

DEVELOPING REGIONAL LEADING PRODUCTS THROUGH A BUSINESS MANAGEMENT MODEL: EVIDENCE FROM LEBAK REGENCY, INDONESIA

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Abstract

Regional leading products play a strategic role in strengthening local economic development and regional competitiveness. This study aims to develop regional leading products through integrated regional economic analysis and business management models in Lebak Regency, Indonesia. A descriptive-analytical approach is employed by combining qualitative and quantitative techniques. Regional economic potential is identified using Location Quotient (LQ) analysis, Klassen Classification, Shift Share, and the Growth Ratio Model (GRM), while qualitative data is collected through in-depth interviews with regional stakeholders and relevant institutions. Regional leading products play a strategic role in strengthening local economic development and regional competitiveness. This research aims to develop regional flagship products through integrated regional economic analysis and business management models in Lebak Regency, Indonesia. A descriptive-analytical approach is used by combining qualitative and quantitative techniques. Regional economic potential is identified using Location Quotient (LQ) analysis, Klassen Typology, Shift Share, and Growth Ratio Model (GRM), while qualitative data is collected through in-depth interviews with regional stakeholders and related agencies. The results show that the agriculture, manufacturing, and food service sectors are the main sectors with strong growth potential and competitive advantages. These findings provide policy implications for the local government in designing effective strategies for sustainable regional product development and economic growth.

Keyword : Regional Leading Products; Regional Economic Analysis; Business Management Model; Regional Development; Local Economic Competitiveness

Abstrak

Produk unggulan regional memainkan peran strategis dalam memperkuat pengembangan ekonomi lokal dan daya saing regional. Penelitian ini bertujuan untuk mengembangkan produk unggulan regional melalui analisis ekonomi regional terintegrasi dan model manajemen bisnis di Kabupaten Lebak, Indonesia. Pendekatan deskriptif-analitis digunakan dengan menggabungkan teknik kualitatif dan kuantitatif. Potensi ekonomi regional diidentifikasi menggunakan analisis *Location Quotient* (LQ), Klasifikasi Klassen, *Shift Share*, dan Model Rasio Pertumbuhan (MRP), sementara data kualitatif dikumpulkan melalui wawancara mendalam dengan pemangku kepentingan regional dan institusi terkait. Produk unggulan regional memainkan peran strategis dalam memperkuat pengembangan ekonomi lokal dan daya saing regional. Penelitian ini bertujuan untuk mengembangkan produk unggulan regional melalui analisis ekonomi regional terintegrasi dan model manajemen bisnis di Kabupaten Lebak, Indonesia. Pendekatan deskriptif-analitis digunakan dengan menggabungkan teknik kualitatif dan kuantitatif. Potensi ekonomi regional diidentifikasi menggunakan analisis *Location Quotient* (LQ), *Tipologi Klassen*, *Shift Share*, dan Model Rasio Pertumbuhan (MRP), sementara data kualitatif dikumpulkan melalui wawancara mendalam dengan pemangku kepentingan regional dan instansi terkait. Hasil menunjukkan bahwa sektor pertanian, industri pengolahan, dan layanan makanan merupakan sektor utama yang memiliki potensi pertumbuhan yang kuat dan keunggulan kompetitif. Temuan ini memberikan implikasi kebijakan bagi pemerintah daerah dalam merancang strategi yang efektif untuk pengembangan produk regional yang berkelanjutan dan pertumbuhan ekonomi.

Kata Kunci: Produk Unggulan Daerah; Analisis Ekonomi Regional; Model Manajemen Bisnis; Pembangunan Daerah; Daya Saing Ekonomi Lokal

Introduction

Regional economic development is an integral part of regional progress, one of which is Regional Leading Products. There are many aspects to regional leading products, ranging from the determination and establishment of RLP, strengthening RLP regulations, to the downstreaming of RLP as a factor in the success of RLP development.

PUDs serve as the identity of a region, providing space for creativity and innovation in their development. This is a manifestation of creating community-based processed products that have aesthetic value and competitive quality that can be offered to the general public. The challenges lie in the availability of raw materials, job creation, and the downstreaming of PUD, which are often faced by every region. For example, Malinau Regency in North Kalimantan Province faces obstacles in the delivery of PUD goods, Karawang Regency has the same issue in the delivery process, and so on. However, the development of PUD is also a prerequisite for regional progress.

PUDs are a requirement for calculating regional progress because they are products produced by cooperatives, small and medium-sized enterprises, and have the potential for development. PUDs that are competitive, marketable, and have the potential to enter the global market can make a significant contribution to the welfare of the community and local government. The development of PUD involves planning, organising, financing, supervising, controlling, and evaluating activities to achieve the desired objectives as stipulated in Permendagri Number 9 of 2014 concerning Guidelines for the Development of Leading Products. PUD is not only about how big the product has the potential to be, but also how much PUD can be sustained. It is impossible for PUD to be established overnight. As stated by Klein, Spieth, & Heidenreich (2021), commitment is needed to achieve sustainability.

Essentially, Regional Superior Products are products, both goods and services, produced by cooperatives and small and medium-sized enterprises that have the potential to be developed by utilising all resources available in the region, including natural resources, human resources, and local culture, as well as generating income for the community and government. These products are expected to become an economic force for the region and the local community as products that have the potential for competitiveness, marketability, and the ability to enter the global market (Permendagri, 2014). This means that regions cannot arbitrarily determine PUD. Various considerations must be taken into account in order to promote PUD with sustainable programs. As stated in the productivity of the agricultural sector related to the availability of regional superior products with better quality and sustainability, it plays an important role in maintaining the stability of PUD (Setiawan & Dewi, 2023).

PUD does not stand alone, but many factors related to OPD play a role in building a sustainable PUD. For this reason, a competitive PUD is one that is able to penetrate more competitive international markets and maintain its quality in representing the region as a producer. Mirnawati's (2014) study shows that export activities can drive economic growth in Indonesia, as seen through increased public consumption, increased production, and equitable income distribution. The demand for export and import goods is not only based on quality, but internal factors such as product safety and traceability also play a role. This is due to the difficulty of penetrating international markets with their strict regulations. Many Indonesian products do not yet meet these requirements, making it difficult to penetrate premium export markets (Song, 2023). However, in order to move towards premium exports, gradual improvements are being made, which will certainly provide opportunities for businesses to boost their products. In order to address the most sought-after needs in exports, namely (Table.1)

There are three regions that contribute the most to Indonesia's economy, namely West Java, which contributes US\$22.15 billion or 13.83 percent, East Java, which contributes US\$16.51 billion or 10.31 percent, and Riau Islands, which contributes US\$13.85 billion or 8.65 percent. (Fig 1)

Not only that, factors such as production funding sources and distribution of production results have made export-import competition increasingly fierce. Sales figures cannot keep pace with global market prices. This situation is also supported by rampant bureaucracy, which is still a culture in public services. High taxes and administrative procedures that are not in accordance with SOPs add to the cost burden for exporters. External issues such as trade policies, political instability, and global economic fluctuations can affect demand and market access for Indonesian agricultural products (Kustiari, 2019).

Improving product quality is inevitable, and various efforts must be made to enhance product quality through quality improvement, international standard certification, and diversification of export products to reach a wider market. In addition, the development of logistics infrastructure, simplification of export regulations, and improved market information access are also key factors in supporting the development of national agricultural product exports (Putri & Santoso, 2022).

Nationally, Indonesia's exports in 2024 experienced a sharp increase compared to 2023. Currently, it has reached 739,479.2 thousand tons with a value of US\$ 264,703.4 million, an increase of around US\$ 5,974.1 million. Based on these achievements, it is wise to be optimistic about domestic products in terms of quantity and quality.(Fig 2)

In exporting countries, the leading commodities in demand are in the manufacturing, mining, and agricultural industries. Small-scale agriculture certainly

requires a solution to increase agricultural production with greater coverage. According to Kotler and Keller (2009:242), interest is defined as a drive, which is a strong internal stimulus that motivates action, and this drive is influenced by positive stimuli and feelings towards a product. Consumer purchase interest is basically a driving factor when deciding to purchase a product. According to Schiffman and Kanuk (2000:206), purchase interest is a form of real thought that reflects the buyer's plan to purchase a certain number of units of several brands available within a certain period of time. Purchase interest arises from consumer attitudes toward a product, which are generated from consumer trust in product quality. Low consumer trust in a product causes consumer purchase interest to decrease. According to (Agustin and Kumadji, 2015), purchase interest has a positive and significant effect on visit decisions.(Fig 3)

That is why many questions are asked about PUD, such as how it is developing, how it is being marketed, and how it is being promoted. Of course, it is understood that PUD is not a product that can be promoted, but rather a product of choice that is the best and has a supportive market share. As stated by Susanti (2021), the adoption of advanced technology in production, processing, and marketing can increase productivity, quality, and cost efficiency. This is also reinforced by the results of Lase's (2024) research, which shows that technological innovation, including digitization and the use of AI, as well as adaptive educational reforms, play an important role in accelerating economic growth and improving the quality of education. As stated by Harrod Domar, modern economic growth theory focuses on investment. When many people invest in a region, economic growth in that region accelerates. Investors play a very influential role in supply and demand because investment indirectly increases capital in the development of a region (Jhingan, 2016).

The problem formulation in this study is how to determine PUD based on LQ, Klassen, Shift Share, and MRP? And how to develop a PUD development strategy? Thus, the objective is to plan, organize, implement, and supervise PUD as well as determine a PUD development strategy.

This paper will use a business management model starting from planning, organizing, implementing, and supervising. Sondang (2005) explains that management is the art of obtaining results through various activities carried out by other people. Benge provides an administrative definition of management, which is an activity of planning, organizing, directing, and controlling. This management principle has been used by organizations and businesses to date as a benchmark in initiating the management process to achieve the expected goals (Syahputra & Aslami, 2023).

This study offers a novel contribution by integrating regional economic analysis techniques—Location Quotient (LQ), Klassen Typology, Shift Share, and

Growth Ratio Model (MRP)—with a structured business management model to develop regional leading products. Previous studies have primarily focused on identifying regional leading sectors using individual analytical tools or descriptive approaches without linking the results to an operational business management framework. In contrast, this study proposes a comprehensive model that not only identifies potential leading sectors but also translates analytical findings into strategic management actions involving stakeholder collaboration, regulatory alignment, production optimization, and inter-regional partnerships. Furthermore, this study provides empirical evidence from Lebak Regency, Indonesia, offering a contextualized model applicable to developing regions with similar economic characteristics. The integration of quantitative regional analysis and practical business management strategies represents a significant advancement in supporting sustainable regional competitiveness and local economic development.

Thus, all PUD collectors in each region will formulate the POAC model in developing regional superior products, taking into account the scale of needs, regional benefits, and strengthening innovation. The framework of thinking of this research is (Fig 4):

Literature Review

The theory discussed in this writing is a theory related to regional superior products. The development model is defined in terms of management, which is an activity of planning, organizing, directing, and controlling. This management principle has been used by organizations and businesses to this day as a benchmark in starting the management process to achieve the desired goals (Syahputra & Aslami, 2023). This theory prioritizes management in processing regional superior products. It is not only focused on administrative aspects, but also considers the goals to be achieved through the learning process.

Research Methods

The research method used is descriptive analytical and qualitative. In this method, the author compiled the RIPJPID (Master Plan for Science and Technology Advancement) document, which contains clauses on Regional Leading Products. The key informants in this study were Regional Apparatus Organizations as PUD administrators, with qualitative analysis using in-depth interviews and data tabulation based on interview results. The first stage of qualitative analysis was to sort PUDs based on their clusters, and the second was to categorize the results of the information responses based on similarities in opinions expressed by the Lebak Regency. Statistical calculations were performed using Klassen, LQ, Shift Share,

and the Growth Ratio Model (MRP). The results of these calculations show that Lebak District has PUDs in the agriculture, plantation, and fisheries sectors, as well as in the accommodation, food, and beverage sectors (Table 2)

Result and Discussions

Lebak Regency has unparalleled natural charm. The region's advantages have enabled Lebak to shake off its stigma of backwardness. Lebak Regency produces natural products that are highly competitive in value, from their uniqueness to their endless cultivation potential. This uniqueness must be preserved and conserved as a potential asset for sustainability.

1. Determination of PUD based on LQ, Klassen, Shift Share, and MRP

The Regional Apparatus Organisation has agreed upon the planning of Lebak Regency's leading products and refers to LQ, Klassen, Shift Share, and MRP statistical calculations. Based on the LQ calculation results, it is known that (Table.3)

The mining and quarrying sector is leading the way in terms of key sectors, balanced by Government Administration, Other Services, and Education Services. These calculations are still provisional and do not yet serve as a benchmark for product development. (Table 4 and 5)

The Growth Ratio Model is used to identify economically promising sectors in a region's growth (Nafiah, 2022). This means that based on the results of the LQ, Klassen, and Shift Share calculations, supporting calculations can be made to assess economic development in the Lebak Regency. (Table 6)

The leading sectors used as references were not fully adopted by the OPD in Lebak Regency. The justification for this was that Lebak Regency already had a PUD calculation that had been established through regulations. The final agreement in determining the PUD was to consider the feasibility and business opportunities that could bring added value to Lebak Regency. (Table 7)

Some of the PUDs in Lebak Regency are already exporting, but they have not yet embraced PUDs as a whole. Sectors engaged in export. In the agriculture, forestry and fisheries sectors, there are several products that are already being exported. According to Government Regulation No. 10 of 2021, export is the activity of removing goods from a customs area. A customs area is an area belonging to the Republic of Indonesia consisting of land, water, and air, which also includes certain areas within the Exclusive Economic Zone (EEZ). Export is an activity carried out by legal entities or individuals. Large-scale export activities will certainly involve Customs as the supervisor of a country's traffic. Export activities usually occur when a country is able to produce goods or services in large quantities, namely (Table 8):

2. PUD Development Strategy

PUD development strategy using a business management model. Business

Process Modelling is a technique used to visualise, analyse, and enhance an organisation's business processes. Business processes are a series of activities or tasks performed to achieve specific goals. With this modelling, business owners and decision makers can better understand workflows, identify obstacles, and find solutions to improve Return on Investment. Various business process models can be used depending on the needs of the organisation. Here are some business models:

- 1) Linear Business Process. This model describes a workflow that runs sequentially from start to finish without any branches or repetitions. An example is the document approval process, where each step must be completed before proceeding to the next step. In PUD, every cooperation decision must go through a cooperation agreement document or an MOU with the region.
- 2) Functional Business Process. This method groups processes based on the role or function of each department in an organisation. For example, the marketing function has a different process from the finance function, even though the two are interrelated. PUD development is directed at more than one Regional Apparatus Organisation that will handle PUD development. It is not the responsibility of one OPD but a collaboration with other OPDs to build a quality product.
- 3) Business Process Reengineering. Reengineering is the process of completely redesigning workflows to achieve significant improvements in performance, such as reducing production time by up to 50%. At this stage, PUD is heavily involved in production quantity by considering capital and material availability, as well as motivating activists who will refer to aspects of management and OPD performance achievement.
- 4) Distributed Business Process. Involves collaboration between teams or business units spread across various locations. This model is often used by multinational companies that require cross-country integration. This aspect emphasises capacity sharing with the proposing country to provide space for PUD development.
- 5) Technology-Based Business Processes. Combines automation and technologies such as AI to improve process speed and accuracy. For example, chatbots are used to improve efficiency in customer service. The reciprocal interaction between business models and IT developments has an impact on business strategy objectives. Hou's study emphasises the use of mobile technology expertise from strategic partners in existing business models to successfully launch new mobile service offerings in additional business models (Hou et al., 2020). In Lebak Regency, this model has not yet been

mastered, and implementation is still limited to producer preparation and marketing delivery.

The business management model in the PUD strategy emphasises actor involvement, collaboration between OPDs, regulatory strengthening, production and utilisation targets, and the development of inter-regional cooperation. The direction of PUD development is the hope that there will be opportunities to develop products based on the geographical characteristics and existing conditions of the region. The existing conditions of the region are seen as conditions that are currently being implemented with the hope that there will be a breakthrough for the local government to improve quality and quantity, and support the development of these products not only in Lebak Regency. (Fig.4)

The development of PUD in Lebak Regency has become a complicated and costly certification process, and frequently changing regulations have made it difficult for businesses to meet export requirements. In addition, the lack of supervision and technical guidance from the government in terms of implementing international standards has also exacerbated the situation (Hanani & Nugroho, 2021). Marketing barriers are also an important issue. Many businesses do not understand foreign consumer preferences and lack effective marketing strategies. As a result, Indonesian agricultural products find it difficult to compete with products from other countries that better understand global market needs. The lack of innovation and adoption of modern agricultural technology is also an obstacle (Faculty of Economics Team, 2021).

In addition, inadequate logistics and transportation infrastructure, as well as complicated export bureaucracy, are obstacles to facilitating the flow of goods to international markets (Sari & Nugroho, 2021). Lebak Regency has met the requirements for expansion, ranging from product quality, licensing certificates, to training efforts for business actors and the provision of nurseries. However, business actors need training and new land to expand their businesses.

Palm sugar from Lebak Regency has penetrated the national and international markets. Palm sugar production in Lebak reaches 360 tons per month, with 6,000 artisans spread across various subdistricts, including Sobang, Muncang, and Cigemblong. Palm sugar from Lebak is known for its high natural quality and has become a mainstay for rural communities in overcoming poverty and unemployment. The weak capital of palm farmers plays a role in their ability to maintain the sustainability of organic palm sugar businesses in Lebak Regency (Miftah H, et al. 2018)

In terms of marketing, the Lebak Regency Government is also committed to increasing fish production and the welfare of fishermen through various coaching programs and assistance with fishing equipment. In addition, the government is also improving facilities at the Fish Seed Centre (BBI) to support

increased production. These efforts are expected to drive economic growth and improve the welfare of fish farmers in Lebak Regency. Market penetration strategy is a company's effort to increase sales of existing products and markets through more aggressive marketing efforts. Market penetration seeks to increase the market share for existing products or services in the available market through greater marketing efforts that can be carried out through promotion via the internet, newspapers, and radio. Product development strategy is a strategy for companies to increase sales by improving or modifying the design of existing products or services (Syaputra, 2022). The number of fishermen in Lebak Regency is recorded at 3,635 people with a catch production of between 600-700 tons per year. The turnover from auction transactions is Rp5 billion per month and Rp60 billion per year. The fish population living on the surface is active in groups and migrates. Pelagic fish contain up to 30 percent oil in their body tissue and abdominal cavity. This means that fish farmers have the unique opportunity to offer fish with promising turnover.

Thus, the leading products of Lebak Regency are an indication of the strengthening of the people's economy. This is in line with the concept of strengthening the people's economy through micro-enterprises. This reinforces the opportunity to empower micro-enterprises and enable them to play a role in raising the community's competence in processing and their ability to create competitive business management models.

Conclusion

The Leading Products of Lebak Regency reflect the rich natural resources available in Lebak Regency. The business management model in the PUD strategy emphasizes actor involvement, collaboration between OPDs, regulatory strengthening, production and utilization targets, and the development of inter-regional cooperation. Lebak Regency uses the business management model as an instrumental tool in the development of natural resource wealth, taking into account linear business, functional business, reengineering, distributed business, and technology-based business factors.

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