

## STRATEGIES WITH AN ISLAMIC-BASED BCG MATRIX APPROACH IN SCHOOLS: Literature Systemic

**Dahari**

STAI Asy-Syukriyyah Tangerang

[Dahari@asy-Syukriyyah.ac.id](mailto:Dahari@asy-Syukriyyah.ac.id)

**Dirga Ayu Lestari**

Sekolah Tinggi Agama Islam KH. Abdul Kabier, Serang, Banten

[dirales25@gmail.com](mailto:dirales25@gmail.com)

**Eka Mutiara**

Sekolah Tinggi Agama Islam KH. Abdul Kabier, Serang, Banten

[20197270108ekamutiaraa@gmail.com](mailto:20197270108ekamutiaraa@gmail.com)

**Abstract:** *Strategic management as a series of strategic decisions that guide a company to achieve a number of organizational goals and objectives. The scope ranges from corporate values and responsibilities, managerial capabilities, to administrative systems related to strategic and operational decision-making at all levels of the hierarchy. One of the main roles of strategic management is to fully incorporate the various functional areas of the organization, as well as, to ensure these functional areas are well aligned and put together. Qualitative Research Method with Research Library, which is combining several data collection methods with pre-existing data sources. The result of this research is that In marketing, the importance of integrating Islamic values, such as honesty, trust, and justice, ensures that activities do not only focus on profit, but also on common welfare. By involving all stakeholders—teachers, students, and parents—schools can create a sense of ownership of the program, while an effective monitoring and training system ensures that Islamic values are integrated into every aspect of education.*

**Keywords :** *Strategy Analysis, BCG, Matrix, Islam*

### INTRODUCTION

Strategic management as a series of strategic decisions that guide a company to achieve a number of organizational goals and objectives. The scope ranges from corporate values and responsibilities, managerial capabilities, to administrative systems related to strategic and operational decision-making at all levels of the hierarchy. One of the main roles of strategic management is to fully incorporate the various functional areas of the organization, as well as, to ensure these functional areas are well aligned and put together. Another role of strategic management is to keep an eye on the goals and objectives of the organization.

There are at least 7 (seven) strategic management objectives,<sup>1</sup> namely: (1) as the company's long-term direction; (2) helping companies adapt to each company; (3) making the company's performance more effective; (4) apply and evaluate the agreed strategies effectively and efficiently; (5) create new strategies to adapt to the development of the external environment; (6) reviewing strengths and weaknesses and observing the company's business opportunities and threats; (7) Innovate on products and services so that they are always preferred by consumers.

The strategic management process is guided by a deep and complete understanding of the market, the external environment, and competition, which includes 3 (three) stages, namely: the formulation stage, the implementation stage, and the evaluation stage. The formulation stage includes the formulation of the mission, determining internal strengths and weaknesses, identifying external opportunities and challenges, and making strategic decisions including the activities carried out in the formulation stage. This also includes discussions related to new businesses that will be run or businesses that are discontinued.

The implementation stage includes determining goals and objectives, managing policies and all resources and motivating employees. The process of building a culture that supports the strategy and creates an effective organizational structure is also included in the implementation stage. The evaluation stage includes analyzing all internal and external factors, measuring performance, and determining corrective actions. The evaluation stage is needed to observe the success of the implemented strategy. Evaluation is indispensable so that the organization's strategy adapts well to every internal and external change. Therefore, the purpose of writing this research is: to find out how the BCG constellation is based on Islamic values with existing literatures.

## **METHOD**

This study uses library research with reference search efforts literature related to the subject matter discussed descriptively. Concept studies or literature is done by critical and careful study of the relevant literature with the subject matter that will be studied and analyzed. The approach in this research is a qualitative approach that is descriptiveinterpretative. This type of research is a research library. The data obtained is a descriptive narrative about

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<sup>1</sup> Anam Miftakhul Huda dan Diana Elvianita Martanti, "Pengantar manajemen strategik" (Jayapangus Press, 2018),

<http://eprints.upjb.ac.id/id/eprint/204/1/Pengantar%20Manajemen%20Strategik%20by%20Dr.%20Anam%20Miftakhul%20Huda%20M.I.Kom.%20%20dkk.%20%28z-lib.org%29.pdf>.

Strategies With An Islamic-Based Bcg Matrix Approach In Schools: Literature Systemic. As a research library research, the data collection technique used is documentation, by taking data from various relevant literatures

## DISCUSSION

### Understanding Marketing Strategy

A strategy reflects a company's awareness of how, when, and where it competes; who will be up against in the competition; and for what purpose a company competes.<sup>23</sup> Steiner and Milner put forward strategy as determining the company's mission, setting organizational targets by increasing external and internal strengths, formulating policies and implementing them appropriately so that the organization's main goals and objectives will be achieved. Hamdun Hanafi interprets strategy as determining the basic long-term goals of an organization and selecting alternative actions and allocating the resources needed to achieve these goals. Meanwhile, according to Johnson and Scholes, strategy is the direction and scope of an organization or institution in the long term, which achieves profits through the configuration of resources in a challenging environment, in order to meet market needs and interests.

Marketing terminology according to Philip Kotler and Gary Armstrong<sup>4</sup> is a social and managerial process by which individuals or organizations obtain what they need and want through creating and exchanging value with others. Basu Private and Irawan (in Pearce and Robinson, 2014)<sup>5</sup> stated: marketing is a system of interconnected activities aimed at planning, determining prices, promoting and distributing goods and services to buyers. Meanwhile, Stanton, in *Modern Marketing Management*, said that marketing is a whole system related to the aim of planning and determining prices to promoting and distributing goods and services that can satisfy the needs of actual and potential buyers. From the definition of expert thought, it can be concluded that marketing is a social and managerial process that involves the interests of both individuals and groups in fulfilling needs and desires through the exchange of goods or services to customers from producers.

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<sup>2</sup> Nurul Mubarak, "Strategi pemasaran islami dalam meningkatkan penjualan pada Butik Calista," *I-ECONOMICS: A Research Journal on Islamic Economics* 3, no. 1 (2017): 73–92, <https://jurnal.radenfatah.ac.id/index.php/ieconomics/article/view/1480>.

<sup>3</sup> Mohamad Sirojudzakirin, "Strategi Pemasaran Untuk Meningkatkan Penjualan Atribut Supporter Persik dalam Perspektif Syariah Marketing (Studi Kasus Pada CX Point Store Kediri)" (PhD Thesis, IAIN Kediri, 2021), <https://theses.iainkediri.ac.id/2636/>.

<sup>4</sup> Philip Kotler, *Manajemen Pemasaran* (Jakarta: Indeks Gramedia, 2006).

<sup>5</sup> Pearce II dan John A. Richard B. Robinson, *Manajemen Strategi* (Jakarta: Salemba Empat., 2014).

The definition of marketing strategy is a fundamental tool designed to achieve a company's goals by developing sustainable competitive advantages through the markets it enters and the programs used to serve its target markets. Philip Kotler defines it as a mindset that will be used to achieve marketing goals in a company, which can be regarding specific strategies for target markets, positioning, marketing mix, and the amount of marketing expenditure.<sup>6</sup>

Marketing strategy elements include:<sup>7</sup> (1) Market segmentation, namely the act of identifying and forming separate groups of buyers or consumers. Each consumer is differentiated according to their own characteristic product needs and marketing mix. (2) Targeting, namely the act of selecting one or more market segments to enter. In this targeting the segments that need to be evaluated are: segment size and growth; segment attractiveness; and company goals and resources. (3) Positioning is establishing a market position to build and communicate the competitive advantages of existing products in the market into the minds of consumers. The market positioning strategy consists of: basic attributes (low price or high price), by user class, by product class.

### **Understanding Islamic Marketing Strategy**

In the Islamic concept, all life activities must be based on Islamic values originating from the Koran and Sunnah so that humans can live safely and prosperously in this world and the hereafter. Islam does not recognize a dichotomy that separates religion from worldly affairs, including marketing as a business strategy that directs the process of creating, offering and changing value from an initiator to its customers.

According to Islamic teachings, marketing activities must be imbued with the spirit of worship of Allah and strive for collective prosperity, not just for group or personal interests. The term marketing was not widely known during the time of the Prophet. At that time, the concept of buying and selling (bay') was known, which existed before Islam came. Marketing can be done through communication and friendship to introduce products or merchandise. In the Hadith of the Prophet from Anas ibn Malik which was narrated by al-Bukhari and Muslim: "Whoever wants his sustenance to be extended and his influence to be expanded then he should connect the ties of silahtuhrami".

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<sup>6</sup> Kotler, *Manajemen Pemasaran*.

<sup>7</sup> Sunarsasi Sunarsasi dan Nanang Rudi Hartono, "Strategi pemasaran usaha kecil menengah di Kabupaten Blitar," *Translitera: Jurnal Kajian Komunikasi Dan Studi Media* 9, no. 1 (2020): 22–31, <http://ejournal.unisbablitar.ac.id/index.php/translitera/article/view/928>.

Marketing activities are also friendships with fellow humans, because marketers will meet many people. The more relationships there are, the longer the ties of friendship. The main characteristics of the Prophet Muhammad SAW that made him successful in carrying out marketing strategies were: (1) Siddiq (honest or correct) in trading. The Prophet Muhammad was always known as a marketer who was honest and correct in informing about his products. (2) Trustworthy, in this case a leader who is able to understand, appreciate and know his business duties and responsibilities very well. (3) Fathanah, understands the ins and outs of the business well. (4) Tabligh (communicative) if a marketer must be able to convey the advantages of the product in an attractive and targeted manner without abandoning honesty and truth.

According to Idri (2015)<sup>8</sup> In marketing there are business ethics that must be understood, namely:

1. Have a good and spiritual personality (piety) so that in marketing there is also a goal to help others and is done in order to do good deeds and piety to Allah SWT.
2. Be fair in business („adl). A fair attitude will bring the perpetrator closer to the value of piety.
3. Be sympathetic and properly respect the rights and property of other people. Islam prohibits someone from taking another person's rights in a false, unkind and unsympathetic manner.
4. Serve customers humbly (khidmah).
5. Always keep promises and do not cheat in marketing, including determining the quantity of goods and services.
6. Honest and trustworthy (trustworthy), not exchanging good things for bad ones; not exaggerate in promoting its products.
7. Do not be prejudiced and do not speak ill of other people's merchandise.
8. Do not commit bribes (Risywah).
9. Cooperate with each other with the aim of providing mutual benefits towards mutual prosperity.

The aim and function of Islamic (sharia) marketing according to Hermawan Kertajaya and Muhammad Syakir Sula is to provide two main objectives of sharia marketing, namely: First, sharia marketing where companies whose management is based on Islamic sharia are required to prioritize work and act professionally. A comprehensive marketing program is needed regarding the value and value of sharia products so that they can be well received in the market. Second, marketing by complying with sharia marketing, is a marketing technique that is in accordance with Islamic ethics.

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<sup>8</sup> Idris Idris, *Hadis Ekonomi* (Jakarta: PT Kencana Inc., 2015).

## **Objectives of Boston Consulting Group (BCG) Matrix Analysis**

BCG was first introduced by Bruce D. Henderson in 1970, as the management and consulting division of the Boston Safe Deposit and Trust Company, which was a subsidiary of the Boston company. The BCG Matrix is a diagram that aims to help industry analyze its business units or product lines. This matrix was created with the following objectives:

1. To consider growth opportunities with long-term strategic planning.
2. To get an overview of the company's product portfolio so that the company can make a decision to invest whether to develop or discontinue its products.
3. To assist companies in determining the allocation of company resources.
4. Help analyze brand marketing, product management, strategic management and company portfolio analysis.<sup>9</sup>

According to Pamungkas in Aini, the main objective of the Boston Consulting Group (BCG) Matrix is to identify viable products that receive attention and support so that these products can withstand the company's performance in the long term. Every product has a product life cycle, and each stage in the product life cycle represents a different risk profile. In general, companies must maintain a balanced product market. These products can be in the high growth or low growth range.<sup>10</sup>

According to Jurek Stepien in Nugroho, this method is used to identify and indicate the strategic position of a company along with its development. The idea of the BCG method consists of planning a production portfolio or service portfolio so that it is possible to maintain a balance between products/services in the long term that are characterized by high competitiveness and profitability, as well as new products/services that occur frequently and at development stages that are not characterized by high competitiveness and profitability.<sup>11</sup>

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<sup>9</sup> Hasnah Juniarni Nasution, Juneva Kastarina Tarigan, dan Muhammad Azmii Dalimunthe, "ANALISIS BOSTON CONSULTING GROUP (BCG) PADA PT INDUSTRI JAMU DAN FARMASI SIDO MUNCUL TBK," *Majalah Iptek Politeknik Negeri Medan Polimedia* 24, no. 1 (2021): 13–22, <https://ojs.polmed.ac.id/index.php/polimedia/article/view/254>.

<sup>10</sup> Rahmi Aini, "Strategi Pemasaran Islami dalam Meningkatkan Penjualan Produk dengan Metode Analisis Matrik BCG dan SWOT pada UKM Dilloka Pekanbaru" (PhD Thesis, Universitas Islam Negeri Sultan Syarif Kasim Riau, 2020), <http://repository.uin-suska.ac.id/28208/>.

<sup>11</sup> Novianto Eko Nugroho, "Analisis Matriks Boston Consulting Group (BCG) terhadap Kinerja Sekolah Tinggi dalam Upaya Menciptakan Keunggulan Bersaing di Lingkungan Kopertis Wilayah VII Jawa Timur (Analysis Boston Consulting Group Matrix (BCG) toward College Performance in Efforts by Creating Competitive Advantages in the Kopertis Environment VII East Java Region)," *Jurnal Humaniora* 15, no. 1 (2018): 8–14, <http://repository.stiesia.ac.id/id/eprint/2010/>.

### **Benefits of the BCG Matrix**

According to Aini, the benefit of the BCG matrix is that the Boston Consulting Group Matrix is used for :

1. Product optimization and so that effective resource allocation within the company can be achieved. To understand the BCG matrix, it is necessary to understand the relationship between market share and market growth.<sup>12</sup>
2. Understand market share. Market share is the percentage of the total market that is being served by a company, either in terms of revenue or in unit volume. Market growth is used as a measure of market attractiveness. The higher the market share, the higher the proportion of the market that will be controlled. If the market experiences high market growth out of total market development, then it will be relatively easy for business people to increase their profits, even if their market share remains stable. On the other hand, a low market share condition will not increase profits, but a high market share condition is not necessarily profitable if there is no effort to improve management.<sup>13</sup>
3. As an analytical tool in brand marketing, product management, strategy management and company portfolio analysis.

### **Boston ConsultingGroup (BCG) Matrix Method**

The Boston Consulting Group (BCG) analysis method is a method used in preparing a strategic business unit plan by classifying the company's profit potential.<sup>14</sup> In the BCG matrix there are four quadrants that describe the position of a business unit in terms of market growth and market share. The diagram divides an area with two lines, namely vertical and horizontal, into four areas (quadrants). The four areas are named, namely question mark, star, cashcow and dog, as follows:

First, Dog (Dog). The dog category has a low market share and low growth rate and thus does not generate or consume large amounts of money. The unit usually 'breaks even', making a small amount of money to maintain the market share of the business. In this position, the product has a low market share and very little market growth. This position requires some investment, because human resources and cash resources are very low. Because the internal and external position is weak, this business is often liquidated, divested, or cut back by retrenchment. When a division goes to the dogs, retrenchment can be the best strategy to pursue

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<sup>12</sup> Aini, "Strategi Pemasaran Islami dalam Meningkatkan Penjualan Produk dengan Metode Analisis Matrik BCG dan SWOT pada UKM Dilloka Pekanbaru."

<sup>13</sup> Aini.

<sup>14</sup> Kotler, *Manajemen Pemasaran*.

because many of the dogs re-emerged, after massive cost and asset cuts, into viable and profitable businesses.

Second, Question Mark. This category has a relatively low market share position, but they compete in a fast-growing industry. Usually this company's cash requirements are high and its cash income is low. This business is called a Question Mark because the organization must decide whether to strengthen this division by pursuing an intensive strategy or sell it. This business unit needs a lot of money to maintain its share, let alone increase it. Management should think hard about which question marks to try to build into stars and which to discard.

Third, Star. This category has the best long-term opportunities for growth and profitability for the organization. Divisions with high relative market shares and high industry growth rates should receive large investments to maintain and strengthen their dominant positions. This category is the market leader but that doesn't mean it will provide positive cash flow for the company because it has to spend a lot of money to win the market and anticipate its competitors.

Fourth, Cash Cow (Cash cow) / Dairy Cow. This category has a high relative market share but competes in a slow-growing industry. They are called cash cows because they produce more cash than they need, they are often milked. has a high relative market share but competes in a slow-growing industry. Many of today's dairy cows were stars of the past, the dairy division must be managed to maintain its strong position for as long as possible. These business units require less investment to maintain their market share and generate more cash to pay bills and support other business units that require investment.

The BCG Matrix graphically shows the differences among various divisions in relative market share positions and industry growth rates. The BCG Matrix allows multidivisional organizations to manage their business portfolio by considering the relative market share position and industry growth rate of each division relative to other divisions in the organization.

### **Diskursus Implementasi BCG Berbasis Islami di Sekolah**

The BCG (Boston Consulting Group) Matrix is a useful tool in analyzing program portfolios in schools. In the context of Islamic values-based education, this approach can help schools evaluate and develop programs that are in line with Islamic principles. By identifying programs that support student character and morals, schools can improve the overall quality of education. This approach also serves to ensure that all educational activities reflect Islamic values that are educational and constructive.

First, grouping programs using the BCG matrix helps schools see where the strengths and weaknesses of existing programs lie. Programs that are in line with Islamic values and have high growth and a large market share can be categorized as Bintang. An example is the Al-Qur'an teaching program which is in great demand. On the other hand, programs that are still in the development stage, such as community-based social activities, can be included in the Question Mark category. Meanwhile, programs that are well established but need to be maintained, such as religious instruction, can be considered Cash Cows. Programs that are less popular and are not in line with Islamic values need to be evaluated further.

Using this approach, schools can formulate more focused and responsible strategies. The Bintang Program needs to be encouraged to develop further with additional support, such as training for educators and the development of interesting teaching materials. Meanwhile, for the Question Mark program, schools must identify ways to attract more participants, such as by collaborating with local communities in organizing activities. A stable Dairy Cattle program also needs to be strengthened so that it remains relevant with current developments. Meanwhile, for the Dog program, an in-depth evaluation needs to be carried out to formulate steps for improvement or replacement.

Furthermore, involving all stakeholders in the evaluation process is very important. Teachers, students and parents must be given the opportunity to provide input regarding existing programs. This is in line with the principle of deliberation in Islam, where decisions are taken involving all parties. Through active participation, schools can create a sense of ownership of the program and increase commitment to Islamic values. In this way, each individual feels valued and involved in the educational process.

An effective monitoring system is also key in implementing BCG's strategy based on Islamic values. Accurate data regarding participation and impact of each program must be collected and analyzed regularly. For example, if a study program shows a decline in participation, research needs to be conducted to understand the cause. This system must allow for adjustments to strategies so that schools remain responsive to student needs. In this way, schools can guarantee that the education provided is always in accordance with the Islamic values adhered to.

Training for teachers and staff is also very important in this context. They need to be equipped with an understanding of the importance of integrating Islamic values in every program. This training can be carried out through workshops that discuss teaching methods that are in accordance with Islamic teachings. By increasing teacher capacity, schools can ensure

that each program contributes positively to the formation of student character. This also supports the school's vision to produce a generation with noble and responsible morals.

Effective communication between teams at school is also very necessary. Each team must have a clear understanding of the goals and strategies that have been set. With good communication, all programs can support and strengthen each other, creating a harmonious environment. For example, collaboration between academic programs and extracurricular activities based on Islamic values will create positive synergy. This will have a good impact on the overall development of students.

Periodic evaluation of existing programs is the next step which is no less important. By conducting regular evaluations, schools can identify trends and changes in student needs. This evaluation process must include aspects related to Islamic values, so that existing programs are always relevant and useful. Evaluation carried out consistently also provides opportunities for innovation in the development of new programs. In this way, schools can continue to adapt to changes occurring in society.

Finally, the application of the BCG matrix based on Islamic values not only helps decision making, but also provides a clear direction for the school's future. With a good understanding of the position of each program, schools can formulate a more concrete vision and mission. This will also help in creating long-term strategic plans that focus on developing quality education in accordance with Islamic teachings. This approach is not only an analytical tool, but also a driver of positive change in a better and more moral education system.

Overall, the application of the BCG matrix in the context of an Islamic values-based school brings many benefits. From better decision making to increased community participation, this approach helps schools to develop sustainably. With the right strategy and involvement of all parties, schools can create an optimal learning environment for students, in accordance with Islamic values. Therefore, it is very important for school management to consider using the BCG matrix in planning and evaluating existing programs. In this way, quality education and noble morals can be realized.

## **CONCLUSION**

The application of the Boston Consulting Group (BCG) Matrix in the context of corporate and Islamic values-based education offers a strategic approach to optimizing programs and resources. This matrix helps in evaluating business units or programs by classifying them based on market share and growth, allowing identification of the strengths and

weaknesses of each program. In marketing, the importance of integrating Islamic values, such as honesty, trustworthiness and justice, ensures that activities do not only focus on profit, but also on shared prosperity. By involving all stakeholders—teachers, students, and parents—schools can create a sense of ownership of the program, while effective monitoring and training systems ensure that Islamic values are integrated into every aspect of education. Overall, the use of the BCG Matrix supports better decision making and provides strategic direction for the development of quality education and noble character, creating an optimal learning environment in accordance with Islamic teachings..

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