
SURVIVAL STRATEGY FOR MICRO, SMALL AND MEDIUM ENTERPRISES IN THE MIDST OF THE ONSLAUGHT OF MODERN RETAIL - INDOMARET AT SIMPANG KIRI OF SUBULUSSALAM CITY

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Abstract

The presence of national retailers such as Indomaret is often considered to threaten the resilience of local Micro, Small and Medium Enterprises (MSMEs), including in Simpang Kiri District, Subulussalam City, Aceh Province. Since 2016 until 2023, there have been four Indomaret outlets that have hit this area, which has made the resilience of MSMEs sag. Therefore, the purpose of this research is to see the condition of local MSMEs and their survival strategies in the face of the Indomaret invasion. The method used in this research is a qualitative method with a descriptive approach. Data collection techniques were carried out using observation, interview and documentation methods. The results showed that the presence of Indomaret greatly affected the decline in income of local MSME players, especially traditional shops, grocery stores, and street vendors. Because of that, MSME players do not remain silent, they make efforts to survive with product, price and place strategies. In conclusion, the onslaught of national retail has made changes to the way of doing business in this area even though initially they opposed the presence of Indomaret.

Keywords: Survival Strategy, Micro, Small and Medium Enterprises (MSMEs): Indomaret, Conditions.

Pendahuluan

The presence of Indomaret in Simpang Kiri District, Subulussalam City has become a dilemma for local Micro, Small and Medium Enterprises (MSMEs) on the one hand they must be open to change but on the other hand they are less prepared to face the changes that are so rapid.

Deep concerns haunt MSMEs in this area because in their minds the presence of Indomaret does not rule out the possibility of weakening the MSMEs that they have been involved in so far.

Subulussalam City is a newly developed city from its parent city of Aceh Singkil since 2007, the area is 1,391 km² with 5 sub-districts and 82 villages. One of the sub-districts located in the city center is Simpang Kiri Sub-district with an area of around 213 (km²). This city feels unique because many of its residents still live in forest areas and oil palm plantations.

The common occupation of the people in Simpang Kiri sub-district is a private sector, such as the business of grocery stores, five-foot merchants, and retailers, who are often referred to as the perpetrators of UMKM. Generally speaking, the livelihoods of the local population depend on the proceeds of trade and a share of palm trees.

Prior to the presence of Indomaret in Simpang Kiri District, Subulussalam City, the business turnover of MSME actors seemed stable, at least seen from the cycle of exchanging new stock of goods every week, usually the goods in their shops would be sold out at the weekend, and sales turnover was stable.

Lately, it has been felt differently, where the stock of goods they have sometimes only runs out after two weeks even though the amount of stock is the same as before. MSME actors find it difficult to maintain their sales turnover.¹ This problem is thought to be due to the onslaught of modern retailers that are mushrooming in this area which is increasingly unstoppable, in mid-2023 there have been four outlets, and they have spread across Simpang Kiri District. The mushrooming of Indomaret has shaken the competitiveness and resilience of local MSME actors, especially since the presence of this modern retail location does not pay attention to the distance from local MSMEs. According to the confession of local MSME actors, their businesses have not only experienced a decline in turnover but some have gone bankrupt because they are unable to compete.

In 2016, Indomaret first arrived in Simpang Kiri District, Subulussalam City through a manual licensing process that required the fulfillment of various procedures and provisions. This process involves permits from the village and regional governments, including permits from the Disperindagkop & MSME and the local licensing office. Although growth was slow until 2019, since 2022 to 2023, the establishment of Indomaret outlets has used OSS (Online Single Submission) permits, an information technology-based licensing system that integrates permits at the regional and central levels. With this mechanism, modern retail has quickly spread to various regions, including Simpang Kiri, Subulussalam City

¹ Antonius Purwanto, "Daerah Kota Subulussalam: Potensi Agribisnis di Kota Termuda Aceh", Kompas Media, Edisi 02 November 2023.

Even so, the local government of Subulussalam City, through the Department of Industry, Trade and MSME, has sent several warning letters to stop one of the Indomaret outlets since 2019, but the Indomaret outlet is still running and operating. In this case, the government has tried to regulate the establishment of Indomaret in Simpang Kiri District, because it sees that the competitiveness of MSME is not comparable to Indomaret, where Indomaret often gives big discounts to consumers in winning the hearts of customers because they have large capital, this certainly cannot be done by local MSME actors who have limited capital, because of that, buyers' interest has shifted to Indomaret and ended in the absence of local MSMEs buyers, this also affects the growth of local MSMEs, the longer it gets dimmer and weaker.²

In fact, MSMEs should be a serious concern for all parties, reflecting on the Indonesian economic crisis from 1997 to 1998, starting with the rupiah exchange rate crisis against the US dollar and the monitor crisis that destroyed the Indonesian economy, where the pattern of economic development that relied on large companies turned out to be not strong enough to produce social and economic structures. Fortunately, at that time there were micro, small and medium enterprises (MSMEs) that received less attention, but were able to move the wheels of the economy in the midst of the storm of the crisis, and were able to survive in difficult situations with their own strength. This certainly deserves to be a very important lesson to pay more attention to economic development that truly has a strong structure so that it can survive in any situation.³

Learning from the economic crisis above, MSMEs are recognized as a very important business sector because of their function and role in the economy. Therefore, the government should pay more attention to the development of MSMEs, which of course the existence of MSMEs still requires support from various parties in strengthening the development of MSMEs themselves, especially the presence of the government.⁴

According to Law of the Republic of Indonesia Number 20 of 2008, MSMEs are defined as productive businesses that are independently owned by individuals, are not subsidiaries, and are not owned by subsidiaries, either directly or indirectly. The government has taken steps to increase investment and create jobs through Law No. 11 of 2020 concerning job creation and Government Regulation No. 7 of 2021 concerning Development, Protection, and Strengthening of Small Cooperatives and Businesses. In the legal context, MSMEs play a role in implementing the law as social control and social engineering, as well as handling the formation of systems in various issues involving MSMEs.

² Danirandi, *Affan Bintang Akan Kaji ulang Izin Indomaret di Subulussalam*, Media Kanalaceh. 2019.

³ Yuli Rahmini Suci, "Perkembangan Usaha Kecil Menengah di Indonesia." *Jurnal Cano Economos*. 2017. Vol.6.1. hlm. 51.

⁴ Sarfiah, S.N, Atmaja, H.E., and Verawati, D.M."UMKM Sebagai Pilar Membangun Ekonomi Bangsa." *Jurnal Riset Ekonomi Pembangunan*. 2019. Vol.4.2. hlm. 141

To maximize this role, law enforcement officers and MSMEs need to work together, both producers and consumers. With this job creation law, the government will closely monitor business growth, provide legal protection to MSMEs from actions by other parties, and make stronger efforts to avoid monopolistic actions.⁵ Even so, it cannot be denied that in any trading system, competition cannot be avoided, including in micro, small and medium enterprises (MSMEs), but this competition must be carried out in a healthy manner.

Looking at the phenomena that have emerged so far, it is certainly not an exaggeration if the presence of modern retail such as Indomaret often creates an unhealthy competitive climate and is detrimental to traditional traders. According to the secretary general of APPSI, the growth of Indomaret at one location automatically kills at least 20 community stalls, so if the establishment permit continues to be carried out without considering the existence of local MSMEs, the sustainability of business in Indonesia will be unbalanced. Whereas in Law No. 9 of 1995 concerning small businesses, it is stated that the government must maintain the business climate in relation to competition, by making the necessary regulations. To protect small businesses, the government must also prevent the formation of market structures that lead to the formation of monopolies, oligopolies, and monopsonies that are detrimental.

The description above raises a fundamental question about the face of local MSME development in facing the onslaught of national retailer Indomaret at Simpang Kiri, Subulussalam City and what is the attitude of MSME actors in facing this onslaught.

Theoretical Basis

Micro, Small and Medium Enterprises according to Law Number 20 of 2008 provide limitations on the number of employees, asset value, and annual income for micro, small and medium enterprises. This is done to differentiate and provide different treatment for businesses based on their large scale, including: 1. Micro Enterprises Micro enterprises are the type of business that has the smallest scale among MSMEs. This business is dominated by production or service activities that are managed independently by the business owner or by involving a limited workforce. Micro enterprises have no more than 5 employees, have an asset value of no more than IDR 50 million, and have an annual income of no more than IDR 300 million.

Small Business is a type of medium-scale business among MSMEs. This business usually has several employees who work together to produce products or provide services. Small businesses have between 6 and 19 employees, have assets worth between more than IDR

⁵ Larasati, F.O, Khalisha, S.N., Pudjiastuti, D. "Upaya Perlindungan Hukum Untuk Mengembangkan UMKM Berdasarkan Undang-undang Cipta Kerja. DIKTUM." *Jurnal Hukum*. 2022. Vol.10.1. hlm. 47

50 million and IDR 500 million, and have annual revenues between more than IDR 300 million and IDR 2.5 billion.

Medium Enterprises are a type of business with a larger scale among MSMEs. These businesses usually have a larger number of employees and have the ability to expand the market more widely. Medium enterprises have between 20 and 99 employees, have assets of more than IDR 500 million to IDR 10 billion, and have annual revenues of more than IDR 2.5 billion to IDR 50 billion.⁶

MSME survival strategies are recognized as the ability, actions, patterns or plans to be able to maintain and improve business, organizations or companies so that they can remain stable and balanced and able to adapt to environmental changes that occur. Marketing strategies are so urgent for every company or entrepreneur, because with this strategy it is hoped that the products sold will be accepted by consumers. Therefore, every company or entrepreneur always tries to increase sales of their products by using effective marketing strategies to increase the existing consumer share.⁷ The marketing strategy used is a plan that is prepared systematically and comprehensively and is used as a guide to carry out marketing activities in order to achieve the company's goals, namely generating profits.⁸

Marketing strategy consists of the basic principles underlying management to achieve its business and marketing objectives in a target market, marketing strategy contains basic decisions about marketing, marketing mix and marketing allocation.⁹

A reliable marketing strategy is recognized by the company's efforts to design an integrated marketing mix consisting of four elements, namely product strategy, price strategy, place strategy, and promotion strategy.

Research Methods

This research adopts qualitative to investigate the condition of natural objects, where the researcher is the key instrument. The data collection technique for this method is triangulated (combined), and then analyzed inductively. This type of descriptive research aims to describe or describe a fact that relates to the phenomena studied by the researcher, including those

⁶ Naja, Hasanuddin. *Membangun Micro Bangking*. Yogyakarta: Pustaka Widyatama, 2004. hlm. 7.

⁷ Novi Angga Safitri, *Strategi Pemasaran (Metode dan Model Penelitian Strategi Pemasaran)*, Yogyakarta: K-Media, 2021, hlm. 7-8.

⁸ Aris Ariyanto, dkk, *Strategi Pemasaran UMKM di masa Pandemi*, Sumatra Barat: Insan Cendekia Mandiri, 2021, hlm 9.

⁹ Tri Weda Raharjo dan Herrukmi Septa Rinawati, *Penguatan Strategi Pemasaran dan Daya Saing UMKM Berbasis Kemitraan Desa Wisata*, Surabaya: Jakad Publishing, 2019, hlm. 39.

relating to activities, views, attitudes, processes that are ongoing to determine the relationship between other symptoms.¹⁰

MSME Condition After the Presence of Modern Retail

The ebb and flow and development of a business is something common, meaning that in business it is recognized that the basic law is that if there is no profit then there is a loss. Therefore, the progress or decline of a business is very dependent on the ability of business actors to manage their business, both in terms of the quality of goods, services and their ability to compete.

The competitive ability of local MSMEs is often weak, so they cannot withstand being attacked by other business actors who are equipped with qualified abilities in attracting customers. This is what happened to MSME actors in Simpang Kiri, Subulussalam City.

DL said that before the presence of the Indomaret outlet in his area, he had a decent income where he could meet his household needs well, he could even save, but after the presence of Indomaret his business became less competitive and his turnover decreased significantly.¹¹ SL, also has almost the same concerns where the distance of Indomaret is very close to the grocery business that he owns, he said:

"Before the presence of Indomaret around the business that I built, my daily sales turnover was worth Rp. 500,000, or it can be said that the amount is the result of the sale that is sold, and if you look at the profit of sales for a grocery trader like me, it is certainly very difficult to determine the profit of sales, sometimes the sales results can be taken 20% and sometimes it can be taken 10%, that's a comparison of 100%. And Alhamdulillah the results that may not be much can still meet household needs, can buy milk for children and my wife's needs."¹² Likewise with what was revealed by FK, "Before the presence of the Indomaret outlet around the grocery store that I built, thank God my sales were stable and running smoothly.

AZ as the owner of an UMKM, which has been established long before the presence of Indomaret, said:

"Before the presence of the Indomaret outlet in front of my shop, thank God the results of my sales were able to meet the needs of my family, even all needs only depend on

¹⁰ Sofar Sialen, *Metodelogi Penelitian Sosial Untuk Penulisan Skripsi Dan Tesis*. Jakarta: IN Media, 2013. hlm. 19.

¹¹ DL, Pelaku Usaha Mikro Kecil Menengah (UMKM), "Wawancara." Pada Tanggal 17 Januari 2024.

¹² SL, Pelaku Usaha Mikro Kecil Menengah (UMKM), "Wawancara." Pada Tanggal 17 Januari 2024.

the results of the sales of the shop that I own, and not only that, the results of the sale of basic necessities, these cakes, can send my 3 children to college, and I can still stock goods that consumers often look for, because coincidentally my location is quite strategic, right next to the hotel and the intersection, so consumers often stop to just buy the cakes and drinks that I sell.”¹³

Next, BB, the owner of a grocery store that had been established long before the Indomaret outlet was right next to the store he owned, BB complained:

"Long before the presence of the Indomaret outlet, I had already established my store, and yes, my sales location is quite strategic, my daily sales results can be enough to cover daily basic needs, and for my children's college fees, because my store is right on the main road, especially right at the Tugu intersection. In the past, before the Indomaret was next to my store, many car and motorbike drivers stopped right at my store even though they were just taking a break to buy drinks and snacks or waiting for friends to travel, and previously the contents of my store were not as few as this, usually I stocked a lot of goods, because most of the people around me usually buy groceries or daily needs by going to my store, in fact, it was not uncommon for me to run out of goods and have to restock them, but now the story is different, my store is deserted of buyers."¹⁴

The onslaught of Indomaret felt by UMKM actors was indeed heavy, however, they did not always complain but continued to look for ways to be able to compete and survive. The presence of Indomaret opened their eyes to continue to improve excellent service if they did not want to be abandoned by their customers. MS said that:

"To maintain my business is by providing good service to customers, so that they can feel at home and come back to buy necessities to our store, and in terms of price, of course, we adjust to the price in the market, and we also make the price cheaper than the price of goods in Indomaret. Not only that, but we also provide compensation to buyers who may not have money, our store also sometimes provides a voucher (which can be borrowed), but of course with a payment period according to the promise, so that we also do not lose and can buy new goods to sell."¹⁵

AZ also described similar experiences with the others by saying:

¹³ AZ, Pelaku Usaha Mikro Kecil Menengah (UMKM), "Wawancara." Pada Tanggal 26 Januari 2024.

¹⁴BB, Pelaku Usaha Mikro Kecil Menengah (UMKM), "Wawancara." Pada Tanggal 26 Januari 2024.

¹⁵ MS, Pelaku Usaha Mikro Kecil Menengah (UMKM), "Wawancara." Pada Tanggal 23 Januari 2024.

"The strategy in maintaining the business that I built is of course by maximizing sales, adjusting the needs of consumers, seeing what needs and doesn't need to be stocked, arranging or rearranging the store so that it is different every month. and of course accepting deposits from the community, such as chips, so that it can also help the surrounding community to help each other like that, and also providing services and a comfortable place so that buyers are interested in shopping. "¹⁶

A similar opinion also provided by BB who described:

"In my current sales, that is by not selling a similar strategy with Indomaret, such as, if they don't sell mineral water in cartons, we sell mineral water in cartons like they don't sell 3Kg LPG gas, we sell LPG gas, just adjust, such as completing the needs of the community that they don't have, such as sugar by the kilo, oil by the kilo, rice by the litre, and so on, we prepare things like that, because most of the lower middle class certainly also need basic necessities like that, for that we can continue to maintain the business that we have."¹⁷

FK, emphasized the importance of determining competitive prices so that his merchandise can compete with Indomaret, saying:

"The efforts I made to maintain my business, which I can do during the presence of Indomaret, are by making reasonable prices, not too expensive and not taking too much profit, and also not stocking too many goods because if you stock too many goods, they could expire if they haven't been sold, and also if they have expired, it is impossible for consumers to buy them, and distributors also won't want them to be returned if they have expired." ¹⁸

Survival Strategy of MSMEs at Simpang Kiri

¹⁶ AZ, Pelaku Usaha Mikro Kecil Menengah (UMKM), "Wawancara." Pada Tanggal 26 Januari 2024.

¹⁷ BB, pelaku Usaha Mikro Kecil Menengah (UMKM), "Wawancara." Pada Tanggal 26 Januari 2024.

¹⁸FK, Pelaku Usaha Mikro Kecil Menengah (UMKM), "Wawancara." Pada Tanggal 22 Januari 2024.

Survival strategy is an ability, action, pattern or plan carried out to be able to maintain and improve the existing businesses in an industry, organization or company so that they can remain stable and balanced and able to adapt to environmental changes that occur. In maintaining MSMEs at Simpang Kiri, Subulussalam City in facing the onslaught of modern retail Indomaret, a good and correct marketing strategy is needed. The following is an explanation of the marketing strategy.

Every company and entrepreneur needs a marketing strategy so that the products produced can be accepted in the target market. By implementing this strategy, they can increase sales and expand consumer share.¹⁹

Marketing strategy is an approach that helps us design and market the products or services to suit the company's conditions and consumer preferences in the target market. This strategy involves a systematically prepared plan to guide marketing activities to achieve the company's goals, namely making a profit.²⁰

Marketing strategy consists of the basic principles underlying management to achieve its business and marketing objectives in a target market, marketing strategy contains basic decisions about marketing, marketing mix and marketing allocation.²¹

Every company has a goal to survive and grow. This goal can only be achieved through efforts to maintain and increase the level of profit or company profits by strengthening sales. The company's marketing department needs to implement effective strategies to take advantage of opportunities in marketing.

How to identify the market involves several steps. First, by conducting a market analysis to understand customer needs and wants and studying market trends, consumer preferences, and purchasing behavior. Second, by implementing a SWOT Analysis to identify the strengths, weaknesses, opportunities, and threats of the business. Third, by observing market trends because the market is always changing. Finally, by building networks and collaborations, because interaction with other industry players and businesses is the key to success in the business world.

According to Sofjan Assauri, a marketing strategy is a series of goals, objectives, policies and rules that direct a company's marketing efforts over time, at all levels and contexts, especially in response to environmental changes and dynamic competition.²² In other words, a

¹⁹ Novi Angga Safitri, *Strategi Pemasaran (Metode dan Model Penelitian Strategi Pemasaran)*, Yogyakarta: K-Media, 2021, hlm 7-8.

²⁰ Aris Ariyanto, dkk, *Strategi Pemasaran UMKM di masa Pandemi*, Sumatra Barat: Insan Cendekia Mandiri, 2021, hlm 9.

²¹ Tri Weda Raharjo dan Herrukmi Septa Rinawati, *Penguatan Strategi Pemasaran dan DayaSaing UMKM Berbasis Kemitraan Desa Wisata*, Surabaya: Jakad Publishing, 2019, hlm 39.

²² Tri Weda Raharjo dan Herrukmi Septa Rinawati, *Penguatan Strategi Pemasaran dan DayaSaing UMKM Berbasis Kemitraan Desa Wisata*, hlm 40.

marketing strategy is a set of goals, objectives, policies, and rules that guide a company's marketing efforts over time, at all levels and contexts, especially in response to environmental changes and dynamic competition.

One element of a marketing strategy is the marketing mix, which is a strategy implemented by a company that is related to determining how the company presents product offerings to a particular market segment that is its target market.²³

Studying the findings of the field data, shows that MSMEs in Simpang Kiri carry out a series of actions in line with a reliable marketing strategy, where MSME actors in this area in order to continue to exist, try to meet consumers' needs with product segmentation that is not provided in Indomaret as done by respondents AZ and BB. The treatment of AZ and BB is in line with the theory of product strategy. Where this strategy is understood to determine the right way and provision of products for the target market, so that it can satisfy its consumers and at the same time can increase the company's profits in the long term, through increased sales and increased market delivery. Product strategies that can be carried out include decisions about product mix, trademarks, product packaging methods, quality levels and products, and services provided.

For industrial products, the combination of components includes model or variety, appearance, durability, technical specifications, and toughness. Although packaging is not explicitly mentioned in the initial components, many modern companies include packaging elements as protection during transportation. In other words, the safety of the product until it reaches the customer is an important part of the industrial product combination.²⁴

For FK, the issue of price is very important in maintaining the sustainability of its business, the efforts made by FK are in line with the price strategy. Price is the only element of the marketing mix that generates sales revenue, while other elements are just ordinary elements. Price is a tool to measure the value of an item, price for producers is a determinant of market demand and influences the position of the company's competitors in capturing consumers. Price is an indicator of goods, in setting prices it is necessary to be careful in considering market potential. Therefore, determining the price needs to be considered so that the price set can be reached by consumers, in addition, it can provide benefits for the company.²⁵

AZ views the issue of place as very important in a business, a comfortable and safe place for him is a must, therefore AZ learns from the existence of Indomaret, so he also tries to provide a good place for his customers. What AZ does is in line with the Place strategy in

²³ Tri Weda Raharjo dan Herrukmi Septa Rinawati, Penguatan Strategi Pemasaran dan Daya Saing UMKM Berbasis Kemitraan Desa Wisata, hlm. 64.

²⁴ Buchari Alma, Manajemen Pemasaran dan Pemasaran Jasa, Bandung: Alfabeta, 2014, hlm. 206.

²⁵ Tri Weda Raharjo dan Herrukmi Septa Rinawati, Penguatan Strategi Pemasaran dan Daya Saing UMKM Berbasis Kemitraan Desa Wisata, hlm 65.

doing business. According to Kotler and Armstrong, place includes company activities that make products available to target customers. Place does not only mean the location of the company but also includes marketing channels, collection and arrangement of locations, inventory and transportation. Location and sales channel decisions include considerations about how to deliver the product to customers and where the product should be placed. Distribution is the activity of delivering the product to the hands of users or consumers at the right time. Distribution policy is one of the integrated marketing policies that includes determining marketing channels and physical distribution.²⁶

Conclusion

From the results of the study above, it was found that the presence of Indomaret made MSMEs in Simpang Kiri hesitant and not ready to compete. This condition forced them to make efforts to survive the onslaught of Indomaret which was superior in many ways. Field evidence shows that the strategy played by MSMEs in Simpang Kiri is to improve product quality, determine competitive prices, and provide a comfortable place.

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²⁶ Ryan Nugroho dan Edwin Japariato, "Pengaruh People, Physica Evidence, Product, Promotion, Price dan Place Terhadap Tingkat Kunjungan di Kafe Coffee Cozies Surabaya", *Jurnal Manajemen Pemasaran Petra* Vol. 1, No. 2, (2013), hlm 3.

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