Conclusion

The implementation of strategic management of the Cooperatives, Industry and Trade Department of Situbondo Regency to support the development of micro, small and medium business consists of 1) formulation which includes strategic budget planning and main pillars, 2) implementation which includes training and mentoring, facilities and capital, promotion and marketing, and 3) evaluation which includes performance measurement, impact of obstacles and challenges. In general, this strategic management can be applied to other areas, of course adjusted to the characteristics of the area. The results of this study can contribute theoretically to enriching strategic management literature.

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