

# Budget Hotel Strategy In Increasing Occupancy (Hotel Pantai Paris Tigaras District Simalungun)

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## Abstract.

*This study concern to examine how to implement strategies to increase the occupancy of Budget Hotels around Pantai Paris, Simalungun Regency. The method used in this study was purposive sampling taken intentionally. The analysis tool used is SWOT Analysis which consists of IE Matrices, IFAS/EFAS, and SWOT/TOWS Matrices. From this research, it is known that the Pantai Paris Budget Hotel Simalungun Regency is currently in quadrant I IFAS 1,665 EFAS 1,020, the strategy that needs to be done is the S – O (Strength – Opportunity) strategy, which is a strategy that takes advantage of the opportunities / strengths owned by the Budget Hotel. Alternative strategies are: Maintaining good relations with the local community, Brand positioning as a good hotel, Increasing cooperation with cuttings holders, Providing excellent service to guests, Analyzing room quality and prices for similar hotels, Utilizing technological advances, Rearrangement of every hotel facility from rooms to public facilities, Making training to employees (appearance, service), Rearranging every hotel facility from rooms to public facilities in the hotel needs to be done to maintain the quality of the hotel, Making training that refers to technological developments.*

**Keywords :** Strategy, Occupancy and Hotels around Pantai Paris.

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## I. INTRODUCTION

The definition of a hotel according to SK Menparpostel Number KM 94/ HK 103/MPPT 1987 is a type of accommodation that uses part or all of the building to provide lodging, food and drink services and other services for the public, which are managed commercially. Jasmine hotels or formerly called inns are individual businesses using all or part of a building specifically provided for everyone to obtain lodging services. The symbol of an inn is the jasmine flower. The levels of an inn can be divided into jasmine one, jasmine two and jasmine three. The more jasmine symbols mean the facilities and services are better. The change of inns to jasmine hotels is based on the Decree of the Menparpostel Number KM70/PW.304/MPPT-89 regarding changes to the term inn (Article 22) and the Decree of the Menparpostel Number KM/PW.304/MPPT-85 concerning business regulations and classification of inns (Article 24).

Hotel room occupancy rate (Hotel Occupancy) is the number of occupied rooms divided by the available rooms multiplied by 100%. Occupancy rate is one element of calculating a hotel's income. Hotels or inns on the coast of Paris Tigaras is a type of budget hotel which is located in the coastal area of the coast which has several rooms and several other facilities, such as a cafe, a hall, which are provided for guests who want to stay. The occupancy rate at the hotel is quite good when it is busy, especially weekends when many guests visit. However, competition in the hotel industry is getting tighter, so jasmine hotels need to find strategies to increase occupancy rates in order to remain competitive. In this study, we will use the IFAS and EFAS SWOT analysis methods to identify strategies that can be implemented by jasmine hotels to increase the occupancy rate.

## II. LITERATURE REVIEW

### 2.1 Definition of Hotel

According to Sulastiyono in the journal (Susepti, Hamid & Kusumawati, 2017) Hotels are a form of accommodation built for commercial purposes, which are provided for everyone who wants to get services, lodging and food and drink services. According to Widanaputra (2009:16) the definition of a hotel is

a type of managed accommodation commercially by using part or all of the existing building to provide accommodation, food and beverage services and other services where these facilities and services are provided for guests and the general public who wish to stay overnight.

## 2.2 Definition of Budget Hotels

According to the Big Indonesian Dictionary (KBBI), the definition of a budget hotel is a hotel with low rates. Budget hotels are often the choice for guests looking for accommodation on a limited budget. According to PHRI, Hotel Melati is a hotel that is still not worthy of being listed as 1 star. Generally, Melati class hotels only have basic facilities such as air conditioning, private bathrooms, reception desks and only provide rooms.

## 2.3 Definition of Strategy

Chandler defines strategy as a company or organization's means of achieving desired goals for long-term interests and is used to prioritize resource allocation. Strategy is the science of planning and determining the direction of large-scale business operations, mobilizing all company resources that can be of actual benefit in business. John A. Bryne defines strategy as a fundamental pattern of targeted and planned, resource deployment and organizational interaction with market, competitors, and environmental factors.

### 2.3.1 Marketing Strategy

Marketing activities are always present in every business, both profit-oriented businesses and social businesses. The importance of marketing is to fulfill people's needs and desires for a product or service. Marketing can also be done in order to face competitors which are increasing over time. Competitors are actually increasingly aggressive in carrying out marketing efforts in order to market their products. According to William J. Santon, marketing is defined in two basic terms.

1. In the social sense, marketing is any exchange activity aimed at satisfying human desires.
2. In the meaning of business, marketing is a system of business activities designed to plan, price, promote and distribute services and goods that satisfy market desires.

### 2.3.2 Promotion

Promotion is an effort or attempt to advance or increase; for example, to increase trade or advance the business sector. Promotion originates from the word promote in English which is defined as developing or improving. This understanding when connected with the field of sales means as a tool to increase sales turnover. According to Kotler (1992), promotion includes all the tools of the marketing mix (marketing mix) whose main role is to make communication more persuasive.

According to Weichard (1992:9), in his book entitled "Travel Marketing", it is stated that the types of promotions are divided into four groups, namely as follows.

#### 1. Personal Selling

Personal selling can be interpreted as selling products or services directly to consumers through direct contact (face to face) or by telephone. A good marketer must be able to carry himself and have expertise in selling, so that the delivery of his product or service can be carried out optimally.

#### 2. Advertising

Almost the same as personal selling, which is offering products or services to consumers, but this advertising has a large number of consumers. Advertising can be done through television, radio, mass media, billboards, the internet, and others.

#### 3. Sales promotions

Sales promotion in essence is to introduce products by demonstrating, giving product samples or by exhibiting an interesting activity so that consumers are impressed and they will automatically buy the products or services offered.

#### 4. Public Relations

Public relations is creating a good reputation, by training hotel staff or employees on how to serve hotel guests well, knowing what they need and want so that there is a match between demand and supply.

## 2.4 Occupancy Concept

The concept of hotel occupancy is very decisive in calculating room rates. According to Sulastiyono (2001), the analysis of hotel statistical reports is divided into five important things, namely as follows.

1. Presentase tingkat huni kamar (% of occupancy) :  

$$\frac{\text{Jumlah Kamar Yang Terjual}}{\text{Jumlah Kamar Tersedia Untuk Dijual}} \times 100\%$$
2. Presentase tingkat huni kamar double (% of double occupancy) :  

$$\frac{\text{Jumlah Tamu} - \text{Jumlah Kamar Yang Terjual}}{\text{Jumlah Kamar Terjual}} \times 100\%$$
3. Tamu per kamar (guest per room) :  

$$\frac{\text{Jumlah Tamu}}{\text{Jumlah Kamar Terjual}}$$
4. Rata-rata tarif harian (Average daily rate) :  

$$\frac{\text{Total Pendapatan Kamar}}{\text{Jumlah Kamar Terjual}}$$
5. Rata-rata tarif kamar /tamu (Average rate per guest) :  

$$\frac{\text{Total Pendapatan Kamar}}{\text{Jumlah Tamu Hotel}}$$

### III. METHODS

#### Types of research

The method used in this research is descriptive statistics. Quantitative research can be described as a research method based on the philosophy of positivism, to analyze several people or samples, random research methods are usually used, data collection uses research tools, data research is quantitative/statistical with the aim of testing the hypotheses that have been formulated (Sugiyono, 2010) .

### IV. RESULTS AND DISCUSSION

#### 4.1 Overview of Paris Tigaras Beach district DolokPeace, Kab.Simalungun

Simalungun is one of the regencies in North Sumatra Province with the Great City of Simalungun Regency, consisting of 31 sub-districts with an area of 4,386.60 km<sup>2</sup> or 6.12% of the area of North Sumatra. The largest sub-district is Hatonduhan District with an area of 33,626 ha and the smallest sub-district is Jawa Maraja Bah Jambi District with an area of 3,897 ha. Geographically, Simalungun Regency is at 02°36'-03°18N and 98°32'-99°35'E. One of the tourist attractions in Simalungun Regency is Pantai Paris which is located in Tigaras Village, Dolok Pardamean District. Tigaras Village is located on the outskirts of Lake Toba, offering stunning natural beauty that can be seen and enjoyed by everyone who comes to visit. Pantai Paris has almost the same name as the name of the French capital, but this beach is in Indonesia, especially North Sumatra. However, the natural beauty offered at this tourist spot is quite good. The name Pantai Paris actually comes from the name of the fields and plantations around the beach, namely Juma Paris. Because of its position on the shores of Lake Toba.



**Fig 1.** Pantai Paris District. Simalungun

The accommodation around Pantai Paris is a budget hotel managed by local people and those from outside the area.

**Fig 2.** Budget Hotels on Pantai Paris District. Simalungun



4.2. Results and Discussion

SWOT analysis is a method of planning or development, through identifying factors that constitute strengths, weaknesses, opportunities and threats. The SWOT analysis is then combined to produce a matrix of External Strategy Factors (EFS) and Internal Strategy Factors (IFS) (Rangkuti, 2014). The combination can be described in table 4.1

**Tabel 4.1** Matriks Analisa SWOT

IFAS EFAS	S (Strengths) Kekuatan Internal	W (Weakness) Kelemahan Internal
O (Opportunities) Peluang Eksternal	<b>Strategi SO</b> Ciptakan Strategi yang menggunakan kekuatan untuk memanfaatkan peluang	<b>Strategi WO</b> Ciptakan Strategi yang meminimalkan kelemahan untuk memanfaatkan peluang
T (Threats) Hambatan Eksternal	<b>Strategi ST</b> Ciptakan strategi yang menggunakan kekuatan untuk mengatasi ancaman	<b>Strategi WT</b> Ciptakan Strategi yang meminimalkan kelemahan dan menghindari ancaman

The strategy formed from SWOT analysis and strategy quadrants follows the following scheme (Rangkuti 2015:84):

1. SO Strategy This strategy is made based on the company's mindset, namely by utilizing all strengths to seize and take advantage of opportunities as much as possible.
2. WO Strategy This strategy is implemented based on utilizing existing opportunities by minimizing existing weaknesses.
3. ST Strategy Through a strategy to use the company's strengths to overcome threats.
4. WT Strategy This strategy is based on defensive activities and seeks to minimize existing weaknesses and avoid threats

The following are the results of the research that has been carried out which are presented in the IFAS and EFAS tables.

1. Faktor Internal

▲ Tabel 4.2 Faktor Strategis Internal (IFAS)

IFAS Kekuatan				
No.	Faktor	Bobot	Rating	Skor
1	Pelayanan yang diberikan karyawan hotel pada tamu	0,050	5	0,250
2	Penampilan karyawan selama bekerja	0,050	5	0,250
3	Kecepatan dalam menangani setiap permintaan tamu	0,050	4	0,200
4	Kecepatan dalam proses check-in dan check-out	0,055	3	0,165
5	Kelengkapan fasilitas kamar hotel	0,020	5	0,100
6	Kelengkapan fasilitas hotel	0,070	4	0,280
7	Penataan ruangan kamar hotel	0,030	4	0,120
8	Penyesuaian harga kamar sesuai kondisi tertentu	0,020	5	0,100
9	Pemberian potongan harga kamar sesuai musim	0,020	5	0,100
10	Kemudahan mendapatkan transportasi umum	0,020	5	0,100
<b>Jumlah</b>		<b>0,385</b>		<b>1,665</b>

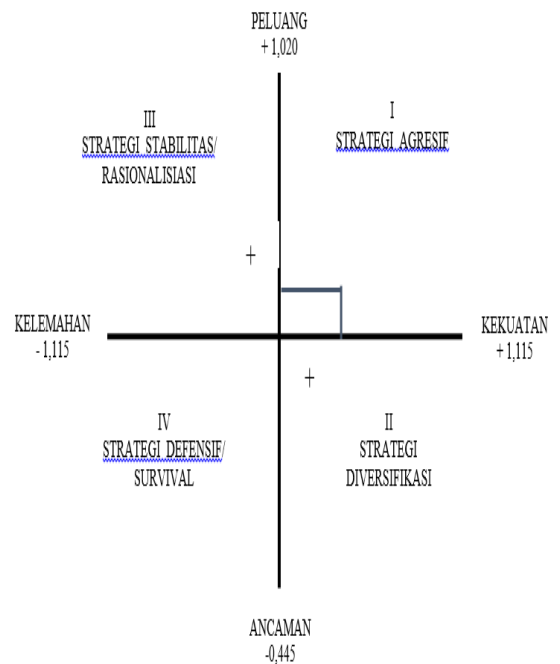
IFAS Kelemahan				
No.	Faktor	Bobot	Rating	Skor
1	Letaknya yang cukup jauh	0,035	3	0,105
2	Sarana dan prasarana yang masih kurang seperti, akses jalan, dan fasilitas umum	0,040	2	0,080
3	Edukasi tentang pelayanan hotel masih kurang	0,055	3	0,165
4	Promosi sebagai dan pemasaran masih kurang	0,050	4	0,200
<b>Jumlah</b>		<b>0,180</b>		<b>0,550</b>

2. Faktor Eksternal

▲ Tabel 4.3 Faktor Strategis Internal (EFAS)

EFAS Peluang				
No.	Faktor	Bobot	Rating	Skor
1	Sikap dan masyarakat terhadap keberadaan hotel	0,060	4	0,240
2	Persaingan dari hotel sejenis			
3	Wisatawan yang datang mulai meningkat	0,050	3	0,150
4	Penerapan teknologi informasi yang mempengaruhi aktivitas hotel	0,050	3	0,150
4	Kekuatan tawar menawar pembeli	0,070	4	0,280
5	Penghasilan wisatawan	0,050	4	0,200
<b>Jumlah</b>		<b>0,275</b>		<b>1,020</b>

EFAS Ancaman				
No.	Faktor	Bobot	Rating	Skor
1	Munculnya hotel melati nsejenis yang saling berdekatan	0,035	3	0,105
2	Persaingan dibidang pengelolaan dan pemasaran yang tepat menentukan eksistensi keberlanjutan.	0,030	2	0,060
3	Potensi kerusakan berupa dampak negatif jika pola kegiatan dan kunjungan wisata tidak dikelola dengan benar	0,040	3	0,120
4	Stabilitas keamanan nasional dan internasional	0,040	4	0,160
<b>Jumlah</b>		<b>0,180</b>		<b>0,445</b>



Gambar 3. Diagram Analisa SWOT



From the table above we can see the strategy that must be carried out in developing the Liang Pematang tourist village. It is necessary to create a space matrix based on the IFAS and EFAS tables as follows:

- Strength (Strength) – Weakness (Weakness)  
= 1.665 – 0.550 = 1.115
- Opportunity – Threat (Treath)  
= 1.020 – 0.445 = 0.557

Based on the results of the SWOT analysis, it is known that the position of the Melati Pantai Paris Hotel, Simalungun Regency, is currently in quadrant I, namely the Aggressive strategy. In this quadrant, the strategy applied refers to the opportunity or portfolio strategy style, however alternative strategies are still needed to maintain and even improve the position of the Melati Hotel in the Pantai Paris area of Simalungun Regency so that it does not experience a decline, so the strategy that needs to be implemented is the S - O strategy (Strength – Opportunity) is a strategy that takes advantage of the opportunities/strengths owned by the Melati Hotel.

Tabel 4.4. Analisis SWOT

<b>IFAS</b>	<b>Kekuatan (S)</b>	<b>Kelemahan (W)</b>
	<ol style="list-style-type: none"> <li>1. Pelayanan yang diberikan karyawan hotel pada tamu</li> <li>2. Penampilan karyawan selama bekerja</li> <li>3. Kecepatan dalam menangani setiap permintaan tamu</li> <li>4. Kecepatan dalam proses check-in dan check-out</li> <li>5. Kelengkapan fasilitas kamar hotel</li> <li>6. Kelengkapan fasilitas hotel</li> <li>7. Penataan ruangan kamar hotel</li> <li>8. Penyesuaian harga kamar sesuai kondisi tertentu</li> <li>9. Pemberian potongan harga kamar sesuai musim</li> <li>10. Kemudahan mendapatkan transportasi umum</li> </ol>	<ol style="list-style-type: none"> <li>1. Penampilann Karyawan</li> <li>2. Kecepatan dalam Menangani permintaan tamu</li> <li>3. Kelengkapan fasilitas hotel</li> <li>4. Kecepatan dalam proses check in dan check out</li> <li>5. Penataan ruangan kamar hotel</li> </ol>
<b>EFAS</b>	<b>Peluang (O)</b>	<b>Strategi (WO)</b>
	<ol style="list-style-type: none"> <li>1. Sikap dan masyarakat terhadap keberadaan hotel</li> <li>2. Persaingan dari hotel sejenis</li> <li>3. Wisatawan yang datang mulai meningkat</li> <li>4. Penerapan teknologi informasi yang mempengaruhi aktivitas hotel</li> <li>5. Kekuatan tawar menawar pembeli</li> <li>6. Penghasilan wisatawan</li> </ol>	<ol style="list-style-type: none"> <li>1. Membuat pelatihan kepada karyawan (penampilan, pelayanan dan sebagainya)</li> <li>2. Penataan ulang setiap fasilitas hotel mulai dari kamar hingga fasilitas umum</li> </ol>
<b>Ancaman (T)</b>	<b>Strategi (SO)</b>	<b>Strategi (WT)</b>
<ol style="list-style-type: none"> <li>1. Munculnya hotel melati nsejenis yang saling berdekatan Sikap dan masyarakat terhadap keberadaan hotel</li> <li>2. Persaingan.....dibidang pengelolaan dan pemasaran yang tepat menentukan eksistensi keberlanjutan.</li> <li>3. Potensi kerusakan berupa dampak negatif jika pola kegiatan dan kunjungan wisata tidak dikelola dengan benar</li> <li>4. Stabilitas keamanan nasional dan internasional</li> </ol>	<ol style="list-style-type: none"> <li>1. Melakukan hubungan baik dengan tamu</li> <li>2. Memberikan pelayanan yang baik (<i>service excellent</i>)</li> <li>3. Brand positioning sebagai hotel yang baik</li> <li>4. Meningkatkan kerja sama dengan baik terhadap <i>stake holder</i></li> <li>5. Menjalin hubungan baik terhadap masyarakat setempat</li> </ol>	<ol style="list-style-type: none"> <li>1. Membuat pelatihan yang mengacu pada perkembangan teknologi</li> <li>2. Penataan ulang setiap fasilitas hotel mulai dari kamar hingga fasilitas umum</li> </ol>
	<b>Strategi (ST)</b>	
	<ol style="list-style-type: none"> <li>1. Melakukan hubungan baik kolega dan pelanggan</li> <li>2. Menjaga kelestarian lingkungan</li> <li>3. Memanfaatkan teknologi sebaik mungkin</li> <li>4. Memerikan pelayanan sebaik mungkin dengan memanfaatkan teknologi yang berkembang</li> </ol>	

From the table above, alternative strategies can be created which can be formulated as follows:

1. SO Strategy

This strategy is designed to take advantage of strengths and take advantage of existing opportunities.

Strategies that can be applied are:

a. Maintain good relations with the local community. The hotel cannot be separated from its surrounding environment. The hotel's surroundings provide public facilities and security assistance. Therefore, maintaining good relations with the local community is very important important.

b. Brand positioning as a good hotel with a large number of tourists and increasingly diverse, Melati Hotels around Pantai Paris Simalungun Regency needs to further highlight its position as a quality hotel, this will attract guests/tourists who are in accordance with the target market.

c. Increasing cooperation with cutting-edge holders of one of the important partners, namely travel agents for each hotel, therefore, jasmine hotels in the Pantai Paris area need to optimize cooperation with travel agents/partners to reach a wider market.

d. Providing excellent service to guests for the guest market which has high purchasing power, hek needs to ensure to provide excellent service for guests.

## 2. ST Strategy

This strategy uses strength to overcome threats, strategies that can be implemented are:

a. Analyzing room quality and prices for similar hotels. Quality improvement is something that needs to be done. But before that, data strength and analysis need to be carried out as part of an improvement strategy, it is necessary to analyze room quality and prices at similar hotels as a comparison.

b. Take advantage of technological advances

With advances in technology, the promotional media used must be innovative. Use of the internet, software applications and social media must be increased.

c. Providing the best possible service by utilizing developing technology. Service to guests must be carried out in a quality manner. However, the use of information technology can improve the quality of these services.

## 3. WO strategy

This strategy minimizes weaknesses by taking advantage of opportunities. The strategies that can be implemented are:

a. Rearranging each hotel facility from rooms to public facilities, improvement efforts must pay attention to the standards that must be achieved, therefore analysis is important as the first step in carrying out these improvements.

b. Provide training for employees (appearance, service and so on) to improve service quality & guest satisfaction, improvement efforts cannot be done instructionally alone. Employees need to understand and experience firsthand the improvements that need to be aimed at. Training such as grooming and improving skills is absolutely necessary.

## 4. WT strategy

This strategy minimizes weaknesses by avoiding threats. The strategies that can be implemented are:

a. Rearranging every hotel facility from rooms to public facilities in the hotel needs to be done to maintain the quality of the hotel, because there are quite a lot of budget hotels around Pantai Paris, Simalungun Regency. For this reason, through this process, each hotel must carry out analysis or improvements and rearrangements to find out how complex the strategies that must be implemented are.

b. Create training that refers to technological developments, existing weaknesses can be overcome by using appropriate technology. Therefore, training related to the use of technology is needed by employees.

## V. CONCLUSIONS AND SUGGESTIONS

### 5.1. Conclusion

Implementing the right strategy to increase the occupancy rate at the Melati Pantai Paris Hotel, Simalungun Regency is as follows:

1. Melati Pantai Paris Hotel, Simalungun Regency is currently in quadrant I, namely the Aggressive strategy. then the strategy that needs to be implemented is the S – O (Strength – Opportunity) strategy, namely a strategy that takes advantage of the opportunities/strengths that the Melati Hotel has.

2. Based on the SWOT analysis, the strategies that can be implemented are:

- a. Maintain good relations with the local community.
- b. Brand positioning as a good hotel
- c. Increase cooperation with cuttings holders
- d. Provide excellent service to guests
- e. Analyzing room quality and prices for similar hotels
- f. Take advantage of technological advances

- g. Providing the best possible service by utilizing technology
- h. Rearrangement of every hotel facility from rooms to public facilities
- i. Create training for employees (appearance, service and
- j. Rearranging every hotel facility, from rooms to public facilities in the hotel, needs to be done to maintain the quality of the hotel
- k. Create training that refers to technological developments

### 5.2. Suggestion

Based on the results of the analysis, several stages can be carried out to achieve good occupancy, namely:

1. Maintain good relations with guests
2. Provide good service (excellent service)
3. Brand positioning as a good hotel
4. Increase good cooperation with cuttings holders
5. Establish good relations with the local community

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