

BUSINESS DEVELOPMENT STRATEGY OF MARINE FISH SATAY-LILIT CULINARY IN LEBIH VILLAGE AT GIANYAR REGENCY OF BALI (MEASURING EMPOWERMENT LOCAL ENTREPRENEURS AND CREATIVE ECONOMIC DEVELOPMENT)

Submission date: 13-Oct-2015 10:27 AM (UTC+0700)

Submission ID: 584043479

File name: trans_journal_SL.docx (46.76K)

Word count: 4121

by Ida Bagus Gede Udiyana

Character count: 24601

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(MEASURING EMPOWERMENT LOCAL ENTREPRENEURS AND CREATIVE
ECONOMIC DEVELOPMENT)

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Abstract

This study aims to determine the internal conditions, external conditions, and the formulation of strategies based on SWOT analysis using the SWOT matrix models. The research is a qualitative research. Data collection techniques using interviews. The results showed that the internal environmental conditions regarding strength showed that: high-quality products, affordable prices, promotions, job satisfaction and conducive working conditions. The weaknesses as for micro-enterprise of satay is less varied products, there are price differences among similar business, the promotion is not On Line , does not have a branch of business, financial management, access to capital, and unqualified labor. External environmental conditions concerning owned opportunities that can increase employment opportunities, empowering local entrepreneurs, better utilization of production technology, while threats to micro-enterprise of satay is economic policy, competitors and traditional production technologies. Strategy development in an effort to improve business competitiveness culinary sea fish satay formulated through horizontal integration strategy, concentric diversification and cooperation of foster father system

Keywords: External factors, Internal factors, Horizontal Integration Strategy, Concentric Diversification and Foster parent system

INTRODUCTION

Bali is the area that has great potential in tourism in improving the regional economy. Bali's economy is supported by the tourism sector, such as cultural tourism and culinary tourism and the development of other businesses related to the tourism sector as well as the locomotive of economic growth in Bali, also raised the negative impact as the excesses of Bali tourism development, namely: (1) Capitalization Tourism Bali where business trends and supporting the tourism sector dominated by conglomerates with a huge business networks from downstream to upstream. (2) Inequality of income and growth of tourism between South Bali with North Bali, west and east. (3) The carrying capacity of South Bali against heavy loads in the provision of tourism accommodation and aspects of environmental capacity, including the provision of clean water and electricity infrastructure, waste management, social and security. (4) Low role of local communities own and manage businesses in the tourism sector and other supporting businesses.

Efforts should be made to overcome these problems by increasing the competitiveness of human resources policies Bali through consistent and sustainable basis guided by the planting of values Culture and Religion. Development of tourism and creative economy on Bali must be rooted in the values of culture and Hinduism in Bali. Each of the products of Tourism and Creative Economy is produced through a process based on taste, perspectives and beliefs Human Resources in Bali based on the values of culture and religious affiliations, resulting product has the characteristics and features of its own and if it accumulates with consistent and sustained the level of policy, production processes and behavior. This businesses will grow "*taksu*" for creative products Bali, of course, have a positive impact on the competitiveness of the resulting production.

Gianyar Regency is located in the southern part of Bali receives contributions from different sectors to improve the economy, among others, comes from the tourism sector, the industrial sector and other supporting sectors. Business sector both small businesses and household enterprises have considerable economic potential in the economic development of Gianyar. Types of businesses, among others in the village Blege woven bamboo, silver craft businesses in the village Celuk and Singapadu, fabric craft businesses in the village of Sukawati, and culinary business of marine fish satay *lilit* in Lebih village.

Lebih village is famous with its beautiful beaches, food stalls lined the typical of Lebih village, the main menu is seafood. Mackerel, tuna, marlin fish to be processed into a delicious food menu .. Lebih Beach fits into a culinary tourism destination as well as a resting place for a moment. Sights to off the east coast of Bali, exotic black sand, burned sea fish satay aroma, worth for Lebih Coast become tourist attractions.

Satay *lilit* is one of the authentic Indonesian food. Marine fish satay More typical beach made from minced fish marlin mixed with grated coconut and a puncture wound to satay made from palm fronds. Satay then baked in the charcoal. The result is satay with a soft texture with Balinese spices. The potency of Gianyar regency is expected to boost the economy of local communities. The Village existing Over 25 micro businesses satay. This effort is expected to increase employment opportunities, empowering local entrepreneurs and positive impact on the local people's income.

Based on preliminary research carried out for 5 days starting on 22 to 26 February 2014 at the culinary business owners satay sea fishing in the Lebih Village. 25 culinary business satay are in the Lebih village used a sample of five micro-enterprise owners because it is homogeneous. Based on the preindications study, the stagnation of this culinary business satay

lies in the lack of marketing, marketing is only done right around the business without the use of sophisticated technology as it is today.

The 5 respondents who researched during the preliminary research it turns out that the fifth respondent does not have branches in other places less so in terms of promotion, since the promotion is only done at one place only. Products offered less varied. Lack of variety of products such as satay skewers, beef satay, satay *lilit* or fish soup. Only two of 5 respondents assign product variations on culinary business is the presence of additional food menu is head fish soup. The applied technique is simple, the meat grinding or chopping ingredients currently used in producing satay, so that the dough becomes less prevalent. From the five respondent examined in a preliminary study turns 2 of 5 respondents still use simple tools.

Related to the problems experienced by the culinary of this marine fish satay, in marketing, from the five respondents who researched all respondents stated that only do marketing in their business places alone and do not have branches some where else so that marketing can not run properly. There are 60% problem in terms of product because the business owner culinary satay apply less product variation on their enterprise, only two respondents stated that there are variations in product and technology problems by 60% as only 3 respondents have implemented the technology in business. These problems reached the average of 74%, there should be further studies to investigate this issue, therefore, the internal and external environmental conditions culinary business of marine fish satay will be discussed by using Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) and put it in a grand strategy matrix (matrix strategy of total) to determine the appropriate strategy formulation for culinary business of marine fish satay especially to deal with change is happening now and the future development of the business will come.

Based on the problems described above, the purpose of this study was to identify factors internal and external factors affecting the development strategies of culinary business of marine fish satay *lilit* in Lebih village at Gianyar. And to formulate appropriate development strategies to be applied to the culinary business marine fish satay in the village of Lebih village at Gianyar Bali

RESEARCH METHOD

This research is a type of qualitative research to find a figuration of the internal condition of the form: (1) strength, and (2) weaknesses, as well as the external conditions such as: (1) opportunity, and (2) threat affecting micro-enterprise development and formulate appropriate strategies to apply to the culinary business marine fish satay in the village of Lebih Gianyar Bali. The study was conducted in the Lebih village of Gianyar Bali with a distance of + 5 Km south of downtown Gianyar. This research was conducted at 25 culinary business of marine fish satay in the Lebih *Pekraman* village

The subjects were the owners of marine satay culinary business in the lebih village of Gianyar. ² The object of this research is the business development strategy. The population in this study are all business owners culinary satay fish that exist in the Lebih village of Gianyar consist of 25 micro enterprise. ¹⁸ The type of data used in this study is qualitative data in the form of the strengths and weaknesses of a culinary business satay regarding product, price, distribution channels, promotion, financial and human resources as well as the opportunities and threats that appear in this culinary venture are economic problems, technologies and competitors.

Data used in this study are primary data. Primary data in this study were obtained by observation and direct interviews with owners in the field to collect data internal and external

conditions of culinary business, competitors, as well as the public response / buyers about the culinary business of marine fish satay.

¹ Data collection techniques used in this research is interview. The interview is the main data collection techniques. The respondents in this research are the entire culinary business owners satay fish that exist in the Lebih village.

The data analysis used in this study is qualitative analysis. In this study using the technique of ¹⁰ analysis of strengths, weaknesses, opportunities, and threats (SWOT Analysis) is used to identify and describe the internal and external environment and define a strategy to promote the business. Based on the analysis of the internal environment and the external environment analysis will be made Matrix Internal Factors Strategy (IFAS) and Matrix Factor External Strategies (EFAS). Internal factors matrix arranged to analyze the strength (Strength) and weakness (Weakness).

.RESULT AND DISCUSSION

¹³ The purpose of this study was to determine the condition of the culinary business of marine fish satay by factors of strength and ⁶ weakness in the internal environment of business and the opportunities and threats factors in the external environment of business, and to determine the strategy to be determined by the company ¹⁷ based on the results of the analysis of the business environment for a better business.

INTERNAL ENVIRONMENT ANALYSIS

Identification of internal business environment can be made into internal environmental strategy analysis that illustrates the strengths and weaknesses of micro businesses of marine fish satay appears in Table 1.1.

Table 1.1 Analysis of Internal Environment

Internal Strategy Factors	Strengths	Weakness
Product	The quality of products is quite good	Product generated less varied
Price	Able to compete with similar products	Different pricing
Distribution	Direct distribution	No branch
Promotion	Follow annual event	No financial report
Based on the analysis of the internal environment of micro business of satay lilit in Lebih village can be identified	Salary is based on standard of regional minimum wages	Weak delegation of tasks
Internal strategy matrix (IFAS) as shown in table 1.2		

Table 1.2 Internal Strategy Matrix (IFAS)

Internal Strategy Factors (1)	Weight (2)	Rating (3)	Weight x Rating (4)	Comments (5)
STRENGTH				
(1) The quality of the products produced quite good	0.10	4	0.40	Quality is the key to success
(2) Price is able to compete with similar products	0.10	4	0.40	Appropriate pricing
(3) The price is worth the quality of the product	0.10	4	0.40	
(4) Consumers come directly to the satay culinary enterprise	0.10	4	0.40	Need to be expanded
(5) Replacing signpost shop name and the menu offered	0.05	3	0.15	Need innovated
(6) Following the annual event Lebih Beach Festival	0.10	3	0.30	Need to be preserved
(7) Ability to provide appropriate employee's salary minimum wage	0.10	3	0.30	Regional minimum wages
(8) The relationship between the owner and the employees pretty well.	0.5	2	0.10	Cooperation needs to be improved
WEAKNESSES				

(1) Products less varied	0.05	2	0.10	More varied
(2) Different prices determination	0.05	2	0.10	More optimal
(3) Does not have a business branch	0.05	2	0.10	Need to be
(4) Do not make financial reports				developed
(5) The weakness of the delegation	0.05	2	0.10	
of tasks	0.05	1	0.05	The clear divison of
(6) The absence of organizational				the tasks
structure	0.05	1	0.05	Optimization
TOTAL	1,00		2.95	

Based on the results of the above internal strategy matrix that is offered by satay culinary businesses products are various types of ocean fish-based dishes such as satay, fish balls, fish pepes, grilled fish, fried fish and head fish soup. Of the several types of products offered by the satay culinary business almost all the products in demand by consumers because of the quality of products produced quite good, both in terms of taste and in terms of the menu display, so that the resulting product is a strength for the company, in addition to the entrepreneur satay supplying raw materials marlin or tuna from Benoa harbour directly so for raw materials have never experienced the limitations of weakness is the lack of variety of products.

The price offered by the satay culinary business is a strength because the prices offered were able to compete with similar products in the market. Its weakness lies in pricing on this satay lilit culinary, because the cost between one stall to another stall is different. The tendency when there is a difference in consumer prices will definitely buy the culinary business satay

cheaper. Satay micro businesses in the activities of distributing goods to consumers using direct distribution channels. For direct distribution channels consumers usually come directly to the satay culinary business at Lebih coast.

These promotional activities are considered important by the culinary business at Lebih Village because it can affect the level of sales. In an effort to increase sales, small business satay uses several ways in promotional activities that put signpost stalls and menu names offered by the satay culinary business, follow the annual event in cooperation with the government that routinely implemented in Lebih Beach Festival, the employers can promote the products they offer here. The weakness is the satay culinary business has no promotion through the media of radio, televisi, newspapers and the Internet On Line so that the company and its products known to consumers and yet many do not have branches somewhere else so businesses marketing products just around the Lebih village.

In the macro business of marine fish satay capital used in its operations are its own capital and borrowed capital outside the bank. In addition the company also provides a salary in accordance with the UMR Gianyar (Rp. 1,230,000.00). The weakness in this satay culinary that did not make financial statements routinely and regularly, if there are opportunities for business development and need additional capital, it is difficult to get an injection of funds from banks because they do not have the financial statements of the consolidated balance sheet, profit / loss and changes in capital as one a condition of the loan application to the bank.

Labor factor is very important. Therefore, companies must be able to motivate their employees to work and carry out their duties properly and responsibly. In this case the company has a good relationship with its human resources, namely the relationship between owners and

their employees fairly good, fairly high job satisfaction. But the company also has a weakness in the delegation of tasks, absence of organizational structure in this satay culinary business.

ANALYSIS OF EXTERNAL ENVIRONMENT

External environment analysis illustrates the opportunities and threats are owned by the culinary business satay sea fish. The components of the external environment is analyzed in the analysis are as follows.

Indonesia is less stable economic situation due to political and government policies require employers to be more observant longer see the business environment so that businesses can continue to grow. Culinary business of marine fish satay as a business organization can provide opportunities for people to increase their income due to the opening of employment opportunities for people in the business.

Competitors will definitely be there when running a business. The number appears similar business, is a competitor for this micro business. If employers can not anticipate the existing competitors, then this threat may lead to decline and reduced the company's sales turn over. Competition can also be used as an opportunity for small businesses satay to expand its business, both in the variety of products, product quality and service quality. The threat is coming from outside the village of More competitors as a result of the open / free economic system.

Social and cultural environment is the influence of society on the basis of beliefs and values of everyday behavior. Companies must be able to adjust the business with local traditions. An opportunity for culinary business satay because the existence of the business can improve the economy of the community and local businesses growth opportunities as business owners and

managers of marine fish satay culinary .. Threats related to the social culture will emerge when many religious activities caused many employees to be off, and often This religious considerations make this effort must be closed for one day or more, since the owners and employees have a busy life as a result of the religious event. An effort to overcome this problem is based on the idea of Prof. Ida Bagus Mantra to make adjustment of time for religious activities.

Technology is one of the most powerful external environment affect marketing activities. This is because of the use of appropriate technology and appropriate in the production process that accelerate these activities, and will affect marketing activities. From the results of the identification of the company's external environment, it can be made the analysis of the external environment strategy illustrates the opportunities and threats culinary usaka satay sea fish appear in Table 1.3

Table 1.3 Analysis of the External Environment

External strategy factors (1)	Opportunities (2)	Threats (3)
Economic	Job opportunities increasement	Government economic policy
Competitors	Cooperation of similar business	proliferation of similar business in the area outside the Lebih village

Social and culture	The resulting product does not conflict with culture	religious activities can affect the activities of the company.
Technology	The ability of the company in using technology is good	Technology used needs to be improved

Based on the external analysis can be identified External Strategy Matrix (EFAS) as shown in Table 1.4 .

Table 1.4 Matrix External Strategies

External strategy factors (1)	Weights (2)	Rating (3)	Weights x rating (4)	Comments (5)
OPPORTUNITIES				
(1) The opening of job opportunities	0.15	4	0.60	Defended
(2) Increasing people's income	0.10	3	0.30	Defended
(3) Cooperation between similar business	0.10	3	0.30	Adjusted to needs
(4) Got order during religious events	0.15	4	0.60	Optimization
(5) The ability to utilize	0.10	2	0.20	Retained

technology				
THREATS				
(1) The effect of government policies	0.10	2	0.20	Need to carefully
(2) New Competitors	0.10	2	0.20	More alert
(3) The activities of indigenous communities	0.10	1	0.10	Necessary adjustments
(4) New Technology	0.10	2	0.20	New challenges
TOTAL	1,00		2,70	

IFAS and EFAS calculation results will indicate the company quadrant position company on total strategy election matrix. The conditions shown from the calculation of IFAS and EFAS on micro businesses of marine fish can be seen in Table .5

Table .5 Internal-External Matrix

IFAS and EFAS	HIGH Scores between 3-4	MEDIUM Scores between 2-3	LOW Scores between 1-2
HIGH Scores between 3-4	Concentration through vertical integration	Concentration through horizontal integration	Turn-around
MEDIUM Scores between 2-3	Stability	Concentration through horizontal integration strategies or profit stability strategy	Diversification strategy
LOW Scores between 1-2 Diversification	concentric Diversification	conglomerate diversification	Liquidation

FORMULATION STRATEGY

Based on the external internal matrix above, it can be specified micro business strategy of marine fish satay can be seen in the general strategy selection matrix in Figure .1

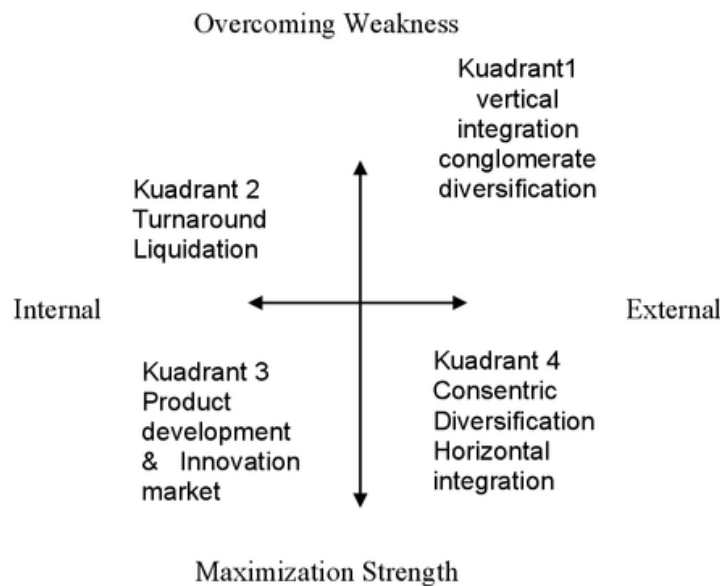


Figure .1 Matrix Election Strategy

Based on calculations IFAS and EFAS, obtained a total score of IFAS is 2.95 and EFAS is 2.70. Referring to the opinion of Rangkuti (2006), then the appropriate strategy for a culinary business satay based on the calculation of the total marine fish IFAS EFAS by 2.95 and amounted to 2,70, respectively located in quadrant 3, namely the development of product and market strategy innovations are product development and market innovation. This can be seen in Table 5 guidelines. Furthermore, the Strategy Selection Matrix Total micro business of marine fish satay that are in the fourth quadrant. That is, in an effort to improve the competitiveness of companies can choose and set the Horizontal Integration Strategies, concentric diversification and cooperation system foster father.

Based on the results of matrix calculations IFAS and EFAS obtained a total score of IFAS is 2.95 and EFAS is 2.70, it is known the position of micro business in the total strategy selection matrix that is the four quadrants based on these conditions, the strategy set by marine fish Satay Lilit Culinary Enterprises of Horizontal integration strategy, concentric diversification and cooperation system foster father.

Horizontal integration strategy is an activity to expand by building a market segment in other locations, and increase the variety and quality of products and service quality. Expansion can be done by building a similar business branches in different places and close to the market share that can overcome the weaknesses are owned by businesses marine fish satay culinary that do not have branches some where else as well as increasing the promotional activities via electronic media .. Furthermore Concentric Diversification Strategy implemented then the company can add to the variety of products offered, maintaining the quality and hygiene product and service quality in order to attract customers and joint venture / cooperation system foster father gives new opportunities with risk can be divided, for example, entered into a collaboration with hotels, event organizer and large catering in an effort to increase market share so that the company can develop in the future.

CONCLUSION

This culinary businesses must maintain the quality of products produced and increase product variety, create a container so that the organization can create the same price. Expanded distribution channels for example distributes its products outside the Lebih village, as Klungkung and Badung regency so that businesses can thrive. Promotion needs to be improved through the media of radio, television, newspapers and by making use of sophisticated information technology promotion On Line, opened a branch of business, as well as more varying product.

The strategy formulated by the culinary business satay is a horizontal integration strategy, concentric diversification and cooperation through a system of foster father. The Government consistently and continuously encourage the growth of businesses that can bamboozle local communities to own and manage businesses in which creative products generated based on cultural values and religion, so that generate products has its own distinctive characteristics and competitiveness.

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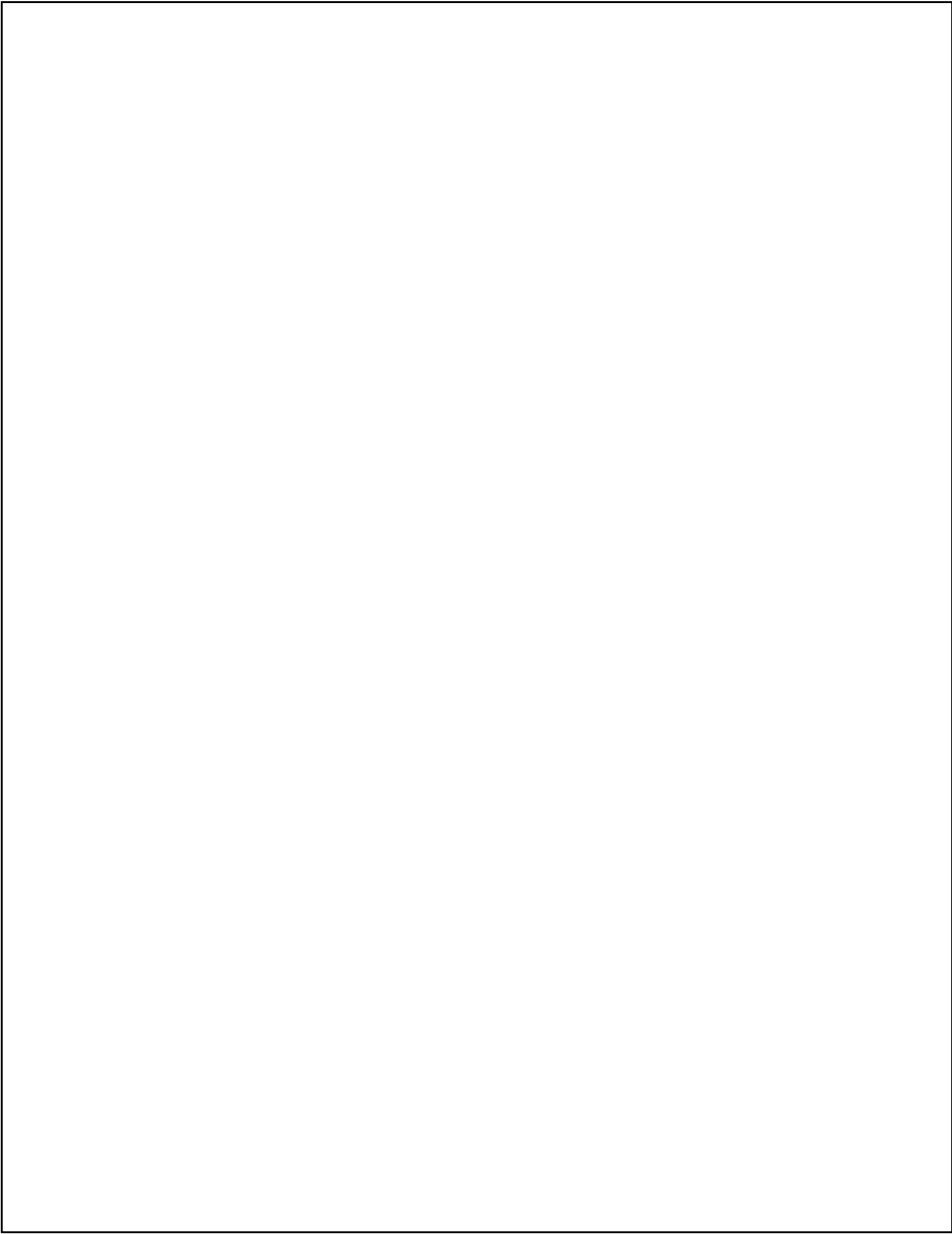
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