

Strategy Analysis of UMKM Development in Jayapura City to Improve Competitiveness in the Local Market

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Abstract

Micro, Small, and Medium Enterprises (MSMEs) in Jayapura City play an important role in the local economy, but they face various challenges in increasing their competitiveness in the local market. This study aims to analyze MSME development strategies in order to increase their competitiveness, and explore government support in the process. The approach used is qualitative with in-depth interviews and participant observation as data collection techniques. The results of the study indicate that the main challenges of MSMEs in Jayapura include limited market access, low managerial capacity, and lack of product innovation. However, MSMEs have implemented product differentiation strategies and utilized digital technology for marketing. Government support in the form of training and access to capital is quite helpful, but limited infrastructure and capital procedures are still obstacles. This study provides recommendations for increasing managerial capacity, expanding market access, and utilizing technology to increase the competitiveness of MSMEs in Jayapura City.

1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) have long been one of the main pillars of the Indonesian economy. Based on data from the Ministry of Cooperatives and Small and Medium Enterprises, MSMEs contribute around 60% to Indonesia's Gross Domestic Product (GDP) and absorb more than 97% of the workforce in all economic sectors. The presence of MSMEs in various regions, including Jayapura City, has a major impact on the local economy, accelerating income distribution, and encouraging equal distribution of welfare. However, although the number of MSMEs in Jayapura City is quite significant, most face major challenges in developing competitiveness in the increasingly competitive local market.

Jayapura City, as the capital of Papua Province, has unique and diverse economic characteristics. On the one hand, many MSMEs have succeeded in utilizing local resources to develop superior products. However, on the other hand, they still face various problems that hinder their ability to compete effectively with products from outside the region, both in terms of quality, price, and marketing. Some factors that are often identified include limited product innovation, low managerial capacity, and difficulty in accessing a wider market (Santoso, 2020).

This phenomenon reflects the major challenges faced by MSMEs in Jayapura City. Many of them have not been able to optimize the potential of the local market properly. This is often caused by the inability of MSMEs to manage their businesses effectively and efficiently. On the one hand, although a number of MSMEs have tried to develop competitive products, the lack of knowledge about the use of technology and digital marketing strategies limits their room for maneuver in expanding the market (Widodo, 2021). In addition, the lack of understanding of the importance of good management and proper financial management often causes MSMEs to have difficulty in managing their businesses sustainably.

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According to Wulandari's research (2019), one of the main challenges faced by MSMEs in Indonesia, including in Jayapura City, is the lack of training related to business development and managerial strategies. In fact, the study shows that MSMEs that adopt planned business strategies and utilize information technology well have a greater chance of growing and competing, both in local and global markets. Therefore, it is important for MSME actors in Jayapura City to understand the various aspects that contribute to increasing their competitiveness.

This study aims to analyze the development strategies of MSMEs in Jayapura City in order to improve their competitiveness in the local market. The main focus of this study is to explore the factors that influence the competitiveness of MSMEs, as well as to formulate appropriate strategies to improve their performance and competitiveness in the local market. Based on the phenomena that have been identified, an effective development strategy should include improving product quality, utilizing information technology and digital marketing, and developing better managerial capacity. This is in line with the findings of Santoso (2020), which shows that the use of technology and digitalization can improve operational efficiency and help MSMEs to be more competitive in the global market.

The formulation of the problem proposed in this study is, "What is the strategy for developing MSMEs in Jayapura City in increasing competitiveness in the local market?" This problem is very important because competitiveness in the local market is a determining factor for the sustainability of MSME businesses. Therefore, this study aims to provide a deeper understanding of the factors that influence the competitiveness of MSMEs and identify strategies that can be used to overcome the challenges faced by MSME actors in Jayapura City.

The purpose of this study is to analyze in depth the factors that influence the competitiveness of MSMEs in Jayapura City, as well as to formulate appropriate strategies to help MSMEs improve their competitiveness in the local market. In order to achieve this goal, this study will use a qualitative approach with case studies of several MSMEs in Jayapura City. Thus, this study is expected to provide a clear picture of the condition of MSMEs in the area and provide practical and applicable recommendations for local governments, financing institutions, and MSMEs themselves.

The benefits of this study are very significant, both for MSME actors themselves, policy makers, and the public in general. For MSME actors, this study can provide insight into the importance of a planned development strategy, as well as provide guidance in implementing more effective strategies to increase their competitiveness. In addition, for local governments and financing institutions, the results of this study can be used as a basis for formulating more targeted policies and programs to support the development of MSMEs in Jayapura City. This study can also contribute to the development of literature on MSME development in areas that have unique economic characteristics such as Jayapura City.

This research is also very important because it will contribute to the development of science, especially in the field of UMKM management and regional economic development. Based on previous research findings, many UMKM actors are still trapped in a traditional mindset, which only relies on direct product sales without paying attention to the importance of marketing strategies and product innovation.

In line with that, this study refers to the latest books and journals that provide important contributions in analyzing the development of MSMEs. One of them is a book by Susilo (2022) which discusses the application of digital marketing models for MSMEs in the industrial era 4.0. This book is relevant to this study because the use of digital technology is one of the main strategies in increasing the competitiveness of MSMEs in Jayapura City. Research by Santoso (2020) also provides insight into the importance of developing human resource capacity for MSME actors, which can increase their competitiveness in facing the challenges of globalization. On the other hand, Nugroho (2018) revealed that managerial strengthening in MSMEs in Indonesia, including in Jayapura City, is very necessary to create sustainable competitiveness.

Thus, this study not only aims to identify problems and strategies for developing MSMEs, but also provides practical recommendations that can be used by various stakeholders to improve the competitiveness of MSMEs in Jayapura City. The results of this study are expected to provide real contributions to regional economic development through MSME empowerment and become a reference for further research in the same field.

2. Method

This study uses a qualitative approach to gain a deeper understanding of the development strategies of Micro, Small, and Medium Enterprises (MSMEs) in Jayapura Regency, especially in increasing their competitiveness in the local market. This approach was chosen because this study aims to explore more complex social and economic phenomena, related to the experiences, perceptions, and interpretations of MSME actors towards the business dynamics in the area. This study not only aims to identify numerical data, but also to explore internal factors (such as business strategy, innovation, and human resources) and external factors (such as government policies, market conditions, and local community support) that influence MSME competitiveness.

2.1. Research Location

This research was conducted in Jayapura Regency, Papua Province. The selection of this location was based on the strategic position of Jayapura Regency as a center of economy and trade, as well as the challenges faced by MSMEs in the region. Geographical factors that affect the distribution of goods and services, as well as limited infrastructure and market access, are significant challenges. Therefore, Jayapura Regency is the right location to study how MSMEs try to overcome these challenges and formulate strategies to remain competitive in the limited local market.

2.1.1 Data Sources

The data sources in this study consist of primary data and secondary data which complement each other to provide a comprehensive picture related to this research topic. Primary data were obtained through in-depth interviews and participant observation. Interviews were conducted with MSME actors who have more than three years of experience in running their businesses in Jayapura Regency. In addition, interviews were also conducted with parties who play an important role in MSME development, such as officials from the Jayapura Regency Cooperative and MSME Service, as well as communities that support MSMEs. Interviews with the Cooperative Service provided information related to government policies and programs to support MSMEs, as well as the challenges faced by the government in encouraging the growth of local MSMEs. To select informants, a purposive sampling technique was used, which allows researchers to select individuals who are most relevant to the research objectives. Some examples of interviews from MSME actors involved the handicraft and local food sectors. One local food business owner revealed that their products were in high demand locally, but they had difficulty expanding the market outside the region due to limited distribution networks and inadequate transportation infrastructure.

Secondary data were obtained through documentation studies, which included annual reports of MSMEs, economic statistical data from the Papua Central Statistics Agency (BPS), and policies issued by the government related to MSME development. In addition, references in the form of literature reviews from scientific journals, books, articles, and previous research reports were also used to enrich the analysis and theories used in this study.

2.1.1.1 Data collection technique

In order to obtain comprehensive and in-depth data, this study uses several mutually supportive data collection techniques.

A. In-depth Interview

In-depth interviews were the main technique used in primary data collection. These interviews were conducted in a semi-structured format, where the researcher prepared several key questions related to the research topic, but gave respondents space to express their views and experiences more freely. These interviews aimed to dig deeper into the challenges faced by MSMEs, the strategies implemented, and the factors that influence their competitiveness. For example, an interview with an official at the Jayapura Regency Cooperatives Office revealed that one of the major challenges faced by MSMEs was the lack of wider market access and the low level of product innovation that could attract consumers outside the region.

B. Participatory Observation

Participatory observation was conducted to gain a direct understanding of the operations of MSMEs in Jayapura Regency. Researchers were involved in several operational activities of MSMEs, such as the production process and product marketing. This observation aims to learn how MSMEs carry out daily business practices, as well as to see the direct challenges they face, especially in managing the production process and distributing products.

C. Documentation Study

Documentation study technique is used to collect secondary data related to the development of MSMEs in Jayapura Regency. Documents collected include MSME annual reports, economic statistical data from BPS Papua, and government policies regarding MSMEs. In addition, researchers also review literature on MSME development and competitiveness to enrich the theoretical framework in this study.

2.2 Research Procedures

This research was conducted through several structured stages with the aim of obtaining valid and reliable data. Each stage was carried out carefully, starting from the preparation stage to the data analysis stage.

1. Research Preparation

In the initial stage, the researcher made preparations by selecting the research location, namely Jayapura City, and determining relevant respondent samples. The researcher will also prepare research instruments such as interview guidelines and observation sheets. In addition, the researcher will obtain the necessary permits to conduct the research and establish cooperation with relevant government agencies or institution.

2. Data collection

Data collection is conducted through in-depth interviews, participant observation, and documentation studies. Interviews with MSME actors and related parties will be conducted in stages, ensuring that all aspects relevant to the research topic are covered. During the data collection process, researchers will also record all findings obtained from observations and documentation, which will later be analyzed to produce comprehensive conclusions.

3. Data analysis

The collected data will be analyzed using thematic analysis. The first step in the analysis process is to transcribe interviews and record observation results. Then, the collected data will be grouped into main themes that are relevant to the research objectives, such as challenges faced by MSMEs, strategies implemented, and support received by MSMEs from the government and other institutions. After that, the researcher will analyze the relationship between these themes and draw conclusions based on the results of the analysis.

4. Drawing Conclusions and Making Recommendations

Based on the data analysis, researchers will draw conclusions about effective MSME development strategies to increase their competitiveness in the local market. In addition, researchers will also compile recommendations that are useful for MSMEs, the government, and other related parties in formulating more targeted policies and strategies to support the growth of MSMEs in Jayapura City.

2.2.1 Data Processing and Analysis Techniques

To analyze the collected data, the researcher used thematic analysis. This process begins with the transcription of interview and observation data, which will then be coded to identify categories or themes that emerge. The next step is to group these themes based on their relevance to the focus of the study, such as the main challenges faced by MSMEs, the marketing strategies implemented, and the factors that

influence their competitiveness. After that, the researcher will analyze the relationship between these themes and compile a narrative that connects the findings obtained with existing theories.

2.2.2 Framework of Thought

The framework of this research is based on several theories that are relevant to the development of MSMEs and competitiveness, including:

Competitive Advantage Theory (Porter, 1985):

This theory focuses on how companies can gain a competitive advantage in the market by implementing differentiation strategies, low costs, or focusing on certain market segments. In the context of MSMEs in Jayapura City, this theory is relevant to analyzing how MSMEs can compete in the local market by utilizing their advantages, both in terms of products, services, and marketing.

MSME Development Theory (Susilo, 2022):

This theory states that MSME development involves various factors, such as access to capital, technology, markets, and managerial capabilities.

3. Result and Discussion

Based on research conducted in Jayapura Regency, significant findings were obtained regarding the challenges faced by Micro, Small, and Medium Enterprises (MSMEs) in increasing competitiveness in the local market. This study discusses three main aspects: (1) Challenges faced by MSMEs in Jayapura Regency in increasing competitiveness, (2) Development strategies implemented by MSMEs, and (3) Evaluation of government support and related institutions in developing MSMEs in the region. This study also uses SWOT analysis to evaluate the strengths, weaknesses, opportunities, and threats faced by MSMEs in developing their businesses.

3.1. Result and Discussion 1

Challenges Faced by MSMEs in Jayapura Regency in Increasing Competitiveness.

The results of the study show that MSMEs in Jayapura Regency face a number of challenges that hinder their ability to compete effectively in the local market. Some of the main challenges found include:

A. Limited Market Access

The results of the study show that MSMEs in Jayapura Regency face several significant challenges that hinder their competitiveness in the local market. The main challenge faced is limited market access. Many MSME actors expressed that they have difficulty expanding their market, both within and outside Jayapura Regency. One local entrepreneur in the handicraft sector expressed that although their products are in high demand in Jayapura Regency, they cannot access a wider market due to limited distribution and marketing channels.

Many MSME actors expressed that they have difficulty expanding their market, both within and outside Jayapura Regency. One entrepreneur in the handicraft sector who has been operating for more than five years, expressed that their craft products are in high demand in the local market, but they cannot access a wider market. "We have difficulty reaching markets outside Jayapura because of limited distribution channels," said the entrepreneur. This is a major challenge, especially when MSMEs try to introduce their products to markets outside the region.

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B. Managerial Capacity Limitations

Based on interviews with several MSMEs, many of them manage their businesses traditionally without implementing modern managerial principles. One local food business owner stated, "We often make decisions without adequate data, so sometimes the results are less than optimal." Several business owners admitted that they did not have formal training in business management, which resulted in less efficient management, especially in business planning and financial management.

Limited managerial capacity is another major obstacle. Many MSMEs manage their businesses traditionally without implementing modern managerial principles, such as mature business planning, good financial management, and the use of technology for operational efficiency. The results of interviews with MSMEs showed that they often make decisions without adequate data, which leads to less than optimal results. Several business owners also revealed that they did not have sufficient skills in business management, which impacted their business performance and growth.

C. Lack of Product and Technology Innovation

Another problem often faced by MSMEs is the lack of product innovation and the application of appropriate technology. One local clothing entrepreneur said, "Although our products are quite popular in the local market, we have difficulty modernizing product designs or utilizing the latest technology to introduce products to a wider market." This makes it difficult for MSME products to compete with more modern and innovative products from outside the region.

In addition, another problem is the lack of product innovation and the application of appropriate technology. Many MSMEs in Jayapura Regency still rely on traditional products and do not innovate much in terms of product design, quality, and technology. One local clothing entrepreneur said that although their products are in high demand in the local market, they do not have the ability to introduce their products to a wider market with more attractive designs and more advanced technology. This lack of innovation makes MSME products less able to compete with more modern and innovative products from outside the region.

3.2 Result and Discussion 2

Development Strategies Implemented by MSMEs to Increase Competitiveness

Despite the challenges faced are quite large, MSMEs in Jayapura Regency have implemented various strategies to overcome these obstacles. Based on interviews and observations, some of the main strategies implemented by MSME actors include:

A. Product Differentiation

Despite the significant challenges faced, MSMEs in Jayapura Regency have implemented various strategies to overcome these obstacles and increase their competitiveness. Based on interviews and observations, it was found that product differentiation strategy is the main choice for most MSMEs. MSMEs in the handicraft and traditional clothing sector have begun to introduce products with added value, for example by combining modern designs or using quality raw materials to attract consumers, especially the younger generation who are more interested in products with local artistic and cultural values.

Most MSMEs in the handicraft and traditional clothing sector have begun to introduce products with added value, such as combining modern designs or using high-quality raw materials. A handicraft business owner said, "We add modern design elements to our products to attract young consumers, especially those who appreciate local arts and culture." This strategy helps their products to be more attractive to consumers and increases their competitiveness in the local market.

B. Adoption of Digital Technology

In addition, several MSMEs have also begun to adopt information technology and digitalization to expand their market reach. For example, MSMEs in the food and beverage sector in Jayapura Regency have begun to utilize e-commerce platforms and social media to market their products. One owner of a culinary

business stated that he started using Instagram and WhatsApp to promote products and receive online orders. This approach not only expands market reach but also makes it easier for consumers to order products without having to come directly to the business premises.

Several MSMEs in the food and beverage sector have begun to adopt information technology to expand their market reach. One culinary business owner said, "We utilize Instagram and WhatsApp to promote products and receive orders online. This really helps us in reaching consumers without having to wait for them to come directly." This strategy allows MSMEs to expand their market outside Jayapura Regency, although there are still many MSMEs that have not fully adopted digital technology in their operations, such as inventory management and financial management.

C. Planned Marketing

Some MSMEs have started to use more planned marketing, such as promotions through social media and discounts. One local clothing entrepreneur said that they now hold promotions through social media more often, "We give special discounts for certain products that we promote on Instagram. This increases customer interest and helps us reach more people." Despite progress, there are still many MSMEs that have not utilized digital technology optimally, especially in terms of operational management.

However, despite progress, there are still many MSMEs that have not fully utilized digital technology in their operational management. Several MSMEs in Jayapura Regency still manage inventory and finances manually without using an efficient information system. Therefore, although the adoption of digital technology has had a positive impact, there is still a lot of potential that has not been utilized optimally.

3.3 Result and Discussion 3

Evaluation of the Role of Government Support and Related Institutions in the Development of MSMEs.

Support from the government and related institutions is very important for the development of MSMEs in Jayapura Regency. Research findings show that MSMEs receive various forms of support, both from local governments and financing institutions.

A. Training and Counseling

Support from the government and related institutions greatly influences the success of MSME development in Jayapura Regency. Research findings show that MSME actors in this area receive support in the form of training and counseling organized by the Jayapura Regency Cooperative and SME Service. Training programs that cover managerial, marketing, and technology use aspects are highly appreciated by MSME actors. However, the main obstacle is the limited access of MSME actors to this training, which is often influenced by limited time, costs, and understanding of the importance of the training. Several MSME actors said that they could not attend the training because they did not have enough time or funds.

MSME actors in Jayapura Regency said that they greatly appreciated the training provided by the Jayapura Regency Cooperative and SME Service. "The training provided is very useful, especially in terms of managerial aspects and use of technology. But we feel that not all MSME actors can attend this training because of limited time and costs," said one entrepreneur. Although this training is important, there are still obstacles in terms of access, especially for those who have limited time or funds.

B. Access to Capital

In terms of capital, MSMEs in Jayapura Regency also have access to low-interest micro-business credit provided by various government and private financing institutions. However, many MSME actors still have difficulty in accessing capital due to their limited knowledge of loan application procedures or lack of collateral that can be submitted. This shows that even though there is financial support, there are still obstacles in terms of understanding and capital procedures that need to be improved.

In addition to training, MSMEs in Jayapura Regency also get access to micro business credit with low interest from financing institutions, both government and private. "We get access to business credit with lower interest, which is very helpful for buying raw materials and expanding the business," said a local food entrepreneur. However, many MSMEs complain about the difficulty in accessing capital due to lack of knowledge about loan application procedures and minimal collateral that can be submitted.

C. Infrastructure Limitations

Despite support in the form of training and capital, limited infrastructure remains a major obstacle for MSMEs. One local clothing entrepreneur said, "We have difficulty distributing products outside the region due to limited transportation access. Better infrastructure would greatly help us to develop the market." Limited infrastructure, especially in the transportation and distribution sectors, greatly affects the operational efficiency of MSMEs.

In addition, limited infrastructure, especially in the transportation and distribution sectors, is another significant obstacle. Many MSMEs expressed that they had difficulty distributing their products outside Jayapura Regency due to limited transportation networks. Better infrastructure is urgently needed so that MSME products can reach a wider market.

3.4 Result and Discussion 4

SWOT Analysis of MSMEs in Jayapura Regency.

Based on the findings above, a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was used to assess the condition of MSMEs in Jayapura Regency..

1. Strengths

The uniqueness of local products that have strong cultural appeal, such as handicrafts and traditional clothing. Some MSMEs have also developed products with innovative designs that appeal to local and regional consumers.

2. Weaknesses

Managerial limitations and utilization of technology in operations. Many MSMEs have not utilized digital technology for optimal business management and marketing. In addition, low managerial capacity hinders more strategic decision making.

3. Opportunities

Adoption of information technology and digital marketing provides a great opportunity to expand the market. In addition, government programs that support the development of MSMEs open up opportunities for business actors to increase capacity and market access.

4. Threats

Tight competition with products from outside the region that are more innovative and attractive. In addition, limited distribution infrastructure is a threat to the development of MSMEs who want to expand their market outside Jayapura Regency.

Although MSMEs in Jayapura Regency face various challenges, such as limited market access and traditional management, they have begun to adopt product differentiation strategies and use digital technology to increase competitiveness. Support from the government and related institutions is very important, but there are still obstacles related to infrastructure and capital that need to be improved. In order to compete effectively, developing managerial capacity, implementing technology, and improving distribution infrastructure are the main keys that need to be considered.

4 Conclusion

Based on the findings and discussions that have been described previously, it can be concluded that MSMEs in Jayapura City face various major challenges in increasing competitiveness in the local market. The biggest challenges identified are limited market access, low managerial capacity, and lack of product innovation and optimal application of technology. Nevertheless, MSMEs in Jayapura City have implemented several development strategies, such as product differentiation by prioritizing local uniqueness, adoption of digital technology for marketing, and increasing managerial capacity through training from the government and related institutions. Support from the government and financing institutions also play an important role, but there are still obstacles related to infrastructure and capital procedures that need to be improved.

Overall, although the strategies implemented have produced positive results, there is still much room for development in terms of management, innovation, and wider market access. MSMEs in Jayapura City need to continue to develop their capacity in managing their businesses and utilizing technology to increase competitiveness in an increasingly competitive market.

Suggestions/Recommendations

1. Managerial Capacity Building

The government and related institutions need to expand access to training and mentoring for MSME entrepreneurs, especially in terms of financial management, business planning, and the use of digital technology in business operations.

2. Utilization of Technology

MSMEs should be given further facilities and training regarding the application of technology in all aspects of business, from production, inventory management, to digital marketing, to increase efficiency and competitiveness.

3. Infrastructure Improvement and Market Access

To support the development of MSMEs, there needs to be improvements in the goods distribution infrastructure, as well as policies that make it easier for MSMEs to access wider markets, both locally and regionally.

4. Collaboration Program

A collaborative program is needed between the government, financing institutions, and MSMEs to create a better business ecosystem, which can increase production capacity and access to larger markets.

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