

The Promotion Strategies in Improving the Small Industry Markets for Fish Processing

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Abstract

Small-scale fish processing industry is a marine fish processing activity which is widely available in District of Central Tapanuli. This research aims to give thought contribution to marketing management of small fish processing industry to make breakthrough to unclear and uncertain the implementation of product strategy, price, distribution, and promotion. The scope of the research includes a survey of marine fish processing entrepreneurs. The population in this study is 153 small fish processing entrepreneurs in 6 districts in Central Tapanuli consists of Pandan, Tapan Nauli, Badiri, Sorkam, West Sorkam and Barus sub-districts. The analysis was conducted by multiple regression model and hypothesis testing was conducted by ttest for partial test, and Ftest test for simultaneous test. The results showed that partially the implementation of product, distribution and promotion strategy had positive effect; meanwhile the price strategy had a negative effect to the market share of small fish processing industry in the District of Central Tapanuli. Furthermore, the simultaneous implementation of product strategy, price, distribution, and promotion has a positive effect to the market share of small fish processing industry in the District of Central Tapanuli.

Keywords

product strategy; price; distribution; promotion; market share



I. Introduction

The impact of science and technology changes is greatly felt and it is seen from the very rapid changes in all aspects of life. In the economic paradigm there is also a fundamental change of concepts and behavior, from the concept of "what, how, for whom, when, and where" (what will be produced, how to produce it, for whom, when and where) which starts from for whom, then how, and just followed up with what kind of product will be produced. The latter concept is based on the product marketing aspect (for whom) as a first step in behaving.

To be able to plan the type of product to be manufactured, firstly there must predict the marketing concept, including demand planning, customer taste analysis, marketing environment analysis, potential competitor analysis, product design and pricing, distribution plans, statistical analysis and market research. The changes in the concept of this behavior cause the change in human behavior from the desire to make a thing into how to market an item. Thus the basic concept of economic actors will start from the "market opportunity".

The design of marketing strategy is required by every type and scale of business, not least the small industry. Wang (2006) argues that strategic planning is an important factor in the development, competitiveness and success of small business enterprises. Furthermore, Veskaistri (2007) indicates that planning strategies are positively and significantly related to the development of small and medium enterprises. And then,

Balasundaram (2009) argues that strategic planning contributes significantly to all aspects of small-scale enterprise performance.

In general, small industries use simple technology where the process is done manually, so that the small industries have the characteristics of labor intensive. Workers employed in small industries usually do not require higher education levels, but more rely on skills. Thus small industries will be easier to recruit large numbers of workers, which means they can participate in reducing the unemployment.

Seeing from the size (scale of business), small industries have many weaknesses associated with managerial aspects because usually, the emergence of small industries is less based on the ability of management, but more based on the willingness or motivation of high work. According to Ningsih (2018) Motivation is an encouragement that makes people want to work or act in a certain way. Speaking of motivational matters, what is discussed is human needs. The relationship between motivation and need is two things that cannot be separated from each other. So far, the fact is most small industries have weaknesses in the marketing field, so that small industrial products cannot compete with the products of large industries. Most small industries are less able to survive because of being squeezed by large industries. Therefore, it is necessary to find an effort to improve marketing ability in small industry through marketing mix strategy which becomes its potential.

The development of institutional is also very important to help in improving the existence of small industries either through cooperatives, partnership systems, or the formation of small entrepreneurs' groups into small industry centers initiated by local governments. The existing institutions are needed to coordinate existing small industries, so they have the power in bargaining position and business protection. Unfortunately most types of cooperatives in the area is a cooperative for fishermen, whereas the cooperatives that specifically accommodate the small fish processing industries have not been developed in the area of fish production centers.

However, small businesses also have specific advantages that can be relied upon such as the mastery of human resources, low production costs, and the uniqueness of the product. If these advantages are well managed, it is not impossible for them to grow their business. With the support of planning the right marketing strategy, the uniqueness of products in small industries will be able to create high demand, even opportunities in exporting.

II. Review of Literature

2.1 Market of Small Industry Scale

The concept of small business is more focused on someone's creativity to run a business so have a soulhigh entrepreneurship. So thereby the criteria of small business have similarities with the concept of entrepreneur. Entrepreneurs are the ones who create a new business by taking the risk of uncertainty in order to achieve profit and growth by identifying opportunities and connecting the resources which are needed to establish them (Zimmerer, and Scarborough, 2002).

In accordance with the Law Number 9 of 1995 (article 26), medium and large businesses are suggested to implement partnerships with small businesses, so that if it is done well it will enable the prospect of marketing small-scale business products abroad to materialize. In this partnership, small businesses should be allowed to use the name of a large enterprise that already has an export network, or it could be with other partnerships such as subcontracts, agency systems, and so on. Thus the market prospect of small

business products is not only limited to domestic consumption alone, but also has the prospect of overseas market. Market share is closely related to the possibility of companies making a profit. Some research indicates that market share and profitability are interrelated. If the market share rises, then the chances of gaining profits also rise. The market share is the percentage of all sales in a market entered by the company (Basu Swastha and Ibnu Sukotjo, 2001). The processed fish products produced by small industries in Kabupaten Tapanuli Tengah generally dominate the middle to lower class segment, very large. Compared to the large number of large-scale industry engaged in fish processing and the market is mostly overseas markets, the market share of processed fish products from small industries becomes very high. The field evidence shows that the production of processed fish from small industries in District of Central Tapanuli is always sold out, sometimes even short of production due to the very high demand. Thus its market share is also very high.

Employees are one of the most important assets in the company, every employee is required to play an active role in setting plans, systems, processes, and goals to be achieved by the company. One way to achieve the effectiveness of a company is to foster and utilize human resources in order to produce a quality workforce, physically and mentally healthy, and have high skills to support the company's success (Mora et al, 2020).

The market share that can be controlled by small fish processing industry in District of Central Tapanuli can be calculated from the large percentage of each company's sales value to the total sales of all existing companies. This percentage will be the basis for an assessment of whether the small industry concerned has the possibility to make a good profit or not. Considering that processed fish products produced by existing small industries are always sold out, it can be interpreted that if supported by good production and management, their market share can still be improved. Thus the market prospects of small fish processing industries especially in District of Central Tapanuli are quite good and still possible to achieve even though in fact they are quite satisfied with what can be achieved so far.

2.2 Product Strategy

Marketing management has three (3) major contributions in the organization's product strategy (Cravens and Nigel, 2009):

First, market analysis is required at all stages of product planning that provide information for products to suit the consumers' needs and psychology. The knowledge, experience, and market research methods of marketing professionals are fundamental to the development of product strategy. Second, the marketing to the product strategy concerns the product specification. The product strategy is designed with adjustments to customer needs, so marketers must be able to translate consumer demand into product design. Third, marketing to product strategy relates to target market decisions and program positioning. Product positioning decisions may include only one product or brand; one product line only; or product line mix in a strategic business unit.

In designing an existing the product strategy, marketing managers can plan a modification of the product mix with the objectives of: (Cravens and Nigel, 2009):

- 1) Encouraging the company's growth rate
- 2) Offering a complete range of products to wholesalers or retailers
- 3) Acquiring marketing power and make savings in direct distribution, advertising, and sales
- 4) Confirming the position of existing brands
- 5) Diversifying to avoid dependency on one product only

If it is linked to efforts to create competitive advantages of processed fish products produced by small industries in North Sumatra in designing product strategy can be done through planning for several strategies, as well as strategies applied to products or consumer goods (Basu Swastha and Ibn Sukotjo, 2001):

- 1) Product quality/ improvement strategy quality
- 2) Brand awarding strategy
- 3) Consumer service improvement strategy
- 4) Cost reduction strategy.

2.3 Price Strategy

The pricing of goods is a key strategy in various companies, as a consequence of deregulation, increasingly fierce global competition, low growth in many markets and opportunities for companies to establish their position in the market (Cravens and Nigel, 2009). In determining the price of its products, companies or marketers generally have several goals to be achieved, including: a). Gaining market position b) Achieving marketing performance c) Determining product position d) Designing requests e) Influencing competition.

Before a company chooses a pricing strategy to set for its product, a pricing situation analysis must first be conducted taking into consideration the demand for a company's product, cost, competition, and legal forces. The purpose of pricing should be determined first. An analysis of pricing situations provides valuable information for choosing pricing strategies. The selection of pricing strategies should also take into account the flexibility of prices, price positions linked to costs, and competitive strategies. Therefore, in the pricing analysis will include activities to estimate the market sensitivity of the product to price, the determination of production costs, the analysis of competition, and the assessment of legal and ethical barriers.

2.4 Distribution Strategy

Distribution channels connect the suppliers and the manufacturers with end users (customers) of products or services. Effective and efficient distribution channels will provide an important strategic advantage for members of the organization over its competitors' channels. The benefits of a company that uses the distribution channel as an intermediary are due to limited financial resources in direct marketing, to enhance market share, and to get the return on investment of the main business (Kotler, 2012).

Processed fish, as consumption products can use several types of distribution channels in marketing them. A widely used distribution strategy is an indirect distribution channel that employs a marketing medium of wholesalers and retailers, and there are some who use direct channels for companies whose turnover is not very large (usually household processors as a by-product). Selection of strategies from various alternative distribution strategies that there are of course by considering various things such as the type and nature of the product, the intended consumer, the distance of transportation from producer to consumer, distribution costs, and so forth.

2.5 Promotion Strategy

As a basis for the development of promotional activities is the existence of marketing communications. Marketing communication is a communication activity undertaken by buyers and sellers, and activities that help in making decisions in the field of marketing, and direct the exchange to be more satisfactory by way of awaken all parties to do better. (Basu Swastha and Ibn Sukotjo, 2001). A good marketing communication is an

effective communication, which can affect the behavior of a person or communicating party so that communication runs smoothly and the expected goals can be achieved. Promotional strategy is usually conducted by the company by using several ways as well as a combination (promotional mix). Promotional mix is the best combination of strategies from advertising variables, sales promotion, publicity and other promotional ways planned to achieve sales program objectives.

In designing a promotional mix strategy, this will be influenced by several things such as: the amount of funds budgeted for promotion, the nature of the product market, the type of product being promoted, and the stages in the product life cycle.

In processed fish products produced by small industries in North Sumatra, generally have not determined a budget for this promotional program. That's because most of their production is always sold out, in addition to the general entrepreneurs have not realized the importance of promotional programs for its products. Dissemination of the use of processed fish products from small industries is more done by word of mouth by knowing the processed fish products purchased by consumers from a small businessman fish processing.

III. Research Methods

3.1 Research Design

This research is a vericative research by conducting a survey to the observation unit in which the analysis is conducted with the aim to test the hypothesis proposed. To achieve that goal, this research is conducted by survey on small fish processing industry in District of Central Tapanuli

3.2 Operation Variable

To be able to do analysis of the discussion in this study, used several variables operated, so the problem can be analyzed well. Measurement of variables, concepts, indicators and scales used according to the nature of each variable can be explained in the following table.

Table 1. Operation Variable

Variable	Variable Concept	Indicator	Size
Product Strategy (X ₁)	The combination of attributes or attributes attached to the product	a. Brand product b. product design c. Product development d. product quality e. packaging	a. Accuracy of product brand b. Conformity of design to customer needs c. Accuracy of product development plan d. Warranties on products sold e. Harmonious packaging as an attraction
Price Strategy (X ₂)	A substitute amount of the product and its services	f. Setting the own selling price g. Discounts h. Service i. Price discrimination	a. Price compliance with quality b. Purchase price according to purchase amount c. Compatibility with customer ability d. Differences in prices on different markets

Distribution Strategy (X ₃)	The combination of channel models and factors related to product distribution	a. Establishing a physical distribution system b. Budgeted distribution costs c. Timeliness of delivery of products to consumers d. Using marketing intermediaries	a. Accurate selection of channel types b. The accuracy of the use of equipment c. Accurate use of transportation type d. Broad suitability of channel coverage
Promotion Strategy (X ₄)	The combination of the various ways and media used to promote the product a. Advertising strategy	b. Personal selling c. Sales promotion d. Publicity e. Salespeople	a. Accuracy of ad media selection b. Accuracy of personnel usage c. Accuracy of model use d. Accuracy of choosing a situation for publicity e. Accuracy of using salespeople
Market Share (X ₄)	Part of the market or consumer group controlled by the company	Strategy of the company in entering the market and the mastery of the customer	Comparison between company sales and industry sales

3.3 Data Collection Technique

Data collection technique is done by giving a list of questions of small fish processing industry entrepreneurs to obtain data related to the development of their business such as sales turnover achieved, the process of determining the selling price, the implementation of distribution and promotion undertaken.

3.4 Population

The population in this research is all small industry which is engaged in the processing of marine fish located in District of Central Tapanuli spread in 6 districts consists of Pandan, Tapan Nauli, Badiri, Sorkam, West Sorkam and Barus subdistricts. This study used a census of the entire population as an analysis unit of 153 businesses.

3.5 Testing Research Instruments

Before the questionnaire was distributed to the small fish processing industry entrepreneurs in District of Central Tapanuli, it was then tested the research instrument by distributing questionnaires to several small fish industry entrepreneurs in Belawan totaling 30 people. After the results of the questionnaire data collected from each respondent, then tested its research instrument through testing the validity and reliability test data.

This validity test is performed by correlating each score statement to each variable with a total score of the statement. Furthermore a positive correlation number means that the data is valid. The correlation method used is the product moment correlation. From the value of the next correlation score searched r_{count} value, and then compared with the value of r_{table} . If $r_{\text{count}} \geq r_{\text{table}}$ then the item is valid ($n = 30$, $r_{\text{table}} = 0,361$). Based on the results of validity testing on product strategy variables, price, distribution, and promotion then obtained the result that all items questioned otherwise valid.

IV. Results and Discussion

The results of the analysis show that the coefficient of determination (R^2), regression coefficient, and testing of the significance of the hypothesis obtained the following figures:

Tabel 2. Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.477 ^a	.227	.206	.77784	.227	10.881	4	148	.000	1.894

a. Predictors: (Constant), Promotion strategy, Product strategy, Price strategy, Distribution strategy

b. Dependent Variable: Market Share

Tabel 3. Simultaneous testing

Tabel 3 ANOVA^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.334	4	6.584	10.881	.000 ^a
	Residual	89.545	148	.605		
	Total	115.879	152			
a. Predictors: (Constant), Promotion strategy, Product strategy, Price strategy, Distribution strategy						
b. Dependent Variable: Market Share						

Table 4. Simultaneous testing

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.050	.705		1.490	.138
	Promotion strategy	.083	.019	.335	4.339	.000
	Product strategy	-.068	.032	-.163	-2.140	.034
	Price strategy	.088	.040	.185	2.193	.030
	Distribution strategy	.136	.058	.195	2.338	.021
a. Dependent Variable: Market Share						

From the results of the analysis can be explained various matters relating to the influence of product strategy, price, distribution, and promotion of market share or significant or not the results of hypothesis testing, including the presence or absence of multicollinear among the variables associated, which can be described as follows. From the analysis, the result of $R^2 = 0,227$ shows that the market share of small fish processing industry is shown by the implementation of product strategy, price, distribution, and promotion of 22.7% and the rest of 77.3% is determined by other variables. This indicates that if fish processing entrepreneurs in District of Central Tapanuli implement product

strategy, price, distribution and promotion strategy in managing their business, their market share is determined partly by strategies of product, price, distribution, and promotion, and some explained by variable others.

When it is viewed from the numbers (coefficient) a_0 ; $a_{1.1}$; $a_{1.2}$; $a_{1.3}$; and $a_{1.4}$ can be explained that among the strategies of product, price, distribution, and promotion strategy can be given the explanation as follows: Value $a_0 = 1,050$ means that if small fish processing industry does not apply strategies of product, price, distribution and promotion, the market that can be achieved is 10.50%. This shows that market share can be obtained if the small fish processing industry implements strategies of product, price, distribution, and promotion in its business. Furthermore, the value of $a_1 = 0.83$ indicates that market share is positively influenced by product strategy of 0.83 or 83%, which means if the product strategy changes by 1 unit then the market share will change in the direction of 83%, assuming that the small industry fish processing does not implement pricing strategies, distribution strategies, and promotional strategies. Next value $a_2 = -0.68$ indicates that market share is negatively influenced by the pricing strategy of -0.68 or -68%, which means that if the price strategy changes by 1 unit then the market share will also change unidirectional as much -68%, assuming that small fish processing industries do not implement product strategies, distribution strategies, and promotional strategies. Furthermore $a_3 = 0.88$ indicates that market share is positively influenced by the distribution strategy of 0.88 or 88%, in the sense that if the distribution strategy changes by 1 unit, then the market share will change in the direction of 88% assuming that small fish processing industries do not implement product strategies, pricing strategies, and promotional strategies. Next the value of $a_4 = 0.136$ indicates that market share is influenced by the promotion strategy of 0.136 or 13.6%, which means that if the promotion strategy changes by 1 unit then the market share will also change in the direction of 13.6%, assuming that small fish processing industries do not implement product strategy, pricing strategy, and distribution strategy. Judging from the amount of regression coefficients obtained showed that the implementation of distribution strategy contributed the most in the achievement of market share of fish processing companies, followed by successive product strategy, promotion strategy, and lastly a negative price strategy.

After viewing the relationship among the variables research using multiple regression analysis, then each regression coefficients obtained need to be tested to determine whether the influence is significant or not. It is also intended to see whether the hypothesis raised in this study is tested or not at a certain level of belief. Based on the results of this hypothesis testing researchers will be able to draw conclusions related to the problem solving research problem. To test whether the strategies of product, price, distribution, and promotion significantly influence market share, t_{test} is used for partial test, and F_{test} test for joint or simultaneous testing.

Based on the results of the analysis, it can be known the level of significance of each independent variable to the dependent variable as follows. variable X_1 has $t_{value} = 4.339 > t_a$ which means that the implementation of product strategy significantly influence the market share of small fish processing industry. Furthermore, X_2 variable has $t_{value} = -2.140 > t_a$ which means that the implementation of price strategy gives a significant negative effect to market share of small fish processing industry. Next X_3 variable has a value of $t_{count} = 2.193 > t_a$ which means that the implementation of distribution strategy also gives a significant effect on the market share of small fish processing industry. While the variable X_4 has a value of $t_{count} = 2.338 > t_a$ which means the implementation of promotion strategies by fish processing entrepreneurs will also give a significant effect on market share. Furthermore, the X_1 , X_2 , X_3 , X_4 variables together have a significance level of the

variable Y is $t_{\text{count}} = 10,881 > F_a$, means that the implementation of product strategy, pricing strategy, distribution strategy, and promotion strategy simultaneously have a significant effect on market share of small fish processing industry.

Based on the results of the analysis can be seen that the product strategy, distribution strategy, and promotion strategy give a positive influence, meaning that if the implementation of these strategies are changed, it will result in market share also changed direction. While the price strategy gives a negative influence, but simultaneously product strategy, pricing strategy, distribution strategy, and promotion strategy have a positive effect to market share of small fish processing industry. This means that if the implementation of these strategies is changed, it will result in market share also changed direction. Implementation of strategies of product, price, distribution, and promotion simultaneously have a significant effect on market share, but it seems that the sample fish processing entrepreneur still have to learn a lot to be able to apply the strategy well. This is due to the limitations of their managerial skills, and they have not been able to realize the benefits and implementation of the strategy. Therefore, it is necessary to strive to awaken them to the importance of implementing the strategy in managing their business because they are facing a heavy competitor from the fish processing entrepreneurs who are already running his business in a modern way with better management. If awareness of the importance of applying the strategies of product, price, distribution, and promotion has arisen in small fish entrepreneurs, it will be easier to improve their ability to apply through improving their managerial quality. Constraints of the limited knowledge of entrepreneurs caused by their low level of education and habits in business management and marketing are hereditary. This is reinforced by the results of research conducted by Syakhroza (2002) which concluded that in Small - Medium Enterprises (SMEs) it is very difficult to expect Human Resources can run a business professionally because they have a low quality of knowledge. In addition, Small and Medium Enterprises face the problem of marketing capabilities, that is, SMEs do little marketing strategy planning because they apply innovation tactics and marketing techniques in accordance with characteristics that are mostly low ability (Andadari, 2002).

So although the implementation of product strategy, pricing strategy, distribution strategy, and promotion strategy have a significant influence on its market share, but its application in small fish processing industry should get support from related parties and need to prepare human resources in advance in order to have more quality capability good. so that entrepreneurs are able to understand the importance of applying product strategy, pricing strategy, distribution strategy, and promotion strategy to further increase its market share (Swastha, Basu and Ibnu Sukotjo, 2001; Astuty, 2008; Pasaribu 2015). This is also reinforced by the results of research conducted by Astuty (2010) which states that marketing strategies applied to traditional fish processing companies essentially have a function to maximize the benefits of catch and cultivation, as well as diversify activities in the resulting product.

The increased competitiveness can be achieved by increasing innovation and productivity, so that efforts can be done efficiently. Thus, what is important for small fish processing entrepreneurs is to find and utilize the source of excellence they have. One of the key factors for small businesses to maintain their market share is proximity to customers. (Shrivastava et al., 1998), so this key factor must be maintained by small entrepreneurs.

Productivity in our context is viewed as the instrument for continuous progress, and of constant improvement of activities. It is seen as rate of output per unit of input. Hence, higher productivity connotes achieving the same volume of output with less factor inputs.

Thus, increased productivity could result from the reduction in the use of resources, reduction in cost, use of better method or improvement in factor capabilities, particularly labour (Orji, 2020).

Based on the results of the study note that small and medium entrepreneurs have characteristics that lead to lack of knowledge and business management, in order to have the power to compete then small and medium entrepreneurs have to do cooperation or partnership. This is reinforced by the results of research conducted by Rifai (2001), which concludes that alliances or partnerships are synergies to enhance competitive advantage for small businesses, since partnerships will enable small businesses to make efficiencies, both from time savings and from accumulation resource. With this alliance, small fish processing industries are expected to possess high skills in terms of production and operational techniques, have the power of resources, and are able to control the business well, where these factors are the source of competitive advantage (Cravens, 2009).

Based on the results of the research can be seen that basically small fish processing industry do marketing results without clarity whether they apply product strategy, pricing strategy, distribution strategy, and promotion strategy or not. Ignorance and lack of clarity in the implementation of this strategy led to small fish processing industries unable to expand market share. The results of this study contribute to breaking through the uncertainty and uncertainty of the implementation of product strategy, pricing strategy, distribution strategy, and promotion strategy in the small fish processing industry. Thus the market share is expected to become more widespread, both in terms of territory and consumer groups served. By implementing product strategy, pricing strategy, distribution strategy, and promotion strategy clearly and surely, small fish processing industry is expected to break through the middle and upper class market and its production can fill modern markets (supermarkets) can break through the overseas market (export)

V. Conclusion

Based on the results of research and discussion in the previous section, it can be concluded as follows:

1. Product strategy positively affects the market share of fish processing small industries in District of Central Tapanuli,
2. Price strategy negatively affects the market share of fish processing small industries in District of Central Tapanuli,
3. Distribution strategy positively affects the market share of fish processing small industries in District of Central Tapanuli,
4. Promotion strategy affects the market share of fish processing small industries in District of Central Tapanuli,
5. Product strategy, pricing strategy, distribution strategy, and promotion strategy have influence to market share of small fish processing industry in District of Central Tapanuli.

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