



Traditional building shop business transformation

Satrio Probo Nindito¹, Sutrisno², Dessy Isfianadewi³

^{1,2}Magister Management, Indonesian Islamic University, Yogyakarta, Indonesia

ARTICLE INFO

Article history:

Received Feb 02, 2024

Revised Feb 07, 2024

Accepted Feb 12, 2024

Keywords:

Building;
Business;
Traditional;
Transformation.

ABSTRACT

Mitra Buildmart building shop is a company that operates in the field of selling various kinds of tools and building materials. Currently, there are a total of 4 stores under the auspices of TB Mitra Buildmart. TB Mitra Buildmart includes 4 stores named Mitra Utama (as the main store), Mitra Binangun (small outlet), Mitra Rejo (small outlet), and Mitra Jaya Pakem (small outlet). The Covid-19 pandemic has also resulted in a very rapid digital revolution, which of course will have a negative impact on stores if they are unable to adapt to technological developments. Transformation of business and operational processes is carried out with the aim of increasing efficiency which is generally carried out using digital technology, namely in this case digital marketing and cloud computing. In order for the store to remain competitive, management decided to carry out business transformation in an effort to increase efficiency, effectiveness and customer satisfaction.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Satrio Probo Nindito,
Magister Management,
Indonesian Islamic University,
Jl. Kaliurang No.Km. 14,5, Krawitan, Umbulmartani, Kabupaten Sleman, DIY, 55584
Email: 19911087@students.uii.ac.id

1. INTRODUCTION

Buildmart Partner Building Materials Store is a business that operates in the sales of building materials. This business was founded in January 2019 with the concept of a traditional building materials shop using waiters who always serve behind the window. In 2019, this shop was able to produce good financial performance, marked by the success of this shop in generating profits and increasing the number of employees from the original 2 people to 11 people. However, when the Covid-19 pandemic hit Indonesia, shops began to face difficulties, among other things because people were afraid to leave the house, as well as because of restrictions on community activities by the government as an effort to control Covid. This restriction resulted in a decline in the community's economic capacity, which of course had an impact on the store's financial performance. The impact of Covid was felt by various sectors including Micro, Small and Medium Enterprises (Firdaus Thaha, 2020; Sugiri, 2020).

Transformation of business and operational processes is carried out with the aim of increasing efficiency which is generally carried out by utilizing digital technology, namely in this case digital marketing and cloud computing. Digital Marketing or Digital Marketing is any form of marketing strategy using devices connected to the internet and various social media which aims to create communication with potential consumers online (Andi Gunawan Chakti, 2019). It is hoped that digital marketing, carried out in

many ways, will increase store sales. From research results (Febriyantoro & Arisandi, 2018) it is stated that digital marketing makes it easier for MSME players to provide information and interact directly with consumers, expand market share, increase awareness and increase sales for SME players. By utilizing information technology, small companies can compete with larger companies (enterprises), especially by utilizing cloud computing technology because it is a solution to save information technology infrastructure costs in developing businesses (Riana, 2020).

Sales carried out by the Buildmart Partner Building Materials Store currently still use manual sales, both making notes and recording. Traditional store concepts like this bring situations that require interaction between buyers and waiters. The interactions that occur have two-sided impacts, namely positive and negative. The positive impact of interaction includes shop assistants knowing what customers need and creating a friendly situation for customers. On the other hand, customers and employees create an unfavorable situation for the shop, including negotiating the prices of goods that have been determined.

The gap in this research is that if the BPJS Employment agency has a good reputation in the eyes of the public, they will have positive thoughts about the goods they offer. This is very important to remember because a good reputation can make consumers feel better when purchasing their goods. Based on the description above, researchers will conduct research on Promotion and Service Quality on the Decision to Participate in the Employment Social Security Program through Agency Image as an Intervening Variable.

2. RESEARCH METHOD

Data collection is interactive with data analysis, data collection is an inseparable part of data analysis activities. Data reduction is an effort to summarize the data, then sort the data into certain concept units, certain categories and certain themes. This type of research is descriptive qualitative. TB Mitra Buildmart is still an individual business with a registered Business Identification Number (NIB) 1250000100621 in the retail trading business category of various kinds of building materials. Orders can be made in 2 (two) ways, namely ordering directly at the shop and ordering via telephone or WhatsApp. Process payments directly at the shop with cash and by transfer. The delivery process is coordinated by the cashier department with the delivery department. The research was conducted on Jl. Griya Taman Asri, Panason, Donoharjo, District. Ngaglik, Sleman Regency, Special Region of Yogyakarta 55512.

3. RESULTS AND DISCUSSIONS

Analysis of the application of the Business Model Canvas (BMC), Porter's Forces Model analysis, SWOT and financial analysis as determining the feasibility of establishing a business can help business people and company managers in assessing their business units so that they are able to make various business development plans and resolve various existing problems. This section discusses the description of the research object, data analysis, interpretation, and discussion.

3.1 Financial Aspects Report

a. Allocation

The capital allocation of the Buildmart Partner Building Store comes from personal capital and capital from debt. The debt amounts to IDR 400,000,000.00 from Bank Mandiri through the People's Business Credit (KUR) program with interest of 3.2% per year.

Table 1. Allocation

Year 2021	
Qasir System	600,000
Changes in store layout (such as a mini market)	30,000,000
Fees for using EDC and Qris	0
CCTV	5,000,000
GPS	1,000,000
Opening of the first outlet: Mitra Binangun	100,000,000
Addition to store stock	100,000,000
Adding shelves & preparing tools	15,000,000
Year 2022	
Rent space for Mitra Rejo's new outlet	40,000,000
Addition of new Mitra Rejo outlet items	100,000,000
Adding shelves & preparing tools	15,000,000
Year 2023	
Rent the new Mitra Jaya Pakem outlet	30,000,000
Addition of new Mitra Jaya Pakem outlet goods	100,000,000
Adding shelves & preparing tools	21,000,000
	557,600,000
Origin of capital from debt	p400,000,000
From personal funds	157,600,000
	557,600,000

The capital allocation of the Buildmart Partner Building Store comes from personal capital and capital from debt. The debt amounts to IDR 400,000,000.00 from Bank Mandiri through the People's Business Credit (KUR) program with interest of 3.2% per year. Overall, the capital owned by TB Mitra Buildmart for business development is IDR 557,600,000, consisting of personal funds worth IDR 157,000,000 then additional debt capital for development of IDR 400,000,000.

3.2 Profit and Loss Statement

The outer model evaluation aims to determine the validity and reliability of the measurement instruments in the research model. This is done to find out how well the questionnaire items measure the nature and concept of the variables being.

Table 2. Profit and Loss Statement

	2020	2021	2022	2023 (Jan-Okt)
Sales	505.569.235	610.265.127	728.235.416	821.265.251
Cost of goods sold :				
Initial inventory	108.254.845	201.356.485	317.235.486	396.257.862
Purchase	471.458.734	538.246.510	569.158.070	624.258.335
Ending Inventory	(201.356.485)	(317.235.486)	(396.257.862)	(483.951.450)
Cost of goods sold	378.357.094	422.367.509	490.135.694	536.564.747
Gross profit	127.212.141	187.897.618	238.099.722	284.700.504
Sales Costs:				
Sales Freight Costs	6.756.821	7.045.500	7.856.000	9.235.910
Marketing Costs	1.135.000	2.512.500	2.921.529	2.878.511
Packaging Costs	524.826	782.513	912.823	1.002.531
Total Sales Costs	8.416.647	10.340.513	11.690.352	13.116.952
Administrative & General Fees				
Salary expense	64.800.000	86.400.000	108.000.000	119.000.000
Rental costs	-	10.000.000	18.000.000	25.000.000
Qasir System Fees	600.000	600.000	600.000	500.000
Electricity cost	2.265.172	4.512.546	6.318.558	7.926.581

Telephone & Internet Costs	1.345.271	1.835.779	2.425.641	2.021.367
ATK & Office Supplies Costs	412.300	583.541	915.730	856.811
Fuel, toll and parking costs	3.524.581	3.125.500	3.925.781	3.812.964
Contribution Fees	240.000	480.000	720.000	800.000
Bank Interest Fees		12.800.000	12.800.000	12.800.000
Business Inventory Depreciation	1.875.000	4.000.000	5.875.000	8.500.000
Vehicle Depreciation	1.223.958	1.523.958	1.523.958	1.523.958
Outlet Repair Costs	3.087.798	6.584.652	6.425.982	7.958.610
Business Inventory Maintenance Costs	512.580	856.280	1.125.400	991.253
Vehicle Maintenance Costs	3.361.000	2.901.500	3.625.121	4.212.579
Household Costs	692.500	958.520	1.235.756	1.023.814
KIR & STNK fees	243.000	285.000	326.000	418.000
Total Administrative & General Fees	84.183.160	137.447.276	173.842.927	197.345.937
Other Income & (Expenses).				
Bank Administration fee	(254.000)	(260.000)	(292.000)	(325.000)
Excess payment	(189.250)	(121.300)	(87.500)	(102.700)
Interest income	1.176.647	1.085.456	1.102.385	1.239.213
Interest tax	(235.329)	(217.091)	(220.477)	(247.843)
Amount of Other Income and (Expenses).	498.068	487.065	502.408	563.670
Profit before tax	35.110.402	40.596.894	53.068.851	74.801.285
Corporate Income Tax 0.5%	2.527.846	3.051.326	3.641.177	4.106.326
Net Profit After Tax	32.582.556	37.545.568	49.427.674	70.694.959

The following is the profit and loss report for 2020 to 2023 in the financial statements. Every year sales experience an increase, both cost of goods sold and gross price. The total sales costs and total administrative & general costs have also increased every year. Profit before and after tax in the profit and loss report for 2020 to 2023 also experienced an increase of several percent, which resulted in the report becoming volatile.

Table 3. Statement of Financial Position (Balance Sheet)

	2020	2021	2022	2023 (Jan-Okt)
ASSET				
Current assets				
Cash	1.750.400	4.165.200	1.056.700	1.659.100
Bank BNI	113.152.294	253.255.628	108.177.977	4.038.734
Account receivable	1.340.527	2.675.831	5.178.356	1.684.512
Merchandise Inventory	201.356.485	317.235.486	396.257.862	483.951.450
Prepaid lease	-	90.000.000	112.000.000	117.000.000
Total Current Assets	317.599.706	667.332.145	622.670.895	608.333.796
Non-Current Assets				
Business Inventory	15.000.000	31.000.000	46.000.000	67.000.000
Akum Peny. Inv. Office	(1.875.000)	(5.875.000)	(7.398.958)	(8.922.916)
Vehicle	40.600.000	40.600.000	40.600.000	40.600.000
Akum Pen. Vehicle	(17.253.541)	(18.777.499)	(20.301.457)	(21.825.415)
Total Non-Current Assets	36.471.459	46.947.501	58.899.585	76.851.669
TOTAL ASSET	354.071.165	714.279.646	681.570.480	685.185.465
LIABILITAS				
Short Term Debt				
Accounts Payable	1.256.400	3.897.252	1.625.421	14.532.540
Final Income Tax Payable	232.209	254.270	389.261	402.168
Long-term debt				
Bank Debt	-	320.000.000	240.000.000	160.000.000

Total Liabilities	1.488.609	324.151.522	242.014.682	174.934.708
EKUITAS				
Capital	320.000.000	352.582.556	390.128.124	439.555.798
Current year profit	32.582.556	37.545.568	49.427.674	70.694.959
Total Equity	352.582.556	390.128.124	439.555.798	510.250.757
Total Liabilities & Equity	354.071.165	714.279.646	681.570.480	685.185.465

The following is the Financial Position Report (Balance Sheet) for 2020 to 2023 in the financial statements. Every year the number of current assets fluctuates actively, but the number of non-current assets increases. The amount of liabilities fluctuates actively but is different from the amount of equity which increases every year.

Table 4. Cash Flow Statement

	2020	2021	2022	2023 (Jan-Okt)
CASH FROM OPERATIONS				
<u>OPENING BALANCE</u>	9.902.694	44.016.960	232.039.724	132.103.759
CASH IN FLOW				
Sales revenue	505.569.235	610.265.127	728.235.416	821.265.251
Total Cash In Flow	515.471.929	654.282.087	960.275.140	953.369.010
CASH OUT FLOW				
HPP	378.357.094	422.367.509	487.135.694	540.280.214
Sales Costs	8.416.647	10.340.513	11.690.352	13.116.952
Administrative & General Fees	84.183.160	137.447.276	173.842.927	195.345.937
Other expenses	498.068	487.065	502.408	563.670
Total Cash Out Flow	471.454.969	570.642.363	673.171.381	749.306.773
NET CASH FROM OPERATIONS	44.016.960	83.639.724	287.103.759	204.062.237
CASH FROM INVESTMENTS				
Asset Purchase		251.600.000	155.000.000	151.000.000
NET CASH FROM INVESTMENTS		251.600.000	155.000.000	- 151.000.000
CASH FROM FUNDING				
Cash receipts from debt		400.000.000		
NET CASH FROM FUNDING		400.000.000		
CASH CHANGES	44.016.960	232.039.724	132.103.759	53.062.237

The following is the Cash Flow Report for 2020 to 2023 in the financial report. Total Cash In Flow fluctuates every year, but the Total Cash Out Flow has actually increased inversely. Cash changes that occur each year fluctuate actively, where the comparison in the first year and the second year is more. Therefore, cash flow every year must always be known.

Table 5. Cost of depreciation

Outlet	Business Inventory	Acquisition		Cost of depreciation		
		Year	Mark	2021	2022	2023
Main Partner	Shelves & Tools	2020	15.000.000	1.875.000	1.875.000	1.875.000
Binangun Partners	GPS	2021	1.000.000		250.000	250.000
Binangun Partners	Shelves & Tools	2021	15.000.000		1.875.000	1.875.000
Rejo	Shelves & Tools	2022	15.000.000			1.875.000
Grip	Shelves & Tools	2023	21.000.000			2.625.000
	Amount			1.875.000	4.000.000	5.875.000
	Rental costs			2020	2021	2022
Binangun	100.000.000	10 Th --			10.000.000	10.000.000
						8.333.333

Partners		> 10 juta /th			
		5 Th -->			
Rejo	40.000.000	8		8.000.000	6.666.667
		juta/th			
		3 Th -->			
Grip	30.000.000	10			10.000.000
		juta/th			
	Amount		-	10.000.000	18.000.000
					25.000.000

Following are the Depreciation Costs Using the Straight Line Depreciation Method (in Rupiah) from 2020 to 2023 which have increased every year. And rental costs will also increase, starting from 2021 to 2023.

3.3 Business Feasibility Study

A business feasibility study is an analysis used to assess whether a business or investment is worth running or not. This analysis is used to avoid wrong investments.

Table 6. Payback Period Calculation

Year	Cash Out	Cash In		Net Cash Flow	Cummulative Net Cash Flow
		Net Profit	Depreciation		
2020	Rp 320.000.000			-Rp 320.000.000	
2021		Rp 37.545.568	Rp 4.000.000	Rp 33.545.568	Rp 33.545.568
2022		Rp 49.427.674	Rp 5.875.000	Rp 43.552.674	Rp 77.098.242
2023		Rp 70.694.959	Rp 8.500.000	Rp 62.194.959	Rp 139.293.201
2024		Rp 91.903.447	Rp 12.750.000	Rp 79.153.447	Rp 218.446.648
2025		Rp 119.474.481	Rp 19.125.000	Rp100.349.481	Rp 318.796.129
2026		Rp 155.316.825	Rp 28.687.500	Rp126.629.325	Rp 445.425.454
2027		Rp 201.911.873	Rp 43.031.250	Rp158.880.623	Rp 604.306.077
2028		Rp 262.485.435	Rp 64.546.875	Rp197.938.560	Rp 802.244.637

Based on the payback period calculation above, it can be seen that this investment will return its capital within a period of 5. This investment is feasible to carry out, because it does not take a very long time to return the capital or the investment spent can be returned.

Table 7. Net Present Value Calculation

Year	Cash Out	Cash In		Net Cash Flow	Factor PV (15%)	NPV
		Net Profit	Depreciation			
2020	Rp 320.000.000			Rp 320.000.000		
2021		Rp 37.545.568	Rp 4.000.000	Rp 33.545.568	1,15	Rp 29.170.059
2022		Rp 49.427.674	Rp 5.875.000	Rp 43.552.674	1,32	Rp 32.932.079
2023		Rp 70.694.959	Rp 8.500.000	Rp 62.194.959	1,52	Rp 40.894.195
2024		Rp 91.903.447	Rp 12.750.000	Rp 79.153.447	1,75	Rp 45.256.240
2025		Rp 119.474.481	Rp 19.125.000	Rp100.349.481	2,01	Rp 49.891.427
2026		Rp 155.316.825	Rp 28.687.500	Rp 126.629.325	2,31	Rp 54.745.352
2027		Rp 201.911.873	Rp 43.031.250	Rp 158.880.623	2,66	Rp 59.729.111
2028		Rp 262.485.435	Rp 64.546.875	Rp 197.938.560	3,06	Rp 64.706.466
				Total PF of proceeds		Rp 377.324.930
				PV of Outlays		Rp 320.000.000
				NPV		Rp 57.324.930

Net present value (NPV) is calculated by finding the difference between the present value of cash flow based on a certain discount rate and the present value of the investment. If the Net Present Value is positive then this investment is worth making. Based on the calculation above, this investment is worth doing, because the net present value is positive, namely IDR 57,324,930.

Table 8. Calculation of Internal Rate of Return

Year	Cash Out	Cash In		DF = 16%		DF = 18%		DF = 18,86%
		Net Profit	Depreciation	PV of Proceed	PV of Proceed	PV of Proceed		
2020	Rp 320.000. 000			Rp 320.000. 000				
2021		Rp 37.545. 568	Rp 4.000. 000	Rp 33.545. 568	Rp 28.918. 593	Rp 28.428. 448	Rp 28.221. 941	
2022		Rp 49.427. 674	Rp 5.875. 000	Rp 43.552. 674	Rp 32.366. 732	Rp 31.278. 852	Rp 30.826. 078	
2023		Rp 70.694. 959	Rp 8.500. 000	Rp 62.194. 959	Rp 39.845. 678	Rp 37.853. 772	Rp 37.034. 831	
2024		Rp 91.903. 447	Rp 12.750. 000	Rp 79.153. 447	Rp 43.715. 744	Rp 40.826. 467	Rp 39.653. 063	
2025		Rp 119.474. 481	Rp 19.125. 000	Rp 100.349. 481	Rp 47.777. 694	Rp 43.863. 683	Rp 42.293. 514	
2026		Rp 155.316. 825	Rp 28.687. 500	Rp 126.629. 325	Rp 51.974. 026	Rp 46.907. 496	Rp 44.899. 826	
2027		Rp 201.911. 873	Rp 43.031. 250	Rp 158.880. 623	Rp 56.216. 656	Rp 49.876. 605	Rp 47.395. 054	
2028		Rp 262.485. 435	Rp 64.546. 875	Rp 197.938. 560	Rp 60.376. 300	Rp 52.659. 211	Rp 49.675. 726	
				Total PF of proceeds	Rp 361.191. 422	Rp 331.694. 534	Rp 320.000. 000	
				PV of Outlays	Rp 320.000. 000	Rp 320.000. 000	Rp 320.000. 000	
				NPV	Rp 41.191. 422	Rp 11.694. 534	Rp -	

Through the calculation above, it is found that the IRR value is 18.8634339%, where this value causes NPV=0. If the IRR is higher than the required rate of return or Cost of Capital, then the investment is accepted. On the other hand, if the IRR is lower than the rate of return or cost of capital, then the investment is rejected. Based on the calculation results, it shows that the IRR is 18.86% and the required rate of return is 15%, the investment proposal is accepted.

3.4 Hypothesis test

a. Human Resources Aspect

Business players recognize that this aspect is an important aspect in supporting the running of business operations. Even though most of the transformations carried out by business people are digital transformations, in practice, companies still need quality human resources to be able to run new applications/systems.

Operational Aspect

In the operational aspect, business people are aware of the importance of identifying all operational processes starting from searching for raw materials to how the product reaches consumers. This aspect is important because it will influence demand

for products sold in shops. This also includes considerations regarding the type and type of product, product quality, and product price. In this operational aspect, business actors also consider the need for all forms of anticipation and strict supervision.

Financial Aspect

Business people are aware of the importance of managing the finances of a business and how to maintain profits or how to reduce operational costs incurred. Referring to TB Mitra Buildmart's financial report, the company's profit growth is not very significant, this is due to the fairly expansive outlet development from year to year.

Marketing Aspect

Marketing is mostly done online through social media and paid promotion to boost sales. Meanwhile, only a small part is carried out offline. Business people find that online promotions can reduce costs and reach a wider and more targeted market.

4. CONCLUSION

These limitations include: The business world is a world full of uncertainty, one of which is the Covid-19 pandemic phenomenon. The building shop business, which is a retail business, is a sector that has been negatively impacted by the Covid-19 pandemic. The application of Business Model Canvas (BMC) analysis, Porter's Forces Model analysis, SWOT and financial analysis to determine the feasibility of establishing a business can help business people and company managers in assessing their business units. The implication of this research is to evaluate the business periodically, Carry out business transformation and innovation, Review existing expansion steps, Reduce costs by reducing the number of employees, Hold training for employees, Cut costs on marketing costs.

REFERENCES

- Aaker, David A. (2020). *Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity*. New York: Free Press
- Afdhal, Rijal, S., Sinaga, I. N., Tobari, Yulianadewi, I., Masyithah, S. M., . . . Ruk. (2022). *Manajemen Sumber Daya Manusia*. Padang: PT. GLOBAL EKSEKUTIF TEKNOLOGI.
- Andi Gunawan Chakti. (2019). *The Book of Digital Marketing*. Celebes Media Perkasa. <https://books.google.co.id/books?id=OQzBDwAAQBAJ&printsec=copyright&hl=id#v=onepage&q&f=false>
- Bollweg, L., Lackes, R., Siepermann, M., & Weber, P. (2020). Drivers and barriers of the digitalization of local owner operated retail outlets. *Journal of Small Business and Entrepreneurship*, 32(2), 173–201. <https://doi.org/10.1080/08276331.2019.1616256>
- Chowdhury, N. A., Haque, A., & Maulan, S. (2019). Does the Retail Hypermarket Satisfy Customers? Market Assessment in Malaysia. <https://www.researchgate.net/publication/335473549>
- Fardaniah, R. (2021). Sejumlah perusahaan ungkap pentingnya transformasi bisnis era disrupsi. *ANTARA*. <https://www.antaranews.com/berita/2308142/sejumlah-perusahaan-ungkap-pentingnya-transformasi-bisnis-era-disrupsi>
- Febriyantoro, M. T., & Arisandi, D. (2018). Pemanfaatan Digital Marketing Bagi Usaha Mikro, Kecil Dan menengah Pada Era Masyarakat Ekonomi Asean. *Jurnal Manajemen Dewantara*, 1(2), 62–76. <http://ejournal.stiedewantara.ac.id/index.php/JMD/issue/view/32>
- Firdaus Thaha, A. (2020). Dampak Covid-19 Terhadap UMKM di Indonesia. *Jurnal Brand*, 2(1), 147–153. <https://ejournals.umma.ac.id/index.php/brand>
- Hasan, S., Elpisah, J. S., M, N., Abdullah, & H. F. (2022). *Manajemen Keuangan*. Purwokerto: CV. Pena Persada.
- Hasanat, M. W., Hoque, A., Hassan, M. M., Mou, B. I., & Hamid, A. B. A. (2020). The Lack of Digital Marketing Skills: Developing a Digital Marketer Model for the Retail Industries.
- Hasanah, N., Sobry, M., & Anggraini, E. (2021). Analisis pelaksanaan pembelajaran daring di masa pandemi dalam perspektif strengt, weakness, opportunities, threats (swot): Studi Di SD NEGERI 42 AMPENAN. *Midad: Jurnal PGMI*, 13(1), 15–27. <https://journal.uinmataram.ac.id/index.php/elmidad/article/view/3368>
- Kasmir. (2020). *Pengantar Manajemen Keuangan*. Jakarta: Prenadamedia Group.
- Kotler, P.T., Keller, K.L., Brady, M., Goodman, M., Hansen, T. (2019). *Marketing Management*. Singapore: Pearson Education.
- Kristian Pakpahan, A. (2020). COVID-19 dan Implikasi Bagi Usaha Mikro, Kecil, dan Menengah. *Jurnal Ilmiah Hubungan Internasional*, 59–64. <https://read.oecd->

- Nikita Puspita Ing Endit. (2022, June 22). *Inilah Aplikasi-Aplikasi POS yang Membantu UMKM*. <https://ukmindonesia.id/baca-deskripsi-posts/inilah-aplikasi-aplikasi-pos-yang-membantu-umkm/>
- Raharja, S. J., & Natari, S. U. (2021). Pengembangan Usaha UMKM di Masa Pandemi Melalui Optimalisasi Penggunaan dan Pengelolaan Media Digital. *Kumawula: Jurnal Pengabdian Kepada Masyarakat*, 4(1), 108. <https://doi.org/10.24198/kumawula.v4i1.32361>
- Riana, E. (2020). Implementasi Cloud Computing Technology dan Dampaknya Terhadap Kelangsungan Bisnis Perusahaan Dengan Menggunakan Metode Agile dan Studi Literatur. *JURIKOM (Jurnal Riset Komputer)*, 7(3), 439. <https://doi.org/10.30865/jurikom.v7i3.2192>
- Roggeveen, A. L., & Sethuraman, R. (2020). Customer-Interfacing Retail Technologies in 2020 & Beyond: An Integrative Framework and Research Directions. In *Journal of Retailing* (Vol. 96, Issue 3, pp. 299–309). Elsevier Ltd. <https://doi.org/10.1016/j.jretai.2020.08.001>
- Rosliani, D., & Nursatyo. (2018). *Strategi Komunikasi Pemasaran Digital Situs Pembanding Harga Telunjuk.Com* (Vol. 1, Issue 2). www.apjii.or.id
- Rumondang, A., Sudirman, A., Sitorus, S., Kusuma, A. H. P., Manuhutu, M., Sudarso, A., Simarmata, J., Hasdiana, D., Tasnim, & Arif, N. F. (2020). Pemasaran Digital dan Perilaku Konsumen. In *E-Jurnal Manajemen Universitas Udayana* (Vol. 1, Issue 7). Universitas Udayana. <https://doi.org/10.24843/ejmunud.2020.v09.i07.p07>
- SHIM, J. K., & SIEGEL, J. G. (2022). *Financial Management*. New York: The McGraw-Hill Companies.
- Sitorus, O. F., & Utami, N. (2017). *Strategi Promosi Pemasaran*.
- Sugiri, D. (2020). Menyelamatkan Usaha Mikro, Kecil dan Menengah dari Dampak Pandemi Covid-19. *Fokus Bisnis: Media Pengkajian Manajemen Dan Akuntansi*, 19(1), 76–86. <https://doi.org/10.32639/fokusbisnis.v19i1.575>
- Susan, Eri. (2019). *Manajemen Sumber Daya Manusia*.
- Thorisdottir, T. S., & Johannsdottir, L. (2019). Sustainability within Fashion Business Models: A Systematic Literature Review. MDPI: Sustainability.