

DEVELOPMENT STRATEGY FOR GROUPER SKIN CRACKERS IN SUNGEGENENG VILLAGE, SEKARAN DISTRICT, LAMONGAN REGENCY

Strategi Pengembangan Usaha Kerupuk Rambak Kulit Ikan Kerapu di Desa Sungegeneng Kecamatan Sekaran Kabupaten Lamongan

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ABSTRACT

One of the businesses that has great opportunities in Lamongan Regency is processed grouper skin rambak crackers. One of the processing areas for fish skin crackers in the Lamongan area is in Sungegeneng Village, Sekaran District. The large amount of waste from grouper handling factories has provided business opportunities to process grouper skin waste into rambak crackers. The realization of the grouper skin cracker processing business is still not growing rapidly, so input is needed to find a business development strategy. The purpose of this study is to find out the characteristics of business actors and business profiles as well as identify internal and external factors that affect business development and then formulate strategies that can be applied in the development of fish skin cracker business. The method used in this study is a qualitative descriptive method with a case study approach and the case unit is the processing of grouper fish skin crackers in Sungegeneng Village, Sekaran District, Lamongan Regency. The results of the analysis in the SWOT matrix obtained the coordinates (0.767; 1,210) which is located in quadrant I (one) or growth conditions, namely the SO strategy (strenght and opportunities) that supports aggressive growth policies. The strategy that can be applied is to maintain product quality by choosing raw materials that are still fresh and processing grouper fish skins properly in accordance with Good Fish Processing Practices (CPIB), improving more modern processing technology by using adequate drying technology to meet large market demand, improving the bookkeeping system, and utilizing government support in marketing products and capacity building through training Digital Marketing organized by related stakeholders.

Key words: Grouper, Crackers, Business Development

ABSTRAK

Salah satu usaha yang memiliki peluang besar di Kabupaten Lamongan adalah olahan kerupuk rambak kulit ikan kerapu. Salah satu daerah pengolah kerupuk rambak kulit ikan di wilayah Lamongan adalah di Desa Sungegeneng, Kecamatan Sekaran. Besarnya jumlah limbah dari

pabrik penanganan kerapu telah memberikan peluang usaha untuk mengolah limbah kulit kerapu menjadi kerupuk rambak. Realisasinya usaha pengolahan kerupuk rambak kulit ikan kerapu ini masih belum berkembang pesat, sehingga dibutuhkan masukan guna menemukan strategi pengembangan usaha tersebut. Adapun tujuan dari penelitian ini adalah untuk mengetahui karakteristik pelaku usaha dan profil usaha serta mengidentifikasi faktor internal dan eksternal yang mempengaruhi pengembangan usaha dan kemudian merumuskan strategi yang dapat diterapkan dalam pengembangan usaha kerupuk rambak kulit ikan. Metode yang digunakan dalam penelitian ini yaitu metode deskriptif kualitatif dengan pendekatan studi kasus dan satuan kasusnya adalah pengolah kerupuk kulit ikan kerapu di Desa Sungegeneng Kecamatan Sekaran Kabupaten Lamongan. Hasil analisis pada matrix SWOT diperoleh koordinat (0,767;1,210) yang terletak pada kuadran I (satu) atau kondisi pertumbuhan yaitu strategi SO (strenght dan opportunities) yang mendukung kebijakan pertumbuhan yang agresif. Strategi yang bisa diterapkan adalah mempertahankan kualitas produk dengan cara memilih bahan baku yang masih segar serta memproses kulit ikan kerapu dengan baik sesuai dengan Cara Pengolahan Ikan Yang Baik (CPIB), peningkatan teknologi pengolahan yang lebih modern dengan menggunakan teknologi pengeringan yang memadai guna memenuhi permintaan pasar yang besar, memperbaiki sistem pembukuan, dan memanfaatkan dukungan pemerintah dalam memasarkan produk serta peningkatan kapasitas melalui pelatihan digital marketing yang diselenggarakan oleh stakeholder terkait.

Kata Kunci: Ikan Kerapu, Kerupuk, Pengembangan Usaha

INTRODUCTION

Indonesia is an archipelagic country, with most of its territory covered by oceans. Therefore, Indonesia's fisheries potential is abundant, as is its marine and fisheries potential. As an archipelagic nation, Indonesia has approximately 17,540 islands with an ocean area of approximately 5.8 million km², consisting of 0.30 million km² of regional waters and 2.95 million km² of archipelagic waters. An Exclusive Economic Zone (EEZ) of 2.55 million km² and a coastal stretch of approximately 81,000 km². This makes Indonesia one of the most biodiverse countries on the planet, and offers tremendous marine financial potential for sustainable cash flow and local government assistance.

One business with significant potential in Lamongan Regency is the processing of grouper skin crackers (Lamongan Regency Fisheries Office, 2020). Processed grouper skin is a business that processes grouper skin through several different processing stages to become crackers. The number of organizations processing grouper skin crackers in Lamongan Regency is still relatively small, and their production of grouper skin crackers is inconsistent. One area processing grouper skin crackers in Lamongan is Sungegeneng Village, Sekaran District.

The purpose of this research is to recognize the large amount of waste from grouper processing factories, which presents a business opportunity to process grouper skin waste into crackers. Every business naturally seeks maximum profit with low production costs and high production efficiency. Unfortunately, despite the expanding market and abundant availability of grouper skin raw materials, the grouper skin crackers processing business has not yet developed rapidly. Therefore, further research is needed to identify strategies for developing this business.

RESEARCH METHODS

This research will be conducted in March-April 2024 at one of the MSMEs processing grouper fish skin crackers in Sungegeneng Village, Sekaran District, Lamongan Regency. The consideration for selecting this research location is based on the survey results, the processing of grouper fish skin crackers has been pioneered and implemented since 2018. The method

used in this research is a qualitative descriptive method with a case study approach and the case unit is the grouper fish skin cracker processors in Sungegeneng Village, Sekaran District, Lamongan Regency. This type of qualitative descriptive research includes data collection using questionnaires to test the hypothesis in order to answer questions regarding the latest status of the research subjects. According to Munte (2020), the descriptive analysis method is a statistic used to analyze data by describing or depicting the collected data.

RESULT

Analysis of Internal and External Factors of Grouper Fish Skin Crackers Business

Based on the research results, several internal and external factors were identified. Internal and external environmental analysis was conducted to identify the strengths, weaknesses, opportunities, and threats affecting the grouper skin cracker business. The internal and external factors affecting the grouper skin cracker business are:

Analysis of Internal Factors:

a. Strength

1. Raw Materials Always Available

The raw materials used in the production of grouper skin crackers significantly influence business growth. The raw material used is 100 kg of grouper skin per production run. Excess raw material is stored in the freezer. A single production run yields 17 kg of grouper skin crackers.

2. Durable Products

The shelf life of grouper fish skin crackers can last around 4-5 months even without preservatives.

3. Good Packaging and Labeling

The packaging used is a thick, clear plastic wrapper, which minimizes rancidity and reduces the crispiness of the grouper skin crackers. The plastic bag sizes used vary, as the packaging for grouper skin crackers also varies. The packaging sizes are 160g, 500g, and 1kg, and each comes with a label or trademark.

4. Already Have a Business License

The "Mak Cik" grouper skin crackers business already has a business permit from the Lamongan Health Service with P-IRT No: 202362101019525.

5. Workforce from the surrounding environment

The workforce in the "Mak Cik" grouper fish skin cracker business is made up of residents from the surrounding area, totaling 5 people, where 2 (two) people are tasked with cleaning the grouper skin from scales and meat, washing; 1 (one) person is tasked with seasoning and drying; 1 (one) person is tasked with cutting the dried fish skin; 1 (one) person is in charge of frying and packaging which is also handled by the owner himself.

b. Weakness

1. Limited Production Area

The size of a production facility also determines a business's production capacity. A larger production facility allows for greater production of crackers, as the space can accommodate larger production equipment.

2. Still Simple Technology

The "Mak Cik" grouper skin crackers business still uses simple technology. The production process uses household equipment, such as a wok, gas stove, and deep fryer. Drying still relies on sunlight, with no ovens used.

3. Lack of Detailed Financial Recording

There are no detailed financial reports for this business unit, even though recording financial transactions would accurately determine the costs incurred and the revenue generated from sales.

4. Lack of Promotional Activities

Businesses still lack promotional activities to introduce their products to consumers.

5. The drying process still relies on sunlight.

Drying pork rind crackers still relies on sunlight. Although ovens are available to support the drying process, they are small and inadequate for drying large quantities.

Analysis of External Factors

a. Opportunity

1. Huge Demand from Traders

Demand for goods has so far been dominated by one large trader who resells products in the Lamongan area. Almost all production is used to meet this trader's demand. Demand sometimes exceeds the production capacity of this business, making it difficult for the owner to meet demand.

2. Broad Market Segmentation

From a demographic perspective, the "Mak Cik" grouper skin crackers business is very broad. This is because grouper skin crackers can be consumed by anyone, regardless of age, gender, education, occupation, or other factors..

3. Government Support for Promotional Activities

The government must play a role in developing the community's economy, particularly small and medium enterprises (SMEs), which still require significant attention in running their operations.

4. Increasing Employment Opportunities

The grouper skin crackers processing business can expand employment opportunities, providing employment opportunities for local residents. When market demand increases, business owners will increase their workforce.

5. Low Level of Competition in the Lamongan Region

In the competitive fish skin cracker business, there are only a few competitors producing grouper skin crackers in Lamongan Regency. According to the owner, his product is still superior in quality, despite its higher price, but consumers still choose his product.

b. Threats.

1. Unpredictable Weather Conditions

Because traditional drying methods are still used, the weather significantly impacts the drying process. In hot, sunny conditions, drying only takes four hours, while in cooler conditions, it can take longer and hinder production.

2. Gas Fuel Price Increase

The increase in gas fuel prices significantly impacts production costs.

3. Business Competition

The largest marketing area is in Lamongan. The Paciran and Brondong districts of Lamongan are also home to fish skin cracker processing areas. If this business fails to maintain quality and competitiveness, competitors could steal market share from it, given its proximity to the market.

4. The Halal Certification Process is Complicated and Expensive

Business owners complain that the halal certification application process is complicated and requires significant funding, which makes the process somewhat burdensome, especially since certification must be renewed every two years.

5. Substitute Products in the Region

The market is vast in quantity and variety. If grouper skin crackers producers cannot meet market demand, other fish skin crackers may replace them and become serious competitors in the fish cracker/fish skin market.

DISCUSSION

IFE and EFE Matrix of the "Mak Cik" Grouper Fish Skin Crackers Business

The Internal Factor Evaluation (IFE) matrix is a matrix containing internal factors in the form of strengths and weaknesses. This is similar to the statement by Prastyo *et al.* (2022) that the internal environment needs to be analyzed to identify the strengths and weaknesses within a company. The results of the IFE matrix, which identifies strengths and weaknesses as internal factors for entrepreneurs, are shown in Table 1.

Table 1. Internal Factor Evaluation (IFE) Matrix

No	Internal Factors	Weight	Rating	Score
A	Strength			
1	Raw materials are always available	0,115	3	0,344
2	Durable products	0,134	3	0,401
3	Good packaging and labeling	0,115	3	0,344
4	Business permits are already in place	0,122	2	0,244
5	Workforce is local	0,130	3	0,389
	Amount			1,721
B	Weakness			
1	Limited production space	0,084	3	0,252
2	Simple technology	0,069	2	0,137
3	Lack of detailed financial records	0,073	2	0,145
4	Lack of promotional activities	0,088	3	0,263
5	Drying process still dependent on sunlight	0,073	2	0,145
	Amount			0,943
	Total	1,000		2,664

Source: Processed primary data, 2024

Based on Table 1, the qualitative and quantitative results of the IFE matrix for the "Mak Cik" grouper skin crackers business illustrate the internal factors of the "Mak Cik" grouper skin crackers business, including strengths and weaknesses. The strengths score is 1.721 and the weaknesses score is 0.943, indicating the company's ability to capitalize on strengths and mitigate weaknesses. The total internal factors are 2.664. The data above demonstrates that the strengths score is greater than the weaknesses. This score must be minimized by strengthening efforts that can mitigate the risks of the grouper skin crackers business. This means that the strengths factor must be considered as a strategic step in planning the development of the "Mak Cik" grouper skin crackers business. This takes into account both opportunities and threats to achieve both short-term and long-term profits.

Table 2. EFE Matrix (External Factor Evaluation)

No	External Factors	Weight	Rating	Score
A	Opportunity			
1	High demand from traders	0,133	3	0,398
2	Broad market segmentation	0,129	3	0,386
3	Government support for promotional activities	0,137	3	0,410
4	Increased employment opportunities	0,129	3	0,386
5	Low level of competition in the Lamongan region	0,133	3	0,398
Amount				1,976
B	Threat			
1	Unpredictable weather conditions	0,064	2	0,129
2	Increasing gas prices	0,084	3	0,253
3	Business competition	0,060	2	0,120
4	Complicated and expensive halal certification processes	0,064	2	0,129
5	Substitute products in the area	0,068	2	0,137
Amount				0,767
Total		1,000		2,743

Source: Processed primary data, 2024

Based on Table 2, the qualitative and quantitative results of the EFE matrix of the "Mak Cik" grouper skin cracker business can be seen. It can be explained that the external factors of the "Mak Cik" grouper skin cracker business include opportunities and threats, indicating that the opportunity value is 1.976 and the threat value is 0.767. The total external factors are 2.743. The opportunity factor in the grouper skin cracker business represents a very favorable condition for the grouper skin cracker business, supported by an internal strength factor of 1.721.

Under these conditions, the grouper skin cracker business must capitalize on existing opportunities supported by significant strength factors to achieve business opportunities. The threat factor of 0.767 indicates that the grouper skin cracker business carries risks. The opportunity factor is higher than the threat factor value. In this condition, good opportunities must be maintained and threats minimized so that existing opportunities for developing the grouper skin crackers business can be achieved.

SWOT Analysis

The analytical model used in formulating the strategy to be implemented is the SWOT matrix. Furthermore, internal and external factors are processed using the SWOT matrix as follows:

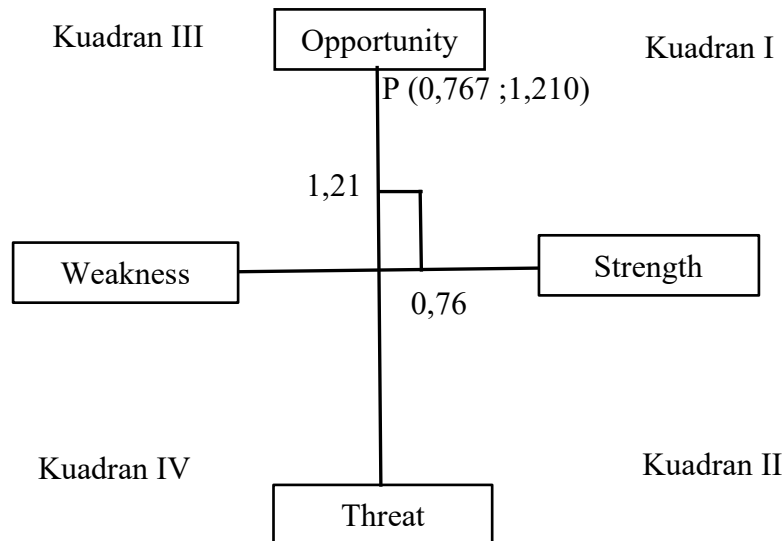


Figure 1. SWOT Diagram of Cracker Business

From the intersection of the four lines of strengths, weaknesses, opportunities, and threats, the following coordinates are obtained: (strength score - weakness score; opportunity score - threat score) = ((1.721-0.943); (1.976-0.767)) = (0.767; 1.210). The SWOT analysis can be used as a basis for determining the development strategy for grouper skin crackers. The SWOT matrix analysis yielded coordinates (0.767; 1.210), which are located in quadrant I (one) or the growth condition, namely the SO (strengths and opportunities) strategy that supports an aggressive growth policy (growth-oriented strategy). This strategy indicates a very favorable situation for grouper skin crackers entrepreneurs.

Quadrant I (one) indicates that the grouper skin crackers business is in a favorable condition and has both strengths and opportunities, allowing it to capitalize on existing opportunities. Entrepreneurs must implement strategies with logical thinking about long-term and short-term priorities to guide their decisions.

The strategy for developing a grouper skin cracker business can be seen in the SWOT matrix in Table 3.

Table 3. SWOT Matrix for Grouper Skin Cracker Business

Internal Factors External Factors	Strength (S) 1. Raw materials are always available 2. Durable products 3. Good packaging and labeling 4. Already have a business license 5. Workforce from the surrounding area	Weakness (W) 1. Limited production area 2. The technology is still simple 3. Lack of detailed financial bookkeeping 4. Lack of promotional activities 5. The drying process still depends on sunlight
	Opportunity (O) 1. High demand from traders. 2. Broad market segmentation. 3. Government support for promotional activities. 4. Increased employment opportunities/ 5. Low level of competition in the Lamongan region	Threat (T) 1. Unpredictable weather conditions 2. Increase in gas fuel prices 3. The existence of business competition 4. The halal certification process is complicated and expensive 5. Substitute products in the area
	<u>SO</u> 1. Maintaining the quality of cracker products with quality raw materials and meeting market demand (S1, S2, O1) 2. Optimizing government support in promotion through MSME programs/events and exhibitions (S3, O3, O5)	<u>WO</u> 1. Improve the financial bookkeeping system and increase more modern processing technology to meet large market demand (W2, W3, O1) 2. Utilizing government support in marketing products (W3, O4)
	<u>ST</u> 1. Maintaining good product quality in order to ward off the threat of business competition (S3, T3, T5) 2. Carrying out business efficiency by utilizing local labor and the threat of weather and fuel which continues to increase (S5, T1, T2)	<u>WT</u> 1. Increase sales promotion through digital marketing (W4, T3) 2. Using more adequate drying technology, so it does not depend on weather conditions (W5, T1, T4)

Table 3 shows the results of the SWOT matrix analysis, which yielded eight alternative strategies for the grouper skin crackers entrepreneur "Mak Cik" to develop their business in the future. The alternatives obtained are as follows:

a. S-O Strategy (Strengths-Opportunities)

S-O strategy or strength and opportunity strategy is a strategy that uses the company's internal strengths to take advantage of external opportunities.

The S-O strategy for the "Mak Cik" grouper skin crackers business is:

1. Maintain the quality of cracker products with quality raw materials and meet market demand.
2. Optimizing government support in promotion through programs/events and exhibitions.

b. W-O (Weakness-Opportunities)

The W-O strategy is a strategy that aims to improve internal weaknesses by exploiting external opportunities. The W-O strategy for the "Mak Cik" grouper skin crackers business is:

1. Improving the financial bookkeeping system and increasing processing technology to be more modern in order to meet the large market demand.
2. Taking advantage of government support in marketing products through exhibitions and bazaars.

c. S-T Strategy (Strengths-Threats)

The S-T strategy is a strategy that uses a company's strengths to avoid or reduce the impact of external threats. The S-T strategy for the "Mak Cik" grouper skin crackers business is:

1. Maintaining good product quality in order to ward off the threat of business competition.
2. Implementing business efficiency by utilizing local labor and the threat of weather and fuel prices continuing to rise.

d. W-T Strategy (Weakness-Threats)

The W-T strategy is a strategy that aims to reduce a company's internal weaknesses to avoid environmental threats. The W-T strategy for the "Mak Cik" grouper skin crackers business is:

1. Increase sales promotion through digital marketing.
2. Using more adequate drying technology, so it does not depend on weather conditions.

Based on the alternative strategies above, the strategy that can be applied to the development of the "Mak Cik" grouper skin crackers business is:

1. Maintaining product quality by selecting fresh raw materials and processing grouper skin properly in accordance with Good Fish Processing Practices (GMP).
2. Improvement of more modern processing technology by using adequate drying technology to meet large market demand.
3. Improving the financial bookkeeping system for the grouper fish skin crackers business.
4. Utilizing government support in marketing products through exhibitions and bazaars as well as increasing capacity through digital marketing training organized by relevant stakeholders.

CONCLUSION

Internal factors (strengths and weaknesses) are the strengths of the grouper skin crackers processing which include always available raw materials, long-lasting products, good labels and packaging, already having a business permit, already having a business permit, labor from the surrounding environment. While the weaknesses consist of limited production area, still simple technology, no detailed financial bookkeeping, lack of promotional activities, and drying process that still depends on sunlight. External factors (opportunities and threats) are large demand from traders, broad market segmentation, government support in promotional activities, increasing employment opportunities, low level of competition in the Lamongan area, uncertain weather conditions, rising gas fuel prices, business competition, complicated and expensive halal certification process, and substitute products in the area.

The results of the SWOT matrix analysis obtained coordinates (0.767:1.210) which are located in quadrant I (one) or growth conditions, namely the SO strategy (strengths and opportunities) which supports an aggressive growth policy (growth-oriented strategy). Strategies that can be implemented are maintaining product quality by selecting fresh raw materials and processing grouper skin properly in accordance with Good Fish Processing Practices (CPIB). Improving more modern processing technology by using adequate drying technology to meet large market demand, improving the bookkeeping system, and utilizing government support in marketing products through exhibitions and bazaars as well as increasing capacity through digital marketing training organized by relevant stakeholders.

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