



Factors Affecting the Existence of Family Based Business (Study of the Potterial Industry Center in Pulutan Village Remboken Minahasa District)

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Abstract: A family business is a form of business that involves some family members in the ownership or operation of the business. Succession or business inheritance from the previous generation to the successor (children/grandchildren) is one of the biggest obstacles in maintaining a family business. A family business is not started in an instant, but requires a lot of energy and time to build it. This indicates that trying to find a successor who will become the leader in the family business is not easy. The pottery industry in Pulutan Village, Remboken District, Minahasa Regency has existed since the founding of Pulutan Village in 1916. The author's research results in 2020 found that the stages of the succession process for the pottery business in Pulutan Village, consist of (1) pre-business stages; (2) the introduction stage; (3) implementation and development stages; and (4) maturity and pre-succession stages. This process takes place from generation to generation, and is supported by a number of certain factors that have been closely related to the life of the Pulutan Village community. For this reason, this study aims to find a number of factors that influence the existence of family-based businesses in the Pottery Industry Center, Pulutan Village, Remboken Minahasa District.

Key words: business existence, family business.

INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) are an effective solution for alleviating poverty. As the largest economic actor in the Indonesian economy, MSMEs are a safeguard in times of crisis in order to increase Indonesia's economic growth. MSME actors are very many who open up great job opportunities so that the unemployment rate is reduced. Various programs have been rolled out by the government to assist and develop MSMEs to be able to compete in domestic and foreign markets.

Most MSMEs are run on a family basis (family business). Family business is a form of business that requires the involvement of some or all of the family members to become the owner or operator of the business. Generally, family businesses are formed as an effort to improve the family economy, as well as to channel hobbies/fun. The challenges faced by family businesses are not only operational issues, but also efforts to maintain business continuity. The problem that is often encountered in family business practices concerns the professionalism of business actors who are also family members, as well as the continuity of business inheritance (succession) from parents to children as successors so that the business can continue in the long term.

Family businesses are not built in a short time. It takes time and effort to maintain it. The results of research by The Family Business Institute in 2020 found that 88% of family business owners believe that their family business will be continued by members of their family within the next 5 years. 30%

of family businesses survive to their children, only 12% survive to their grandchildren, and only 3% survive to the fourth generation and beyond. This means that the continuity of a family-based business is a major problem in the continuity of a family-based business.

Research from Taroreh (2020) shows the stages of the family-based small business succession process in the Pulutan Village Pottery Traditional Industry Center consisting of (1) the pre-business stage; (2) introduction stage; 3) implementation and development stages, and (4) maturity and pre-succession stages. Starting from the thoughts and findings of previous research, this research seeks to find a number of factors that influence the existence of family-based businesses (a study at the Pottery Industry Center in Pulutan Village, Remboken District, Minahasa).

FOUNDATION OF THEORY

MSME Definition

The State Ministry for Cooperatives and Small and Medium Enterprises (Menekop and UKM) defines a medium-sized business as all businesses with a maximum net worth of IDR 200,000,000, maximum sales of IDR 1,000,000,000 per year, excluding land and buildings where the business is located. The criteria for small businesses (UU No. 20/2008) are all businesses with a net worth of between Rp. 50,000,000.00 up to a maximum of IDR 500,000,000 excluding land and buildings for business premises; and annual sales of IDR 300,000,000 to IDR 2,500,000,000.

Morris in Lambing and Kuehl's (2007) book entitled *Entrepreneurship* defines entrepreneurship as follows: "Entrepreneurship is a process activity. It generally involves the following inputs: an opportunity; one or more proactive individuals; an organizational context; risk; innovation; and resources. It can produce the following outcomes: a new venture or enterprise; value; new products and processes; profits or personal benefits; and growth." Based on the quotation above, it can be explained that entrepreneurship is an activity process that includes an opportunity, one or more individuals who are proactive, concerns an organization, deals with risk, innovation, and resources that can produce output, namely a business or new business, value, new products and processes, as well as personal gain and growth.

Family Business

Family businesses can be classified as companies whose shares are at least 25% owned by certain families or if less than 25% there are family members who have positions on the company's board of directors or board of commissioners (Susanto, 2007). In addition, several studies use the percentage of 5% as the number of shares that must be owned by the family. Research conducted by Barth et al classifies a company as a family business if a family owns at least 33% percent of the company's total shares. Meanwhile, Faccio and Lang require a minimum of 20% of shares to be owned by a certain family to classify a company as a family business. According to Ward and Arnoff in Susanto (2007) a company is called a family business if it consists of two or more family members who oversee the company's finances. Meanwhile, according to Donnelley an organization is called a family business if there are at least two generations involved in the family and they influence company policy.

Type of Family Business

Family business According to Susanto (2007) there are two, namely:

1. Family Owned Enterprises (FOE), namely companies owned by families but managed by professional executives who come from outside the family circle. In this case the family acts as the owner and does not get involved in operations in the field so that the management of the company runs in a professional manner.
2. Family Business Enterprises (FBE), which are companies owned and managed by the founding family. So both management and ownership are held by the same person, namely the family. This type of company is characterized by the important position of the company held by family members.

The Family Business Paradigm

With market changes and competition, five new paradigms emerge in the family business internal environment (Susanto .2007):

1. Employees are a new generation that is different from the founders of the company. What needs to be considered by family business managers, employees who have a higher level of education (higher level employees) expect transparency. And lower-level employees have the courage to carry out paradigm demands
2. Increasing issues related to labor, strikes, and others
3. The professional level of the family has started to increase
4. The demand for fair and equitable compensation either through a compensation system linked to competition, performance or contribution
5. More transparent organizational system.

Family Business Succession

A family company has an important role in the continuity of a family business. A family company requires a mature Succession Plan that involves a number of components in the family business and is trying to achieve this with a very high level of awareness and perseverance. Negrea, (2008) says that the succession planning process ensures smooth continuation. There are seven steps in carrying out family business succession (Susanto .2007):

1. Evaluating the ownership structure,
2. Develop an overview of the expected structure after succession,
3. Evaluate the wishes of the family,
4. Develop the selection process,
5. Train and monitor future successors,
6. Carry out team building activities from the family, create an effective board of directors, finally,
7. Insert a successor at the right time.

An initial understanding is needed that a family business has positive and negative sides. The positive side is the high commitment to the company. This high commitment is an advantage of family members that is difficult to match by professionals. The sense of belonging to family members is very high, because in fact they are the owners of the company. However, this can be negative when this sense of belonging turns into subjectivity which can reduce the accuracy in decision making.

Succession Plan

According to Rothwell (2010), a succession plan is a means to identify key management positions, starting at the level of project managers and supervisors and extending to the highest positions in the organization. According to Lumpkin and Brighman (2011) a succession plan is a careful planning process involving a number of components in a family company and trying to achieve it with a high level of awareness and diligence to ensure the long-term sustainability of the company.

According to Baur (2014), an effective succession model consists of 4 components as follows: Personality System:

1. Successor Qualification. Effective successors have a comprehensive educational background, are relevant to the business and are continuously invested in personal development. Effective successors undertake extensive intensive training outside and within the company.
2. Entrepreneurial Orientation. Effective successors have a high entrepreneurial orientation. Has the nature of never giving up, dare to take risks, speed, and flexibility. Take the initiative to create something new by adding value.

3. **Willingness to Take Over Responsibility.** The effective successor demonstrates that he or she is confident that he or she wants to take over responsibility based on deep-rooted motivation and early involvement in the family business.
4. **Personality Traits, Management and Leadership Skills.** Effective successors are characterized by modesty and self-confidence. And also an effective successor must maintain a good relationship with the generation that is older than him. Use management knowledge and leadership skills from the older generation.

Pottery Crafts

According to The Concise Colombia Encyclopedia (1995) the word ceramic comes from the Greek (Greek) 'keramikos' which refers to the meaning of pottery. Keramos refers to the notion of clay. Keramikos is made of non-metallic minerals, namely clay which is formed, then becomes permanently hard after going through a burning process at high temperatures. Meanwhile, according to Malcolm G. McLaren in the Encyclopedia Americana (1996) it is stated that ceramics is a term originally applied to works made of natural clay and which have been treated with heating at high temperatures.

Based on its function, pottery can be classified into:

1. **Functional:** earthenware that can provide benefits directly to its users. Functional pottery forms include: flower pots, umbrella holders, jars, jugs, ashtrays, candle holders and kitchen utensils.
2. **Non-Functional:** pottery with this class is preferred as space decoration items, such as jars.

RESEARCH METHOD

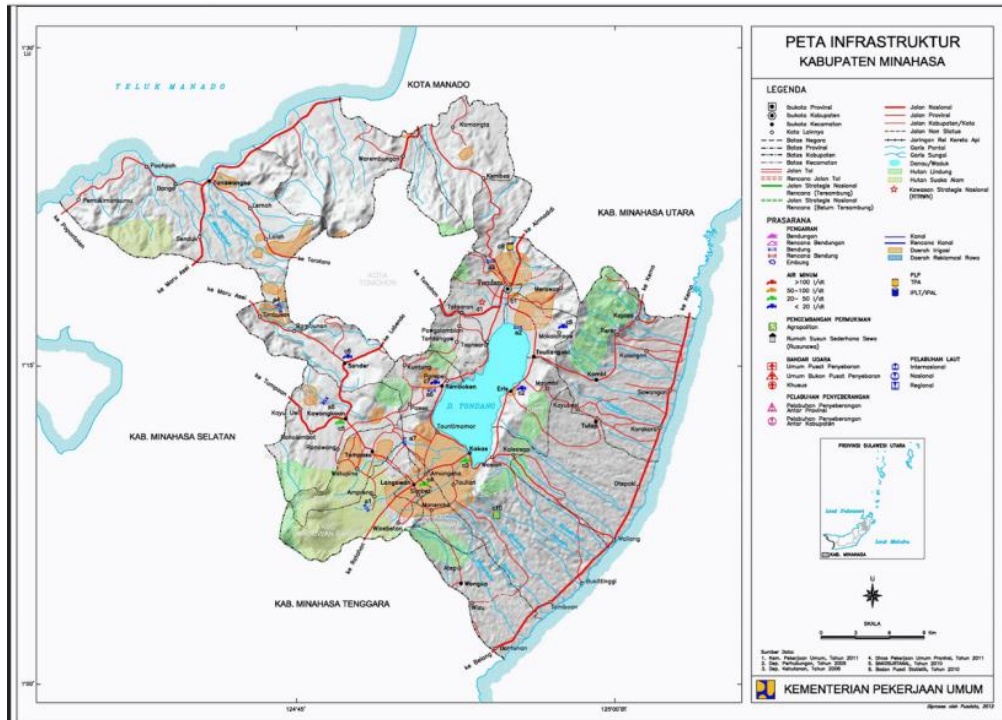
This study used a descriptive design to determine a number of factors that influence the existence of family-based small businesses in the Pottery Industry Center, Pulutan Village, Remboken District, Minahasa. The population in this study were all families in Pulutan and engaged in the pottery industry as many as 296 families. The number of samples is 75 people determined using the Slovin formula. Based on the source, the data used in this study consisted of: primary data obtained through interviews with pottery craftsmen. Secondary data obtained from documents, books relevant to research, and the internet. The research data collection method was carried out by interviews, observations, and questionnaires. Data analysis in this research uses exploratory factor analysis, which is a technique to look for factors that are able to explain the relationship or correlation between the various independent indicators that are observed.

RESULTS AND DISCUSSION

Research result

Pulutan Village is a village located in Remboken District, Minahasa Regency, which has existed since 1916 and is about 5 km from an interesting tourist destination in Tondano, namely Lake Tondano. The distance from Manado City is 45 km (about 90 minutes drive), 28 km from Tondano (the capital of Minahasa Regency), and 6 km from Remboken (capital of Remboken District), and can be accessed by land, namely through Tondano, Kawangkoan and Leilem Village.

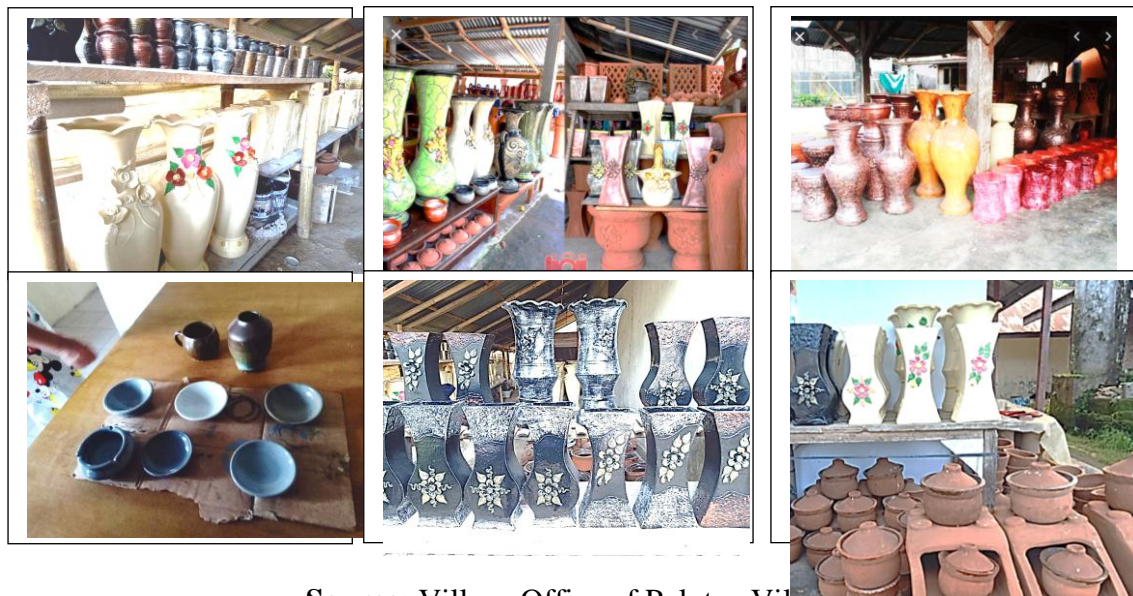
Picture 4.1. Map of Pulutan Village



Source: Village Office of Pulutan Village, 2023

The name Pulutan was given to this village because the land contains a lot of clay, which the locals call Tanah Pulut (clay). The potential of the village is in agriculture and industry (especially the pottery industry). From clay (pulut) which is widely available around this village, residents then developed pottery products that became famous abroad. Various earthenware crafts produced by craftsmen in Pulutan village such as *porn* (the name Minahasa people call for stoves), pots, flower vases with various patterns and sizes, as well as various kinds of crafts that can be used as home decorations.

Picture 4.2. Pottery Handicraft Products of Pulutan Village



Source: Village Office of Pulutan Village, 2023

Pulutan Village has a population of 1120 people. As many as 296 heads of households and the majority of the population (85%) work as pottery craftsmen. The potential of this village has received attention from the Minahasa Regency Government and the North Sulawesi Provincial Government. Through related agencies, the Regency and Provincial governments provide guidance

and training to craftsmen. This includes building a training center in Pulutan Village by introducing various technologies for training

Characteristics of Respondents

Based on the ability to make pottery, out of 75 research respondents 55 people (73.3%) said they could/could make pottery, the remaining 20 people (26.7%) could not make pottery. As many as 68 people (90.7%) of respondents had an interest in making pottery, the remaining 7 people (9.3%) were not interested in making pottery. A total of 15 people (20.0%) were under 20 years old, 18 people (24.0%) were between 21-30 years old, 12 people (16.0%) were 31-40 years old, 12 people (16.0%) aged 41-50 years, 10 people (13.3%) aged 51-60 years, and the remaining 8 people (10.7%) were over 60 years old. 37 people (49.3%) were non-craftsmen or pottery business owners, 13 people (17.3%) were pottery business owners, and the remaining 25 people (33.3%) were pottery craftsmen.

Factor Analysis Results

Assumption Test

Based on the KMO and Bartlett's tests, a value of $0.678 > 0.5$ was obtained, which means that the factor analysis process in this study could be carried out. Partial correlation between statement items in the anti-image correlation table, all statement items show an MSA value of > 0.5 , which means that this research can be conducted. Based on the communality table, it can be seen that the magnitude of the contribution of a variable in forming a new factor is formed, showing the extraction of all statement items worth above 0.5 (> 0.5). This shows that all the variables in this study contribute greatly in building the new factors that will be formed.

Exploratory Factor Test Results (EFA)

With the fulfillment of the assumption requirements, the results of factor analysis can be interpreted. Based on table 4.1 it can be seen that there are nine components that have eigenvalues > 1 , namely component 1 of 9,114, component 2 of 2,855, component 3 of 2,615, component 4 of 1,708, component 5 of 1,473, component 6 of 1,405, component 7 of 1,254, component 8 of 1,214 and component 9 of 1,038. From this information it can be concluded that there are 9 factors formed.

Tabel 4.1. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.114	30.379	30.379	9.114	30.379	30.379	3.634	12.114	12.114
2	2.855	9.517	39.896	2.855	9.517	39.896	3.628	12.094	24.207
3	2.615	8.716	48.612	2.615	8.716	48.612	3.439	11.463	35.671
4	1.708	5.695	54.307	1.708	5.695	54.307	2.817	9.391	45.062
5	1.473	4.909	59.215	1.473	4.909	59.215	2.269	7.565	52.627
6	1.405	4.685	63.900	1.405	4.685	63.900	2.021	6.737	59.364
7	1.254	4.180	68.080	1.254	4.180	68.080	2.020	6.734	66.097
8	1.214	4.048	72.128	1.214	4.048	72.128	1.559	5.197	71.294
9	1.038	3.461	75.589	1.038	3.461	75.589	1.289	4.296	75.589
10	.853	2.842	78.431						
11	.792	2.641	81.072						
12	.707	2.355	83.428						
13	.654	2.181	85.609						
14	.608	2.026	87.635						
15	.479	1.597	89.232						
16	.436	1.453	90.685						

17	.409	1.364	92.049						
18	.376	1.254	93.303						
19	.326	1.086	94.389						
20	.277	.923	95.312						
21	.251	.836	96.147						
22	.218	.728	96.875						
23	.195	.651	97.526						
24	.173	.576	98.103						
25	.160	.533	98.636						
26	.130	.432	99.068						
27	.104	.347	99.415						
28	.081	.271	99.686						
29	.048	.159	99.845						
30	.047	.155	100.000						

Extraction Method: Principal Component Analysis.

Source: Data Process, 2023

Based on table 4.2 it can be seen that, factor 1 is formed from item statements number 11, 12, 13, 14 and 15. Factor 2 is formed from item statement number 19, 23, 24, 25 and 26. Factor 3 is formed from item statement number 1, 2, 3, 4, 21 and 29. Factor 4 is formed from statement items number 5, 22, 27 and 30. Factor 5 is formed from statement item number 16, 17 and 18. Factor 6 is formed from statement item number 9, 20 and 28 Factor 7 is formed from item statements number 6 and 7. Factor 8 is formed from item statement number 8. And finally, factor 9 is formed from item statement number 10.

Tabel 4.2. Rotated Component Matrix^a

	Component								
	1	2	3	4	5	6	7	8	9
p1	.060	.080	.838	.006	.070	-.054	.064	.005	.099
p2	.165	.003	.700	.204	.013	.261	.258	-.175	-.106
p3	.259	.103	.453	.085	.151	.055	.257	.106	-.603
p4	.353	.144	.524	-.091	.003	.080	.473	.084	-.283
p5	.259	-.047	.200	.529	.118	.132	.380	.452	-.056
p6	.006	.172	.064	.099	.037	.063	.904	.026	.055
p7	.213	.070	.465	.146	-.120	.166	.523	.350	.141
p8	.117	.235	.056	-.001	.003	.207	.114	.762	.020
p9	.380	-.037	.174	.179	.250	.573	.311	.120	-.202
p10	.336	.074	.197	-.008	.264	-.030	.265	.065	.631
p11	.749	.049	-.090	.376	.006	-.004	-.033	.225	.093
p12	.793	.051	-.095	.186	.019	.271	.070	.020	.262
p13	.624	.080	.285	.247	.255	-.012	-.091	.428	-.129
p14	.701	-.064	.196	.417	.136	.078	.163	.045	-.143
p15	.721	.309	.177	-.127	.122	.231	.130	-.063	-.110
p16	.207	.294	-.016	.206	.743	-.227	.236	.047	-.040
p17	.265	.194	.027	-.128	.684	.346	.005	.003	.121
p18	-.087	.180	.215	.227	.781	.121	-.118	.005	.038
p19	.019	.734	-.080	.082	.225	.000	.063	.289	-.105
p20	.187	.251	.124	.147	.127	.818	-.001	.155	-.011
p21	.103	.366	.612	.025	-.076	-.127	-.188	.408	-.069
p22	.206	.424	.070	.679	.256	.132	-.047	-.111	-.015
p23	.079	.683	.095	.498	.096	.070	.131	.137	-.134
p24	.096	.798	.204	.126	.105	.174	.156	-.036	.145
p25	.107	.847	.144	.087	.142	.133	.000	.056	-.044
p26	.002	.618	.440	.111	.081	-.001	.082	.054	.384

p27	.168	.143	.079	.706	.251	.147	.028	.050	-.031
p28	.100	.123	.040	.532	-.102	.622	.115	.099	.043
p29	-.137	.145	.737	.068	.175	.167	.012	.123	-.010
p30	.382	.219	.033	.564	-.249	.088	.119	-.004	.090

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 13 iterations.

Source: Data Process, 2023

Discussion

Based on the research findings, it is known that all of the research respondents are members of the community in Pulutan Village, Remboken District, both those who currently work as pottery business owners (17.3%), pottery craftsmen (33.3%), as well as the general public who do not involved in pottery production activities (49.3%). Based on the age data of the respondents, it can be seen that the distribution of respondents' representation based on age is represented at all age levels. From all the answers given, 73.3% of respondents stated that they could/know pottery making, and 97.0% of respondents stated that they were interested in the pottery industry in Pulutan Village.

The findings of this study indicate that the majority of the people in Pulutan Village see that pottery is still an attractive business and in demand at all age levels. Even though they are not specifically involved as business owners or pottery craftsmen, most people know how to make pottery and are very interested in learning about it. This is a good hope for the future of the pottery industry in Pulutan Village. The amount of community interest in this craft is the main capital for the existence (continuation) of the Pulutan Village pottery business which is based on the family business.

The results of the factor analysis of the 30 statement items contained in the questionnaire formed 9 factors which the authors then grouped into each factor as follows;

Factors in Business Management

Business management factors are very important in the business succession process. A family company is a company owned by a group of families or individuals related. As a family company, it doesn't always have to be in charge or those who work are members of the family. The family may be able to occupy top management, and have subordinates who are workers who are not family members have competence in their field. But as much as possible so that the top leadership positions are family members, because they have ties and also have responsibilities towards other family members and have loyalty which should be better than non-family member.

Family Factors

Family business is a company whose family members are directly involved in the ownership and position or function (Longenecker, 2001). Business is done together in the family. Family participation can strengthen the business. This is because family members are loyal and dedicated to the family company. The motivation for people to open a business with their family varies, some want the family business as their main source of income, while others only do it for the side, channeling their interests and hobbies, or continuing the family business.

1. Succession process. Succession is the responsibility of the company leadership. Succession is not just a transfer of generations, but must be addressed with wider benefits. Succession is imperative, because there is no permanent leader. Most family businesses prepare and implement the transfer of power within a period of 5 to 15 years. Many founders of family companies struggle to build and grow their businesses. After succeeding in developing their business, it is hoped that the next generation will be able to maintain the business they have fought for. The inability to manage transitions in a family company can cause destruction in a family company, and shows that preparation for the transition period is an important factor in the sustainability of a company. Carefully prepared succession planning is proven to produce stronger successors who are able to deal with problems better.

2. Availability of long-term plans. Maintaining and growing a family business is not easy. Strategic planning is required for a family business to survive. Family companies will survive if they have strategic long-term succession planning. The ability to plan for the succession of the company's leadership will determine the success of the company in the future. In this process, companies need to dispel the perception among non-family employees that the next leader only got the position because of family connections. They must be convinced that the succession process is carried out in a professional manner, even for family members who are trusted to be leaders.
3. Knowledge and skills of business owners. Prospective successors must have adequate education and knowledge used for the development of the company in the future. Therefore, prospective successors are expected to be able to take advantage of their learning opportunities very well (Susanto, 2007). To develop potential successors can be done through formal education programs, training programs, transfer of knowledge and work experience outside the company. To experience success in carrying out the process succession and to get responsible leaders in the future requires knowledge transfer such as mentoring, training, strategic planning, etc. This is what determines success in the succession process in a family company.
4. Assistance of older people/seniors. The accompaniment of a more experienced person will determine the succession process. A mentor is someone who is willing to help his mentee learn. In practice a mentor will be a teacher assigned to an individual. Mentoring is a process whereby a senior individual is available to a junior. Very good mentoring is informal, by someone who wants to learn from someone else, someone who is believed to have more knowledge or is more expert in something but mentoring can also be organized.
5. Decision making by business owners. The governance system of family companies is built on various informal elements. Culture that is passed down from generation to generation in the family is also considered a very important management element. These cultural values are then used as a business guide and evaluation basis for the achievement of family companies. The inculcation of these values and visions must be carried out optimally in order to raise awareness among family members who manage the business fairly. Family companies should not just depend on the level of emotional closeness between family members. But it must also be oriented towards the adaptability of the family members involved in managing the company.

CLOSING

The results of this study found a number of determining factors for the success of family-based business succession in the Pottery Industry Center of Pulutan Village, consisting of the following factors:

1. Business management factors.
2. Family Factors
3. Succession process.
4. Availability of long-term plans
5. Business owner culture
6. Knowledge and skills of business owners
7. Business targets and efforts to achieve them
8. Accompaniment of older people/seniors
9. Decision making by business owners

Suggestions that can be given based on the results of this study, bearing in mind that Pulutan Village is currently a North Sulawesi tourism asset that needs to be preserved, the entrepreneurial succession process will continue and be maintained so that it will become a provider of jobs for the village community. For this reason, collaboration between craftsmen and owners of industrial groups, the local government and the involvement of academics is needed in maintaining the existence of a

succession of family-based businesses in Pulutan Village. For the government, efforts are needed to maintain the infrastructure of places, policies related to the production and marketing of pottery products, and then the results of this study can be continued to find out how much the contribution of each factor that became the findings of this study to the succession of family-based businesses in Pottery Industry Center in Pulutan Village, Remboken District, Minahasa Regency.

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