



Sampoerna Retail Community Strategy in Developing Grocery Stores (Case Study: Paguyuban Src Curup Bersatu)

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Abstract. Partnership and MSME Development Program Linking Concrete Strategies Implemented by SRC. The existence of SRC (Sampoerna Retail Community), this association guides partnerships between Sampoerna and conventional retailers to develop their businesses and reach to attract customers. This study aims to identify and analyze the strategies implemented by Sampoerna Retail Community (SRC) in developing grocery store businesses within the Paguyuban SRC Curup Bersatu. The analytical method used is qualitative data analysis, conducted interactively and continuously until data saturation is achieved, through three main stages: Data Reduction, Data Presentation, and Conclusion Drawing. Based on the research findings, it is proven that the Sampoerna Retail Community (SRC) strategy in developing grocery store businesses in Paguyuban Curup is carried out by focusing on Business Performance (increasing sales, store arrangement based on RBT principles), Community Development (establishing connections among traders to mutually develop their businesses), and Technology (utilization of digital features). For the Sampoerna Retail Community (SRC) strategy in developing grocery store businesses in Paguyuban Curup Bersatu to run effectively, supporting factors must be considered, namely: cooperation among multiple parties, the willingness of grocery store owners to progress, and the presence of digital innovation. Meanwhile, factors hindering the development of Paguyuban SRC Curup Bersatu include the limited number of participants and the community's lack of knowledge regarding the Ayo Kelontong application, a digital innovation by Sampoerna Retail Community (SRC).

Keywords: *Development Strategy, Sampoerna Retail Community (SRC), Partnership and MSME Development Program.*

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are one of the businesses that significantly influence Indonesia's economy. According to Law No. 20 of 2008 Article 3 concerning micro, small, and medium enterprises, a micro enterprise is defined as a productive business owned by an individual or an individual business entity that meets the micro-enterprise criteria as regulated in this law. Among various forms of MSMEs, one type is the grocery store business, which focuses on retailing daily necessities such as basic foodstuffs, toiletries, and kitchen spices. This business is generally small-scale, local, and often managed by individuals or families. However, in its development, grocery stores face various challenges, especially with the presence of modern minimarkets that offer more structured services, wider product variety, and more aggressive marketing strategies. This situation makes it difficult for most traditional grocery stores to compete and reduces their competitiveness.

To address these challenges, PT HM Sampoerna Tbk has introduced a program called the Sampoerna Retail Community (SRC), which implements strategies to empower grocery stores to transform into more modern, efficient, and competitive businesses. SRC is not merely

a community but also serves as a platform to develop the capacity of grocery store owners through business management training, digital marketing, business mentoring, and wider distribution networks. SRC strategies cover various aspects, ranging from modernizing store appearances, using digital applications in transactions, better inventory management, to collaboration among community members to strengthen purchasing power. With this approach, SRC encourages grocery stores not only to survive but also to grow in response to increasingly dynamic consumer behavior. Through the SRC partnership program, participants receive guidance and mentoring to make informed business decisions, run business operations effectively, and build capabilities to increase revenue (Ferliani et al., 2022).

With this strategy, grocery stores are expected to increase competitiveness, expand market reach, and boost owners' income. Ultimately, the business development strategy through SRC not only positively impacts grocery stores but also contributes to grassroots economic growth in Indonesia. Although many studies have examined MSME partnership programs, there is still a need for empirical research linking the specific strategies implemented by SRC with business development outcomes, such as changes in revenue, improved store management, digital adoption, and business sustainability. Additionally, contextual factors (owner readiness, role of local associations, local government support) that moderate the effectiveness of SRC strategies—particularly in case studies in Indonesia—should be analyzed. Retail structure changes and the importance of strategy adaptation in developing countries emphasize managing resources such as knowledge, skills, market access, and capability development through training/mentoring to create sustainable competitive advantages.

Grocery stores are generally easily accessible and local, found in various residential areas, both in cities and rural areas. In this context, technology and knowledge innovations provide the foundation for SRC (Sampoerna Retail Community), which guides partnerships between Sampoerna and conventional retailers to develop their business and reach more customers. Retailers in this community also receive mentorship from Sampoerna. The purpose of this research is to monitor market developments and trends so that traditional retailers can compete and gain wider recognition. The presence of SRC across Indonesia fosters collaboration among retailers, allowing them to support and encourage each other in the grocery business.

Grocery stores in Curup City, Rejang Lebong Regency are more active, and their outlets are more numerous compared to other regencies in Bengkulu City that participate in the SRC (Sampoerna Retail Community) program, a PT HM Sampoerna Tbk initiative aimed at MSME development. SRC serves as a form of community empowerment. Observations revealed that some grocery stores participating in the SRC program do not yet have proper store management systems, resulting in low customer interest in shopping at these stores.

PT HM Sampoerna Tbk runs a Corporate Social Responsibility (CSR) program aimed at strengthening the nation's economy through the SRC program. PT HM Sampoerna Tbk recognizes the importance of comprehensive MSME development to create reliable and independent businesses.

The strategies applied in the SRC program for the retail sector focus on modernizing grocery stores through digitalization using the AYO SRC application, mentoring MSME owners, and increasing business capacity through training, along with incentives to encourage growth and competitiveness in the modern era using the RBT (Rapih, Bersih, Terang / Neat, Clean, Bright) concept.

LITERATURE REVIEW

Strategic Management

Strategic management is a managerial process that encompasses environmental analysis, planning, formulation, implementation, and evaluation of organizational decisions and actions with the aim of achieving competitive advantage, reaching long-term goals, and utilizing resources effectively amid dynamic changes and competition (Ramli & Kartini, 2022:36). Etymologically, the word “management” originates from the English term management, which means management, leadership, and administration. Management is a term used to coordinate the efforts of individuals or groups to achieve specific objectives. In essence, it is a process. Management in a broad sense can also be defined as the planning and supervision (P2) of organizational resources to achieve goals effectively and efficiently (Kaswan, 2019:33). According to Sedarmayanti (2017:77), strategy requires careful thought that looks to the future without neglecting actions and decisions to prepare for the future, where two different aspects are combined into a single aspect. Strategic management can be defined as follows:

- a. Strategic management is the art and science of formulating, implementing, and evaluating strategic decisions across departments to enable the organization to achieve future goals.
- b. Strategic management can be defined as the art and science of developing, implementing, and evaluating cross-functional decisions to enable the organization to achieve its objectives.
- c. Strategic management is a series of managerial decisions and actions that determine the long-term performance of an organization.
- d. Strategic management is a large-scale plan established as decision-making (basic/principle decision-making) by top management for the effective collaboration (mission) of an organization toward a distant future (vision). It is the planning effort to achieve high-quality goods or services aimed at optimizing the achievement of organizational goals (strategic objectives).

From the explanations above, it can be concluded that strategic management is the art and understanding of developing, practicing, and evaluating cross-functional decisions that help achieve organizational goals. The objectives of strategic management may include the successful management of an organization through the integration of management, marketing, finance, accounting, production, operations, research, development, and computer information systems.

Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) is a company’s obligation to be accountable to the environment and stakeholders in achieving its financial objectives, based on three motives: (1) the profit motive, where the company implements CSR to increase its profits; (2) the company carries out CSR to reduce threats or pressure from the government or NGO activists; and (3) moral awareness, where the company, without seeking financial gain, consciously responds to the need for environmental attention (Nilhasanah, 2021).

The Indonesian government has regulated Corporate Social Responsibility (CSR) under Law No. 40 of 2007 concerning Limited Liability Companies (PT), which requires companies to implement social and environmental responsibility in accordance with Article 74 Paragraph (1) of the Law. Government Regulation (PP) No. 47 of 2012 concerning Social and Environmental Responsibility (TJSL) of companies also provides more detailed guidelines regarding CSR implementation, including obligations, sanctions, as well as reporting and supervision.

Sampoerna Retail Community (SRC) is the main pillar of the Corporate Social Responsibility (CSR) program of PT HM Sampoerna Tbk., focusing on the empowerment of Micro, Small, and Medium Enterprises (UMKM) in traditional retail stores (toko kelontong)

across Indonesia. Through this program, Sampoerna provides training, a digital ecosystem (such as the AYO by SRC platform), store management assistance, and business capital to help UMKM grow. The goal is to promote people's economic growth and create local economic independence. The presence of the Sampoerna Retail Community CSR program addresses the needs of traditional store entrepreneurs in competing with modern retail. This study aims to answer the question of whether the Sampoerna Retail Community CSR program has a significant impact on the progress of traditional stores (Wardati & Kambali, 2023).

Strategy in Sampoerna Retail Community (SRC)

Sampoerna Retail Community (SRC) is a partnership program run by PT HM Sampoerna Tbk that unites traditional retail stores (toko kelontong) into a partner community that is continuously guided and assisted. This program includes store management training, MSME empowerment, digitalization, and innovation support so that partner stores have higher competitiveness, can increase revenue, improve operational effectiveness, and adapt to market changes.

SRC refers to Sampoerna Retail Community, a partnership program by PT HM Sampoerna Tbk that assists MSMEs in traditional retail stores through mentoring, business development, and digitalization support, which is part of the Corporate Social Responsibility (CSR) program. SRC, as an acronym for Sampoerna Retail Community, in business implementation, facilitates retailers in selling daily necessities and accessing information about MSMEs through the Sampoerna brand, and simplifies store management using the SRC application (Farah, 2020).

The strategic indicators used by PT HM Sampoerna Tbk to enhance brand equity and the competitiveness of MSME traditional stores are measured through:

1. Business Performance
Increase in sales and store arrangement in the form of RBT (Rapih, Bersih, dan Terang – Neat, Clean, and Bright).
2. Community Development
Establishing connections among traders to support each other and build their businesses.
3. Technology Adoption
Utilization of digital features such as "Pojok Bayar" to increase sales and facilitate transactions

METHODS

Data Analysis

The data in this study were analyzed using a descriptive qualitative analysis approach. According to Miles, Huberman, & Saldana (2014), qualitative data analysis is conducted interactively and continuously until data saturation is reached, through three main stages:

Data Reduction

- a) Data from interviews, observations, and documentation are selected, focused, and simplified.
- b) Descriptions of informants' responses regarding SRC strategies in developing the traditional store business of Paguyuban SRC Curup Bersatu.

Data Presentation

- a) Data are presented in the form of narrative descriptions, tables, or charts.
- b) Descriptions and presentations regarding SRC store branding strategies and field findings are complemented with interview excerpts.

Conclusion Drawing

From the presented data, conclusions are drawn regarding SRC strategies in developing the traditional store business of Paguyuban SRC Curup Bersatu

RESULTS

Sampoerna Retail Community (SRC) Strategy in Developing Traditional Store Businesses of Paguyuban Curup Bersatu

Paguyuban Curup Bersatu is one of the SRCs with potential for development. Currently, there are 18 traditional store businesses that have joined Paguyuban Curup Bersatu, including:

Table 1. List of 18 Grocery Stores Participating in Paguyuban Curup Bersatu

No	Store Name	Owner	Description
1	SRC NOVA	NOVA MAILANDRI	
2	SRC HERI	SRI SUSANTI	
3	SRC INTAN JS	SUSMIATI	
4	SRC PANGESTU	EMA SUSWITRI	
5	SRC ENDAH	MARYATI	
6	SRC SUKIRMAN	SUKIRMAN	
7	SRC MARSONA	MOH.IRWAN LUBIS	
8	SRC ELPI	ELPI	
9	SRC PASARIBU	RASIDIN PASARIBU	
10	SRC TUTAMANA	A.A.H K. HARAHAP	
11	SRC AISYAH	SUKARI	
12	SRC MARBUN	MARBUN	
13	SRC SONY	SONY PRANATA	
14	SRC BAIM	HENGKI	
15	SRC NASUTION	M. ARIPIIN NASUTION	
16	SRC VIONI	MULYADI	
17	SRC KARTINI	ALIANTO GUNAWAN	
18	SRC GRACE	LEO KESTURI SIBUEA	

Source: Results of Visits to SRC, 2025

Strategy is a process in decision-making activities that underlies actions within an organization. The development strategy of the Sampoerna Retail Community (SRC) Curup Bersatu focuses on the implementation of management strategies as the determinant of program policies to be carried out in convenience stores. The Development Strategy of Convenience Stores in the Sampoerna Retail Community (SRC) Curup Bersatu is a network of convenience stores fostered by PT HM Sampoerna Tbk, aiming to increase the competitiveness and independence of traditional retail actors amid competition with modern retail.

The strategies implemented through programs in the Sampoerna Retail Community (SRC) for the development of convenience stores in Paguyuban Curup Bersatu are:

Business Performance (Increased Sales, Store Arrangement Based on RBT)

The business performance of convenience stores that are members of the Sampoerna Retail Community (SRC) serves as an indicator of the success of the development program. Through various innovations and mentoring, SRC encourages members to improve business performance, especially in terms of sales, customer service, and professional store arrangement, which include:

a. Sales Improvement – SRC plays an active role in helping convenience stores increase turnover and sales volume through several strategies, namely:

Product Diversification – Store owners are directed to provide a variety of products according to the needs of the surrounding community, including local UMKM products and daily necessities at competitive prices.

Promotion and Loyalty Programs – Through national campaigns such as Belanja Dekat Aja in SRC and special promotions in the Ayo SRC application, customers are encouraged to shop repeatedly at SRC member stores.

Customer Service Improvement – Members are trained to provide friendly, fast, and honest service, which directly contributes to customer satisfaction and loyalty.

Utilization of Sales Digitalization – Digitalization through the Ayo SRC application enables transaction recording, stock management, and digital promotions, making business processes more efficient and accurate.

b. Store Arrangement Based on RBT (Rapi, Bersih, Terang)

The RBT (Rapi, Bersih, Terang – Neat, Clean, Bright) concept is the main standard in managing SRC stores. Proper store arrangement not only increases customer comfort but also strengthens the image of the convenience store as a modern, professional retailer:

- Neat – Products are arranged by category (food, beverages, household needs, etc.) with easy access for customers. Shelf and cashier area arrangements follow SRC visual standards.
- Clean – Store cleanliness is maintained daily, including floors, shelves, and product packaging. This creates a pleasant shopping environment and increases customer trust.
- Bright – Store lighting is enhanced with sufficient LED lights, and bright paint colors are used so the store appears more spacious and modern.

Impact on Business Performance

The combination of increased sales and the implementation of the RBT concept results in several positive impacts for SRC members, including:

- a) Increased daily customers and monthly turnover
- b) A more modern and professional store image
- c) Customer loyalty due to a better shopping experience
- d) Improved operational efficiency thanks to more systematic store management

Community Development (Establishing Connections Among Merchants to Develop Businesses Together)

Community development in the Sampoerna Retail Community (SRC) for convenience stores in Paguyuban Curup Bersatu is an effort to build and strengthen networks among store owners so they can grow together through collaboration, knowledge sharing, and mutual support. This concept not only emphasizes individual economic improvement but also collective social and economic empowerment based on the community. SRC views the community as a key force in creating change—where each member is not only a beneficiary but also plays an active role in developing fellow members within their business environment.

SRC implements various strategies and programs for community development, including:

1. A Paguyuban is an official community forum for SRC members at the regional level. Through the Paguyuban, convenience store members can coordinate and exchange business information.
2. Regular Meetings (*kopdar*) – Conducting social activities and joint training. The Paguyuban also serves to strengthen personal and professional relationships among merchants.

3. Training and Mentoring Programs – SRC provides training related to business management, marketing strategies, digitalization, and store arrangement. Mentoring is carried out continuously so members can implement more modern and efficient business practices. Collaboration Among Members – SRC members often collaborate in product distribution, procurement, and joint promotions. This collaboration creates positive interdependence and reduces unhealthy competition between stores.
4. Local Social and Economic Activities – SRC Paguyuban is active in social activities such as environmental services, blood donations, and support for local UMKM. These activities strengthen SRC's position as a community that plays a role in local economic and social development.

Technology (Utilization of Digital Features)

In the era of digital transformation, the use of technology is a crucial factor in increasing the competitiveness of retail businesses, including traditional convenience stores. Through the Sampoerna Retail Community (SRC) program, PT HM Sampoerna Tbk encourages convenience store operators to adapt to digital technology developments so they can operate efficiently, modernly, and be connected to a wider market. SRC uses technology as a tool to digitalize convenience store business processes, ranging from procurement, transaction recording, promotion, to customer relationship management.

Digitalization Through the Ayo SRC Application

The Ayo SRC digital platform is not only used for transactions and product ordering but also serves as a communication channel among community members. Through this application, merchants can share experiences, stock information, promotions, and business innovations

Figure 2. Ayo SRC Application



Reporting Research Results

Supporting and Inhibiting Factors of Sampoerna Retail Community (SRC) Strategy in the Development of Grocery Stores in Paguyuban Curup Bersatu

To ensure that the SRC strategy in developing grocery stores in Paguyuban Curup Bersatu can be successfully implemented, it is necessary to consider factors that support and hinder the application of the SRC strategy, as follows:

Supporting Factors

a. Cooperation Among Various Parties

The Sampoerna Retail Community (SRC) Paguyuban Curup Bersatu fosters collaboration among business actors and government entities that work together to support development.

b. Willingness of Grocery Store Owners to Advance

The willingness to progress is demonstrated by the initiative taken by Paguyuban SRC Curup Bersatu to take advantage of challenging situations. SRC conducts Sales Canvassing, which involves increasing sales through product offerings, distribution, and seeking purchase orders for goods or services. Paguyuban Curup Bersatu, together with SRC, contacts smaller retail consumers to offer and sell products. This indicates that, in addition to participating in the development programs of Sampoerna Retail Community (SRC) in Rejang Lebong Regency, the retail members of Paguyuban Curup Bersatu are also motivated to develop their own businesses independently.

c. Presence of Digital Innovation

Digital innovations from Sampoerna Retail Community (SRC) act as supporting factors for the development of retail businesses in Paguyuban Curup Bersatu, Rejang Lebong Regency. During the COVID-19 pandemic, many activities shifted online. The digital innovations, including applications launched by SRC, provide tools that facilitate the management of the grocery stores under the SRC program.

Inhibiting Factors in the Development of Paguyuban SRC Curup Bersatu

Based on the researcher's analysis, the inhibiting factors in the implementation of Sampoerna Retail Community (SRC) strategy for grocery stores in Paguyuban Curup Bersatu are as follows:

a. Limited Number of Participants

The disproportionate number of partners and SRC retail members in Rejang Lebong Regency becomes one of the obstacles in the development process of Paguyuban SRC Curup Bersatu. If the number of partners is limited, the distribution of products will be hindered.

b. Lack of Public Knowledge of the Ayo Kelontong Application

The digital innovation provided by SRC, particularly the Ayo Kelontong application, is not only intended for use by Paguyuban Curup Bersatu members but can also be used by the general public. Unfortunately, this application has not been widely adopted by consumers for online shopping at SRC Paguyuban Curup Bersatu retail stores.

DISCUSSION

Sampoerna Retail Community (SRC) is a program initiated by PT HM Sampoerna Tbk aimed at developing business entities through the establishment of modern-system grocery stores. This business model has experienced significant growth, particularly in Rejang Lebong Regency, under the auspices of the SRC "Curup Bersatu" Association. Empirical evidence suggests an increasing interest among local grocery stores to join this association, as indicated by the growing number of retailers submitting partnership concepts to the Bengkulu Provincial Division of PT HM Sampoerna Tbk. Strategy, in this context, serves as a fundamental decision-making process for organizational activities. The development strategy of the SRC "Curup

Bersatu" Association focuses on the implementation of management strategies as the primary determinant for policy execution within retail stores.

Strategic Framework The SRC "Curup Bersatu" Association functions as a fostered network of grocery stores aimed at enhancing the competitiveness and independence of traditional retail actors amidst modern retail competition. To achieve these objectives, SRC implements an integrated development strategy encompassing management, marketing, digitalization, and community empowerment. The development strategy is evaluated based on the following pillars:

Business Performance (Sales Enhancement and RBT-based Store Layout)

Business performance is a critical prerequisite for joining the SRC "Curup Bersatu" Association. SRC encourages its members to optimize operational performance, measured through sales volume, customer service quality, and standardized store layouts (RBT - *Rapi, Bersih, Terang*).

Community Development

Community development within the SRC "Curup Bersatu" framework involves building and strengthening networks among grocery retailers to foster collective growth through collaboration, knowledge sharing, and mutual support. This concept emphasizes not only individual economic improvement but also community-based collective socio-economic empowerment. Members act as active participants in developing their business environment through: The formation of the SRC Association and regular coordination meetings (*kopdar*). Collaborative social activities and joint training programs. Mentorship focusing on business management, marketing strategies, digitalization, and store organization. Local socio-economic engagement, including environmental services, blood donations, and support for local MSMEs.

Technology (Digital Feature Utilization)

Through the SRC program, PT HM Sampoerna Tbk incentivizes retailers to adapt to digital technological advancements for operational efficiency and broader market connectivity. Digitalization is facilitated through the **Ayo SRC** application, which serves as a digital hub providing: Cashless payment systems (QRIS, e-wallets, or digital transfers). Mapping features and sales analysis tools. Integrated supply chain management for inventory procurement and transaction recording.

CONCLUSION

Based on the research results, it can be concluded that the Sampoerna Retail Community (SRC) is a program launched by PT HM Sampoerna Tbk that expands its business through the opening of grocery stores using a modern system. The Sampoerna Retail Community (SRC) strategy in developing the grocery store business of the Curup Bersatu Association encompasses aspects of management, marketing, digitalization, and community empowerment. The development strategy is implemented by evaluating business performance (sales improvement and RBT-based store arrangement), community development (the establishment of connections between traders for mutual business growth), and technology (the utilization of digital features).

In addition, for the Sampoerna Retail Community (SRC) strategy in developing the Curup Bersatu Association grocery store business to function effectively, it must consider the supporting and inhibiting factors when the SRC strategy is applied in the field; supporting factors include cooperation between various parties, the willingness of grocery businesses to progress, and the existence of digital innovation, while the factors that inhibit the development of the SRC Curup Bersatu Association are the limited number of participants and the lack of public

knowledge regarding the Ayo Kelontong application as a digital innovation of the Sampoerna Retail Community (SRC)

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