

MSME Business Management and Development with IFE-EFE Matrix

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Abstract

The empowerment of MSMEs is an important thing. MSMEs empowerment aims to enable MSMEs to continue, develop and create employment opportunities for the surrounding population. Empowering MSMEs includes improving management and implementing appropriate strategies so that MSMEs can continue to survive in the future. MSMEs Go Nads, which engaged in fashion making of clothes made from traditional Indonesian fabrics, face the same problems as other MSMEs. This problem is an obstacle in developing Go Nads MSMEs. Internal and external factors from MSMEs are a constraint for MSMEs' growth. Internal factors include limited competency in human resources, capital, a simple business network, and limited ability to penetrate the market. External factors include limited facilities and infrastructure, free competition, and a business climate that does not support MSME activities. Therefore, the Untar team carried out community service activities by providing training on business management and development by making the IFE-EFE matrix. Matrix Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) is a tool to formulate a strategy consisting of internal and external factors. Internal factors are strengths, weaknesses, and external factors in the form of opportunities and threats that can occur in a business venture. The internal and external data is collected to analyze, identify and evaluate the relationship between the two so that it can implement business strategies, especially for MSMEs. The IFE and EFE matrices determine the position of MSMEs and the preparation of business strategies. The results of this PKM activity are that Go Nads MSMEs are in Quadrant I in the IE matrix. The position of the 1st Quadrant in the IE (Internal External) matrix shows the Go Nads SMEs position is in the growth and development stage. The right strategy is to penetrate the market and develop the market.

Keywords: management, development, IFE-EFE Matrix

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Introduction

MSME is important in Indonesian economic and have a function as a means of equitable distribution of development results (Susanti & Widajatun, 2021). MSMEs have great potential to develop and create employment opportunities for residents who have not yet found work (Dhewanto et al., 2015). MSMEs need to be empowered to be able to increase income.

The competitive ability of most MSMEs is still relatively low. MSMEs' ability for production, the amount of capital, management, and mastery of technology is still not qualified. Human resources with knowledge and technology skills are also limited. They make it difficult for MSMEs to receive loans from banks.

Many MSMEs have not yet received access to credit or loans from banks from the Indonesian Joint Funding Fintech Association (AFPI) data. MSMEs cannot have access to apply for bank credit and fintech at nearly 77.6 percent (<https://money.kompas.com/read/2021/04/21/163726326/776-persen-umkm-indonesia-masih-no-mendapat-kredit>). MSMEs can not access capital through banking because many MSMEs do not understand the rules for obtaining loans from banks and MSME literacy is still low.

Go Nads MSMEs which is engaged in the fashion industry located in the Banyumas area, Central Java, has the same problems as other MSMEs as obstacles to developing this fashionable business in the future. Internal and external factors from MSMEs caused it. The internal factors originating from MSMEs include limited human resources regarding business management and management, the lack of capital owned by MSMEs, MSMEs business networks that are still simple, and limited ability to penetrate the market. The external factors include the lack of facilities and infrastructure to support MSMEs activities, competition, and the global economy, a business climate that does not support MSMEs activities.

Business is a livelihood to increase the owner's income. The owner can fulfill the living and household needs of this business. Owner runs this business with a livelihood strategy. Livelihood strategy is a strategy that maintains business owned to earn income by using the assets owned. The livelihood strategy is for the owner and his family to meet household needs. The owner only relies on one source of income, and the owner cannot meet household needs.

Livelihood strategies focus on strengths and resources or assets owned to do business and improve quality of life. (Saraswati & Dharmawan, 2015) stated that livelihood strategies are strategies that build a livelihood system, how to maintain life, and how to improve life status. This strategy tries to survive to maintain a sustainable livelihood by using the assets owned. Assets are interrelated and sustainable in their utilization in the business unit. This livelihood strategy is usually called a livelihood.

The availability of resources and ability to access resources influence livelihood strategy. The livelihood resources owned by household businesses come from various sources (multiple sources of livelihood). Every home-based business cannot fulfil its needs if it only depends on one source of income.

There are five forms of capital livelihood assets (Ellis, 2000), namely natural resources (natural capital), physical capital (physical capital), human capital (human capital), financial capital (financial capital and substitutes), and social capital (social capital). Natural resource capital is the capital that comes from nature and can be renewed or non-renewable. Physical capital is the capital created by humans in the form of infrastructure. Human capital describes the capital owned by humans and financial capital, namely capital in the form of money. Social capital is in the form of trust (trust), network (networking), organization and cooperative relationships, and access to economic activities.

This fashion business is one of the 17 sub-sectors of the creative economy contributor to Indonesia's GDP. Culinary was in the first rank with a contribution of 41.69%. Fashion business contributed 18.15% of GDP in the second rank, and crafts were 15.70% in the third rank (https://kominform.go.id/content/detail/11034/kuliner-kriya-dan-fashion-penyumbang-terbesar-economy-creative/0/berita_satker).

The business success is occupied by MSMEs, especially in Go Nads MSMEs, which cannot separate from the owner role was developing the fashion business. MSME's management activities are carried out individually, except for sewing activities carried out by the workers (tailors).

Bateman, Thomas S., Snell S., Konopaske, Robert explained that business management involves management functions such as planning, organizing, mobilizing, and controlling

(Bateman, 2016). Management in MSMEs business as a micro, small and medium-sized business unit is still simple. The owner carries out management functions doubles as an employee. It results in frequent problems that arise in the management of MSME businesses. They can affect the survival of MSMEs in the future.

MSME Go Nads is a start-up business that faces several problems and requires the right strategic plan for the survival of Go Nads MSMEs. Go Nads MSMEs, which is engaged in making clothes made from woven and batik, has neat stitches, distinctive designs or patterns of cloth, and has high-quality control carried out by Go Nads owners (Figure 1 Clothes from Handwoven Made by Go Nads).

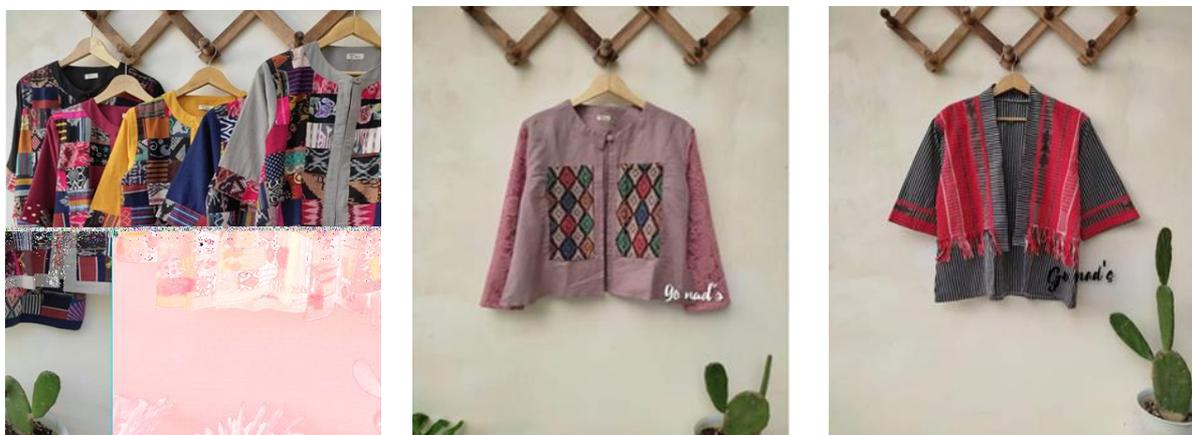


Fig. 1. Clothes from Indonesia traditional handwoven made by Go Nads.

Go Nads MSMEs has a market segment consisting of adult women and young women. Go Nads MSME consumers are reaching out to a man by making t-shirts designed and combined with patchwork leftover woven fabrics and batik. The creations of Go Nads MSMEs are in great demand by young people because they have different characteristics from other t-shirt products.

Go Nads owners have not found the right strategy for running their business. He runs his business using strategies such as the sound of proverbs like flowing water. He did not understand that the water would stop. If Go Nads uses the strategy, it can affect her business development. Go Nads MSMEs business development can continue if necessary to formulate a strategy to achieve the right goals and objectives. (Arifin, 2017) states that strategy is a series of interconnected processes each other that can make a company grow and succeed in dealing with the environment. The activities consist of planning, organizing, implementing, and controlling activities (Anthony & Vijay, 2012).

A right strategic management arranges strategy formulation. Wheelen and Hunger (2012) state that strategic management has integrated resources, finance, accounting, marketing, production/operations, research and development, and computer information systems to achieve organizational success (Wheelen & Hunger, 2012). Each division in the organization identified and evaluated its strengths and weakness of the internal environment. The company must monitor the external environment to determine opportunities and threats. The external environment is economy, socio-cultural, demographic, technological, legal, and political.

The community service activity team conducted observations and interviews with Go Nads owners to get information about the situation and condition of MSMEs. From the results of these observations and interviews, several problems faced by Go Nads MSMEs were as follows:

1. The management of the business of making clothes is traditional because the owner concurrently does all the work of making clothes made of traditional fabrics, except for sewing activities carried out by employees who work as tailors
2. MSMEs owners are still unable to make clothes made of traditional fabrics to meet consumer demand when there is an increase in consumer demand.
3. MSMEs owners do not yet know whether the clothes they make have the same quality as clothes made of woven or batik cloth made by a designer or not.
4. MSMEs owners have not been determining the market segment of clothing products made from traditional fabrics.
5. The owner does not know that the number of consumers who want to buy clothes made of ethnic fabrics is up. The increase in demand for clothes made of ethnic can expand the fashion business opportunities owned by Go Nads MSMEs.
6. The emergence of new players in the business of ethnic clothes using printed fabrics that offer lower selling prices. If the MSMEs owners are not aware of this weakness, the new player will take over in the fashion business.
7. The owner still sets a strategy based on his instincts during the business of ethnic cloth. The main objectives of MSMEs activities cannot be achieved.
8. Marketing and promotional activities have not been optimized and implemented. The owner of Go Nads carries out marketing themselves.
9. Not yet optimizing online marketing media as a place to increase sales.

The problems faced by Go Nads MSMEs made the team conduct business management training and development with the IFE-EFE matrix. The objective of the training activity is Nads MSMEs can improve their management and develop their business by paying attention to internal and external factors in Go Nads MSMEs.

Methods

The team carried out this activity using the Asset Based Community Development (ABCD) method. The ABCD method is a method of community empowerment by using its assets. Assets in this context have the meaning as the potential possessed by SMEs. Go Nads MSMEs can use their potential or wealth to exercise the business development programs. Potential is a weapon used to carry out business empowerment programs. Go Nads MSMEs' potential includes wealth, creativity, innovation, intelligence, and others (Denissa et al., 2022). This potential or wealth can also be in raw materials, supporting materials, labor, and other utilities that support production activity.

The ABCD concept consists of four criteria: Problem Based Approach, Need-Based Approach, Right Based Approach, and Asset-Based Approach. Problem Based Approach is a problem faced by MSMEs. Go Nads faces the problem and makes their owners aware of making a change or trying to find solutions to these problems.

The Need-Based Approach explains the needs of Go Nads MSME. Go Nads always need the availability of raw materials, supporting materials, and labor. They use them to develop businesses based on internal and external strategies. The needs of Go Nads MSMEs are the availability of raw materials, workers who carry out the production process, and marketing. They are things that must exist in MSMEs. GoNads MSMEs owner uses them to make changes in themselves and their business.

Right Based Approach is a method of empowering businesses or communities. This principle focuses on the wealth owned by Go Nads MSMEs for business development. Wealth is capital for Go Nads owner to support production activity and maintain the continuity of business activities and economic actors involved in production. MSMEs use the material or wealth to develop businesses with internal and external factor strategies.

The concept of the Asset-Based Approach is a method or procedure that uses potential of Go Nads MSMEs. Potentials such as creativity, innovation, intelligence, responsiveness, and others are assets for business development for Go Nads owner. The availability of raw materials, a skilled and agile workforce, and the provision of utilities in Go Nads MSME business activities have been increasing Go Nads MSME's ability to identify a problem and solve problems.

Business development activities with the IFE and EFE matrices in Go Nads MSMEs used assets. These assets are internal and external to support the success of community service activities. Internal aspects are the strengths and weaknesses that exist in Go Nads MSMEs. External aspects are potential opportunities and challenges faced in running MSMEs.

Community service activities with the Asset Based Community Development (ABCD) approach are an approach that makes potential a strength in business development. Assets Based Community Development (ABCD) method helps Go Nads MSMEs to be able to continue their business and establish business independence for Go Nads MSME. Go Nads MSMEs can increase their income so MSMEs can achieve the welfare.

The objective of Communities service activity have understood internal and external factors in Go Nads MSMEs as a business development strategy so Go Nads can increase their income. Internal factors in the form of strengths and weaknesses that exist in MSMEs are a trigger for achieving better performance. External factors in the form of opportunities and challenges faced by MSMEs can help business continuity for MSMEs.

Community Service activity is done online through zoom meeting on April 2nd-3th, 2022. Owner Go Nads, Community Service activity teams, and employees Go Nads attended this. The workshop about management and business development based on the IFE and EFE matrices was carried out systematically and scheduled meetings. The team obtained information about the strengths and weaknesses of Go Nads MSMEs from interviews with Go Nads fashionable owners. We got information about opportunities and constraints from observations of the Go Nads business. The information obtained by the Untar PKM team through interviews and observation regarding the strengths, weaknesses, opportunities, and challenges is used to create a business development strategy and determine the business position of the Go Nads MSMEs.

The first meeting held by the Untar Team was to provide knowledge to Go Nads owners about the internal and external factors of Go Nads MSMEs. Go Nads MSMEs internal factors include the strengths and weaknesses of Go Nads MSMEs. External factors include the opportunities and challenges that exist in Go Nads MSMEs. Understanding these two factors is used to map the position of the Go Nads MSMEs business.

After the Go Nads MSMEs owners understand the internal and external factors in their business, the community service team explains the preparation of the Internal Factor Evaluation and External Factor Evaluation (IFE-EFE) matrix. They made from the results of the questionnaire. They distributed to community service activity partners, their customers, and employees to fill.

At the second meeting, the team explained the definition of strategy and an internal-external matrix (IE matrix) preparation. The IE matrix determines the position of Go Nads MSMEs and strategy. The Go Nads MSMEs can apply it after she knows the MSMEs position

Results and Discussions

The training activities carried out by the community service team consist of interrelated activities. That activities begin by explaining the importance of MSMEs to understand the factors that exist inside and outside MSMEs. Internal factors in MSMEs can consist of management, production, finance, marketing, and development. MSMEs must understand the definition of these internal factors. The transfer of knowledge carried out by this team has a target so that MSMEs can understand these internal factors and they can survive in the future. These internal factors are related to the strengths and weaknesses of the Go Nads MSMEs. External factors in Go Nads include the opportunities and threats faced by the Go Nads business. These external factors are economic, social, environmental, technological, competition, legal, and political. MSMEs must understand internal and external factors are needed to create the IFE-EFE matrix. The IFE-EFE matrix is determined the current position of MSMEs.

MSMEs who have understood internal and external factors in their business will create an IFE-EFE matrix. There are some indicators in the IFE-EFE matrix. We have assessed the weights

and rating indicators in the IFE-EFE matrix. After we calculated them in the matrix, we calculate the scores for them. The score of each factor will determine the position of the UMKM place in the internal-external matrix.

This external-internal matrix is nine quadrants. The internal-external matrix shows the position of MSMEs in quadrants I, II, III, or other quadrants. If the MSMEs are in Quadrants I, II, and IV mean that MSMEs are in the growth and development stage. The position of MSMEs in quadrants III, V, and VII shows that MSMEs are in the mature stages. It means that MSMEs are in the maintaining stage. The position of MSMEs in quadrants VI, VIII, and IX shows a decline position. MSMEs must sell or divest.

The results of the identification of internal and external factors that exist in the Go Nads fashionable MSME are in Table 1 IFE Matrix and Table 2 EFE Matrix. Table 1 indicates total score in the IFE matrix is 3.224. The IFE weighting score is above 2.5. It shows that Go Nads MSMEs' strength is more than weaknesses. Go Nads MSMEs have been optimal in running their business, but these MSMEs must have the right strategy to survive and develop in the future. By paying attention to this position, it means that the strategy taken by Go Nads MSMEs is a growth and development strategy.

Table 1. Internal Factor Evaluation (IFE) Matrix

No	Internal factors	Score	Rank	Score X Rank
A Strength				
1	Good service	0,082	4	0,328
2	An affordable price	0,082	4	0,328
3	Good product quality	0,082	4	0,328
4	Workers are committed to product quality	0,073	3,6	0,263
5	Own a Shop	0,082	4	0,328
6	Use of social media for product marketing	0,078	3,8	0,296
7	Diversity of clothes design patterns	0,082	4	0,328
8	Skills in making patchwork designs from woven and batik	0,082	4	0,328
Total Strength Score				2,855
B Weaknesses				
1	Still lack of promotion	0,029	1,4	0,041
2	Business management/management is still simple	0,041	2	0,082
3	Financial records are still simple	0,02	1	0,02
4	Limited working capital	0,02	1	0,02
5	Many people do not yet know the brand	0,033	1,6	0,053
6	Time management is still not good	0,02	1	0,02
7	The job description is still not good (many double jobs)	0,02	1	0,02
8	The distribution channel is still not clear	0,02	1	0,02
9	Lack of strategic planning	0,02	1	0,02
10	Schedule operation activities are not proper	0,033	1,6	0,053
11	The use of technology is still simple	0,02	11	0,02
Total Weakness Score				0,369
Number of strength and weaknesses				3,224

Table 2 indicates total score in the EFE matrix is 3.1686. The EFE weighting score is above 2.5. It shows that Go Nads MSMEs opportunity more than the threat. Go Nads SMEs can take advantage of existing opportunities to develop their businesses and reduce threats that will interfere with the business of making woven clothes and batik in the future.

Table 2. External Factor Evaluation (EFE) Matrix

No	External Factors	Score	Rank	Score X Rank
A Opportunity				
1	The opportunity and target market is still wide	0,051	3,2	0,1632
2	There are more and more online buying and selling media	0,064	4	0,256
3	There is government support for MSME actors	0,051	3	0,153
4	There are still few MSME business actors who practice patchwork techniques	0,061	3,8	0,2318
5	Opportunity for high benchmarking	0,064	4	0,256
6	Easy to obtain raw materials	0,051	3	0,153
7	Opportunities for collaboration with the government/other parties to provide business credit	0,039	2,4	0,0936
8	The development of design pattern techniques for making clothes is more modern, creative, and innovative	0,045	2,8	0,126
9	The number of social media users is increasing	0,061	3,8	0,2318
10	Give promo price	0,064	4	0,256
11	Product display is getting more attractive	0,064	4	0,256
Total opportunity Score				2,1764
B Threat				
1	Some competitors have well-known brand names	0,032	2	0,064
2	Digital printing techniques that are increasingly perfect for making weaving and batik are expensive.	0,042	2,6	0,1092
3	The increase in the price of woven fabrics as a raw material for products	0,061	3,8	0,2318
4	The changing tastes of consumers are very fast	0,032	2	0,064
5	High bargaining power of consumers	0,039	2,4	0,0936
6	Differences in consumer tastes for products	0,032	2	0,064
7	The emergence of new competitors who produce the same product	0,048	3	0,144
8	The level of community income is still low	0,032	2	0,064
9	Consumer purchasing power is decreasing	0,039	2,4	0,0936
10	Counterfeit products are still cheap	0,032	2	0,064
Total threat score				0,9922
Number of opportunities and threats				3,1686

After we calculated the score IFE-EFE matrix, we can make Internal-External Matrix in figure 2. From Figure 2, the Go Nads position is in the first quadrant. It shows an area with business development and growth strategy. This position indicates alternative strategy is an intensive strategy.

The Go Nads MSMEs Go Nads IFE and EFE weighting scores are 3.224 and 3.1686, respectively. As seen in Figure 1 of the IE Matrix, the position of Go Nads MSMEs is in quadrant I. It means that Go Nads MSMEs are in an area of growth and development, so the strategy applied is intensive.

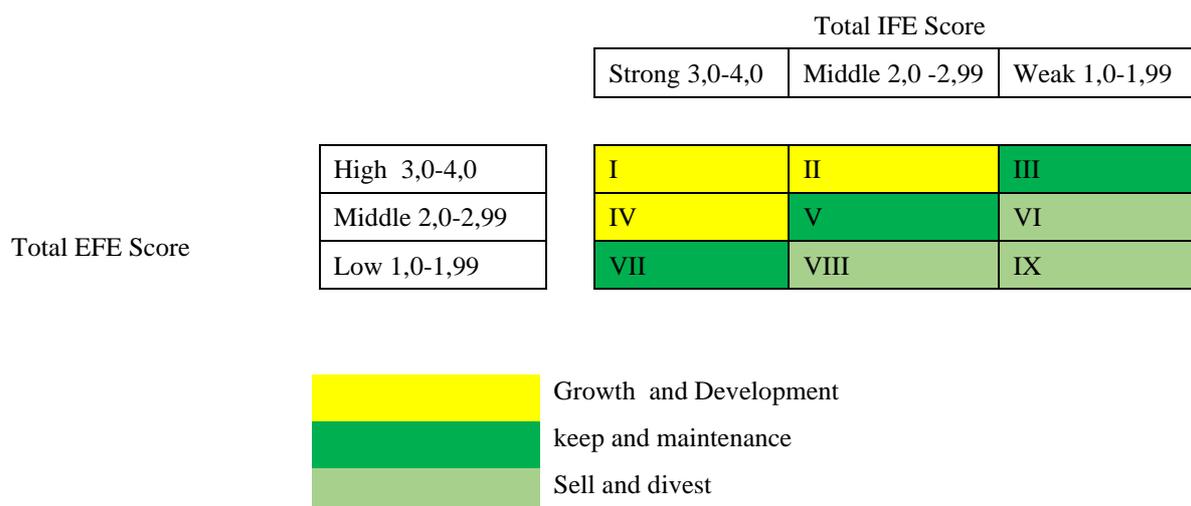


Fig. 2. Internal External Matrix

An intensive strategy is a market penetration strategy, market development, and product development. It requires intensive business unit efforts if the composition of competitors is in perfect competitive condition. Market penetration strategy is a strategy that seeks to add or increase market share for products currently on the market through more and more marketing activities. Business units can increase the number of marketing personnel, more promotions, and increase efforts to advertise the products they sell. Market penetration strategy can combine with the other strategies.

A market development strategy is a strategy that introduces an existing product to a new geographic area. This strategy needs distribution channels available where they are inexpensive and of good quality. Business units can use online or offline distribution facilities to add new market share.

A product development strategy is a strategy that seeks to increase sales by modifying or improving the quality of the products currently being sold. The product development strategy requires research and development activities that require substantial costs. This strategy is applied if a business unit is in perfect competition and fast technology.

The three strategies that are included in this intensive strategy, which can be applied in Go Nads MSMEs are market penetration and market development strategies. Go Nads MSMEs can add marketing personnel to carry out marketing activities and increase market share for clothing products made from woven fabrics and batik. Go Nads MSMEs can sell clothing products made from traditional fabrics by utilizing online sales through the current media

marketplace and creating a website or Instagram. The use of online media for sales is expected to increase revenue for Go Nads MSMEs.

Go Nads can implement another strategy in their home industry. It is a market development strategy. MSMEs Go Nads creates a new distribution channel that can distribute the products it makes by collaborating with existing expedition parties so that products can arrive on time in new geographic areas. This strategy requires a large enough capital so that Go Nads MSMEs can cooperate with financial or intermediary institutions to provide relief in terms of requirements for applying for loans. This additional capital can be used for Go Nads MSMEs to increase production capacity and operating personnel to make clothes made of handwoven and batik.

After the team finished its training with an MSME partner, they distributed questionnaires. The participants must fill out the questionnaires. Their questionnaires about the implementation of community service activities are in table 3 below.

Table 3. Questionnaires about the implementation of community service activities

Questionnaire Question	Score
Training materials	
Training materials according to the needs of SMEs partners	4.67
The training material is easy to understand	4
The training material presentation is systematically and clearly.	5
The training materials for MSME development are useful	4.67
Interviewees	
Resource persons master the material presented	4.67
Resource persons present the material clearly and systematically	5
Resource persons provide discussion opportunities	5
Etc:	
If there is training again, I propose material about user-friendly accounting applications.	
Benefits felt after participating in the training that we can have additional knowledge to learn MSME development strategies so that they can continue to survive	

Table 3 shows that the training organized by the team that received good responses and feedback from them. They thought that they were by the needs of MSME partners. The training materials are easy to understand for MSMEs. The training materials presentation is clear and systematic.

The community service activity team mastered the material presented clearly and systematically. Resource persons also provide time for questions and answers for participants. The trainees want other training related to the use of accounting applications that are easy to understand by users. The training participants benefited from additional knowledge about strategies for developing MSMEs after they had follow the training.

Conclusion

The Community Service Activities carried out by the Untar team received a positive response from the Go Nads MSME owners. The owner of the Go Nads MSME can understand the position of his business after he has attended the training conducted by the Untar team. The position of Go Nads MSMEs is currently at the stage of growing and developing. In this position, the strategy that can be applied is intensive.

Go Nads MSMEs can implement market penetration and market development strategies. Go Nads MSMEs must increase online marketing activities and create social media to support market penetration. MSME Go Nads can implement a market development strategy by adding distribution channels. Adding distribution channels by collaborating with resellers throughout Indonesia. Resellers can sell clothing products made from traditional fabrics made by Go Nads MSMEs. To improve the timeliness of delivery in the distribution of clothes made by Go Nads MSMEs, Go Nads can cooperate with the expedition party. Cooperation with this expedition can reach areas that are in a new geographical area.

Go Nads MSMEs can collaborate with financial institutions to provide additional capital. Additional capital is used to increase production capacity and operational personnel to make clothes. By increasing production capacity and operational personnel, Go Nads MSMEs can increase sales, and profits and can survive in the future.

The future research is to evaluate business development strategy with the IFE-EFE matrix. We will be training MSMEs about making financial reports using software applications.

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