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## Retail Management Strategies to Strengthen MSMEs and Street Vendors in Facing Intense Competition in Urban Areas

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### ABSTRACT

**Objectives:** This research investigated retail management strategies to strengthen Micro, Small, and Medium Enterprises (MSMEs) and street vendors (PKL) facing intense competition in Bekasi, Indonesia. The study aimed to identify effective strategies for enhancing their competitiveness and sustainability.

**Methodology:** A qualitative research approach was employed, utilizing in-depth interviews with four MSMEs (primarily in printing) and six PKL, complemented by documentary analysis and consumer surveys.

**Findings:** The finding revealed that while MSMEs utilized social media for marketing, they lacked advanced digital marketing skills. Although PKL successfully employed QR code-based payment systems, they also required training in product development and digital marketing. Both groups demonstrated a need for enhanced entrepreneurial capabilities and a supportive business environment. The research highlighted the importance of comprehensive training programs encompassing digital marketing, product innovation, and business management. Furthermore, fostering collaboration among businesses and creating supportive networks through online platforms or community groups were identified as critical success factors.

**Conclusion:** The study concluded that a holistic approach, incorporating targeted training, collaborative initiatives, and supportive government policies, is essential for strengthening MSMEs and PKL in Bekasi. Future research should investigate the long-term impact of implemented training programs and analyze the effectiveness of different retail management strategies across various urban contexts. In addition, further research should explore the role of government policies in supporting the sustainable growth of informal businesses and investigate innovative financing solutions to address capital constraints.

**Keywords:** Retail; Management; Startegies; MSMEs; Street Vendor.

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### INTRODUCTION

The role of micro, small, and medium enterprises (MSMEs) in the informal economy is becoming increasingly crucial in urban settings, particularly as cities like Bekasi experience rapid growth. Street vendors, or "pedagang kaki lima" (PKL), play a significant role in this economy, providing livelihoods for many and contributing to the vibrant urban culture. However, as highlighted by Hanum & Mauliza (2024), the existence of PKL poses challenges regarding local government regulations, emphasizing a need for effective retail management strategies to address these complexities and support the growth of MSMEs.

The motivation for entrepreneurship among adults is reportedly declining due to fears of failure and potential losses, as discussed by Hoetoro & Satria (2020)Hoetoro and Satria (2020). This declining entrepreneurial spirit presents further challenges for MSMEs seeking to thrive in a competitive environment. Therefore, understanding the motivational factors and addressing the barriers to entrepreneurship becomes crucial for fostering a supportive ecosystem for MSMEs.

Effective marketing strategies are essential for the survival of retail businesses in the current digital era. Lakitra O.A (2021) found that retailers employ unique strategies to market their products through e-commerce platforms, aiming to enhance consumer purchasing power. However, there is evidence that reliance on e-commerce can lead to a decline in consumer purchasing power if not managed correctly. This highlights the necessity for MSMEs to adopt a comprehensive approach to retail management that integrates both traditional and digital strategies.

In the context of increasing competition, the development of a strong entrepreneurial culture is key to achieving competitive advantages for MSMEs. Alie et al. (2023) emphasize that a combination of entrepreneurial culture, creativity, environmental transformation, and intelligent resource management all contribute to the competitive edge of businesses. As MSMEs seek to compete on a larger scale, they must embrace these principles and adapt their strategies accordingly.

Furthermore, creativity and innovation, particularly in showcasing local cultural traits, can serve as a strength for communities like Pelanusa, as pointed out by Suprpto et al. (2022). These elements not only enhance product differentiation but also establish a connection with consumers who value local heritage. Coupled with rigorous quality control measures, MSMEs can maintain a competitive advantage in the marketplace.

The role of communication strategies cannot be overlooked in ensuring the sustainability of MSMEs. Riyadi (2025) notes that a combination of personal and digital communication strategies, along with community engagement, can significantly help MSMEs sustain their operations amid market fluctuations. As urban markets evolve, MSMEs must develop robust communication strategies to retain customer loyalty and engagement.

The positive impact of MSMEs on social welfare, particularly concerning street vendors in Tuasan, is highlighted by (Zainarti, 2024). These enterprises provide essential services and goods while contributing to community welfare. Thus, enhancing the capabilities of MSMEs is crucial not only for economic growth but also for societal well-being.

Understanding the internal factors that contribute to a store's performance is also vital. Pekerti (2022) identifies strengths such as competitive pricing and comprehensive product offerings in stores like UD. Polos. However, weaknesses such as conventional marketing strategies

necessitate a shift toward more innovative approaches to ensure growth in an increasingly competitive landscape.

Research by Prasetya (2021) emphasizes the importance of considering cultural, social, and personal aspects that influence competition and market growth. As MSMEs navigate these complexities, they must adopt holistic strategies that incorporate these dimensions to foster effective competition.

Finally, addressing the capital constraints faced by some MSME units, as noted by Irhamni et al. (2023), underscores the importance of local government support in nurturing MSMEs, particularly in challenging economic environments characterized by inflation. By leveraging local resources and strategic location advantages, MSMEs can enhance their operational effectiveness. However, the limitation in workforce capabilities due to insufficient training remains a significant hurdle that needs to be addressed through targeted capacity-building initiatives (Pratama & Nusraningrum, 2025).

The novelty of this research lies in its comprehensive examination of various factors influencing MSMEs in urban areas, with a specific focus on the city of Bekasi. By integrating insights from multiple studies and highlighting the unique challenges faced by MSMEs, this research aims to propose a strategic management framework that combines retail management practices, digital marketing approaches, community engagement, and government support (Saputra & Nawangsari, 2025). Through a concerted effort to strengthen the capacity of MSMEs and enhance their competitive strategies, this research aspires to contribute to the broader discourse on sustainable economic development in urban contexts.

The rapidly changing urban environment necessitates the implementation of strategic retail management practices for MSMEs to thrive amid competitive pressures. By addressing motivational challenges, leveraging innovative marketing tactics, fostering a culture of creativity, and engaging with the community effectively, MSMEs in Bekasi can achieve sustainable growth and contribute significantly to the local economy and society (Irmayanty & Romadhon, 2025). Through training and development initiatives that empower these enterprises, the potential for positive economic impact becomes increasingly attainable, reinforcing the importance of supporting UMKM through strategic management efforts.

Based on the description above, the research problem can be stated as follows: What retail management strategies can strengthen MSMEs and street vendors (PKL) in facing intense competition in urban areas? The objective of the research is to identify the retail management strategies that can strengthen MSMEs and PKL in addressing tight competition in urban settings. This research aims to contribute novelty, particularly in the area of development strategies for MSMEs and PKL.

## **LITERATURE REVIEW**

The importance of micro, small, and medium enterprises (MSMEs) as well as street vendors (PKL) in the urban informal economy has gained significant attention in recent research. Hanum & Mauliza (2024) underscore that PKL play a crucial role, contributing to local economies while facing regulatory challenges posed by local governments. The operational success of these entities often hinges on their ability to navigate these complexities and leverage strategic retail management practices.

Relevant theories that can be applied to understand the dynamics of research variables in this context include the Entrepreneurship Theory which addresses the motivations and challenges faced by entrepreneurs, including declining entrepreneurial motivation as noted by Hoetoro & Satria (2020). Moreover, the Resource-Based View (RBV) is vital for analyzing how unique resources and capabilities can provide competitive advantages to MSMEs and PKL. Lastly, Innovation Theory is applicable as it highlights the necessity for continuous innovation in products and processes, particularly in urban settings where competition is intense. The research proposes an integrated framework combining the above-mentioned factors, which includes:

- a. Targeted Training Programs: These programs should encompass digital marketing, product innovation, and overall business management skills.
- b. Collaborative Initiatives: Fostering collaboration between businesses and creating supportive networks (e.g., online platforms or community groups) to promote knowledge sharing.
- c. Government Support and Policies: The paper stresses the importance of supportive government policies, including the provision of resources, training, and access to financing to alleviate financial constraints.

### **State-of-the-Art of the Research**

Recent studies demonstrate a transformative shift in how retail strategies are being deployed in urban economies. The inclusion of e-commerce as a marketing strategy has become increasingly prevalent. Lakitra O.A (2021) illustrated that many retailers deploy unique e-commerce strategies to enhance consumer purchasing power. However, this reliance on digital media must be balanced, as it can sometimes lead to a decrease in consumer purchasing power if not adequately managed. This duality presents a critical area for further exploration in retail management strategies.

Additionally, there is growing recognition of the need for creativity and innovation in product development. As highlighted by Vernia & Senen (2022), incorporating local cultural elements into products can serve as a significant competitive advantage. This cultural connection facilitates not only market differentiation but also greater consumer engagement.

Research is also acknowledging the importance of community involvement and effective communication strategies. Riyadi (2025) emphasized that a combination of personal and digital communication strategies, in conjunction with community engagement, can substantially improve the sustainability of MSMEs against the backdrop of evolving market conditions.

### **Finding Relevant Publications**

A review of relevant literature provides deeper insights into the operational challenges and opportunities faced by MSMEs and PKL. Books such as "Entrepreneurship: Theory, Process, and Practice" by Kuratko offer foundational knowledge on the entrepreneurial journey and decision-making processes relevant to this research area. Recent journal articles add to the discourse: Mogale (2024). The effect of supply chain management practices on the performance of fast-food micro-enterprises and Adegboyega (2024), Effective financing strategies for small and medium enterprises in sub-saharan Africa. These publications enhance the understanding of constructed research variables by discussing the implications of consumer behavior, market dynamics, and strategic adaptation.

This framework will facilitate a structured approach to investigating how various retail management strategies can strengthen MSMEs and PKL amid competitive pressures in urban environments. Overall, the insights derived from this comprehensive review of literature, current knowledge, and theorization will ultimately inform managerial practices that bolster the resilience and adaptability of MSMEs and PKL, leading to enhanced economic contribution and social welfare in urban settings. It is essential that further research focuses on actionable strategies that not only address the immediate challenges faced by these enterprises but also harness opportunities for long-term development and success.

## **METHOD**

A qualitative approach will be employed to gather comprehensive insights and evidence for analysis. This approach allows for a deep understanding of the experiences, perceptions, and challenges faced by micro, small, and medium enterprises (MSMEs) and street vendors (PKL) in Bekasi, particularly in a competitive urban environment. Data collection will involve several methods to ensure a thorough understanding of the subject matter. Firstly, interviews will be conducted with the twelve PKL operating on a specific street in Bekasi. These interviews will capture the vendors' perspectives on their business strategies, operational challenges, and adaptations in response to competition (Aulia et al., 2022). Open-ended questions will facilitate in-depth discussions, allowing the vendors to express their thoughts and experiences freely.

Additionally, documentation will be gathered to provide context and support the findings from the interviews. This may include reviewing business records, sales data, and regulatory documents relevant to the operational environment of the PKL. Documentation offers a factual basis for understanding the vendors' operations and the regulatory framework they navigate, providing a well-rounded perspective on their challenges and strategies.

Surveys will also be administered to complement the qualitative data. Targeting consumers frequenting the street vendors, these surveys will assess customer preferences, satisfaction levels, and perceptions regarding the quality and variety of products offered by the PKL. The surveys will focus on gathering quantitative data that can illustrate market trends and consumer behavior, providing insights into the effectiveness of the vendors' marketing strategies.

To facilitate this research, various tools and materials will be utilized. A digital recording device will be essential for accurately capturing interviews, enabling researchers to focus on the conversation without the distraction of note-taking. A survey tool, either a paper-based format or an online platform, will be used to distribute and collect responses from consumers. Additionally, analysis software can assist in organizing and interpreting qualitative data gathered from interviews and documentation.

Overall, utilizing a qualitative approach with interviews, documentation, and surveys will allow for a comprehensive analysis of the retail management strategies employed by 4 MSMEs and 6 PKL in Bekasi. This multifaceted data collection design will aim to reveal actionable insights that can inform strategies to strengthen these vendors in the face of intense urban competition, ensuring their ongoing viability and contribution to the local economy.

## **RESULTS AND DISCUSSION**

In Bekasi, a bustling city in Indonesia, the informal economic sector is represented by both micro, small, and medium enterprises (UMKM) and street vendors (PKL). This research aims

to present findings from interviews and observations of four UMKM and six PKL situated along the busy streets of Bekasi. It highlights their current operations, challenges, and opportunities for growth, particularly focusing on the utilization of digital marketing and payment systems to enhance their businesses.

The four UMKM in the study primarily operate within the printing sector. These enterprises exhibit considerable potential for development, especially regarding their digital marketing capabilities. The interviewees revealed that they have begun leveraging social media platforms such as Instagram and Facebook to promote their products and services. This approach allows them to reach a wider audience, engage with potential customers, and increase their brand visibility. However, despite recognizing the importance of digital marketing, the UMKM owners expressed a pressing need for improvement in their marketing skills. Many are unfamiliar with the best practices for online advertising, target audience engagement, and content creation that could effectively showcase their offerings. This gap in knowledge limits their ability to fully capitalize on the advantages offered by digital marketing. Moreover, the UMKM face challenges related to competition and market saturation. In a rapidly evolving digital landscape, they must stay updated with trends and consumer preferences. Continuous learning and training in digital marketing strategies would not only enhance their skills but also their overall competitiveness. Networking among themselves and participating in workshops could foster knowledge sharing, empowering them to overcome their marketing hurdles. For the UMKM, investing in developing their personnel's capabilities in digital marketing is crucial for sustainable growth.

On the other hand, the findings concerning street vendors (PKL) underscore a different set of dynamics in the informal market Vernia et al. (2023). The PKL predominantly utilize QR code-based payment systems, which have streamlined transactions for both vendors and consumers. This modernization in payment methods has significantly facilitated cashless transactions, enhancing convenience and security. The vendors indicated that the ease of use associated with QR payment systems encourages more customers to purchase from them, ultimately contributing to improved sales figures. This shift towards digital payments signifies a progressive step in adapting to technological advancements and meeting the expectations of a tech-savvy clientele. Despite the success associated with these payment systems, the PKL have articulated a need for broader skill sets that extend beyond digital transactions. They expressed interest in acquiring knowledge related to product development and digital marketing strategies. While the security and efficiency of QR payments have improved their operations, the vendors recognize that to thrive in a competitive atmosphere, they must enhance their product offerings and effectively market those products. Training on how to innovate and diversify their products would enable them to cater more efficiently to their customer base, potentially leading to increased customer loyalty and higher sales.

Furthermore, the research highlights the importance of education and workshops tailored to the specific needs of both UMKM and PKL. Providing comprehensive training programs that combine digital marketing skills with product development techniques could create synergies, equipping these entrepreneurs with the tools they need to succeed. Collaborations with educational institutions, local governments, or business associations could foster a supportive environment where knowledge sharing and skill enhancement become the norm Lakitra O.A (2021).

Additionally, establishing online platforms or community groups for UMKM and PKL could encourage collaboration and the sharing of best practices. Such initiatives would not only improve individual businesses but could also strengthen the overall economic fabric of Bekasi. By coming together, these entrepreneurs can learn from each other's experiences, explore joint marketing ventures, and create a shared digital presence that resonates with the local community.

The research identifies significant potential for growth among UMKM and PKL in Bekasi through improved digital marketing and innovative product development. While the UMKM are eager to expand their digital marketing prowess to attract more customers, the PKL are simultaneously embracing. Understanding the market and competitors is a fundamental prerequisite for any business aiming to thrive. Recognizing customer behavior and market trends allows entrepreneurs to tailor their offerings and strategies to better meet consumer demands. It involves conducting thorough market research to identify specific needs and preferences. By being attuned to the competitive landscape, businesses can develop effective strategies to differentiate themselves and establish a strong market presence.

Innovation in products and services is crucial for standing out in a crowded market. Developing unique and distinctive products not only captures consumer interest but also cultivates brand loyalty. Companies should focus on creating offerings that have specific characteristics, features, or benefits that resonate with their target audience. This innovation can be driven by customer feedback, industry trends, or emerging technologies, always aiming to provide added value that competitors may not offer.

Improving customer service quality is another critical aspect of business success. Providing exceptional service fosters customer satisfaction and can turn one-time buyers into repeat customers (Irhamni et al., 2023). Businesses should strive to be friendly, responsive, and attentive to customer needs. Implementing systems to gather customer feedback and addressing complaints promptly is essential to enhance the overall customer experience. Relationships built on great service can lead to positive word-of-mouth referrals, further expanding the customer base. Building a strong brand identity is vital for differentiation in the marketplace. Packaging plays a significant role in branding and should be both aesthetically pleasing and functional. Creating durable, attractive, and branded packaging not only protects the product but also enhances its perceived value. A well-established brand identity helps cultivate trust and recognition among consumers, positioning the business favorably in their minds. Brands that resonate emotionally with consumers are more likely to foster loyalty.

Digital marketing optimization should be a priority for businesses looking to expand their reach and enhance visibility. Leveraging social media platforms and e-commerce channels creates opportunities to showcase products to a wider audience. Engaging content that highlights unique selling propositions can captivate potential customers. Furthermore, targeted advertising and promotions can help attract and retain customers in an increasingly competitive online marketplace. A well-structured digital marketing strategy is essential for driving traffic and sales in today's business environment. Effective financial management is paramount to sustaining business operations and achieving long-term success. Maintaining a solid control over cash flow and developing realistic budgets helps businesses plan for both short-term needs and long-term growth. Regular financial assessments and strategic planning enable entrepreneurs to make informed decisions regarding investments, expenditures, and

expansions. Proper financial management minimizes risks and ensures that businesses remain agile in responding to market changes.

Establishing partnerships with other businesses can significantly broaden market reach and enhance credibility. Collaborative ventures can lead to mutual benefits, such as shared resources, cross-promotions, and access to new customer segments. Partnerships can also encourage knowledge exchange and foster innovation, positioning the involved businesses for greater success. Building strong networks with suppliers, distributors, and even fellow businesses in similar domains can create opportunities for growth that would be challenging to achieve independently.



**Figure 1.** PKL at Traditional The Street

Continuously development of skills and knowledge is crucial in an ever-evolving business landscape. Entrepreneurs should engage in lifelong learning and remain open to innovative approaches that enhance their competencies. Keeping abreast of industry advancements, market shifts, and consumer preferences enables businesses to adapt and innovate consistently. Workshops, training programs, and peer exchanges can be fruitful in cultivating a culture of learning and improvement within an organization. By understanding market dynamics, fostering innovation, enhancing customer service, building strong branding, optimizing digital marketing, managing finances diligently, establishing strategic partnerships, and committing to continuous skill development are essential strategies for success in the competitive business environment.



**Figure 2.** PKL near the central town



## CONCLUSION

This research addresses the gap in understanding how retail management strategies can effectively support micro, small, and medium enterprises (MSMEs) and street vendors (PKL) in navigating intense competition within the dynamic urban environment of Bekasi, Indonesia. The study highlights the challenges faced by these businesses, particularly concerning the adoption and effective utilization of digital marketing techniques and modern payment systems. While some MSMEs leverage social media, a lack of sophisticated marketing skills hinders their ability to fully capitalize on digital opportunities. PKL, conversely, successfully adopted QR code payment systems but expressed a need for further training in product development and digital marketing. The core argument emphasizes the crucial need for a multi-faceted approach to strengthening MSMEs and PKL in Bekasi. The findings reveal that while digital payment systems offer immediate benefits for PKL, broader skill development, including advanced digital marketing and product diversification strategies, are equally necessary for sustainable growth. Similarly, MSMEs demonstrate potential in digital marketing but require training to enhance their marketing effectiveness. The research underscores the vital role of entrepreneurial culture, creativity, and innovation in fostering competitive advantages. The implications of these findings extend beyond the individual businesses studied. The lack of comprehensive training and support mechanisms limits the potential for substantial economic growth and may exacerbate existing inequalities. Effective interventions could significantly improve the economic contributions of these crucial sectors. Furthermore, the study reveals the importance of addressing both the internal capabilities of businesses and the external environment (including regulations and support from local government). The key to solving the research problem lies in creating a holistic support ecosystem for MSMEs and PKL. This includes: (1) providing comprehensive training programs that combine digital marketing strategies with product development and business management skills; (2) fostering collaboration among businesses and stakeholders through online platforms and community groups to facilitate knowledge sharing; (3) securing governmental support through policies that promote equitable access to resources and training; and (4) encouraging partnerships with educational institutions to tailor training to the specific needs of these businesses. Future research should focus on: (1) a longitudinal study to measure the long-term impacts of implemented training and support programs on the financial performance and sustainability of MSMEs and PKL; (2) a comparative analysis examining the effectiveness of different retail management strategies across various urban contexts; (3) in-depth investigations into the relationship between government policies and the growth trajectories of informal businesses in Bekasi and other similar urban areas.

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