JURNAL ECONOMINA
e-ISSN: 2963-1181
Volume 5, Number 10, October 2026
Homepage: ejournal.45mataram.ac.id/index.php/economina

Potential and Challenges of Amplang Batu Bara MSMEs in Strengthening Local Product Competitiveness in East Kutai Regency

Erni Erawati[1*], Jiuhardi[2], Diana Lestari[3]
[1*23]Master of Economics, Faculty of Economics and Business, Mulawarman University, Samarinda, Indonesia

**Corresponding Author: nadirasalsa144@gmail.com*

Article History
Received: 05-09-2026
Revised: 11-10-2026
Published: 30-10-2026

Keywords: ***MSMEs; Amplang Batu Bara; Competitiveness; Local products; Branding; East Kutai***

ABSTRACT

This study analyzes the potential and challenges of Amplang Batu Bara MSMEs in strengthening the competitiveness of local products in East Kutai Regency using a qualitative descriptive-exploratory approach. Data were collected through interviews, observations, documentation, and literature studies, with triangulation of sources, techniques, and time. The results show that Amplang Batu Bara has the potential to be developed through local identity, fishery resources, production skills, local labor, as well as market opportunities for souvenirs, tourism, digital, and outside the region. Challenges include the availability and price of raw materials, limitations in digital marketing, competition, production capacity, and legality and standardization. Strategies to strengthen competitiveness include product quality and consistency, innovation, packaging and branding, promotion, and compliance with legal requirements, supported by guidance and facilitation from the local government.

INTRODUCTION

Micro, small, and medium enterprises (MSMEs; *Usaha Mikro, Kecil, dan Menengah*) play an important role in supporting the structure of regional economies, particularly in driving growth based on local potential. In East Kutai Regency, East Kalimantan, traditional culinary MSMEs are one of the pillars that combine resilience with substantial room for development. One product that reflects this local character is amplang, a fish-based snack that functions not only as an economic commodity but also as a representation of the cultural and culinary identity of the region, especially in Sangatta.

Amplang has diversified in raw materials, taste, and appearance. One of the innovations that has emerged is black amplang, known as Amplang Batu Bara (coal amplang), which symbolically adopts the identity of a coal-producing region. The idea was developed as part of an effort by the East Kutai Regency Government, through the Office of Cooperatives and Small and Medium Enterprises, to encourage flagship product innovation with a strong local identity, given that Sangatta has long been known as one of Indonesia's largest coal-producing areas.

The distinctive feature of the product lies in the use of squid ink as a natural ingredient mixed into the amplang dough, which produces a deep black colour resembling coal and adds a savoury taste without synthetic colouring. The product thus carries not only a consumption function but also a communication function, conveying regional identity to tourists and consumers.

Product differentiation alone, however, is not sufficient to strengthen market position without a strategy that builds perceived value among consumers. The urgency of this study increases when the condition of amplang MSMEs after the COVID-19 pandemic is considered: many businesses experienced declining production capacity, limited capital, and weakening distribution networks, and some remain stagnant. The problems faced are therefore not only technical but also strategic, covering business management, marketing, and product competitiveness. Field conditions indicate that most amplang MSMEs in East Kutai have not managed branding optimally; packaging, brand identity, and the use of digital media have not been integrated into a systematic strategy, which limits market reach and the added value generated by the product. Without a clear branding strategy, amplang risks being perceived as a generic commodity that can easily be replaced by similar products from other regions.

Studies on MSME competitiveness have been widely discussed from the perspectives of digital marketing and internal resource management. Barney (1991) argues that sustained competitive advantage is determined by resources that are valuable, rare, difficult to imitate, and well organised, while Porter (1985) emphasises that competitive advantage is created through cost leadership and differentiation. From the marketing side, Chaffey and Ellis-Chadwick (2019) explain that an integrated digital marketing strategy helps businesses reach wider markets at relatively efficient cost, and Rahayu and Day (2017) show that e-commerce adoption by MSMEs in Indonesia is shaped by owners' capability and perceived benefits. Nuryakin (2018) finds that competitive advantage and product innovation are key to the marketing performance of batik SMEs in Indonesia, while Tambunan (2019) notes that the development of Indonesian MSMEs still faces structural constraints in capital, technology, and market access. Branding studies, such as Setiadi et al. (2019) and Amrulloh and Akbar (2020), show that branding based on local wisdom can strengthen the identity and competitiveness of traditional food products.

Although these studies have examined the factors affecting MSME competitiveness, there remains limited work integrating the resource-based view with digital marketing strategies for local products rooted in regional identity, particularly for amplang MSMEs in East Kutai Regency. This study addresses that gap by comprehensively identifying the potential and challenges of Amplang Batu Bara MSMEs in strengthening the competitiveness of local products. Specifically, the study asks: (1) how the development potential of Amplang Batu Bara MSMEs can be realised through local resources and market opportunities; (2) what internal and external challenges the producers face; (3) what strategies they use to improve product quality and innovation in order to strengthen competitiveness; and (4) to what extent the local government and related stakeholders support them in overcoming these obstacles.

RESEARCH METHOD

This study uses a descriptive qualitative approach with an exploratory design. The descriptive design was chosen because the study seeks to portray in depth the actual condition of Amplang Batu Bara MSMEs, both their potential and the challenges faced by producers in East Kutai Regency, particularly in Sangatta. The qualitative approach was used because the study emphasises a contextual understanding of social and economic phenomena, including the behaviour of MSME owners, the business strategies applied, and their perceptions of product competitiveness. The exploratory element serves to uncover local potential that has not been systematically identified, such as the uniqueness of the product, market opportunities, and possible innovations. The study does not use an explanatory design because it does not test causal relationships between variables.

The research area is East Kutai Regency, with the main focus on Amplang Batu Bara Pinang, located on Gang Perkebunan, Jalan Mulawarman, Singa Geweh Village, South Sangatta District, as one of the centres of production and development of Amplang Batu Bara, together with four other producers in Sangatta. Informants were selected purposively so that they would be directly involved in or knowledgeable about the business. Key informants comprised one MSME owner, two production workers, and two consumers, while supporting informants comprised one representative of the Office of Cooperatives and SMEs, one MSME facilitator, one producer in a similar line of business as a comparison, and the One-Stop Licensing Office of East Kutai. In the course of fieldwork, owners of all five Amplang Batu Bara producers and the Head of the Office of Cooperatives and SMEs were interviewed. The composition of informants is presented in Table 1.

Table 1. Composition of research informants

Category	Informants	Number
Key informants	Owners of Amplang Batu Bara MSMEs	1
	Production managers or workers	2
	Consumers of Amplang Batu Bara	2
Supporting informants	Office of Cooperatives and SMEs of East Kutai Regency	1
	MSME facilitator	1
	Producer in a similar line of business (comparison)	1
	One-Stop Licensing Office of East Kutai Regency	1

Source: Compiled by the authors (2026)

In line with the qualitative approach, the researcher acted as the main instrument (*human instrument*), supported by an interview guide, an observation sheet, documentation, field notes, and recording devices. Data were collected through semi-structured in-depth interviews, direct observation of business activities and the production process, documentation (photographs of products and production, business profiles, sales records where available, and promotional materials such as packaging, labels, and social media content), and a literature study of books, scholarly journals, and official documents on MSMEs, competitiveness, and local product development.

Data were analysed descriptively and qualitatively in three stages (Sugiyono, 2022): data reduction, in which information relevant to the research focus was selected, simplified, and grouped; data display, in which the findings were arranged systematically as descriptive narratives and tables; and conclusion drawing, in which the results of interviews, observation, and documentation were interpreted. To maintain the validity of the data, triangulation was applied in three forms: source triangulation, by comparing information from owners, workers, consumers, the local government, and other stakeholders; technique triangulation, by comparing data obtained through interviews, observation, and documentation; and time triangulation, by collecting data at different times to check the consistency of the information. The conceptual framework of the study is presented in Figure 1.

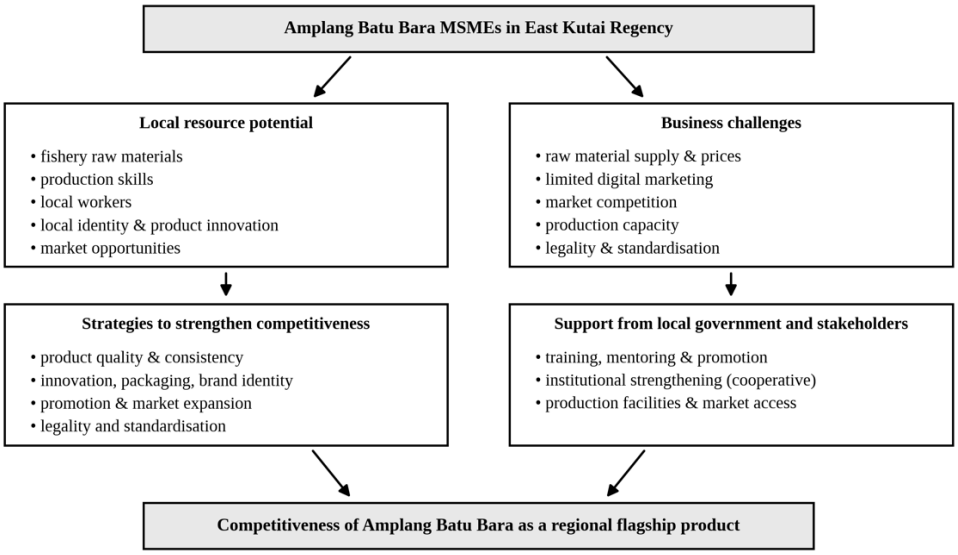


Figure 1. Conceptual framework of the study

RESULTS AND DISCUSSION

Research Setting and Business Profile

East Kutai Regency was established under Law Number 47 of 1999, with its administrative centre in Sangatta. The regency covers about 35,747.50 km² across 18 districts, with topography ranging from lowlands and hills to mountains and coastal areas facing the Makassar Strait, and its population reached 456,333 in the first semester of 2025. Economically, East Kutai is known for mining and quarrying, although the local government recorded that the contribution of mining to gross regional domestic product fell from 75.53 percent in 2024 to 70.17 percent in 2025, while the contribution of manufacturing rose from 4.34 percent to 5.81 percent. This shift opens greater room for processing activities that add value to local products, and food-processing MSMEs can be seen as part of the effort to broaden economic activity beyond the extractive sector.

Five Amplang Batu Bara producers in Sangatta were studied, as presented in Table 2. Together they employ 18 local workers, and their average monthly sales during 2025–2026 differ considerably, from 500 to about 17,000 packs per month (Figure 2), which reflects differences in production capacity and market reach among the producers.

Table 2. Profile of the Amplang Batu Bara MSMEs studied

No.	MSME	Address	Local workers	Average sales (packs/month)
1	Amplang Batu Bara Pinang	Jl. Perkebunan, South Sangatta	5	15,000–17,000
2	Amplang Batu Bara Rebonding	Jl. Santai, South Sangatta	3	800
3	Amplang Batu Bara To Duri	Jl. Kp. Palet, South Sangatta	3	1,000
4	Coal Amplang 23	Jl. Pertanian, South Sangatta	4	500
5	Raos Coal Amplang	Kabo Jaya, North Sangatta	3	3,000
	Total local workers		18	

Source: Processed primary data (2026)

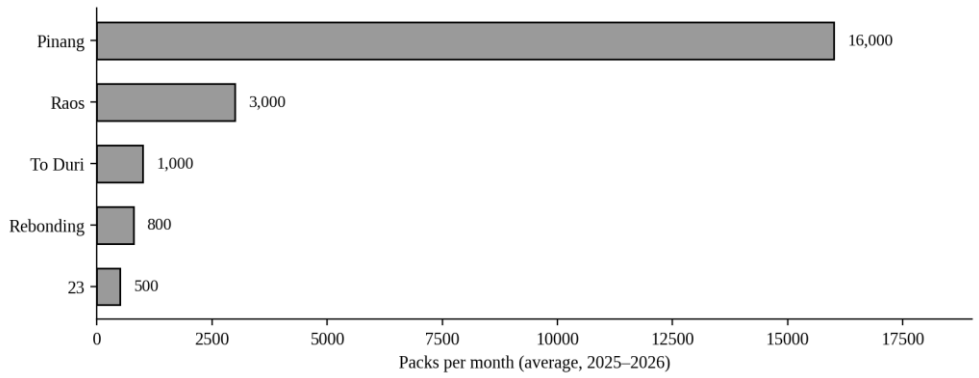


Figure 2. Average monthly sales volume by producer, 2025–2026

Amplang Batu Bara Pinang, owned by Jumarni, illustrates the development path of these businesses. The enterprise began around 2013 and obtained its business licence in 2014, initially producing only original amplang within a joint group before the owner and her husband continued independently from home. The innovation emerged from the observation that squid ink is usually discarded after squid is consumed, even though the colour is attractive. Finding the right composition took almost a month of trials, since the challenge was to obtain a black colour resembling coal without reducing the quality, taste, and texture of the amplang. The product was first introduced to consumers through the Olsabara souvenir centre in Sangatta, at a time when it did not yet have a strong brand identity; branding and packaging were then developed gradually.

Development Potential of Amplang Batu Bara MSMEs

The first research question concerns development potential. The findings show that the potential rests on five interrelated aspects, summarised in Table 3: local identity and product

innovation, local fishery raw materials, production skills, local labour, and market opportunities.

Table 3. Summary of the development potential of Amplang Batu Bara MSMEs

Aspect	Key findings
Local identity and innovation	The name "Batu Bara" links the product to East Kutai as a coal-producing region; squid ink produces a black colour that differentiates the product from ordinary amplang
Local fishery raw materials	Fish such as *ikan bulan-bulan*, mackerel, *belida*, and *haruan* are obtained from local fishers and fish farmers; squid is also used
Production skills	Formulation and processing skills developed through experimentation and more than a decade of practice; crispness is maintained as a distinctive quality
Local labour	18 workers from the surrounding neighbourhood, mostly women and housewives who can combine work with domestic responsibilities
Market opportunities	Local market, souvenir centres, tourism, digital marketing, markets outside the region, and an export initiative to Sabah, Malaysia

Source: Processed primary data (2026)

Local fishery resources are a central supporting factor. One producer explained that *ikan bulan-bulan* is used most because it is abundant in the area and easier to process: *"Here we mostly use ikan bulan-bulan because the potential is large. Compared with other areas such as Samarinda, they use more belida because ikan bulan-bulan is not widely available there. Besides ikan bulan-bulan, we can also use mackerel."* The owner of Amplang Batu Bara Pinang described the origin of the innovation in similar terms: *"The basic raw material is fresh fish that we obtain from East Kutai Regency… It is a pity about the squid: once the squid is eaten, the ink is usually thrown away, even though the colour is good. From there we thought, what if the amplang were given squid ink?"* The connection with regional identity was explicit: *"We saw that the colour is identical to coal, and our region is known as a coal-producing area. That is where the idea of making Amplang Batubara came from."*

These findings are consistent with the resource-based view (Barney, 1991), in which competitive advantage derives from resources that are valuable, rare, and difficult to imitate. The combination of local fishery resources, tacit production skills accumulated over more than a decade, and a symbolic identity tied to the regency fulfils these criteria and cannot be replicated easily by producers outside East Kutai. The finding also supports Setiadi et al. (2019), who show that branding based on local wisdom strengthens product identity, and extends the argument by demonstrating that local identity may originate not from the raw material itself but from a symbolic association, in this case between squid ink and coal.

Local labour forms a second component of this potential. Eighteen workers are employed across the five enterprises, most of them from the immediate neighbourhood and predominantly women and housewives who previously had no regular work, which allows them to earn income while continuing to care for their families. Recruitment nevertheless faces constraints: some residents already work in farming and cannot be involved regularly, so production schedules are adjusted to labour availability, and new workers generally learn through direct practice rather than formal training.

Market opportunities constitute the third component. Demand from local consumers, the position of the product as a souvenir, the growth of tourism, and digital channels all widen the potential market. The Office of Cooperatives and SMEs assessed that *"the opportunity is quite good because this product is unique and has an identity connected with East Kutai. It can be marketed not only in East Kutai but also introduced to a wider public."* Because individual producers are limited in capacity, capital, labour, and the ability to supply continuously, the findings point to the need for an economic institution able to consolidate these producers, namely the planned Amplang Batu Bara Mutiara Khatulistiwa Sejahtera cooperative, which could coordinate production, joint procurement, packaging, standardisation, and distribution while preserving the independence of each unit. One producer stated: *"We hope the establishment of this cooperative will further expand the market. Our ambition is to market Amplang Batu Bara abroad."* Geographically, Malaysia is seen as the first target market, followed by Brunei Darussalam and Singapore, approached gradually through promotion, exhibitions, business matching, and digital marketing.

Challenges Faced by the Producers

The second research question concerns internal and external challenges. Table 4 summarises the findings, which centre on raw material supply, digital marketing, competition and promotion, production capacity, and legality and standardisation.

Table 4. Summary of challenges faced by Amplang Batu Bara MSMEs

Aspect	Key findings
Raw material availability	Local fish supply does not always meet production needs; some producers source fish from Tarakan and Berau, and squid ink is purchased from Surabaya and stored frozen for up to a year
Digital marketing	Marketing still relies on direct sales and word of mouth; social media accounts are managed by the owners themselves, with limited content and few followers
Competition and promotion	The number of producers of similar products is growing, while promotion by established businesses remains limited and depends on long-standing customers
Production capacity	Capacity differs widely between producers and limits the ability to supply larger and continuous orders; a shared production house has not been realised owing to budget constraints
Legality and standardisation	Halal certification, food-safety requirements (BPOM), and intellectual property registration are still in process

Source: Processed primary data (2026)

Raw material supply is the first constraint. Although fish can largely be obtained locally, supply is not always sufficient, and one producer explained that *"if local raw materials are not enough, we obtain supplies from Tarakan."* Another, operating on a smaller scale, noted that *"for fish, some we take from Tarakan or Berau. If we relied only on local supply we would not be able to cope, because production here is still small."* The more specific constraint concerns squid ink, which is purchased from Surabaya because locally available squid is smaller and produces ink with a different character; producers mitigate this by buying in bulk and freezing

stock for up to a year. The raw material chain is therefore not yet fully integrated with local resources, which exposes producers to the risk of delivery delays.

The second constraint lies in marketing. Producers acknowledged their limited digital capability: *"So far sales have been by word of mouth and customer trust. We have started to use social media, but convincing customers only through pictures is not enough."* Another producer explained that *"we have social media but it is not very good, because we manage it ourselves… we once thought of looking for a social media admin, but we are still searching for someone with the right skills."* This finding confirms the argument of Chaffey and Ellis-Chadwick (2019) that digital marketing requires an integrated strategy rather than mere presence on a platform, and is consistent with Rahayu and Day (2017), who identify owner capability as a determinant of e-commerce adoption among Indonesian MSMEs. The consequence is that the visual uniqueness of the product, which is well suited to digital storytelling, has not been converted into a marketing advantage.

Competition is a third element, but the producers interpret it in a dual way. One of them observed: *"Now more businesses produce amplang batu bara. In my view, competition is also important. If only one produced it, the product would be less lively. With competition we are motivated to maintain and improve quality."* At the same time, an established producer relies largely on long-standing customers: *"For me, the challenge is more about promotion. I do not use as many ways or media to promote as other businesses do. Perhaps because this business has been running for a long time, it already has regular customers."* Dependence on an existing customer base sustains the business but limits growth when the producer seeks new consumers outside the regency.

Strategies to Strengthen Competitiveness

The third research question concerns strategy. The findings indicate that the producers direct their efforts towards improving the quality of raw materials and the production process, maintaining consistency of taste, developing product innovation, strengthening packaging and brand identity, and using local characteristics as a differentiator. Quality is treated as the foundation of market retention: *"The most important thing is to maintain the quality and taste of the product so that they do not change. If quality and taste change, customers can tell the difference."* Texture is an explicit differentiator for one producer, whose brand name encodes the claim: *"Rebonding stands for 'Renyah Boleh Dibanding' (crisp, worth comparing). I try to make amplang that is really crisp and pleasant to bite."* Packaging is increasingly seen as part of marketing rather than mere protection: *"In terms of packaging, the sticker design could be made more attractive and more prominent so that it is easy for consumers to notice."*

Legality and standardisation form the second pillar of strategy. Producers are completing halal certification with mentoring support from a corporate social responsibility programme, preparing to meet food-safety requirements, and processing intellectual property registration. One producer explained the sequencing of these steps: *"I chose to complete the halal*

certification first before applying for the home-industry food licence, because after obtaining that licence the halal certificate must also be fulfilled within three to six months; otherwise the licence can be revoked." For food-safety requirements, the follow-up to earlier guidance has been to rearrange the production flow and kitchen layout to comply with the standards. These efforts matter because, as Porter (1985) argues, differentiation must be supported by consistent quality assurance if it is to be sustained; certification converts the product's symbolic distinctiveness into a credible quality signal for wider markets.

The Role of the Local Government and Stakeholders

The fourth research question concerns institutional support. Support from the East Kutai Regency Government takes the form of mentoring, training, product promotion, facilitation of business development, institutional strengthening, and access to market-related activities. In the fisheries sector, producers expect assistance particularly for promotion; a dedicated amplang business group has been established, through which proposals for production equipment are being prepared: *"From the Fisheries Office we also hope to receive assistance, especially for promotion. A special group for amplang has just been formed, and through that group we are helped in preparing proposals for production equipment."*

Market development has also moved towards export. According to the Head of the Office of Cooperatives and SMEs, the process began with a Letter of Intent in 2024 for shipments to Sabah, Malaysia, although realisation is still at the preparation stage: *"We are entering export to Sabah… but we keep communicating with the buyer; they are still waiting for the repacking machine there."* The process requires administrative and institutional readiness, and the local government acts as facilitator: *"I have gone back and forth to the Customs office and keep communicating with the customer from Malaysia to ensure all export requirements are met."* Product identity is explicitly protected in these negotiations: *"I have stressed to the buyer that the name Amplang Batu Bara must remain, because that is our distinctive mark."*

Export orientation also changes the way production is organised. Because the product is made by several producers with different capacities and recipes, uniformity of taste becomes important, and the Office of Cooperatives and SMEs has brought the producers together: *"I told the women that they must set aside their individual egos and share recipes so that there is one taste."* Of the twenty producers initially involved, only five remained consistent in the process, which shows that consolidating MSMEs is not straightforward: differences in interests, capacity, adaptability, and management practices affect the continuity of cooperation. A shared production house proposed for 2025 has not been realised because of budget constraints: *"For the production house, we planned it in 2025, but because of budget constraints it has not yet been realised."*

Taken together, these findings show a transition from individual production towards more collective arrangements. When the market was limited, each producer could operate independently; once export opportunities appeared, uniformity of product and continuity of

supply became pressing requirements. Market expansion thus has implications for local identity as well: the product must meet wider market standards while the identity of Amplang Batu Bara as a distinctive product of East Kutai is deliberately maintained.

CONCLUSION AND SUGGESTIONS

This study concludes, first, that Amplang Batu Bara MSMEs hold considerable potential as a local food product of East Kutai Regency. That potential derives primarily from product characteristics closely tied to regional identity, namely the name "Batu Bara" and the use of squid ink to produce the black colour, supported by the availability of local fishery resources, production skills, and local labour. In terms of markets, the product can be developed through local markets, souvenir outlets, tourism, digital marketing, and distribution outside the region, and there are indications of demand from outside the regency and from a buyer in Malaysia. This potential has not yet become a regional brand, however, because brand identity, packaging, quality standards, legality, production capacity, and continuity of supply still require strengthening.

Second, the main challenges concern raw material availability, marketing, and competition. Local fish supply does not always meet production needs, and squid ink is still sourced from outside the region, so the supply chain is not fully integrated with local resources. In marketing, some producers still rely on established customers and do not promote intensively, which constrains expansion to new consumers, while the growing number of producers increases competition — though competition also motivates producers to maintain and improve quality. Third, competitiveness strategies are directed at quality and consistency, innovation, packaging, promotion, and the fulfilment of legality and standardisation, including halal certification, food-safety requirements, and intellectual property protection, all of which are still in progress. Fourth, the local government plays an important role through mentoring, institutional strengthening, facilitation of production equipment, promotion, and the opening of market access, including the export initiative to Sabah.

Producers are therefore advised to maintain the quality and texture that consumers already recognise, to innovate in flavours, packaging design, product sizes, and visual identity, and to use social media and digital platforms more consistently to reach consumers beyond East Kutai. Supply chains should be planned more deliberately through cooperation with fishers, fish traders, and processing groups, while sources of squid ink within East Kalimantan should be explored to reduce dependence on suppliers from outside the region. The completion of halal certification, food-safety requirements, and intellectual property registration should be treated as part of brand building rather than mere administrative compliance. The local government is advised to provide more focused and continuous support covering production capacity, packaging, digital marketing, certification, brand protection, and market networks, and to promote Amplang Batu Bara as a product representing the identity of East Kutai through exhibitions, tourism and creative economy events, souvenir centres, and official digital

channels. The amplang business group should be developed into an active forum for joint procurement, market information, shared promotion, and common quality standards. Future research may extend this study by analysing consumer perceptions, digital marketing strategies, the feasibility of market expansion outside the region, raw material supply chains, or business strategy using SWOT or Business Model Canvas approaches, and by involving consumers and businesses in markets beyond East Kutai Regency.

REFERENCES

Aaker, D. A. (2014). *Aaker on branding: 20 principles that drive success* . Morgan James Publishing.

Amrulloh, M., & Akbar, R. (2020). Branding strategies to increase the competitiveness of traditional food MSMEs in the digital era. *Journal of Marketing Management* , *12* (3), 217–230.

Arini, PL, & Permatasari, S. (2020). Product differentiation in increasing competitive advantage in local companies. *Journal of Economic Management* , *12* (2), 100–112.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management* , *17* (1), 99–120.

Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: Strategy, implementation and practice* (7th ed.). Pearson.

Hardani, Andriani, H., Ustiawaty, J., Utami, EF, Istiqomah, RR, Fardani, RA, Sukmana, DJ, & Auliya, NH (2020). *Qualitative & quantitative research methods* . Pustaka Ilmu Group.

Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia. (2023). *Development of data on micro, small, and medium enterprises (MSMEs) and large businesses* . Ministry of Cooperatives and Small and Medium Enterprises.

Keller, K. L. (2013). *Strategic brand management* (4th ed.). Pearson Education.

Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson.

Nuryakin. (2018). Competitive advantage and product innovation: Key success of batik SMEs marketing performance in Indonesia. *Academy of Strategic Management Journal* , *17* (2), 1–17.

Porter, M. E. (1985). *Competitive advantage: Creating and sustaining superior performance* . Free Press.

Rahayu, R., & Day, J. (2017). E-commerce adoption by SMEs in developing countries: Evidence from Indonesia. *Eurasian Business Review* , *7* (1), 25–41.

Ramdhani, A., & Fauzi, R. (2022). The influence of digital branding on the marketing performance of MSMEs. *Indonesian Marketing Journal* , *15* (4), 128–142.

Rangkuti, F. (2018). *The power of brands* . Gramedia Pustaka Utama.

Santoso, E., & Permana, H. (2021). Brand awareness and brand image as determinants of local product purchasing decisions. *Journal of Management and Business* , *9* (2), 145–158.

Setiadi, A., Wibowo, P., & Lestari, D. (2019). Local wisdom-based branding to strengthen the identity of MSME products. *Journal of Creative Economy* , *3* (2), 89–103.

Sugiyono. (2022). *Qualitative research methods* . Alphabet.

Suryana, & Bayu, K. (2018). *Entrepreneurship: An approach to the characteristics of successful entrepreneurs* . Kencana.

Suryanti, D., & Nugraha, A. (2020). The influence of branding strategy on consumer loyalty in traditional MSMEs. *Journal of Economics and Management* , *8* (1), 52–68.

Tambunan, T. (2019). Recent evidence of the development of micro, small and medium enterprises in Indonesia. *Journal of Global Entrepreneurship Research* , *9* (1), 1–15.

Tjiptono, F. (2019). *Marketing strategy: Principles and implementation* . Andi.

Law of the Republic of Indonesia Number 20 of 2008 concerning Micro, Small, and Medium Enterprises. (2008).