

Business Model Canvas Training to Improve Management Capacity of Salma Frozen Food MSMEs

Pelatihan Model Bisnis Kanvas untuk Meningkatkan Kapasitas Manajemen UMKM Salma Frozen Food

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Abstract

The Business Model Canvas (BMC) is a strategic framework that enables MSMEs to holistically visualize, design, and test their business models. Although the BMC is widely recognized, its implementation among MSMEs is often hampered by limited understanding and resources. Therefore, this PKM activity focuses on how structured mentoring can bridge this gap. The partner was the owner of Roti Canai Ka Salma Frozen Food, using a participatory approach involving frozen food business owners in the target area. The methods used included an implementation workshop, socialization, and mentoring, which compared the management conditions of Ka Salma Frozen Food, including understanding market segments, value propositions, revenue streams, and cost structures, before and after mentoring. The results of the activity showed that partners who initially lacked understanding of business planning were now able to identify critical elements of BMC, manage resources, and develop marketing and product diversification strategies more effectively. The socialization and workshop on BMC implementation significantly improved the understanding and management capacity of MSMEs. Participants were able to identify and map their business elements more clearly, moving from a previously undirected to a more structured one. This improvement is not limited to theoretical aspects but is also evident in the ability of MSMEs to make strategic decisions, such as product diversification or more appropriate pricing. Thus, BMC training has proven to be an effective tool for empowering MSMEs to face business challenges and increase competitiveness

Keywords: Business Model Canvas, Business Development, Frozen Food, MSMEs, Strategic Decisions

Abstrak

Model Bisnis Kanvas (BMC) merupakan kerangka kerja strategis yang memungkinkan UMKM memvisualisasikan, merancang, dan menguji model bisnis mereka secara holistik. Meskipun BMC telah dikenal luas, implementasinya di kalangan UMKM seringkali terhambat oleh keterbatasan pemahaman dan sumber daya. Oleh karena itu, kegiatan PKM ini berfokus pada pendampingan terstruktur dapat menjembatani kesenjangan ini. Mitra PKM adalah pemilik Roti Canai Ka Salma Frozen Food, dengan menggunakan pendekatan partisipatif yang melibatkan para pelaku usaha makanan beku di wilayah sasaran. Metode yang digunakan meliputi lokakarya implementasi, sosialisasi, dan pendampingan, yang membandingkan kondisi manajemen Ka Salma Frozen Food, termasuk pemahaman segmen pasar, proposisi nilai, aliran pendapatan, dan struktur biaya, sebelum dan sesudah pendampingan. Hasil kegiatan menunjukkan bahwa mitra yang awalnya kurang memahami perencanaan bisnis kini mampu mengidentifikasi elemen-elemen penting BMC, mengelola sumber daya, dan mengembangkan strategi pemasaran serta diversifikasi produk secara lebih efektif. Sosialisasi dan lokakarya implementasi BMC secara signifikan meningkatkan pemahaman dan kapasitas manajemen UMKM. Peserta mampu mengidentifikasi dan memetakan elemen bisnis mereka dengan lebih jelas, beralih dari yang sebelumnya tidak terarah menjadi lebih terstruktur. Peningkatan ini tidak terbatas pada aspek teoretis, tetapi juga terlihat pada kemampuan UMKM dalam mengambil keputusan strategis, seperti diversifikasi produk atau penetapan harga yang lebih tepat. Dengan demikian, pelatihan BMC terbukti menjadi alat yang efektif untuk memberdayakan UMKM dalam menghadapi tantangan bisnis dan meningkatkan daya saing.

Kata Kunci: Model Bisnis Kanvas, Pengembangan Bisnis, Makanan Beku, UMKM, Keputusan Strategis

INTRODUCTION

In simple terms, business is the activity of carrying out an activity or work that provides a profit to an individual. In the context of an entity, the definition of business is an organization or other entity engaged in commercial, professional, or industrial activities to generate profit. In other words, business is an activity carried out by individuals or organizations that involves the process of making, buying, selling, or exchanging goods or services with the aim of generating profit.

The Indonesian economy relies on micro, small, and medium enterprises (MSMEs), including in Bogor City. Small and medium enterprises (MSMEs) play a significant role in driving the local economy and absorbing labor as part of the people's economy (Ramadhani *et al.*, 2024). However, most small and medium enterprises (MSMEs) in Bogor City still face various challenges in managing their businesses, the most challenging of which is designing and building a successful business model. To maintain competitiveness and business sustainability in an increasingly competitive market, many companies lack a grasp of modern business strategies. This is important because MSMEs need strategic tools to design, assess, and optimize business models according to market needs (Manap & Rijal, 2024).

Today's technological advancements have made it easier for most people to choose fashion and lifestyle choices, especially when it comes to choosing a wide variety of foods. Being spoiled by the times has led people to prefer practicality, such as choosing quick and filling meals. Ka Salma Frozen Food is a business that focuses on semi-cooked, vacuum-packed foods. Ka Salma Frozen Food has become the number one best-seller on Shopee and has a large following of resellers. The roti canai business originated in Malaysia, but its true origins are said to be in India. Roti canai, better known as roti maryam in Indonesia, is a soft flatbread made without the use of leavening agents. Competition in the roti canai business can be quite fierce because it is a popular food product and has many fans. Roti canai is favored by many because its portions tend to be small, making it a light breakfast option. Furthermore, the texture of this roti canai is very easy to chew, coupled with a strong buttery aroma. This is certainly unique and still rare in some regions.

Furthermore, products like roti canai are highly sought after by mothers because they make a practical and filling breakfast menu. In Indonesia, roti canai is commonly found in Acehnese and Middle Eastern restaurants. However, here, Ka Salma Frozen Food provides it frozen so it can be served at home for breakfast. Two very popular roti canai dishes include sweet roti canai with various flavors such as cheese, chocolate, and pandan, which are the signature roti canai at Ka Salma Frozen Food.

The Business Model Canvas (BMC) is an approach to creating a business model that will help create value using existing methods. Various elements are used in the BMC development process, including product components, benefits and revenues,

organizational structure, customers, assets, and more. The BMC can provide a business strategy that aligns with the business's resources and strengths (Osterwalder & Pigneur, 2010). Sustainability requires both internal and external approaches (Joyce & Paquin, 2016). The internal approach helps organizations explore existing elements for business development, while the external approach helps organizations explore opportunities for innovation. Business actors were asked to describe nine components of the business model in the BMC. These include customer segments, value propositions, channels, customer relationships, revenue streams, critical resources, critical activities, critical partners, and cost structures. These nine components already cover both internal and external environmental components. Therefore, it is hoped that the business model and strategy created will be more capable of handling competition and changes occurring in the business environment. It is hoped that the Ka Salma Frozen Food MSME can develop an effective business model concept based on the resources they have and the problems they face through coaching-based assistance mapping the nine elements in the BMC. This Community Service (PKM) activity aims to provide assistance in preparing a business model and payment system to help partners overcome these problems, so that their frozen food businesses have a competitive advantage. Specifically, this activity has several main objectives, namely: (1) Introducing and implementing the canvas business model to the Ka Salma Frozen Food management team as an instrument for planning and developing their frozen food business. (2) Assisting the Ka Salma Frozen Food business in identifying important elements of their business model, such as customer segments, value propositions, distribution channels, and cost and revenue structures. (3) Increasing the Ka Salma Frozen Food business's understanding of the importance of strategic business planning to face market competition. (4) Encouraging the Ka Salma Frozen Food business to innovate and increase efficiency in its frozen food business operations through the application of the canvas business model.

To survive and thrive amidst intense competition, implementing the right business strategy is crucial. By identifying key elements such as cost structure, revenue sources, distribution channels, and value propositions, the Business Model Canvas (BMC) is a useful tool for planning business strategies. BMC helps frozen food companies develop better strategies to improve their performance and competitiveness (Kurniawati *et al.*, 2022). Therefore, it is hoped that this community service program will increase public understanding of the application of BMC in the frozen food industry and offer appropriate solutions to improve partners' business performance. This PKM activity also helps partners understand better business management, increase market access with digital marketing strategies, and optimize the use of technology in payment systems and financial records. Furthermore, this mentoring has successfully improved partners' management skills to create more creative products that meet market needs. This increases their business competitiveness in the frozen food industry.

METHODS

This Community Service Program (PKM) activity involved an implementation team consisting of two lecturers and two students from STIE GICI, who have expertise in business management, digital marketing, and MSME management. The implementation method included identifying MSME needs, outreach, interactive training, and direct mentoring for MSMEs. The PKM activity for the Ka Salma Frozen Food MSME business was conducted for one day, on June 24, 2025. Success indicators can be seen from product marketing through the marketplace. The data collection techniques used in this study were:

- a. Interviews, conducted with the owner of the Ka Salma Frozen Food roti canai business to obtain information about the roti canai business model, including value proposition, customer segments, distribution channels, customer relationships, key activities, key resources, key partnerships, and cost structure.
- b. Observations were conducted at the Ka Salma Frozen Food roti canai business location to observe business processes, interactions between business owners, and the business environment.
- c. Documentation by collecting documents related to Ka Salma Frozen Food's roti canai business, such as the processing and manufacturing of roti canai.

To enhance participants' understanding, Ka Salma Frozen Food's MSME received a brochure and brief information about the Business Model Canvas. This material was presented in an easy-to-understand and engaging manner, encouraging participants to participate. The purpose of direct mentoring in this PKM activity was to ensure that MSMEs could correctly implement the Business Model Canvas (BMC) in their business environment. This method was implemented through a personalized and practical approach involving intensive guidance (Febriana & Cisetayoda, 2022).

RESULTS AND DISCUSSION

The Community Service Program (PKM) activity in implementing the Business Model Canvas (BMC) in the roti canai Ka Salma Frozen Food business aims to identify critical elements to support the success of this frozen food business. The Business Model Canvas design results were obtained through processed and summarized data. The results of this design are:

Table 1. Salma Frozen Food's Business Model Canvas

Key Partners	Key Activities	Value Propotions	Customer Relationship	Customer Segments
Supplier Relationship with resellers, who want to sell or open a business	Production of roti canai and other frozen foods	- Mini-sized, making it more unique than regular roti canai. - Convenient to purchase.	- Friendly service - Providing bonuses to loyal customers such as THR/ shopping discount vouchers	- All groups - More targeted at mothers and children

	Key Resources	Channel
	- Production materials and tools - Employees	Benefits of direct selling
Cost Structure		Revenue Stream
Overall capital calculation starting from raw material costs, production, packaging, marketing, and also logistics costs		The main source of income comes from direct sales to consumers (direct selling) and through resellers.

The following is a detailed explanation of the implementation and implementation support for each element of the Business Model Canvas for the Ka Salma Frozen Food roti canai business:

1. Customer Segments

Groups with limited time to prepare daily meals are this primary customer segment. Rapid lifestyle changes and an increase in the number of working people have led to an increase in demand for convenience food products (Milyan *et al.*, 2021). Meanwhile, office workers and students favor these products for their time efficiency (Sula & Chamalinda, 2021). Ka Salma Frozen Food's primary target market is mothers seeking convenient and healthy meals for their families, as well as children who enjoy delicious and appealing snacks.

2. Value Proposition

Providing high-quality food that is easy to prepare and tastes delicious is the goal of the frozen food business. Furthermore, frozen food products offer convenience for consumers busy with their daily routines. Customers find these products very practical and help them save time, especially those with busy schedules. Ease of delivery and product quality are crucial in determining its value to customers, as consumers tend to choose foods that are not only tasty but also easy to prepare (Willy & Nurjanah, 2019). Ka Salma Frozen Food's mini-sized offerings make it more unique than typical roti canai. The smaller size appeals to consumers, making it suitable for snacks or as a side dish. The mini-sized offerings make it easier to consume and store, making it more practical for special occasions.

As part of the activity, here is some documentation from the implementation, outreach, and mentoring workshop session:



Figure 1. Workshop on Implementation, Socialization, and Mentoring Implementation of BMC Roti Canai for Ka Salma Frozen Food



Figure 2. Production and Packing Process for Roti Canai

3. Channels

Ka Salma Frozen Food's primary sales channel is direct selling, where products are sold directly to consumers without intermediaries.

- a. Direct Sales: Selling products directly to consumers through its own outlets, bazaars, or special events.
- b. Online: Using social media platforms, websites, and marketplaces to sell products online.

4. Customer Relationships

Maintaining good relationships with customers through friendly service and providing bonuses or discount vouchers to repeat customers can increase Ka Salma Frozen Food's customer loyalty and satisfaction. Partners in the frozen food business include raw material suppliers, distributors, and e-commerce platforms (Setyawan *et al.*, 2022).

- a. Friendly Service: Providing friendly and helpful service to create a pleasant shopping experience for customers.
- b. Communicate online through social media.
- c. Bonuses to Repeat Customers: Providing bonuses and discount vouchers to loyal customers to build loyalty and encourage repeat purchases.

5. Revenue Streams

Ka Salma Frozen Food's main revenue sources are direct sales and through resellers.

- a. Direct Selling Revenue: Profit from direct sales to consumers through outlets, events, or online platforms.
- b. Reseller Revenue: Profit from product sales to resellers, who then resell the products to end consumers.
- c. Sales of supporting products, such as kebabs, cireng mercon, baso aci, and sambosa.

6. Key Resources

Ka Salma Frozen Food's application of the business model canvas has proven effective in planning and managing the business as a whole. By identifying customer segments, the right value proposition, and efficient distribution channels, the business can reach its target market (Casas-Rosal *et al.*, 2021). Customer relationships and collaboration with strategic partners contribute to success (Hoffman, 2023). Efficient resource and

operational management are also crucial, while an appropriate cost structure allows for savings without compromising product quality. Key resources required include raw materials, production equipment, and labor.

- a. Using quality raw materials such as wheat flour, eggs, butter, and other additives. Production equipment such as mixers, ovens, and packaging equipment is essential.
- b. Employing skilled food production employees, as well as administrative and marketing staff to support business operations.
- c. Establishing a network of partnerships with raw material suppliers and other stakeholders.
- d. Availability of a warehouse for storing raw materials and other inventory.

7. *Key Activities*

The focus of Ka Salma Frozen Food's business activities includes production, packaging, distribution, and marketing (Wati *et al.*, 2023). BMC analysis shows that efficiency in production and distribution is a key factor influencing business success.

- a. Carrying out the process of making roti canai and other frozen foods in accordance with hygiene and quality standards.
- b. Product development: Innovation in creating new variants of roti canai and frozen foods to maintain customer interest.
- c. Ensuring that each product meets established quality standards (quality control).
- d. Properly packaging products to maintain quality until they reach consumers.
- e. Implement effective marketing strategies on both online and offline platforms (social media and online).
- f. Conduct attractive promotions, provide responsive, informative customer service, and respond to customer feedback professionally.

8. *Key Partnerships*

Ka Salma Frozen Food establishes supplier relationships with resellers. For those who wish to sell or open a business, good relationships with resellers can significantly increase product distribution and sales.

- a. Collaborate with quality raw material suppliers to ensure the availability of consistent, high-quality ingredients. This is essential for maintaining product quality.
- b. Establish relationships with resellers who wish to sell Ka Salma Frozen Food products. These resellers can be small shops or individuals looking to start a business. Provide training and support to resellers to ensure they can sell products effectively.
- c. Collaborate with distributors to reach a wider market and increase product reach. Collaborate with banks to provide convenient payment services (Qris).

9. *Cost Structure*

Ka Salma Frozen Food's cost structure includes a calculation of overall capital expenditures, including raw material costs, production costs, packaging costs, marketing costs, and logistics costs.

- a. Investment costs: Freezer and electrical installation costs.

- b. Raw material costs: Expenses for purchasing raw materials such as flour, eggs, butter, and other additives.
- c. Operational costs: Includes employee salaries, electricity, water, depreciation costs, and other operational costs.
- d. Marketing costs: Expenses for promotion, advertising, and product marketing.
- e. Logistics costs: Expenses for distribution and delivery of products to resellers or directly to consumers.

An unbundling business strategy is a business strategy implemented by a company to break down a package or bundle of products or services previously sold as a single package. In this strategy, the company separates previously related products or services and sells each separately. Ka Salma Frozen Food's roti canai business offers various types of roti canai that were previously sold as a single package. However, with the advancement of technology and changing consumer habits, the roti canai home industry can develop an unbundling business strategy to improve business performance. The implementation of the unbundling business strategy at Ka Salma Frozen Food is as follows:

- a. Offering roti canai in different sizes: Other roti canai companies previously offered roti canai in large sizes. However, with the unbundling business strategy, Ka Salma Frozen Food broke down the packaging and sold roti canai in different sizes, including mini sizes, making it easier for consumers to eat, more practical to carry, and more adaptable to their activities.
- b. Offering various roti canai flavors: Other roti canai companies previously offered only one roti canai flavor, namely original. However, with the unbundling business strategy, Ka Salma Frozen Food broke down the packaging and sold various roti canai flavors, including original, chocolate, cheese, and pandan. This way, consumers could choose the roti canai flavor that suited their habits.
- c. Offering additional products: Other roti canai companies previously only offered plain roti canai. However, with the unbundling business strategy, Ka Salma Frozen Food breaks down the package and sells additional products, such as kebabs, cireng mercon (fire-fried meatballs), baso aci (aci meatballs), and sambosa. This allows consumers to choose additional products that best suit their needs.

The advantages of the unbundling business strategy achieved by Ka Salma Frozen Food's roti canai include: (1) increasing consumer choice and product value, (2) increasing competition between companies, and (3) improving business performance. Research on the culinary creative sector in Indonesia shows that innovation strategies involving new menus, variations, flavors, and packaging have a positive and significant impact on competitive advantage (Hamdani and Rawita, 2022). The relevance for Ka Salma Frozen Food is that by breaking down the size (mini), various original, chocolate, cheese, and pandan flavors, and additional products (kebab, cireng mercon, baso aci, and sambosa), Ka Salma Frozen Food implements product innovation similar to "expanding consumer choice." This unbundling strategy can strengthen competitive advantage because consumers feel they have more choices to suit their needs.

Hasanah *et al.*, 2024, stated that frozen food players need to innovate their business models to maintain growth. Ka Salma Frozen Food also operates in the frozen/home-based roti canai business category and additional products. The unbundling strategy implemented can be seen as part of the product innovation/diversification necessary to remain relevant. Unbundling will be more successful if combined with innovative business models, including packaging, distribution, and digitalization, so that the product range is not only separated but also well-managed.

Benefits relevant to the results experienced by Ka Salma Frozen Food include expanding consumer choice and supporting the literature that product innovation and diversification increase competitiveness. Furthermore, it can align consumer segmentation in terms of food innovation strategies. Additional products enable cross-selling, in line with the literature on primary and complementary products. Challenges faced by Ka Salma Frozen Food include additional costs for packaging, new flavors, and managing inventory of additional products. Food innovation literature mentions technological, capital, and marketing barriers (Harianto *et al.*, 2022). Unbundling strategies must be combined with sound management to prevent margins from being overly absorbed by unprofitable variations. Furthermore, there is a risk of consumer confusion due to too many choices or a lack of product focus (outside the core business).

CONCLUSION

The Community Service Program (PKM) activity on the Roti Canai Ka Salma Frozen Food canvas business model demonstrates that this business has significant potential in the food industry. With its small size, the mini Roti Canai Ka Salma Frozen Food is easier to market and can attract consumers seeking a variety of unique and practical snacks. Furthermore, this business model has proven to provide profitable returns for entrepreneurs, especially when implemented with the right marketing strategy. This study also found that the key success factors for the Roti Canai Ka Salma Frozen Food mini business are product quality, innovation in flavor variations, and good customer service. Business owners are advised to continuously conduct market research, maintain product quality, and actively participate in promotions to compete in an increasingly competitive market.

Mentoring in the implementation of BMC can also help the owner of Roti Canai Ka Salma Frozen Food better identify key partners, key activities, marketing strategies, resource management, and funding. Business owners seek the best supplier partners that align with their customer segmentation, value proposition, and company resources. BMC implementation socialization and workshops can significantly improve the understanding and management capacity of MSMEs. Participants are able to identify and map their business elements more clearly, transforming them from a previously unfocused to a more structured one. This improvement is not limited to theoretical aspects but is also evident in the MSMEs' ability to make strategic decisions, such as product diversification or more appropriate pricing. Thus, BMC training has proven to be

an effective tool for empowering MSMEs to face business challenges and increase competitiveness.

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