



## Development Strategies for Cassava and Banana Chips Enterprises: Insights from Basil Chips Case Study

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### Abstract

This research provides a comprehensive analysis of the development strategies applied by "Keripik Selasih," a traditional small-scale cassava and banana chip enterprise that has been operating since 1995 in North Sumatra, Indonesia. Using a qualitative case study approach supported by in-depth interviews, direct observation of production activities, and literature review, this study identifies several strategic factors that strengthen the business's continuity and competitive position. These include consistent quality control through the use of fresh raw materials, the owner's expertise in production timing, ongoing product innovation in response to shifting consumer preferences, and integrated marketing strategies that combine conventional distribution channels with digital-based promotions. Despite facing various challenges such as limited working capital, fluctuations in raw material availability caused by seasonal weather changes, and an increasingly competitive snack market, Keripik Selasih continues to demonstrate business resilience. The sustainability of the enterprise is strongly influenced by adaptive management practices, long-term consumer trust, and experience-based decision-making. This study contributes to the broader discourse on the sustainability of traditional food-based microenterprises in Indonesia and provides practical recommendations for similar MSMEs aiming to strengthen market presence and achieve long-term growth.

**Keywords:** *MSMEs; Hybrid Marketing; Chip Products*

**Abstrak:** Penelitian ini memberikan analisis komprehensif tentang strategi pembangunan yang diterapkan oleh "Keripik Selasih," sebuah usaha kecil tradisional berbasis olahan singkong dan produk pisang yang telah beroperasi sejak tahun 1995 di Sumatera Utara, Indonesia. Menggunakan pendekatan studi kasus kualitatif yang diperkuat dengan wawancara mendalam, pengamatan langsung terhadap kegiatan produksi, dan tinjauan literatur, penelitian ini mengidentifikasi beberapa faktor strategis yang berkontribusi pada keberlanjutan bisnis dan posisi kompetitif. Faktor-faktor tersebut antara lain kontrol kualitas yang konsisten melalui penggunaan bahan baku segar, keterampilan pemilik dalam menentukan waktu produksi, inovasi produk yang berkelanjutan dalam menanggapi perubahan preferensi konsumen, dan penerapan strategi pemasaran terpadu yang menggabungkan distribusi konvensional dengan promosi berbasis digital. Meski menghadapi berbagai tantangan seperti keterbatasan modal kerja, fluktuasi ketersediaan bahan baku akibat perubahan musiman, dan meningkatnya persaingan di pasar makanan ringan, Keripik Selasih terus menunjukkan ketahanan bisnis. Keberlanjutan bisnis ini didukung oleh praktik manajemen adaptif, kepercayaan konsumen jangka panjang, dan proses pengambilan keputusan berbasis pengalaman. Studi ini berkontribusi pada wacana yang lebih luas tentang keberlanjutan UMKM pangan tradisional di Indonesia dan menawarkan rekomendasi praktis untuk bisnis serupa yang ingin memperkuat posisi pasar mereka dan mencapai pertumbuhan jangka panjang.

**Kata Kunci:** UMKM; Pemasaran Hibrida; Produk Kripik



## INTRODUCTION

Micro, small, and medium enterprises (MSMEs) are a strategic sector that significantly contributes to national economic growth. In Indonesia, MSMEs play a crucial role as economic drivers for the community, absorbing a large workforce, creating local distribution chains, and promoting economic equality across regions. The existence of MSMEs also provides opportunities for communities to utilize natural resources and local potential available in their respective regions, thereby generating added economic and social value. Furthermore, MSMEs play a role in building economic resilience, having proven their ability to withstand various crises, including the 1998 monetary crisis and the COVID-19 pandemic, when many large companies experienced reduced production or even ceased operations.

One MSME subsector that continues to show positive growth is the snack food industry. Processed products made from sweet potatoes and bananas, such as chips, are a popular snack with a unique appeal to consumers. Affordable prices, abundant local raw materials, and distinctive flavors enjoyed by a wide range of consumers make this product a relevant market choice, both for daily consumption and as a regional souvenir. Furthermore, the growing consumer trend toward quality local products opens up opportunities for MSMEs in the traditional culinary sector to expand. (Andreansyah & Nugraha, 2024)

In this context, "Keripik Selasih" (Salam Basil Chips) is an example of an MSME that has successfully maintained long-term business sustainability. Founded in 1995 by Mr. Selamat, the business has been operating for over three decades and has maintained its presence amidst dynamic market changes and increasingly fierce competition. This business's sustainability is not a coincidence, but rather the result of consistent strategy implementation, from selecting quality raw materials, implementing taste standards, to planned distribution management. In addition to maintaining product quality, the business also utilizes local raw materials from local farmers to support the regional economy and ensure a stable supply of raw materials.

A product innovation strategy is also a key factor in keeping this business competitive. Basil Chips has gradually added flavors to suit evolving consumer preferences, such as balado, sweet and spicy, and cheese, to expand its market share and meet the demands of a new generation of customers seeking a variety of flavors. Marketing-wise, the business relies not only on traditional direct sales but also leverages digital platforms to expand its reach. The use of social media, digital catalogs, and marketplace sales provides opportunities for the product to gain wider exposure, including to markets outside the region.

The sustainability phenomenon of traditional MSMEs like Keripik Selasih (Basil Chips) is interesting to study because it demonstrates how a combination of adaptation, consistent quality, and innovation can be key

factors in the success of small businesses in facing market challenges. Therefore, this study aims to analyze the implemented business sustainability strategies, the internal and external factors influencing business development, and consumer perceptions of product quality and sustainability to date. (Hapsari & Serlianita, 2025)

## **METHOD**

This research uses a qualitative approach with a case study method because it is considered the most relevant for understanding phenomena in depth in a real-world context. This approach allows researchers to obtain comprehensive information regarding business development strategies, operational dynamics, and sustainability factors of the Basil Chips business. Data collection was conducted through several techniques, including in-depth interviews with the business owner as the primary source of information, and direct observation of the production process to understand workflow, raw material selection, equipment usage, and daily operational patterns. Furthermore, documentation and literature studies were conducted to supplement the empirical data and strengthen the analysis with concepts and previous research findings.

Interviews were conducted semi-structured, allowing flexibility in exploring additional information that emerged during the dialogue process. Field observations were conducted in a passive participatory manner, where the researcher observed the process without intervention to maintain data authenticity. Meanwhile, the literature review focused on sources regarding MSMEs, business strategies, product innovation, and local business resilience. (Hariyana, 2025)

## **RESULTS AND DISCUSSION**

### **Production Management and Product Quality Consistency**

The research results show that Basil Chips has a relatively consistent production process, having been in operation for nearly three decades. Production begins with the selection of raw materials, specifically cassava and bananas sourced from local farmers around Deli Serdang Regency. The business owner strictly selects raw materials, taking into account the level of ripeness, texture, and size of the ingredients to produce crispy, uniform chips. Raw materials that do not meet standards are returned to the supplier or not used.

The processing is carried out semi-manually using a simple cutting machine and a large-capacity frying pan. Using a cutting machine helps produce more uniform chip slices than manual cutting. However, the frying technique still relies heavily on the worker's intuition and experience, particularly in determining the oil temperature and frying time. This step is

crucial because incorrect timing or temperature can result in chips that are too hard, oily, or burnt.

To maintain flavor stability, the business owner has established a specific spice composition, particularly for the balado and cheese flavors. However, the recipe is not formally documented and is mastered only by the owner and select workers. This aligns with research on other food MSMEs, where product quality often relies on experience and is not fully documented, making it difficult to replicate production on a large scale.

Despite traditional production methods, consistent flavor is one of the hallmarks of Basil Chips. This consistency is supported by manual quality control during the final stages before packaging. Chips that are broken, too small, or have an unsuitable texture are separated and sold as second-grade products or in bulk to retailers. (Rambe et al., 2025)

However, several operational challenges arise, particularly when demand increases ahead of national holidays or the homecoming season. Production capacity is limited because the workforce is not yet trained to expedite the process without compromising quality. Furthermore, fluctuations in raw material prices due to harvest seasons cause changes in the quality of cassava and bananas, sometimes affecting the firmness of the texture when fried.

### **Product Innovation and Flavor Variant Development**

Product innovation is a key strategy driving the sustainability and competitiveness of Keripik Selasih. Since its inception, the primary product has been the original cassava chips. However, changing consumer preferences along with the development of the snack market have prompted the business owner to introduce other flavors, such as balado, cheese, sweet and spicy, chocolate, and seaweed. This innovation process didn't happen overnight, but rather through years of experimentation, particularly with the use of seasoning powder to ensure the chips adhere perfectly to the surface.

Product innovation extends beyond flavor to product form. In 2012, the company began producing crispy banana chips in response to the growing popularity of local culinary souvenirs in West Sumatra and Lampung. However, contrary to the market trend toward sweeter flavors, Keripik Selasih created a savory variant to align with Medan consumers' preferences. This locally appropriate innovation aligns with market orientation theory, which states that effective innovation must align with target market preferences, rather than simply following general trends. (Sugito et al., 2024)

In an effort to expand market share, the company also experimented with smaller packaging sizes (mini packs) for students and impulse shoppers in shopping malls. This packaging diversification strategy has proven to increase product accessibility while introducing new flavors to consumers without the need for bulk purchases.

However, there are challenges in the innovation process, particularly limited production equipment, which can impact the final results of the seasoning coating for powdered flavors. The seasoning coating process is still done manually using large containers, resulting in inconsistent seasoning adhesion.

Despite facing technical limitations, Keripik Selasih's product innovation has successfully strengthened its brand identity as a local snack producer adapting to changing consumer tastes. This success demonstrates that evolutionary, rather than revolutionary, innovation can be an effective strategy for MSMEs based in traditional culinary industries. (Kahlil Gibran et al., 2024)

### **Product Marketing and Distribution Strategy**

The research results show that the marketing strategy for Basil Chips has evolved from traditional methods to a digital-based approach. Initially, marketing relied entirely on word of mouth and direct sales to tourists or regular customers visiting the production site. With technological advancements and changes in consumer consumption patterns, business owners have begun utilizing social media platforms like Facebook and Instagram to introduce their products, showcase photos of the latest packaging, and provide pricing information and seasonal promotions.

In addition to digital marketing, product distribution is also carried out through a network of resellers and agents spread across several regions in North Sumatra, such as Binjai, Pematangsiantar, and Langkat. This distribution system helps increase sales volume without burdening the business with additional operational costs. The business owner implements a volume-based margin system where agents with higher purchases receive higher incentives. This strategy plays a role in maintaining distributor loyalty. (Putra, 2022)

To support modern marketing, Keripik Selasih has also begun collaborating with marketplaces like Tokopedia and Shopee. Although online sales remain limited due to limited production capacity and relatively high shipping costs for consumers outside the region. However, online sales have proven beneficial in expanding the brand's reach, particularly as a popular Medan souvenir.

In terms of promotion, this business doesn't use paid advertising regularly. Most promotional strategies focus on customer testimonials, seasonal discount programs, and product bundling for souvenirs. This strategy is considered effective because it aligns with consumer characteristics that are more price-sensitive but still prioritize quality and taste. (Hidayatullah & Anggraini, 2024)

### **Financial Governance and Resource Management**

An analysis of the business management aspect shows that the administrative and financial management of Keripik Selasih still uses a simple system. Daily transactions are recorded in a notebook and supported by a financial recording application available on mobile phones. However, this system does not yet follow formal accounting formats such as balance sheets, profit and loss statements, or cash flow statements. This situation prevents the process of identifying profit margins, controlling production costs, and evaluating business performance in a comprehensive and measurable manner. Nevertheless, there has been positive development as the owner has begun to separate personal and business accounts. This practice is a crucial foundation in MSME management as it helps prevent commingling of funds that could potentially impact cash flow stability.

The human resource (HR) management structure also exhibits informal patterns. Most workers are family members and neighbors recruited without formal competency selection. This system offers the benefits of mutual trust, high employee loyalty, and relatively affordable labor costs. However, as businesses seek to increase production capacity, informal recruitment patterns become less effective because not all workers possess the skills necessary for commercial-scale food production.

Workforce training is conducted through direct mentoring by business owners, where new workers learn gradually while observing the actual production process. However, this experience-based training pattern takes a considerable amount of time to achieve consistent quality standards. This phenomenon aligns with the term knowledge dependency, which refers to the dependence of production quality on the knowledge and skills of the business owner. Without operational documentation such as Standard Operating Procedures (SOPs), knowledge transfer is personal and unstructured, increasing the risk of inconsistent product quality, especially if the owner is unable to participate in the daily process. (Haryati et al., 2019)

In addition to human resource challenges, limited capital is also a factor impacting business development. Despite various government programs and financial institutions offering access to capital for MSMEs, business owners remain hesitant to utilize these facilities due to concerns about loan interest rates, the risk of default, and the uncertainty of market demand. This indicates a financial literacy gap that needs to be addressed to empower MSMEs to expand and modernize their businesses.

When linked to business sustainability, limited capital impacts the limited use of modern production equipment. For example, frying is still done using traditional methods using large woks, rather than more efficient and oil-saving continuous fryers. Similarly, the process of mixing spices for banana and cassava chips is still done manually, resulting in inconsistent seasoning consistency. If businesses want to enter the modern retail market or expand

distribution between cities, modernizing equipment and implementing more hygienic and standardized production systems is an urgent need.

Despite various structural obstacles, Keripik Selasih has been able to maintain operational continuity thanks to efficient work patterns built on long experience, a well-established production system, and strong relationships with raw material suppliers and regular customers. Loyal customers provide stable demand, while close relationships with suppliers allow for relatively stable raw material prices despite market fluctuations. (Turipanam Alamanda et al., 2024)

### **Challenges, Opportunities, and Directions for Business Development**

Keripik Selasih, a small and medium enterprise (SME) operating in the snack food industry, faces several key challenges. These challenges include raw material availability, production capacity, managerial factors, and increasing competition from both local and large-scale producers. Fluctuating raw material prices are a particularly significant challenge during the rainy season, when the texture and moisture content of cassava and bananas change. This impacts the crispiness, oil absorption, and shelf life of the product, requiring business owners to make process adjustments, which sometimes increase production costs.

Limited production capacity also poses a barrier to meeting increasing market demand, particularly during the holiday season or specific occasions such as Ramadan and the end of the year. The frying process, which still uses simple equipment, tends to fluctuate production and relies heavily on manual labor. This lack of mechanization creates bottlenecks in the production chain and increases the risk of quality inconsistencies. Furthermore, the still-simplified management structure leads to a lack of direction in business development planning, including in risk management and calculating profit and investment costs. (Hutama et al., 2021)

Limited access to capital is also a classic issue faced by MSMEs. Despite financing opportunities from banks and other financial institutions, owners remain concerned about payment risks and unstable market demand. This leads to gradual and conservative decisions to modernize production equipment or expand business scale. Another equally significant challenge is competitive pressure from large chip manufacturers with modern technology, strong branding, and extensive distribution networks, as well as the emergence of local producers with more diverse quality and innovation.

Despite facing various obstacles, Basil Chips offers significant business development opportunities. The growth of the creative economy, increasing public preference for local products, and the growth of the regional souvenir industry are external factors supporting the sustainability of this business. Furthermore, advancements in digital technology are opening up much broader marketing opportunities through e-commerce platforms and

marketplaces that can reach consumers across regions. Culinary content trends on social media can also be leveraged to strengthen brand awareness and enhance product appeal through storytelling about the authenticity of raw materials and the business's long history.

The Indonesian government, particularly through the Ministry of Cooperatives and SMEs, also provides various mentoring programs, including digital marketing training, production equipment assistance, and business legality facilitation, including halal certification, PIRT (Permit for Receiving Permits), and BPOM distribution permits. Utilizing these facilities can provide strategic momentum for Basil Chips to enter modern retail markets such as minimarkets, supermarkets, and professionally managed souvenir shops. Furthermore, collaboration opportunities with local and national logistics providers can strengthen product distribution capabilities outside the region.

The strategic direction of business development can be focused on several key aspects. First, formalizing Standard Operating Procedures (SOPs) is a crucial step to ensure consistent product quality and expedite the transfer of knowledge to new employees. Documented SOPs will also assist owners in managing systems-based business expansion. Second, increasing production capacity through modernizations such as the use of continuous fryers, oil-removing spinners, and spice coaters can improve efficiency and lower long-term production costs. (Wijayanti et al., 2012)

Third, legal aspects and certification must be strengthened to enhance business credibility. Halal certification, PIRT (Permit for Food and Drug Monitoring), or BPOM (Food and Drug Monitoring Agency) certification, and other business permits are not only administrative requirements but also provide added value in marketing. Fourth, product and branding innovation are necessary to strengthen competitiveness. Innovation can take the form of new flavors, eco-friendly packaging, or storytelling concepts that highlight local identity and product originality. Strong branding will help Keripik Selasih establish a distinct positioning compared to competitors.

Fifth, expanding distribution networks through a reseller-based approach and small franchises can be an efficient market expansion strategy without a significant capital burden. This approach allows for broader market penetration while empowering local communities as business partners.

With the implementation of a targeted development strategy and adaptation to market dynamics, Basil Chips has the potential to develop into a superior regional product, recognized not only locally but also competitive in national and international markets. The future success of this business will largely depend on its ability to overcome internal challenges and maximize external opportunities in the era of digital transformation and MSME-based economic growth. (Syahrul et al., 2025)

## **The Role of Technology and Digitalization in Business Transformation**

Digital transformation has become a crucial factor beginning to influence the sustainability of MSMEs in the modern economic era. In the context of the Basil Chips business, technology utilization is still in its infancy but has shown significant progress in recent years. The use of smartphones, social media, and digital platforms has helped this business expand market access, increase visibility, and strengthen relationships with consumers. Although not yet fully integrated into all operational lines, digitalization is beginning to become part of the business's development strategy.

In terms of marketing, social media platforms like Instagram, Facebook, and TikTok have become effective promotional tools for attracting new consumers. Marketing content featuring the manufacturing process, product photos, customer testimonials, and seasonal promotions can create interaction and increase engagement. This digital-based marketing strategy aligns with modern consumer behavior trends, which increasingly shift to seeking information through digital platforms before making a purchase. Thus, social media serves not only as a promotional tool but also as a branding tool and two-way communication tool with consumers. (Christiana Retnaningsih, Okti Ruenda, Bernadeta Irmawati, 2025)

In addition to social media, the use of e-commerce platforms and food delivery services has also contributed to expanding the market for Basil Chips. Platforms like Shopee, Tokopedia, GoFood, and GrabFood provide this business with access to consumers beyond traditional markets. With user reviews, the business's reputation can be built organically, increasing the product's credibility in the eyes of potential buyers. This demonstrates that digital integration can provide strategic advantages in increasing distribution reach and sales potential.

However, digitalization isn't just about marketing and distribution. In operational management, technology has the potential to provide efficiency through digital bookkeeping applications, automated inventory systems, and sales data analysis tools. Although Keripik Selasih currently only uses a simple bookkeeping application, transitioning to MSME management software such as BukuWarung, Kasir Pintar, or POS applications can help businesses plan production, control costs, and develop data-driven development strategies. (Setyawan et al., 2022)

## **CONCLUSIONS**

This research shows that the sustainability of the Basil Chips business for more than three decades is the result of implementing a consistent business strategy that is both adaptive and adaptable to changes in the business environment. This success stems not only from the superior taste as the product's primary identity, but also from the business owner's commitment to maintaining the quality of raw materials and maintaining production standards despite fluctuating market conditions. The use of local

raw materials is a crucial factor in maintaining supply chain sustainability and helping control production costs.

Furthermore, innovation plays a significant role in supporting business sustainability. Variations in flavors, packaging sizes, and the development of more attractive visual packaging designs have been proven to increase product appeal and expand consumer segmentation. This innovation not only addresses changing consumer preferences but also provides competitive added value in the face of the growing number of substitute products from other manufacturers on the market.

A hybrid marketing strategy that combines conventional marketing with digital media is a key pillar in maintaining business relevance in the modern era. The presence of businesses on digital platforms, including social media and marketplaces, has successfully expanded market reach and strengthened relationships with consumers through direct communication, reviews, and digital interactions. Nevertheless, various challenges such as limited capital, production capacity, and raw material instability remain issues that must be addressed strategically. Business owners' adaptability, experience-based management practices, and customer loyalty serve as social and economic capital that support business sustainability .

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