

Heha Sky View: Role Model for MSME Partner-Based Tourism in Yogyakarta

Agus Siswanto¹, Abdul Choliq Hidayat^{2*}

^{1,2} Universitas Ahmad Dahlan

E-mail: agus.siswanto@mm.uad.ac.id¹, abdul.hidayat@mm.uad.ac.id^{2*}

Article History:

Received: 14 Agustus 2024

Revised: 01 September 2024

Accepted: 07 September 2024

Keywords: Heha Sky View, Role Model, MSMEs.

Abstract: This research could be a form of subjective expression that unearths amazing ideas and builds a tourism trade approach through collaboration with Micro, Small and Medium Enterprises (MSMEs). Information gathered through discussions, perceptions, and supplementary sources. Heha Sky View (HSV), located on the slope of Patuk in Yogyakarta, Indonesia, is visited by 15,000 people in a single day during peak season and offers beautiful views, twilight, a variety of Instagram-worthy selfie settings, the mountains, and culinary pleasures. With reasonable costs provided by 25 MSME units connected by skybridge, road nourishment slows down. Another goal of the HSV owner is to use the neighborhood as a buffer zone, benefits for communities, MSMEs, exchanges with multiplier effects, and transport. MSMEs care for, empower, and benefit stakeholders with a capital investment of 10 billion rupiah over a period of 4 (four) years. HSV ought to serve as an example for the tourism industry. The goal is to create sustainable, capital-efficient, and innovative tourism using both natural and manmade scenery. This can serve as an example of role model for Yogyakarta's MSME Partner-Based Tourism.

INTRODUCTION

The ever-growing increase of the tourism industry has turn out to be an attraction for the proprietor of Margaria organization to get involved in the tourism commercial enterprise, by way of establishing Heha Sky View (HSV) with a recreation park and eating place idea. The presence of HSV in the Margaria group enterprise unit affords a mission for the Margaria organization as it has by no means been worried inside the tourism industry. In the course of the tender release period considering that September 2019, Margaria group persevered to make various strategic efforts to encourage the improvement of HSV to turn out to be a main tourist appeal in Yogyakarta. The ever-increasing boom of the tourism industry has turn out to be an enchantment for the owner of the Margaria group to get involved in the tourism business, by organising HSV with a pastime park and restaurant concept.

Since the Margaria organization has never been concerned with the tourism industry, the presence of HSV within its business unit offers a project for it. Since HSV's flawless inauguration

in September 2019, Margaria institution has continued to pursue a number of strategic moves to encourage its growth into Yogyakarta's top tourist attraction. The Micro, Small and Medium Enterprises (MSME) Slot, which has 25 stalls and is from Bantul, Jogja, and Gunung Kidul, is one of the HSV locations that is already moving. The products are snacks, sushi, grilled meat, taichan satay, grilled corn and other products. MSMEs who have opened a branch first (with a store in the original location) are invited to post proposals and are then selected using HSV (meal check) management to participate. Every three months it is evaluated and the business settlement is a revenue sharing gimmick.

After passing through the main gate, traffic participants can enjoy MSME products (food court brochure templates). Operating hours: 10 am to 9 pm last order, 10 pm last operation. Operating rates currently do not allow for openings after 10pm HSV's idea is tourism combined with MSMEs. Types of tourism: View from the sky (splendid beauty of Merapi nature morning-afternoon, night lights of the metropolis). HSV Resto itself represents a desire for traditional Western cuisine.

The MSME lifestyle really favors HSV so the buyer's budget is expressed in Heha (cheap and many options). Circle of relatives entertainment centers: Lawn planted with flowers, cycling for photography, swimming pool with boat, mini ferris wheel. Maximum capacity of 25,000 people (at certain times during Tet or other major holidays). Opened on September 19, 2019. The total number of employees is 115 people, of which 95% are patuk (at management level there are only 5 people who are not Patuk), MSME has been in existence since this opening day.

LITERATURE REVIEW

The ever-increasing growth of the tourism industry has become an attraction for the Owner of Margaria Group to get involved in the tourism business, by establishing Heha Sky View, which has a recreation park and restaurant concept. The presence of Heha Sky View in the Margaria Group business unit presents a challenge for the Margaria Group, because it has never been involved in the tourism industry (Bungin, 2017). During the soft launch period since September 2019, Margaria Group continues to make various strategic efforts to encourage the development of Heha Sky View so that it becomes a leading MSME-based tourist attraction in Yogyakarta (Amri, 2020).

The results of the analysis from initial observations show that the internal factors that are the strengths of Heha Sky View are beautiful views, fairly complete facilities, unique building design, highly skilled employees, strict quality standards and continuous innovation. Internal factors that are weaknesses are that human resources are still limited in the restaurant department, the use of promotional media has not been maximized, tourism potential has not been optimally optimized and prices are relatively high (Wibowo, et al., 2015); (Tambunan, 2014).

External factors that provide opportunities for HSV are the existence of high consumer needs, the potential of the community around the company, infrastructure and easy road access, government support and technological advances (Rahmadani, et al., 2020). The various supporting facilities that surround a tourism destination will create a business entity that is economically very profitable.

MSMEs as business partners make it even more attractive to visit, as an internal factor in business (Rahmadani, et al., 2020; Kristiningsih and Trimarjono, 2014; Muzenda, 2014). External factors that pose a threat are social conflict, natural disasters, high competition and unstable political conditions. Alternative strategies that can be implemented are increasing promotions, improving product and service quality, adding facilities (spa and event organizers)

and building educational tourism (Rahmadani, et al.,2020; Sudiarta, et al., 2014).

Based on a more in-depth analysis, companies can add educational tourism as a priority strategy in developing HSV. HSV's main advantage is its partnership with MSMEs that are strictly selected for quality and service (Sutrasmawati, et al., 2013; Tarmizi, 2018).It 's interesting to research the basic ideas, planning, implementation, economic studies, and partnership efforts with various parties which constitute a buffer zone strategy to anticipate various possibilities, including the occurrence of social crises, and others.

Micro, small and medium enterprises (MSME) are one of the pillars of the Indonesian economy. The World Bank states that more than 90% of current businesses are MSMEs (Japhta et al., 2017). In addition, small and medium-sized enterprises officially contribute 40% of the gross domestic product (GDP) of developing countries. MSMEs also play a key role in achieving the Sustainable Development Goals (SDGs), especially by promoting innovation, creativity and creating sustainable jobs for all. MSMEs play a very important role in national development, as they play a role in employment, economic growth and delivery of development. Therefore, MSME development must be carried out with the aim of improving the welfare of economic actors and the Indonesian people.

The Ministry of Cooperatives and MSMEs (2021) clearly states that the contribution of cooperatives and MSMEs in attracting workers is 119.56 million people, accounting for 96.92% of the workforce out of a total workforce of 123, 37 million people.The contribution of MSMEs to national GDP is 60.51%.The number of MSMEs in Indonesia increased from 64.19 million units in 2018 to 65.46 million units in 2019.

Dhewanto et al., (2019) argue that the main problem of MSMEs in Indonesia is low productivity, leading to a huge gap between micro, small, medium and large enterprises. Data from the Central Bureau of Statistics (CBS, 2015), based on constant 2000 prices, shows that productivity per business unit in the period 2000-2013 did not show significant progress, i.e. productivity of micro and small enterprises remained at around IDR 4.3.million per business unit per year and medium enterprise was IDR 1.2 million, while productivity per large business unit reached IDR 82.6 billion. Similarly, the development of productivity per employee of micro, small and medium-sized enterprises did not make significant progress, specifically about Rp 2.6 million and Rp 8.7 million, respectively, in when the productivity per employee of large companies reached 423.0 million rupiahs. These performances are associated with: (a)the quality of human resources of MSMEs is low, especially in the fields of management, organization, technology mastery and marketing; and (b) poor business skills of MSMEs.

It is necessary to increase the productivity of MSMEs to overcome inequalities between economic actors, between income groups and between regions, including poverty reduction, while encouraging the improvement of national competitiveness. Research results of Hamid and Susilo(2011) in Yogyakarta found that the problems faced by MSMEs include: (1) Marketing; (2) Capital and finance; (3) Innovation and application of information technology; (4) Raw material usage; (5) Production equipment; (6) Absorb and empower labor; (7) business development plan; and (8) ready to face challenges of the external environment. Therefore, a strategy is needed to overcome them. Of course, the development of MSMEs depends not only on MSMEs themselves but must also receive support from all stakeholders. Support is also needed from employer associations, universities and/or relevant agencies/agencies in district/city and provincial governments. Furthermore, government policies are needed to encourage the growth of MSMEs (Ajija et al., 2020; Nurulia, 2014; Hidayat, 2022).

HSV is equipped with business analysis using SWOT analysis (Rangkuti, 2014; Hamid, et al., 2023). This study also aims to analyze internal and external factors and develop a business

development strategy that can be implemented at Heha Sky View. The efforts of tourism business initiators such as innovative and creative efforts in the form of a tourist area are necessary to receive the approval of stakeholders. It is no small effort and a tireless struggle (Darwanto, 2013).

SWOT analysis aims to identify the internal factors in the MSME development efforts in Yogyakarta, where the internal factors mentioned include the strengths and weaknesses that have occurred so far in the development process, MSME development at HSV. In addition to internal factors, external factors will also be described, including opportunities and challenges related to MSME development in Yogyakarta.

1) *Internal Factors*

a) *Strengths (S)*

The support of the two local governments for the development of MSMEs is very high, marked by the vision and mission of the Yogyakarta government in the economic sector, especially for MSMEs in working together restore the power of MSME for national economic recovery in Yogyakarta. Therefore, the Government of Yogyakarta really wants MSMEs in Yogyakarta to be more competitive, independent and dependent on the potential development of the region as well as capable of increasing productivity by encouraging the achievement of Economic independence through providing quality digital products.

b) *Weaknesses (W)*

The main weakness is that Yogyakarta's MSMEs database has not been fully updated and detailed. Yogyakarta Cooperative and the MSME Chamber are fully aware that the current MSME data only describes the number of MSMEs in Yogyakarta. Second, data on the growth of MSMEs, on the number of MSMEs increasing by one level each year, on the number of micro enterprises that become small businesses, the number of small businesses that will become successful. Medium-sized companies and the number of companies that have just become large companies are still non-existent. Third, the coordination of MSME development between each regional organizational organization, banks and state-owned enterprises (BUMN) is not well coordinated. Fourth, the resources available to facilitate and develop microfinance institutions (LKM) are still limited and fifth, there are not many training centers for MSMEs to enhance skills and knowledge, expertise for these businesses.

2) *External Factors*

a) *Opportunities (O)*

First, district government policies strongly support MSME development. MSMEs, as key players in Yogyakarta's economy, should play an active role in improving the community's economy by developing its economic potential, especially based on financial resources. Yogyakarta has quite a large natural resource potential, in the fields of food and horticulture, plantations, fishing and other fields. Third, standardization, standardization and product conformity assessment are tools to create fair and transparent business competition, because standardization will improve quality, and production efficiency. Therefore, MSMEs in Yogyakarta are expected to produce standard and suitable products. This needs to be continuously socialized within MSMEs with the aim of increasing the competitiveness of their products, and Yogyakarta's fourth position in the developed region is one of the urban areas in Indonesia.

b) Threats (T)

The main challenge is the unbalanced business structure and competition. It attempts to encourage the emergence of market reforms using a number of policies. Second, central government regulations change frequently. In recent years, it can be seen that central government regulations have changed a lot, both in terms of business licenses, cooperatives and MSMEs and village enterprises (BUMDes), investments, employment, tax base, territorial planning, land, land rights, environment, construction and housing, economic zones, etc. Third, the entry of domestic and foreign products is more competitive, imported products cannot be denied.

The developer's efforts are aimed at convincing neighbors, from neighborhood associations, community associations, youth, village leaders to government officials to approve the permitting process. Explaining the concept of a development plan during socialization events to stakeholders in language that is easy to understand and accepted by the surrounding community is an exceptional strategy. The concept of partnering with MSMEs was the initial basic idea that helped HSV become very popular among tourists as it fulfilled the basic needs of tourists. Diverse cuisine, types of dishes and drinks that suit tourists' tastes and budgets are strategies worth appreciating. The use of online digital marketing media is now an additional interesting strategy for HSV (Sandri and Hardilawati, 2019).

RESEARCH METHOD

This study is a qualitative descriptive study. Data collection was carried out through interviews, discussions, observations and secondary data collection. The data obtained will then be analyzed using the Strategy Formulation Framework method (Gunawan, 2013). The subjects of this study were 35 participants and played very important roles, namely owners, managers, MSME actors, Bumdes actors, villagers. Chiefs, RW Chiefs, RT Chiefs, Karang Taruna and community representatives around the HSV site environment. The sample for this study included 35 people directly involved with HSV. This study was also conducted from observing all locations, including restaurant environments, stalls, parking areas, flower gardens, bicycles, swimming pools, boats, conveyor belts, facilities active and elsewhere.

This research variable is HSV as a tourism business entity, an innovative, creative endeavor and the result of a creative economic model that needs to be developed and is currently being promoted by the government to stimulate national economic growth (Tambunan, 2014). MSMEs are an important variable in this study as they constitute a value-added element, therefore HSV should be a model for creating tourism destinations in partnership with MSMEs. This study was conducted using survey, interview, observation and validation methods to obtain valid data. Interviews: owners, managers, 25 MSME partners, Bumdes, surrounding community representatives, village heads, youth organizations, employee representatives, estimated total of about 35 people (Suyoto, 2015).

Data taken from primary data from interviews, surveys, observations as well as documents can become secondary data. Research procedure: researchers were given permission to study HSV by the owners and managers and were allowed to request the necessary data through observations and interviews (Suyoto, 2015).

RESEARCH RESULTS

According to the investor, the original idea of Heha Sky View is: First, tourism in Yogyakarta is a potential and promising subject. Second, travel is a field loved by all ages. Third, there is no view seller that can meet and satisfy the latest trend, namely the mobile phone selfie activity of every tourist. Fourth, selling the flavors of Yogyakarta's typical dishes, including MSMEs *Angkringan* style, would be very interesting if combined in a very diverse tourist destination. Fifth, the idea of partnering with selected MSMEs at a single tourist destination is noble and valuable in empowering the community. Sixth, integrating tourism destinations with MSMEs is a learning idea for the community that business progress can be achieved together, between entrepreneurs and MSMEs, not separately. Seventh, tourist destinations can be used as business entities that have synergy with the surrounding community as stakeholders, with the opportunity to engage in business in an integrated and combination. Eighth, visitor numbers of up to 15,000 during the monthly peak season, up to 25,000 during certain periods, such as Hari Raya or other holidays, form a roadmap to success in a business whose profits have a multiplier effect.

HSV opened on September 19, 2019. The total number of employees is 115 people, 99% are Patuks, at the management level there are only 5 non-Patuks. MSMEs have been operating since they opened. The MSME selection process is based on several tests and must have a store in Yogyakarta. Family entertainment facilities: flower garden, photography bicycles, swimming pool with boat, mini ferris wheel and many other interesting things. The total capacity of HSV is 25,000 people, especially during major holidays. The parking lot was initially carried out by Patuk youth but later it became bad and was later exploited by a vendor. After a year, the parking lot became fully operational for Patuk youth. Bumdes: people in charge of parking lots, irrigation (spandes) constructing pipelines from 400 to 500 m (8 million per month), which are also used to irrigate village residents (using CSR funds) of Patuk village. Total investment capital in HSV is estimated at about 15 billion rupiahs. The break-even point is 4 years. This is a sustainable business and should be the tourism business model for the MSME partner-based tourism industry in Yogyakarta.

DISCUSSION

The hidden treasures with the potential to become tourism gold owned by Gunungkidul Regency need to be fully exploited and professionally managed to create sustainable income for the locality. Tourism must be considered from the perspective of a commercial entity and is one that can be very profitable and have a very wide multiplier effect, moreso than other commercial entities. The regional government's licensing process is very slow and takes a long time, not in accordance with the promoter's expectations. One of the reasons is that the decision maker's thinking does not clearly understand the business problem and has difficulty making decisions. The community surrounding the site initially rejected the HSV development plan, it required gradual socialization and took a long time to finally accept and accept it, after 2 years. Typically, local government officials do not share a common view on this issue from a business perspective. This is reflected in delays in decision-making and licensing in principle. Experts should be invited to discuss and expand their perspectives and thinking on how to think in regional asset management so that they can make effective and efficient decisions.

The HSV concept is tourism combined with the noble intention of collaborating with MSMEs, business efforts aimed at empowering the community. Sky View type of tourism

(morning and evening, natural beauty of Mount Merapi, night lights of the city). HSV Resto offers a selection of traditional and Western dishes. The existence of MSME really helps HSV serve economically diverse tourists to suit consumers' budgets because there are many price options.

CONCLUSION

HSV is a tourism concept in partnership with MSMEs that uses natural cliffs to create attractive views. There are street food concepts, restaurants and eateries offering a variety of food at various and affordable prices, powered by up to 25 MSME units. The concept is of a three-story restaurant connected by a skywalk to enjoy the beautiful natural scenery and panoramic photos while enjoying meals are very attractive to visitors.

Engaging collaboratively with site environmental stakeholders, local authorities, and workers in the area surrounding the site is an excellent strategy as it will serve as a buffer for continued business operations, business in a sustainable way. Heha Sky View is a business that also empowers the community. This is the vision of the owner and initiator of the HSV business. Apart from MSMEs, the beneficiaries are the regional government, village authorities and communities surrounding the area.

The multiplier effect of HSV activity is also important, especially in terms of culinary rawmaterials, transportation as well as local income. The major advantage derived from the HSV business is that the capital of 15 billion rupiahs can be paid back in 4 (four) years. The sources of income are: Selling entrance tickets, selling photo tickets for more than 70 observation points, restaurants, profit sharing for MSMEs, selling souvenirs, parking tickets and others.

The tourism industry in partnership with MSMEs is more than just a business as it involves caring, empowering, sharing and benefiting various parties. It is factors like these that make HSV a tourism business model in cooperation with MSME worth following and developing. The basic principle of building HSV attractions is to take advantage of the beauty of the existing natural landscape. This formula is intended to transform natural and man-made landscapes into something that can be sold as an instagrammable value-add to consumers. Creating a business that attracts capital quickly is a promising business strength, with large and long-term profits.

Tourism industry stakeholders should emulate models like these to support MSMEs. The government needs to be able to make it easier for players in the tourism sector by providing various licensing facilities so that businesses can be established in various locations. An activity that brings mutual benefits to various economic actors, including MSMEs.

ACKNOWLEDGEMENTS

This article is the result of our own research and does not constitute plagiarism of someone else's research. If there are works by others, we have consulted them and listed them in the references section of this article. Special thank to the owner of HSV for this research.

DECLARATION OF CONFLICTING INTERESTS

The researcher actually states that he has no commercial relationship with Heha Sky View and is limited to his role as a professor at Ahmad Dahlan University, thus he does not have any conflict of interest.

REFERENCES

- Akhmad, Akhmad, Idhan Khalid, and Asdar Asdar. 2023. Strategy for Development of Micro, Small and Medium Enterprises in Gowa Regency, Indonesia. *European Journal of Development Studies*. Vol 3. (5). Pp. 7-15.
- Ajija, S. R., Hudaifah, A., Wasiaturrehman, W., Sulistyarningsih, L., A'yun, K. Q., Mukti, H.K., Salama, S. C. U., Rofiqoh, S. N. I., & Azzizah, U. A. 2020. *Koperasi BMT Teori, Aplikasi, dan Inovasi* [BMT Cooperative Theory, Application, and Innovation]. CV Inti Media Komunika.
- Amri, Andi. 2020. The impact of Covid-19 on MSMEs in Indonesia. *Jurnal Brand*, Volume2 No. 1. Hal. 123-130.
<http://ejournals.umma.ac.id/index.php/brand/article/view/605>.
- Bungin, Burhan. 2017. *Tourism Marketing Communication (Tourism Communication): Destination Marketing and Branding*. Jakarta: Kencana.
- Central Bureau of Statistics-CBS. (2015). Statistik Indonesia [Indonesian Statistics](Report).
https://istmat.org/files/uploads/47409/statistical_yearbook_of_indonesia_2015.p
- Darwanto. 2013. Increasing the Competitiveness of MSMEs Based on Innovation and Creativity (Strategy for Strengthening Property Rights on Innovation and Creativity). *Jurnal Bisnis dan Ekonomi* (JBE). Vol.20. No. 2. Pp:142-149.
- Dhewanto, W., Rizqi, V. N., Yunita, F., Azzahra, S., & Adrian, D. 2019. *Internasionalisasi UMKM Usaha Kecil dan Mikro Menuju Pasar* [Global internationalization of small and micro enterprises MSMEs towards global markets]. Yogyakarta: Andi Offset.
- Gunawan, Imam. 2013. *Qualitative Research Methods. Theory and Practice*. Jakarta: Bumi Aksara.
- Hamid, E. S., and Susilo, Y. S. 2011. Strategi Pengembangan Usaha Mikro Kecil dan Menengah di Provinsi Daerah Istimewa Yogyakarta [Strategy for Development of Micro, Small and Medium Enterprises in the Province of the Special Region of Yogyakarta]. *Jurnal Ekonomi Pembangunan*, 12(1), 45-55.
- Hamid, Rahmad Solling, Budi Utami, Tri Cicik Wijayanti, Baiq Candra Herawati, Dudi Permana, Agus Siswanto, Peri A. Manaf, M. Subhan Iswahyudi, Abdul Choliq Hidayat. 2023. *MANAJEMEN STRATEGIS : Konsep dan Aplikasi Dalam Bisnis*. Jambi: PT. Sonpedia Publishing Indonesia.
- Hidayat, A.C., 2022, November. Initiation of Micro Small Entrepreneurship About the Digital Marketing and Packaging Model for Padukuhan Krinjing Lor, Grubug, and Karang, Jatisarone Village, Kapanewon Nanggulan, Kulonprogo. In *Prosiding Seminar Nasional Hasil Pengabdian Kepada Masyarakat Universitas Ahmad Dahlan* (Vol. 4, No. 1, pp. 1923-1931).
- Japhta, R., Murthy, P., Fahmi, Y., & Marina, A. 2017. UKM yang dimiliki wanita di Indonesia: Kesempatan emas untuk institusi keuangan lokal [Women-owned SMEs in Indonesia: A golden opportunity for local financial institutions] (Report). World Bank. <http://documents1.worldbank.org/curated/en/737221477568795492/pdf/109534-WP-BAHASA-SME-Indonesia-Final-Ind-PUBLIC.pdf>.
- Kristiningsih dan Trimarjono, Adrianto. 2014. Analysis of Factors that Influence the Development of Small and Medium Enterprises (Case Study of SMEs in the Surabaya Region). *The 7th NCFB and Doctoral Colloquium 2014*. Fakultas Bisnis dan Pascasarjana UKWMS.

- Ministry of Cooperatives and MSMEs. 2021. *Perkembangan Data Usaha Mikro, Kecil, Menengah (UMKM) dan Usaha Besar (UB) tahun 2018 – 2019* [Data Development of Micro, Small, Medium Enterprises (MSMEs) and Large Enterprises (UB) for 2018 – 2019]. Kementerian Koperasi dan UMKM.
- Muzenda, Alexander. 2014. A Conceptual Model of the Determinants of Performance of Tourism Sector Small and Medium Enterprises (SMEs). *International Journal of Business and Management Invention*. Vol 3. Issue 1. January 2014. pp 30-35.
- Nurulia, A. 2014. Model Pengembangan Industri Kecil Konveksi Melalui APIK (Asosiasi Pengrajin Industri Konveksi) di desa Tritunggal kecamatan Babat kabupaten Lamongan Jawa Timur [Small convection industry development model through APIK (Association of Convection Industry Craftsmen) in Tritunggal village, Babat district, Lamongan regency, East Java]. *Economics Development Journal*, 3(2), 30-40.
- Rahmadani, Anisa, dan Amin Wibowo. 2020. Heha Sky View Business Development Strategy Analysis. *Tesis*. Magister Manajemen Universitas Gadjah Mada. <http://etd.repository.ugm.ac.id/>.
- Rangkuti, Freddy. 2014. *Analisis SWOT: Teknik Pembeda Kasus Bisnis*. Jakarta: Gramedia Pustaka Utama.
- Sandri, Siti Hanifa dan Hardilawati, W. L. 2019. Customer Relationship Model, Inovation And E-Commerce To Improving SME Marketing Performance In Pekanbaru. *Jurnal Akuntansi dan Ekonomika*, 9(2), Pp: 213–222. <http://ejurnal.umri.ac.id/index.php/jae>.
- Sudiarta, I Putu Lanang Eka, I Ketut Kirya dan I Wayan Cipta. 2014. Analisis Fakto-Faktor yang Mempengaruhi Kinerja Usaha Mikro Kecil dan Menengah (UMKM) di Kabupaten Bangli. *E-Journal Bisma Universitas Pendidikan Ganesha Jurusan Manajemen*. Vol. 2 . <http://ejournal.undiksha.ac.id/index.php/JJM/article/view/3381/2753>.
- Sutrasmawati, Endang, Dwi Cahyaningdyah dan Rini Setyowitastuti. 2013. Conservation Strategy as an Effort to Empower Micro, Small and Medium Enterprises (MSMEs) in Central Java. *Proceeding Human Resources Management*. The Implementation of Human Resources Management Information System (HRMIS) to Enhance Corporate Values. Vol 3. No 1. Oktober 2013. Hal : 451 – 466.
- Suyoto, Sandu. 2015. *Basic Research Methodology*. Yogyakarta: Literasi Media Publishing.
- Tambunan, Tulus. 2014. *Indonesian MSMEs. Summary of Results of a Number of Research*. Jakarta: Usakti.
- Tarmizi, Ahmad. 2018. MSME Marketing Strategy: Literature Review. *Jurnal Riset Manajemen dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*. Vol.3. No.2 Juni 2018:191 –198.
- Wibowo, Dimas Hendika, Zainul Arifin, Sunarti. 2015. Analysis of Marketing Strategies to Increase the Competitiveness of MSMEs (Study on Batik Diajeng Solo). *Jurnal Administrasi Bisnis*. 29(10): 59-66.