

THE OBSTACLES AND STRATEGIES OF MICRO, SMALL, AND MEDIUM ENTERPRISES (MSME) IN ACHIEVING SUSTAINABILITY

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Abstract

Micro, Small, and Medium Enterprises (MSME) are forced to change their strategies in running the business in order to minimize the obstacles of their businesses. The cause of the obstacles that must be faced by MSMEs is the result of the COVID-19 pandemic and the digital reformation era that require MSMEs to be smarter in using modern techniques in running the business. This study aims to analyse the factors causing the decrease in MSME sales activities due to the digital reform era and lack of knowledge of MSMEs in promoting their businesses in the midst of the digital reform era. This is a qualitative type of study with data collection techniques include listening and recording one important information in order to conduct the data analysis. This study concludes in his era, MSMEs that have been in operation needs to change their strategies to minimize the obstacles to achieve sustainability in the digital reformation era.

Keywords: Obstacles, Strategies, MSMEs, Sustainability, Digital Reformation Era

INTRODUCTION

The well-being of the Indonesian people is the responsibility of the state, the state is created on the basis of cooperation along the principle of kinship, and also produces research that connects the lives of many people in each country, the other participating parties are people who can help groups and organizations as well as individuals. Micro, small and medium enterprises (MSMEs) are small co-economic activities with the business sector, strictly speaking small business activities, that need to be protected for unfair business competition. This sector is one that plays a very vital role in driving economic growth in Indonesia (Hafsah, 2004). MSMEs make a significant contribution for Indonesia, especially in the formation of gross domestic product and employment. MSMEs are believed to have high economic resilience and can become a support for financial system and economic stability. According to data from the Central Statistical Agency (BPS in Muharram, 2017), MSMEs make up 96.71 percent of the workforce, or 61.41 percent of the GDP, and 15.73 percent of non-oil and gas exports. These

figures show how important MSMEs are to the national economy of Indonesia. Based on 2018 data from the Ministry of Cooperatives and MSMEs, about 99% of Indonesia's industries are supported by MSMEs. Its number reached 64,194,057 units and employed 116,978,631 workers. His MSME in the culinary industry is a prima donna with a contribution of over 60%, or about 40 million of his MSME affiliates. Micro, small and medium enterprises, which are the backbone of the economy, have been severely affected not only in terms of production and income, but also in terms of a decrease in the labor force.

Talking about MSMEs, the development must be followed by many obstacles, and business competition in the digital reform era is one of challenges for MSMEs to compete. MSMEs need to change their sales strategies because technology applications, particularly in the area of transactions, have become an integral part of the ease of the transaction process. If the sales strategy does not keep up with developments in the digital reform era, it is certain that MSMEs will not be unable to compete in terms of sales (L. Muzdalifah, 2020). This is also a concern of the government in order to encourage the transformation of MSME sales strategies. New information about MSME issues in various regions and strategies to support the sales process can be found in some research on MSME sales strategies, particularly in surviving the pandemic (S. Tirtayasa, 2021). This is also supported by research on the impact of digital sales services in preserving customer loyalty (I. Andayani, 2021). The need of choosing the right sales strategy in order to achieve sales targets and be able to respond to technological changes is one of the ways for MSMEs to survive in the digital reform era.

In practice, a sizable portion of MSMEs still lack the technological know-how necessary for the promotion process to transaction processing. This should be a consideration when sharing expertise and offering MSMEs alternatives to assist growing sales turnover. A research purpose is to analyse the factors causing the decrease in MSME sales activities due to the digital reform era and help MSMEs as provide suggestions for MSMEs to maintain their businesses in the midst of the digital reform era using digital. This will allow MSMEs to implement a more comprehensive marketing strategy using digital e-commerce media, such as online platforms,

social media, and marketplaces to get an improvement in their operation as well as their sustainability, because the company's sustainability indicator is its turnover. The higher the turnover, the greater the long-term impact on a company's sustainability (Olson et al., 2003; Rezaee, 2016). Despite the many challenges, the requirement to continuously maintain business sustainability is a must for MSME actors. It is possible to take use of the enormous audience that search engines like Google, e-commerce websites, and social media that have to effectively market the desired goods (B. Harto, 2020).

LITERATURE REVIEW

1. Micro, Small and Medium Enterprises (MSME)

MSME is an acronym for micro, small and medium sized enterprise (MSME). There are numerous definitions and criteria for Micro, Small and Medium Enterprises (MSME). The implementation of firms that fall under these categories has been controlled by Law Number 20 of 2008 regulating MSMEs. MSMEs meet the following requirements:

(1) Micro Enterprises, which are successful firms run by people or business entities run by people with net assets of Rp 50 million or less, excluding land and buildings for business purposes. Annual turnover below Rp.300 million.

(2) Small Enterprises, which is defined as an economically productive stand-alone business operated by people or legal entities that are not branches or subsidiaries and are not owned, controlled or intergrated directly or indirectly into medium-sized or large-scale enterprises with net assets not less than Rp 50 million and up to Rp 500 million, excluding land and buildings on which the company is located. Annual turnover above his 300 million rupiahs, maximum he is 2.5 billion rupiah.

(3) Medium Enterprises, which are independent, productive economic ventures run by people or organizations that are not subsidiaries or branches of larger or smaller corporations but rather are owned, controlled, or integrated into them in some way. Additionally, it may be deduced from the explanation of the MSMEs' eligibility requirements in Law Number 20 of 2008 that the criteria for MSMEs are businesses that have a net worth of more than Rp.500 million up to a maximum of Rp.10 billion, excluding land and buildings for business premises. Have annual sales of more than Rp.2.5 billion up to a maximum of Rp.50 billion.

The characteristics of MSMEs are that businesses can move around, do not stay in one place, the types of goods sold can change at anytime, there is no strict SOP that regulates, simple financial administration, sometimes personal finances and company finances are still combined, most of them do not have business legality, there is no strict systematic system to regulate HR issues in business entities.

2. MSMEs Management

Micro, small and medium enterprises (MSME) are becoming increasingly significant in modern times. Every month, hundreds of small enterprises are started by people who were laid off from their jobs as a result of “cutting staff” (downsizing) or who left the corporate world in search of a slower pace and a better work-life balance. Many small businesses opened by women facing limited opportunities to advance within large corporations. In addition, the internet has paved the way new to the formation of small businesses.

The impact of technology, globalization, governmental regulations, and rising customer demand is complicating the environment for MSMEs. The secret to success is effective management, yet MSMEs occasionally struggle to acquire the managerial abilities required to survive in this dynamic environment. According to a survey on business trends and changes in the future, just 23 percent of respondents in the company is more great looked at the same issue, although nearly half of the respondents saw it as a challenge for their organization (Richard L. Daft, 2008:28). An intriguing observation is that small business managers frequently highlight the many managerial responsibilities that exist in large corporations. Small business managers frequently view their function as a spokesman as the most crucial because they have to promote a start-up as it expands globally. In small enterprises, the entrepreneurial role is equally crucial since managers must be innovative and supportive of their organizations' efforts to stay competitive.

3. MSMEs Strategy

Strategy is defined as the process of making decisions. Top executive plans focused on long-term goals arrangement, method, or efforts to achieve these goals (Marrus, 2001). A strategy is a set of basic or important decisions about business goals and methods (Child, 1972). According to Alma (2007), the concept of business is for profit. Activities aimed at producing goods and services that meet community needs. A business can also be interpreted as an institution that produces goods and services

needed by the community (Hadi & Udin, 2021). Skinner (1992) of Madnasir (2007) defines business as the exchange of goods or services for mutual benefit. A business strategy is a document that articulates the direction in which a company is aiming and the steps necessary to achieve its goals.

Strategic management can be a planning solution in which various aspects must be considered and prepared and controlled so that the effectiveness of the plan can have a positive long-term impact on the business. Management operations are highly correlated with business performance. Strategic planning is considered to be the impetus for improving company performance. Business performance is used to measure the impact of business strategy. The company's strategy is always focused on delivering performance, even in the form of marketing performance such as market value ratios. Financial performance measurements commonly use profitability to measure management effectiveness. This is demonstrated by comparing profit from sales to business methods of measuring small business performance based on respondents' perceptions. Gross profit, sales growth, return on sales, return on investment, net operating income. Measuring corporate performance therefore depends on how effectively these measures track the performance achieved by SMEs. Performance is viewed in terms of the extent to which transactions are executed or realized over a period of time. If the company's goal is to achieve good performance, it can grow profitably. Business performance can be measured by profit level, sales level, turnover rate, and return on investment.

4. MSMEs Sustainability

Sustainability for MSMEs is consistency in business terms. Sustainability that MSMEs may have is an ongoing business process that includes both strategies to sustain growth, development and sustainability and the evolution of the business. connected (Sun et al., 2018).

A company's sustainability depends largely on its production innovation and technological mastery. Aguri et al. (2018) found that entrepreneurs can only compete with leaders in companies of all sizes by applying innovative methods and technological advantages. A study by Yanti et al. (2018) found that product quality, greater innovation, and mastery of information technology, in relation to MSMEs, are key factors in determining corporate sustainability.

RESEARCH METHODOLOGY

Data Collection Method

The method used in this study is a qualitative research method by collecting data from previous research and conducting interview with samples. Descriptive exploratory approach is used to find out the challenge and strategies in micro, small and medium enterprises (MSME) development from various aspects. A descriptive exploratory approach is carried out by referring from a variety of sources; such as scientific journals and verified data.

According to Leedy and Ormrod et al. (Sarosa, 2017), qualitative research is research that seeks to understand phenomena in the natural environment and context. H. Researchers try not to manipulate observed phenomena. Qualitative research methods are those in which the researcher is the primary tool, data collection techniques are carried out by triangulation, data analysis is inductive, and qualitative research results emphasize importance over generalizations of natural objects. It is a research method for studying states (Sugishirono, 2016).

According to Bogdan and Taylor (Moleong, 2012), qualitative research methods are research techniques that generate descriptive data from a person's written or spoken language and observable behavior. Kirk and Miller (Noor, 2015) define qualitative research as a distinctive tradition in the social sciences. This is basically based on observing people in your field and relating those people by their language and relationships.

From some of the definitions above, a qualitative research method is a research designed to investigate specific events in the state of natural objects and to produce written or verbal descriptive data, and data collection is essentially We can conclude that it relies heavily on the observations of the researchers.

Another way researcher collect data can be in different settings, sources, and in different ways. In this study, researchers used interviews and observations as data collection methods.

1. Interview

Interviews are one of the most widely used tools for collecting qualitative research data. Interviews allow researchers to collect different data from respondents in different situations

and contexts (Sarosa, 2017). According to Stewart and Cash (Herdiyanto, 2016), an interview is defined as an interaction in which rules, responsibilities, emotions, beliefs, motivations, and information are exchanged or distributed. The purpose of the interview is to find out what is in people's heads and hearts, their worldview. What the researcher does not know by observation. 33 The type of interview used in this study was a semi-structured interview, in which the interviewers prepared a list of topics and questions before conducting the interview activity (Sarosa, 2017).

2. Observation

Observation is a data collection technique performed systematically and intentionally by observing and recording the symptoms under investigation (Noor, 2015). Banister (Herdiyanto, 2016) describes observation as the process of paying attention to intended behavioral goals and observing them carefully and systematically. Observation is used as a research method because it relies on direct experience. If the information obtained is not convincing and the researcher wants to know the truth of the data obtained, the researcher needs to experience the event under study firsthand (Moleong, 2012). The purpose of observation is to obtain information about human behavior as it occurs and to gain a clearer picture of the phenomenon under study. This is difficult to obtain otherwise. In this study, researchers used non-participant observation. Non-participant observation is a data collection method in which observations are made during an interview without involving the researcher in the activities of the subject under investigation (Moleong, 2012).

Data Collection Techniques

The type of data used in this study is primary and secondary data. Primary data is obtained in interviewing the samples, while secondary data is obtained from journals and other literature studies related to this research.

Population and Sample Collection Techniques

The population in this study is Micro, Small and Medium Enterprises (MSME) located in Dusun Cibeber of North Cikarang, where the number of samples is 10 enterprises in Food and Beverage field.

Research Variable and Measurement

The variables used in this study are divided into independent and dependent variable. The independent variable is related to The Obstacles and Strategies of Micro, Small and Medium Enterprises (MSME). Meanwhile, the dependent variable is related to Micro, Small and Medium Enterprises (MSME) Sustainability.

Table 1: Samples Data

MSME	Field	Location	Type of Business
Sid – sid	Beverage	City Walk, Jababeka	Small
Twice Café	Food and Beverage	Jl. Kampung Dusun Cibeber	Micro
Cita Rasa	Food and Beverage	Jl. Kampung Dusun Cibeber	Micro
Warung Indomie Aqmal	Food and Beverage	Jl. Kampung Dusun Cibeber	Micro
Warung Tegal Pakde Bude	Food and Beverage	Jl. Kampung Dusun Cibeber	Micro
Warung Tegal Pandawa	Food and Beverage	Jl. Kampung Dusun Cibeber	Micro
Sate Solo Pak Bejo	Food and Beverage	City Walk, Jababeka	Micro

Mr Mie Mi	Food and Beverage	City Walk, Jababeka	Micro
Kabita Juice	Beverage	City Walk, Jababeka	Micro
Oh No!	Food and Beverage	President University Student Housing	Micro

To measure the independent and dependent variable, several questions were asked to the samples as follow:

1. What is your name?
2. Since when did you start this business?
3. Why did you choose to build this business?
4. How and why did you choose a business location in this place?
5. How do you plan a strategy to build this business?
6. What is the current condition of your business?
7. What are the challenges or difficulties in building this business?
8. How is your business distribution system?
9. What is the average turnover of your business in a day?
10. What is the average turnover of your business in a month?
11. Does Covid-19 affect the increase or decrease in your business turnover?
12. If there was an increase or decrease in turnover during Covid-19, how much was the increase or decrease?
13. How do you promote your business?
14. How is your business payment system?

15. How do you see your business development opportunities?

Data Analysis

According to Bogdan (Sugiyono, 2016), data analysis is the process of systematically finding and collating data from interviews, field notes, and other sources so that it is easy to understand and the results can be shared with others. process. Data analysis by qualitative research by Miles & Huberman (Sugiyono, 2016) is performed at the time of data collection and after completion of data collection for a period of time. If the analyzed interview results are found to be unsatisfactory, the researcher will continue to ask questions again until the data obtained are considered reliable and the data are saturated. Here are the data analysis steps according to Miles and Huberman:

Data organization

Data organization means summarizing key points, selecting key points, focusing on key points, and looking for themes and patterns. The reduced data therefore provides a sharper picture, making it easier for researchers to collect the following data.

1. Presentation of data

Data can be presented only in words by creating tables and graphs. Presenting the data makes it more organized, arranged in relational patterns, and easier to understand.

2. Conclusion

At this stage, the initial conclusions, which are still tentative, become final and authoritative after verification by researchers.

The population in this study is Micro, Small and Medium Enterprises (MSME) located in

RESULT AND DISCUSSION

1. Obstacles Analysis

The data analysis in research was carried out to determine the obstacles that MSMEs are facing. Based on the 10 interviewees, several major problems were found that hampered MSMEs' ability to develop effective sales strategies and raise sales turnover. The following MSME was identified by data analysis:

1.1 University Timeline

The learning schedule on university is one of the tough challenges that must be faced by all the samples of MSMEs that we studied. They admit that the university timeline is very influential on their turnover. For example, Mr. Mie admitted that every semester break, its business turnover decreased by approximately 50% because many President University students left Cikarang to return home. The owner of Mr. Mie said that on normal days they

could open the shop from morning to night with non-stop arrivals of customer, but when the holiday season came, Mr. Mie would only have less than half the usual number of customers. In fact, the same obstacles also were experienced by the other 9 samples.

1.2 Weather

For some micro businesses, the weather is one of the obstacles for their business. For example, beverage sellers such as Sid-Sid and Kabita Juice experience a decrease in turnover when the rainy season comes. That is because the beverages they sell are cold beverages and usually consumers rarely consume cold drinks but warm drinks. Because these two businesses are micro and small categorize, they do not have a proper place to sell their drinks and only use booth/stall as a place to sell. Therefore, sometimes heavy rains also make it necessary for some sellers to temporarily close their booths/stalls due to the rain that soaks their booths/stalls.

1.3 Fluctuation of Raw Material Prices

Most of our sample of MSMEs complain about the rising prices of raw materials on the market. The increase in prices has resulted in a small profit for some micro-entrepreneurs because they cannot increase the selling price of food. For example, Sate Solo Pak Bejo admitted that he is worried that his customers will leave if he increases the selling price or reduces the portion of the food he sells because of fluctuating raw material prices on the market.

1.4 Post COVID-19 Condition

Due to the impact caused by COVID-19 affecting the selling activities of MSMEs, almost all MSMEs have experienced a decrease in turnover. The 10 samples that we studied also experienced a drastic decrease in turnover. Even Kabita Juice had to temporarily close its business when the COVID 19 pandemic hit. Not only that, Mr. Mie experienced a decrease in turnover of more than 70% compared to before COVID-19 hit.

2. Strategies and Management

A strategy and management are defined as a process of determining the plans of top leaders who focus on the long-term goals of the business, accompanied by an arrangement, ways, or efforts so that these goals can be achieved (Marrus, 2001). A strategy is a set of basic or critical choices regarding the goals and manner of business (Child, 1972). While management is the act or art of managing: the conducting or supervising of something such as business (Merriam-Webster Dictionary). So, to build a good and well-planned business with several accomplishments on the long-term goals, it is really important for the owner to build and create a detailed structure of their business plan including the way they want to arrange and manage the business. In this research, we asked several questions

related to the way these MSMEs create their business strategy and management with the following results.

2.1 Updated Menu

In developing a business especially in the Food and Beverage field, the updates or refreshments or innovations in their menu is something crucial that can be a touch point in growing the business. In the point of view of a business owner, menu refreshments may be a little bit hard to do because they need to put a lot of effort and consideration to launch the menu starting from the budget, ingredients, cooking systems, etc. But, from another point of view, especially from customers, the refreshments on the menu is really important because it attracts them more in ordering the menu that they never tasted before. But, in this research, we found out that even though refreshing the menu may seem a little bit hard, this strategy has become one of the MSMEs owner strategies to develop and grow the business. For example, from speculated this strategy by looking and positioning themselves as the customer which is attracted more to the restaurant or food place that has several improvements especially in the menu. They also do a review on their selling to map out which menu that will be sustainable for their business and which menu that needs to be improved.

2.2 Appropriate and Strategic Places

Putting the business in the appropriate and strategic place becomes another consideration from the business owner to implement. According to NerdWallet article (How to Choose a Business Location: 8 Factors to Consider) Choosing a business location is not something that can be done on a whim—it's a crucial step in starting a business because it is related to the business' overall success, because in running a business, it is not only about the business owner but also for the employee and customer. In the Cikarang region especially in Jababeka which is really close to President University that has a lot of students which is potential for the MSMEs to grow their business. In this research, we found fact that most of the MSMEs owners consider a lot in facilitating their business with an appropriate place such as a large and cozy place with good quality of table and chair, doing renovation on the interior, and doing some decoration, also strategic place by opening their business near President University and boarding house area.

2.3 Marketing Digitalization

Digital marketing is a marketing activity including branding that utilizes various web-based media. Marketing or digital marketing is defined as the use of digital technology to achieve marketing goals and the creation or adaptation of marketing concepts themselves to communicate globally and change the way companies do business with their customers. Advances in mobile technology have made it possible for anyone with an Internet network to obtain accurate information in the palm of their hand. It is absolutely necessary to make the store “easy to enter” for customers. The use of the internet has changed most marketing concepts that have relied solely on a marketing mix consisting of products, prices, locations and promotions, but current developments are changing the basics of marketing: customers, costs and costs. Complements the 4Cs approach that is comfort and communication. Since consumers can only purchase goods from home, businesses must consider the cost of maximizing profits, use the Internet to make consumers more convenient, and businesses must build good relationships with customers. We develop two-way communication to build.

Digitalization in marketing seems to have become a part of most important strategies for the MSME to manage and grow their business. According to Suliyanto (2006), the market is the sum of all demands for goods or services by potential buyers. Stanton (2001) defines a market as people seeking satisfaction, money to buy, and willingness to spend it. The above means that a market is a place where sellers and buyers agree on the same price. According to Stanton (2001), marketing is the entire system of business activities aimed at planning, pricing, promoting and distributing goods and services. Previous statements well defined marketing as one of the business cycles that has to be improved and revised from time to time since the condition, environment, and trend always change also. In this research, we also found the fact that almost all of the MSME set a good strategy in managing their business by doing digitized marketing in order to improve, revise, and adapt to the current market conditions with a hope to boost their sales to grow their business by putting their business on online marketplace/transportation such as Shopee, Gojek, and Grab. They also put advertisements of their business on social media such as WhatsApp and Instagram by sharing their flier of menu, real menu picture, testimonials from customers, and updated time when they are open or close.

2.4 Payment Digitalization

Digitalization of payments refers to the process of making and receiving payments electronically without using cash or checks. This means using digital methods such as mobile payments, e-wallets, bank transfers and online payment platforms that allow customers to pay securely and quickly anywhere, anytime. Based on the interview result, we know that these 10 MSMEs are trying to adapt with the current situation where all of the things are going digital by applying online method payment such as transfer to their bank account or e-wallet like dana, shopeepay, ovo, etc. They also simplify the payment method by providing Qris barcode for people to scan.

2.5 Clear Job Segmentation and Description

In this part, the owner of MSMEs applied fair and clear job description to all of the employees to prevent miscommunication and the uncertainty on doing the job. The owner also segmentate the job based on the skills and expertise of the employee to get a good result on serving their food and beverage.

CONCLUSION

The data analysis in this research was carried out to determine the obstacles that MSMEs are facing and the way they set strategies to manage and overcome the obstacles that they face. Based on the 10 interviewees, several major problems were found that hampered MSMEs' ability to develop effective sales strategies and raise sales turnover, the learning schedule on campus, changing seasons especially when the rainy season comes, the fluctuating prices of raw materials on the market that resulted a small profit for some micro-entrepreneurs because they cannot increase the selling price of food, and the last one comes from the impact of COVID-19 that affecting the selling activities of MSMEs. In facing those kinds of complicated problems, the MSME set several strategies in order to maintain their business and have a solution to keep growing as a business, and based on the interview result, we can conclude that developing a business especially in the Food and Beverage field, they need to be aware of target market demands by innovating, maintaining, and setting a strategic idea either from the menu, place, service, etc. refreshments or innovations in their menu is something crucial that can be a touch point in growing the business. Adapting to the current condition and era also needed when it comes to innovation by applying the digital style of business to attract more people to come and feel enjoy to be the loyal customer. The last and also the most important one is the clear and fair job segmentation for all the employees to maintain the stability and harmony of the business.

LIMITATION

The limitation of this research is the study only examines MSMEs in a very small scope, with 10 samples around the President University area. It can be a consideration for future research in the same topics. The researchers suggest future research to expand the sample size for producing more relevant data and results to minimize the errors in making conclusions.

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