

MICRO-ENTERPRISE DEVELOPMENT STRATEGY IN MALINAU DISTRICT (CASE STUDY OF MICRO-ENTERPRISE IN THE AGRICULTURAL SECTOR IN MALINAU DISTRICT, KOTA)



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Abstract

Micro, Small, and Medium Enterprises (MSMEs) play a significant role in regional economic development and in reducing unemployment. However, in 2017, the number of MSMEs in Malinau Regency decreased from 1,803 to 1,010 MSMEs, unlike other regions which saw growth. This decline was caused by limited capital and insufficient use of technology. This study aims to analyze the characteristics of MSMEs in Malinau Kota Subdistrict and to formulate strategies for their development. Using purposive sampling, this research involved 10 micro-enterprises in Malinau Kota Subdistrict, with data analysis employing descriptive qualitative, quantitative, and SWOT analysis. The results showed that micro-enterprises in the agricultural sector in Malinau Kota had business ages ranging from 1 to 16 years, employed 1-2 workers (mostly family members), and many had attended training. The types of businesses operated included various processed food products. The capital for these businesses mainly came from personal funds. The development strategy for MSMEs in Malinau Kota Subdistrict was categorized in quadrant I (SO strategy), which involves increasing production and product verification to meet market demand. The recommendations are that micro-business owners implement the SO strategy to increase production and utilize available labor, and that the government provide flexible credit assistance to support MSME capital.

Keywords: Micro Business Development Strategy, Agricultural Sector, Malinau Regency

INTRODUCTION

Economic growth is essential for every country, as an increase in economic growth indicates prosperity, which is reflected in the rise of per capita output along with the community's increasing purchasing power. Through economic growth, a country can transform its economic conditions for the better over a given period. Economic growth is characterized by the expansion of economic sectors in society. This can be seen from the progress of national growth. An economy is said to be experiencing growth if the total real remuneration for the use of production factors in a given year is greater than in the previous year (Saragi, 2016).

According to Amalia et al. (2012), one example of economic growth development in Indonesia that makes a fair contribution to advancing the country is Micro, Small, and Medium Enterprises (MSMEs). This sector plays a very strategic role in national economic development. In addition to contributing to economic growth and job creation, MSMEs also play a role in distributing the results of development. During the economic crisis that has affected our country in recent years when many large-scale businesses experienced stagnation or even ceased operations MSMEs have proven more resilient in facing the crisis.

Common challenges faced by MSMEs include limited working capital and investment, difficulties in marketing, distribution, and procurement of raw materials and other inputs, limited access to market opportunity information, shortage of highly skilled workers (low-quality human resources), limited technological capability, high transportation and energy costs, communication limitations, high costs due to complex administrative and bureaucratic procedures (especially business licensing), and uncertainty due to unclear and inconsistent economic policies and regulations.

Given these problems, cooperation between the government and business owners is needed. Product brand legality is crucial for MSMEs to protect their ideas, concepts, and creativity. Moreover, to overcome the lack of working capital or, in other words, to rotate capital MSMEs can create creative and innovative products. Such innovative products can lead to the creation of new items that meet market needs or attract consumer interest. Innovative products can also generate added value. As MSMEs develop with creativity and a variety of innovations, they can increase their revenue and improve the company's overall welfare (Tambunan, 2012).

This situation also applies to MSMEs in North Kalimantan Province, particularly in Malinau Regency. Below is data on MSME growth in North Kalimantan for 2016–2017 (Figure 1).

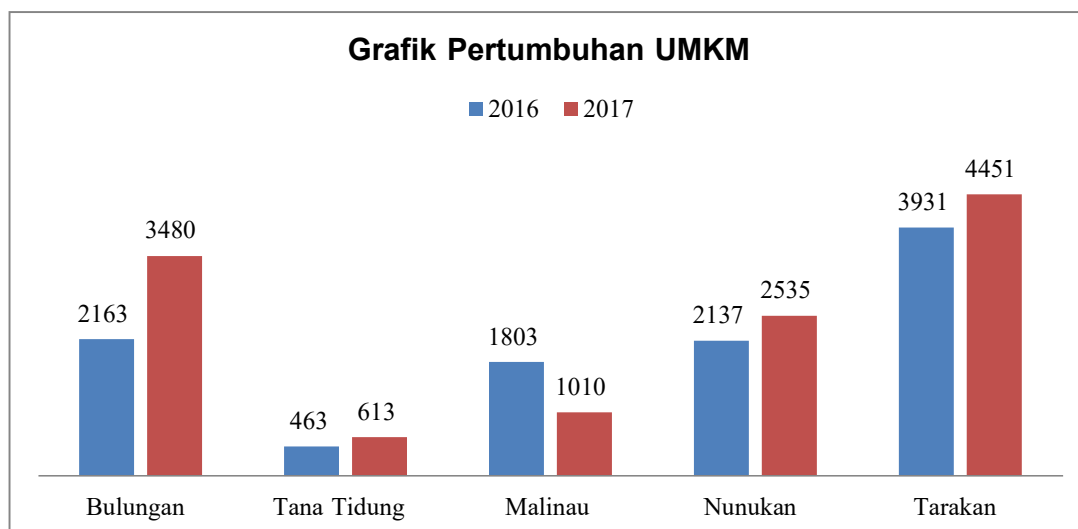


Figure 1.
MSME Growth in North Kalimantan

Based on the MSME growth data in Figure 1, MSMEs in Malinau Regency experienced a decline in 2017 compared to 2016 from 1,803 MSMEs down to 1,010 MSMEs. This is in contrast to other regions Bulungan Regency, Tana Tidung Regency, Nunukan Regency, and Tarakan City which saw growth the following year. The decline in MSMEs in Malinau Regency was due to limited capital and low technological adoption, which led to the decrease. Based on this data, a specific strategy is needed to address MSME challenges in Malinau Regency.

According to Maksum (2016), there are 80 MSME players in Malinau Regency engaged in agriculture-related businesses such as culinary/snack products, handicrafts, and art products, spread across four potential districts: Malinau Kota, Malinau Utara, Malinau Barat, and Mentarang. Among these, Malinau Kota District has the highest number of MSMEs 10 enterprises focused on processing agricultural products. For this reason, the researcher aims to conduct a study on strategies for developing MSMEs in Malinau Kota District, Malinau Regency.

Various internal and external challenges significantly affect MSME development in Malinau Regency. To sustain these businesses—which are already recognized locally and beyond for their quality efforts must be made to ensure they endure. This involves assessing the business’s condition from both supporting factors (strengths and opportunities) and inhibiting factors (weaknesses and threats).

In light of the above background, research is needed on “Development Strategies for Micro Enterprises in Malinau Regency (Case Study: Agricultural Sector Micro Enterprises in Malinau Kota District)”.

REVIEW OF LITERATURE

Agribusiness Concept

According to Soekartawi (2001), agribusiness is an integrated activity that cannot be separated between one stage and another, starting from production, product processing,

marketing, and other activities related to agriculture. Agribusiness is a unified system consisting of several interrelated subsystems: procurement and distribution of production inputs (upstream agribusiness), farming or primary agriculture, processing, marketing, and supporting services (Badan Agribisnis, 1995).

Micro, Small, and Medium Enterprises (MSMEs)

According to Law No. 20 of 2008 concerning Micro, Small, and Medium Enterprises, MSMEs are productive enterprises owned by individuals and/or individual business entities that meet the criteria for micro businesses, namely: having net assets of no more than IDR 50,000,000, excluding land and buildings used for business premises, or having annual sales of no more than IDR 300,000,000.

Internal Environment

The internal environment shows the list of strengths and weaknesses within the control of MSMEs. Strengths are resources, skills, or other advantages relative to competitors and market needs served or intended to be served by MSMEs. Weaknesses are limitations or deficiencies in resources, skills, and capabilities that hinder MSMEs' effective performance (Pearce and Robinson, 1997).

External Environment

External environment analysis is the process of identifying and evaluating trends and events outside the control of MSMEs. The external environment consists of factors beyond the organization's reach and control, meaning the organization can only respond to these factors (David, 2009).

SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats in an organization's environment. The SWOT matrix is an important matching tool that helps managers develop four types of strategies: SO strategies, WO strategies, ST strategies, and WT strategies (David, 2009). Matching key external and internal factors is the most challenging part of developing a SWOT matrix and requires good judgment.

RESEARCH METHOD

Research Location and Period

This research was conducted in Malinau Kota Subdistrict, Malinau Regency. The research period lasted from November 2018 to May 2019, starting from proposal preparation, data collection, to thesis writing. The reason the researcher chose Malinau Kota Subdistrict as the research location is that it is one of the subdistricts in Malinau Regency that has micro enterprises in the agricultural sector (processing snacks).

Sampling Method

The respondent selection technique used in this study was purposive sampling, involving 10 micro enterprises located in Malinau Kota Subdistrict, Malinau Regency. The sampling was conducted based on specific considerations/criteria, namely micro enterprises engaged in processing snacks in the agricultural sector. This refers to Sugiyono (2010), who defines purposive sampling as a sampling technique based on specific considerations.

Types and Sources of Data

The data collected in this study consisted of primary and secondary data (Sugiyono, 2015).

1. Primary Data

Primary data are data obtained or collected directly by the researcher from the data source. Techniques that can be used by the researcher to collect primary data include observation, interviews, focus group discussions, and questionnaires.

2. Secondary Data

Secondary data are data obtained or collected by the researcher from existing sources (researcher as the second party). Secondary data can be obtained from various sources such as the Central Bureau of Statistics (BPS), books, reports, journals, and others

RESULTS AND DISCUSSION

Micro-Enterprise Development Strategy

1. Internal Environment Analysis

Based on the internal environment analysis conducted, the factors affecting micro-enterprises in the agricultural sector in Malinau Kota Subdistrict can be grouped into two categories: strengths and weaknesses. These factors are as follows:

Table 1.

Internal Factors of Micro Enterprises in Malinau Kota Subdistrict

Strengths	Weaknesses
Availability of raw materials	Less attractive product packaging
Affordable prices for all groups	Limited utilization of internet/social media technology
Possession of business license	Limited business capital

Strengths

Strength factors are internal strategic factors that influence the development of micro-enterprises in Malinau Kota Subdistrict. These include:

a. Availability of Raw Materials

Most raw materials used by micro-enterprises in Malinau Kota Subdistrict are sourced from locally produced agricultural products, which are easy to obtain, particularly from Malinau Barat and Malinau Utara Subdistricts.

b. Affordable Prices

The products of micro-enterprises in Malinau Kota Subdistrict are affordable for all segments of society. Selling prices for products such as chips and crackers are lower than those in large stores, ranging from IDR 80,000 to IDR 100,000 per kilogram.

c. Business Licenses

Some entrepreneurs already have business licenses, and their products are certified halal, ensuring that they are safe, healthy, and permissible under Islamic law.

Weaknesses

Weakness factors are internal elements that hinder the development of micro-enterprises in Malinau Kota Subdistrict. These include:

a. Unattractive Packaging

The product packaging of micro-enterprises in Malinau Kota Subdistrict is unattractive and lacks durability. Many entrepreneurs still use regular plastic without labels due to limited capital.

b. Limited Use of Internet/Social Media

Micro-enterprises have not optimally utilized internet and social media technologies for promotion and communication. This limits market reach, as the products are known mainly in urban areas, while many rural communities remain unaware of them.

c. **Insufficient Capital**

Most business capital comes from personal funds, with limited access to banking institutions. As a result, micro-enterprises cannot operate optimally due to restricted funding.

These strengths and weaknesses need to be managed effectively to maximize potential and minimize shortcomings.

2. **External Environment Analysis**

From the external environment analysis, the factors affecting micro-enterprises in the agricultural sector in Malinau Kota Subdistrict can be grouped into opportunities and threats, as follows:

Table 2.

External Factors of Micro Enterprises in Malinau Kota Subdistrict

Opportunities	Threats
Government policies	Competition with products from outside the region
Availability of labor in Malinau Kota Subdistrict	Low product quality
Increasing demand	Fluctuating raw material prices
Formation of business associations	
Availability of marketing venues	

Note: Primary Data Processed, 2019

Opportunities

Opportunities are external factors that can be leveraged for micro-enterprise development in Malinau Kota Subdistrict, including:

a. **Government Policies**

The government supports agricultural product processing businesses in Malinau Kota Subdistrict to advance the regional economy and promote local fruits. It also provides training for micro-entrepreneurs and distributes production equipment.

b. **Availability of Labor**

There is a sufficient labor supply in Malinau Kota Subdistrict, especially among local housewives. This supports community empowerment and creates local job opportunities.

c. **Increasing Demand**

Demand for processed products continues to rise, although micro-enterprises have yet to fully seize this opportunity due to a shortage of permanent workers. This shows a wide-open market potential for agricultural processed products.

d. **Formation of Business Groups**

Associations such as *Makmur Sejahtera* and UP2K help micro-enterprises access wider markets and promote their products, thereby increasing competitiveness.

e. **Availability of Marketing Outlets**

Micro-enterprises sell their processed products through local retailers and in both small and large stores across Malinau Regency, expanding marketing opportunities.

Threats

Threats are external factors that may hinder the development of micro-enterprises in Malinau Kota Subdistrict, including:

a. **Competition from External Products**

Products from outside the region pose competition for local micro-enterprises. Therefore, business groups and associations must maintain product quality and commitment to remain competitive.

b. **Low Product Quality**

The products produced do not yet meet the expected standards, which could threaten business sustainability. Implementing Standard Operating Procedures (SOP) is necessary to maintain quality.

c. **Raw Material Price Fluctuations**

Unstable raw material prices pose risks for entrepreneurs and may cause losses. Contracts with raw material suppliers are needed to reduce the impact of price fluctuations.

Opportunities and threats are external factors beyond the control of micro-enterprises. Micro-enterprises in Malinau Kota Subdistrict must leverage opportunities and anticipate threats effectively.

2. Internal Factor Analysis Summary (IFAS) Matrix Analysis

The IFAS matrix consists of internal factors, namely strengths and weaknesses. The strengths of micro-enterprises in Malinau Kota Subdistrict's agricultural sector include: availability of raw materials, affordable prices for all segments, and possession of business licenses. Weaknesses include: unattractive packaging, limited use of internet/social media, and insufficient capital.

Table 3.
IFAS Matrix Results

Internal Strategic Factors	Weight	Rating	Weight x Rating
Strengths			
Availability of raw materials	0.20	4	0.80
Affordable price for all groups	0.15	3	0.45
Having a business license	0.20	4	0.80
Total weighted score of strengths			2.05
Weaknesses			
Unattractive product packaging	0.15	3	0.45
Lack of utilization of internet/media technology	0.15	3	0.45
Lack of business capital	0.15	3	0.45
Total weighted score of weaknesses			1.35
Total internal factors	1.00	20	0.70

Ket: Data Primer Diolah 2019

Based on Table 3, the average cumulative score for strength factors is 2.05, which is higher than the average cumulative score for weakness factors at 1.35. This indicates

that strengths outweigh weaknesses in the development of agricultural-sector micro-enterprises in Malinau Kota Subdistrict.

3. External Factor Analysis Summary (EFAS) Matrix Analysis

The EFAS matrix measures the influence of external factors on micro-enterprises in the agricultural sector in Malinau Kota Subdistrict. Opportunities include government policies, labor availability, increasing demand, business group formation, and marketing outlet availability. Threats include competition from external products, low product quality, and raw material price fluctuations.

Table 4.
EFAS Matrix Results

External Strategic Factors	Weight	Rating	Weight × Rating
Opportunities			
Government policy	0.12	3	0.35
Availability of labor in Malinau District	0.12	3	0.35
Increasing demand	0.15	4	0.62
Formation of business group associations	0.15	4	0.62
Availability of marketing venues	0.12	3	0.35
Total Weighted Score for Opportunities			2.27
Threats			
Competition with products from outside the region	0.12	3	0.35
Low product quality	0.12	3	0.35
Fluctuating raw material prices	0.12	3	0.35
Total Weighted Score for Threats			1.04
Total External Factors	1.00	26	1.23

Note: Primary Data Processed, 2019

Based on Table 4, the average cumulative score for opportunities is 2.27, higher than the average cumulative score for threats at 1.04. This indicates that opportunities outweigh threats in the development of agricultural-sector micro-enterprises in Malinau Kota Subdistrict.

4. IE Matrix Analysis

From the weighting results of internal and external factors, the values are then formulated into a quadrant diagram with the X-axis and Y-axis to determine the business development position. This process begins with analyzing the results of each internal and external factor, which describe the strengths, weaknesses, opportunities, and threats of a micro-enterprise.

The position on the X-axis and Y-axis can be determined by summing the total weighted scores of internal and external factors, where the X-axis is calculated as $X = S - W$ and the Y-axis as $Y = O - T$ (Rangkuti, 1997).

The quadrant analysis is obtained by subtracting the total score of factor S from factor W, and factor O from factor T. The result of $S - W$ becomes the value or point on the X-axis, while the result of $O - T$ becomes the value or point on the Y-axis. Based on the weighting tables of internal and external factors above, the coordinates for the X-axis and Y-axis can be determined.

$$X = S - W$$

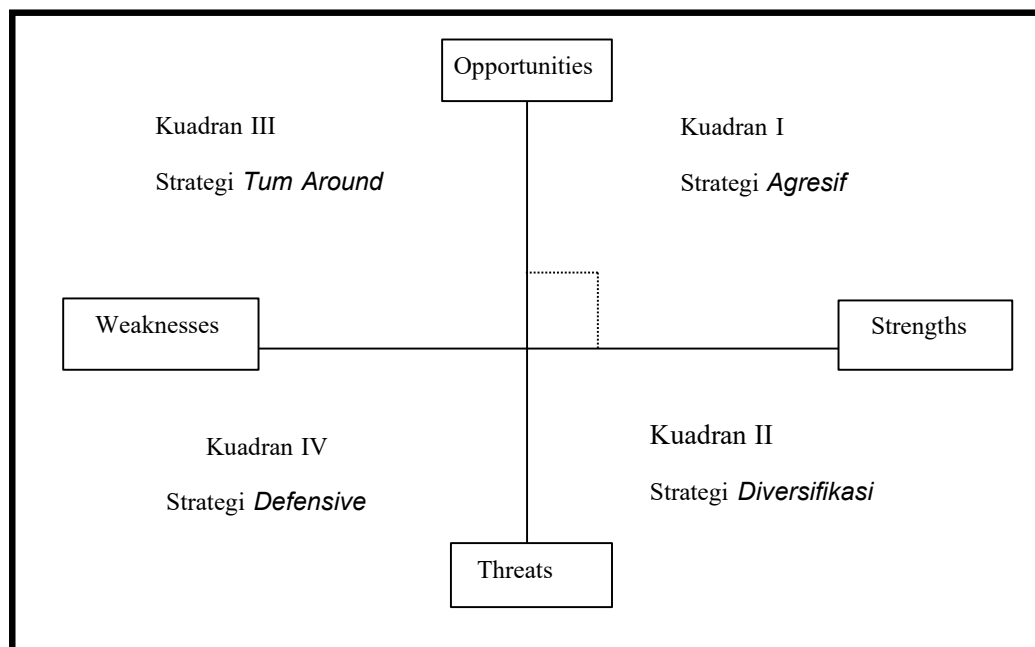
$$X = 2,05 - 1,35$$

$$X = 0,70$$

$$Y = O - T$$

$$Y = 2,27 - 1,04$$

$$Y = 1,23$$



Note: Primary Data Processed, 2019

Figure 1.

Micro-Enterprise Quadrant Analysis

5. SWOT Matrix Analysis

The SWOT matrix is an approach that can be used to generate more practical strategies based on the business position in the I-E matrix. Rangkuti (2006) states that SWOT matrix analysis is based on the logic of maximizing strengths and opportunities while simultaneously minimizing weaknesses and threats.

After conducting the analysis with weighting and rating, and formulating the quadrant analysis strategy recommendations, the next step is to determine the strategy by combining internal and external factors.

Table 5.
SWOT Matrix

		<i>Strengths (S)</i>	<i>Weaknesses (W)</i>
IFAS EFAS		1. Availability of raw materials (S1)	1. Less attractive product packaging (W1)
		2. Affordable prices for all segments (S2)	2. Limited use of internet/social media technology (W2)
		3. Possession of a	3. Limited business capital

	business license (S3)	(W3)
Opportunities (O)	Strategy S-O	Strategy W-O
1. Government policies (O1)	Increase production and diversify micro business products by utilizing the support capital for business availability of labor to meet group associations. (W3, O1, the growing market demand. O4)	Utilize government policies to form financial institutions to
2. Availability of labor in Malinau Kota District (O2)	(S1, S2, O2, O3, O5)	
3. Increasing demand (O3)		
4. Formation of business group associations (O4)		
5. Availability of marketing venues (O5)		
Threats (T)	Strategy S-T	Strategy W-T
1. Competition with products from outside the region (T1)	Improve/enhance the quality of micro business products and work with farmers to form partnerships that can address competition with outside products. (S1, S3, T1, T2, T3)	Develop more modern packaging using internet/social media technology. (W1, W2, T1)
2. Still low product quality (T2)		
3. Fluctuating raw material prices (T3)		

Note: Primary Data Processed, 2019

Table 5, the SWOT matrix, shows four alternative strategies that can be applied for the development of micro-enterprises in the agricultural sector in Malinau Kota Subdistrict. The strategy formulations are as follows:

a. **SO Strategy (Strengths–Opportunities)**

The SO strategy for micro-enterprises in the agricultural sector in Malinau Kota Subdistrict aims to leverage existing strengths and available opportunities. This involves increasing production and diversifying products by utilizing available labor and raw materials to meet the growing market demand. Micro-enterprises in this area produce a variety of products, making it possible to enhance competitiveness by introducing new flavor variants such as chocolate, cheese, BBQ, and others. Furthermore, production capacity can be expanded by hiring more workers, given the ease of recruitment and the availability of raw materials. The objective is to increase the quantity of market-ready products to meet the still-wide-open market demand. Product diversification is also a focus, adding new types, flavors, sizes, or other variants to enhance product appeal and added value. Thus, this strategy seeks

to optimize existing potential to help micro-enterprises grow more successfully and competitively in the market.

b. **WO Strategy (Weaknesses–Opportunities)**

The WO strategy aims to address weaknesses while capitalizing on opportunities. This includes utilizing government policies to establish financial institutions that can support the capital needs of micro-enterprise associations. Many micro-enterprises face difficulties in obtaining government funding due to a lack of understanding of loan procedures. Therefore, easily understandable training should be provided to entrepreneurs on available funding institutions, such as the Ministry of Cooperatives. By leveraging these policies, micro-enterprises are expected to improve through increased capital support.

c. **ST Strategy (Strengths–Threats)**

The ST strategy aims to use the strengths of micro-enterprises in the agricultural sector in Malinau Kota Subdistrict to counter existing threats. One chosen approach is to improve product quality and form partnerships with local farmers to secure raw materials, thereby competing with products from outside the region. Currently, local micro-enterprise products have relatively low quality in terms of texture, taste, and appearance. To improve quality, Standard Operating Procedures (SOPs) should be implemented, covering production site cleanliness, production equipment hygiene, and the selection of high-quality raw materials. Additionally, partnering with local farmers can ensure raw material availability at lower prices compared to traditional markets. Such cooperation benefits both parties and ensures a continuous supply of quality raw materials.

d. **WT Strategy (Weaknesses–Threats)**

The WT strategy aims to minimize weaknesses and avoid threats. One selected approach is to develop more modern product packaging while leveraging internet technology and social media. Most micro-enterprise products in Malinau Kota Subdistrict are still packaged simply, using plain plastic without labels. The aim of this strategy is to enhance packaging quality to make it more appealing, while also using internet and social media platforms to promote the products. Packaging serves not only as product protection but also as an effective promotional tool, as explained by Kotler et al. (2012) and Kertajaya (2010).

CONCLUSION

Based on the results and discussion, the conclusions of this research are as follows:

1. Characteristics of Micro Enterprises in the Agricultural Sector in Malinau Kota Subdistrict, Malinau Regency
 - a. Business sustainability (years in operation) – The micro enterprises in Malinau Kota Subdistrict have been operating for periods ranging from 1 year to a maximum of 16 years. The longer a business operates, the better its performance tends to be, as prolonged engagement in an activity enables greater development and improves business resilience.

- b. Labor intensity (workforce) – Micro enterprises in Malinau Kota Subdistrict generally employ a small number of workers, typically 1–2 people, and most of them use family labor.
 - c. Special skills – On average, micro-enterprise owners have attended formal education and participated in training related to micro-enterprise management, equipping them with the skills needed to run their businesses effectively.
 - d. Type of business – The micro enterprises in Malinau Kota Subdistrict produce a variety of processed products, including cassava chips, sweet potato chips, breadfruit chips, tempe chips, chicken intestine chips, jengkol crackers, fish crackers, carrot sticks, pumpkin sticks, ginger powder, and cakes
 - e. Capital – The business capital of micro-enterprise respondents generally comes from personal funds.
2. Micro-Enterprise Development Strategy in Malinau Kota Subdistrict
The strategy for developing micro enterprises in Malinau Kota Subdistrict falls into Quadrant I, namely the Strengths-Opportunities (SO) strategy. The chosen approach is to increase production and diversify micro-enterprise products by utilizing the available workforce to meet the growing market demand.

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