



INTEGRATOR PLATFORM MODEL TO SUPPORT MSME

Masripah¹, Alvita Yuniar², Meizaroh³

¹Universitas Pembangunan Nasional Veteran Jakarta

^{2,3}OperBisnis

ARTICLE INFO

Keywords:

Business Integrator Platform,
MSME

E-mail:

masripah@upnvj.ac.id

ABSTRACT

This research focuses on designing an integrator platform called OperBisnis. This research attempts to answer questions about what kind of facilities are needed to support the collaboration between MSMEs and other parties. The method used was a descriptive approach. The results of the formation of OperBisnis show several benefits that can connect various parties such as banking institutions, mentors, investors, business incubators and accelerators, and others form the function of education to funding.

Copyright © 2021 Enrichment: Journal of Management.

All rights reserved.

1. Introduction

Indonesia, which is a member of the G20, is classified as a newly industrialized country. In 2010, the Central Bureau of Statistics (BPS) recorded around 52.8 million Micro-Small-Medium Enterprises (MSMEs) in Indonesia. This number increased by about 22% in 2018 to 64.2 million. MSMEs make a very significant contribution to the economy in Indonesia, especially in terms of income, employment contribution, and the growth of human resources in conducting business operations. The Ministry of Cooperatives and SMEs (2005) states that the role of MSMEs in Indonesia can be seen from (i) their role as the main players to drive the economy in various sectors, (ii) providing the largest employment opportunities, (iii) playing an important role in developing the local economy and empowering the community, (iv) creating new markets and innovating, and (v) its role in export activities to participate in maintaining the balance of payments. Putra (2016) stated that MSMEs have several advantages including the use of natural resources and are labor-intensive. BPS stated that MSMEs contributed to the Gross Domestic Product (GDP) of 61.07% and absorbed 97% of the workforce in Indonesia in 2018. MSMEs were even considered as the saviors of the Indonesian economy during the crisis period in the 1992-2000 (Manurung, 2006). Wahyuningsih (2009) states that MSMEs have some special features such as small capital, a fairly high risk but directly proportional to the return and provide an entrepreneurial spirit for their owners.

Law Number 20 of 2008 classifies MSMEs based on their assets and total sales. Businesses that are included in the micro-enterprise category are businesses owned by individuals and/or individual business entities that have assets with a maximum amount of IDR 50 million and total sales of IDR 300 million. Small businesses have assets between IDR 50 million to IDR 500 million and total sales from IDR 300 million to IDR 2.5 billion. Medium-sized businesses have assets between IDR 500 million to IDR 10 billion and total sales between IDR 2.5 billion to IDR 50 billion. Businesses that have assets and sales exceeding these criteria will be classified as large businesses.

The growth of MSMEs in Indonesia is still experiencing several challenges, such as difficulties in accessing capital and marketing (Orlando & Pollack, 2000; Midgley, 2008; Tambunan, 2019). In addition, other challenges faced by MSMEs in Indonesia include licensing, management, and adaptation to external factors such as social conditions or government regulations. OECD (2012) states that MSMEs have a lower productivity level of 4% when compared to large-scale businesses. The government has implemented several policies with the aim of improving the welfare of entrepreneurs, providing access to capital, training, and marketing for MSMEs. Various programs held by the government, such as People's Business Credit (KUR), Civil National Capital (PNM), Fostering a Prosperous Family Economy (Mekaaar), ULaMM (Micro Capital Service Unit), and programs that collaborate with government financial institutions such as the BUMN Creative House and state-owned banks. Not only the government, currently private institutions such as banking, fintech, and other sectors also participate in organizing programs that support MSMEs.

The number of parties who have the same noble goal of supporting the growth of MSMEs in Indonesia has not been optimally utilized. There are many MSMEs who are not familiar with the organizations, activities or policies that can support their business. This illustrates that a platform that can bring together parties who can support MSMEs and MSMEs who need assistance is needed. This research seeks to design the ideal business integrator platform to answer this need.

This business integrator platform, called OperBisnis, is designed to be a platform in the form of a website, mobile application, and also social media. OperBisnis realizes the importance of collaboration with parties involved in the growth of MSMEs in Indonesia. Technology-based platform, OperBisnis, aspires to provide solutions for all aspects of supporting MSMEs in an integrated, practical, and credible platform. MSMEs are expected to be able to use this platform to (i) get information about tips on starting a business and developing a business (ii) getting to know parties, events, and articles that can help entrepreneurs learn and expand their business networks (iii) understand the importance of business valuation and exit strategy opportunities for a better business growth, and (iv) perform a business transaction safely and efficiently.

2. Literature Review

2.1. Platform Definition

Platforms are new business models that use technology to connect people, organizations and resources in an interactive ecosystem where extraordinary amounts of value can be created and exchanged (Parker et. al., 2016).

2.2. OperBisnis

OperBisnis is an integrator platform that is tailored to the needs of MSMEs in Indonesia so that they can integrate with many parties such as individual and institutional investors, business incubators, the government, and other parties (Yuniar et. al., 2021).

2.3. Study of MSMEs Problems

To support MSMEs, we raise an important question: How can we create an environment which is easily accessible by the MSMEs, enable them to collaborate with a lot of parties that can support their growth and in the end create a digital ecosystem? Nicolescu (2009) states that there are internal and external factors that can affect the ability of SMEs to survive. The formulation of the main problem must be studied in the form of a description and classification of the problems faced by MSMEs in running a business. This can be caused by internal factors such as financial regulatory competence, or external factors such as government policies.

2.4. MSMEs Problems and Challenges Caused by Internal Factors

Nicolescu (2009) states that internal factors have a greater influence on the performance of MSMEs compared to external factors. Sumaryana (2018) says that there are three most important things from these internal factors, namely the skills of workers and employers, the use of technology, as well as organization and management. The problems and challenges of MSMEs from internal factors (Yuniar et. al., 2021) can be described as follows:

a. Legal, Legal problems faced by MSMEs include:

Legal entity, Based on data from the Creative Economy Agency (BEKRAF) in 2018, 96.1% of MSMEs did not have legal entities yet. The main reasons being some MSMEs do not want to deal with taxation or there is limited understanding regarding the type of legal entity that best suits their needs, such as Limited Liability Company, CV (Commanditaire Vennootschap), Firm, or Maatschap. The absence of a legal entity, limits the actions that MSMEs could take to develop their business, for example, to get credit from a bank, or other business processes that highly require documentation.

Intellectual Property Rights (IPR), Due to not having a legal entity, important things such as intellectual property rights have not become one of the prioritized aspects by the MSMEs. In addition, MSMEs' owners usually do not understand the procedures for registering copyright or trademark rights or do not want to incur costs. According to the Ministry of Cooperatives and SMEs' statement (2020), only about 10% of MSMEs have registered their copyright.

The Ministry of Cooperatives and SMEs provides free IPR registration facilities for MSMEs that meet established criteria and procedures. Despite the free facilities given, the small number of MSMEs who registered their copyrights prove that the majority of MSMEs do not know about the program. MSMEs are advised to immediately register IPR because misuse of trademarks and creations can be a complicated and detrimental problem. Intellectual Property Rights is very important, especially if MSMEs have plans to expand their business to global or export activities.

b. Human Resources (HR)

MSMEs may find it difficult to find workers who meet the criteria and have capabilities in terms of knowledge or competence. This is natural because in the process of developing a business, there is certainly more to do and more workers with special skills needed. Foulkes (1975) mentions that the workforce and the company's ability to recruit and maintain a good workforce are factors that affect blockages in the company's production process which have an even greater impact than the company's capital requirements.

Siagian (2009) states that in order to increase the productivity of HR, the following efforts can be made: (i) Continuously make improvements, (ii) improve the quality of work results, (iii) empower HR, and (iv) work ethic philosophy of the organization. MSMEs are advised to improve their knowledge and skills in HR management, for example by learning HR management as a good leader, communicative, selective and wise in recruiting, being firm in making regulations, evaluate performance and using a reward and punishment system. Meanwhile, if employees feel they do not meet the criteria and do not have good performance, employees can be given the opportunity for training or seminars. The existence of good HR management will increase employee loyalty and have an impact on business productivity.

c. Finance

Srikandi and Setyawan (2004) stated that one of the dominant factors causing the failure of MSMEs in developing their business is the ability to manage their finances. Financial problems faced by MSMEs owners include financial management, for example, MSME actors do not separate personal and business finances because they are too focused on increasing capital, do not record details of business expenses, and an inadequate financial projections or budget allocations. Ediraras (2010) states that good financial management will make businesses more transparent and accountable. Lack of financial management can deter maximization of profits and unfulfilled tax obligations. Hence, MSMEs are advised to be able to maintain their bookkeeping, be wiser in financial control, or use a platform that can assist all types of financial management needs and tax payments.

d. Marketing

Triyaningsih (2012) argues that one of the big problems encountered by MSMEs is marketing. MSMEs do not have all the information necessary to be able to market their products to a wider market. There are so many things that can be discussed when it comes to marketing. Starting from product, distribution, promotion, to pricing. Kotler (1989) says that marketing strategy is an approach used by a business to achieve a predetermined target and includes such things as the target market, product placement in the market, marketing implementation plans and the level of costs that must be incurred. All aspects

are needed to form effective marketing. Quality products and attractive packaging will not get the spotlight if there is no place to distribute them. Even vigorous promotion will not mean much if there is no strong brand value. MSMEs have to ensure that these four aspects have their respective plans. Moreover, to implement the marketing plan, strong media is needed, both online (marketing through integrated social media) and offline (a strong business network from suppliers to buyers). For MSMEs to be able to improve their business, excel from competitors, and get customer loyalty, continuous market research is required to find out market tastes and industry trends.

e. Technology

Deloitte (2015) found that 36% of MSMEs have not used digital technology, 37% of MSMEs only have very basic digital skills, 18% of MSMEs have digital skills at the intermediate level, and only about 9% of MSMEs have advanced digital skills. The rapid development of technology means that there are new methods that can be adapted by MSMEs in their business activities. Technology can improve the business because it is an added value for the company or make the business becomes obsolete due to late in adapting. Deloitte (2015) states that the use of technology for MSMEs can contribute to an increase in income of up to 80% and up to 1.5 times more likely to create jobs if they adapt to using cloud-based technology in their business processes.

2.5. MSME Problems and Challenges from External Factors

Nicolescu (2009) states that external factors that can affect the performance of MSMEs are factors outside the company itself, such as access to capital and government policies as well as the country's economic conditions. The problems and challenges of MSMEs from external factors (Yuniar et. al., 2021) can be divided into the following:

a. Access to Capital

Capital is certainly an obstacle for MSMEs, both in starting a business and developing it. As the saying goes "Many roads lead to Rome", MSME players need to know that there are several ways that can be used to get additional capital, for example, the government program for the People's Business Credit (KUR) or Mekaar, or loans (banks or online). However, for lending at a bank or online, MSMEs have to be familiar with the existing risks and applicable regulations, lest they could be detrimental if they do not match the capabilities and developments of the business being run.

b. Economic Situation

The business climate is strongly influenced by economic conditions that occur in the region, country, and globally. This is inseparable from investment activities, inflation, and other phenomena. Cooperation between MSMEs and the government is necessary in order to improve the country's economy.

c. Political

Stable political conditions and government policies that support MSMEs will have a positive impact on ongoing businesses, and vice versa. For example, in the pre-reform era when politics in Indonesia faltered and had an impact on the Indonesian economy, or other examples such as global sentiment between one country and another so that the opportunities for import and export processes faltered. However, in the midst of this reform era with political uncertainty, there are also many opportunities to overcome the negative impacts because the government allocates a lot of its support to MSMEs.

d. Social

MSMEs have to monitor social conditions that are always changing and can affect the company, in terms of demographics, customs and culture, religion, education, and so on. For example, the products offered by MSMEs in area A are not necessarily as popular as in area B, because of the customs and culture or behavior of an area that is not familiar with the products of the MSMEs. However, it creates an opportunity for the MSMEs to make an innovation for the products which are niche to the need of a specific market.

3. Method

This study uses a descriptive approach. Narbuko and Achmadi (2009:44) state that descriptive research is a study that seeks to find solutions for the problems according to existing data and involves data presentation, data analysis and interpretation of analysis results. This study discusses the problem by using literature studies and primary data as a source of information which is then analyzed to be interpreted. The interpretation then being compiled as the basis of the solution to existing problems.

4. Results and Discussion

4.1. Solutions for MSMEs

Supporting MSMEs in Indonesia has become the objective of many parties. Many organizations were founded on this noble cause. However, unfortunately, many MSMEs do not know the existence of organizations, policies or activities that can support progress for their businesses. Tambunan (2009) states that close cooperation between MSMEs and other parties such as banks, university research institutions, government agencies, business associations, chamber of commerce, business development services and others, will provide agglomeration benefits generated by a higher level of efficiency. higher than if the MSMEs work alone. For this reason, OperBisnis strive to bring these parties together and create efficiencies for all parties. Based on their impact on MSMEs, these organizations can be classified as follows:

a. Financial institutions such as banks, peer-to-peer lending companies or investment institutions can be a solution to MSMEs capital problems.

b. A business incubator can help a business in the early stages of establishing the business. The Ministry of Cooperatives and SMEs based on regulation no 81.3/Kep/M.KUKM/VIII/2002 defines incubators as institutions engaged in providing facilities and business development, both management and technology for SMEs to improve and develop their business activities and or development of new products so that they can be transformed into sustainable entrepreneurs and/or competitive new products within a certain period of time. There are several government

- institutions that participate as business incubators. Many universities are also used as vehicles for the government to provide business incubations. In addition, there are also many private institutions that act as business incubators.
- c. Training/educational institutions provide learning facilities for MSMEs, both free and paid. Usually, the material provided is in the form of seminars or mentoring, assistance in evaluating business performance, and technical training such as financial management or accounting, taxes, marketing, and so on. Learning facilities are also found in the collaboration between institutions and the government.
 - d. A business accelerator that offers funding for MSMEs with the potential to grow. Usually, this is related to technology-based start-ups, but it does not rule out opening opportunities for MSMEs that have the potential to grow in the long term.
 - e. Potential investors. Potential investors can be individual investors who are angel investors or even family and relatives. In addition, there are also institutional investors such as companies that usually have the same vision and mission as MSMEs and invest in the form of funding or human resources in managing the business.
 - f. Government institutions that help and accommodate all the aspirations of MSMEs. Examples of government agencies that are active in assisting MSMEs include the Ministry of Cooperatives and SMEs, the Technology Incubator Center – the Agency for the Assessment and Application of Technology, the Ministry of Research, Technology and Higher Education, the Ministry of Trade, and so on.
 - g. Entrepreneurship organization. Joining fellow entrepreneurs in a community or association can provide a support system for the entrepreneurs through community events or sharing sessions. In addition, by joining the community, entrepreneurs can wider their network to be able to find out and obtain information that can facilitate their businesses.
 - h. Other institutions

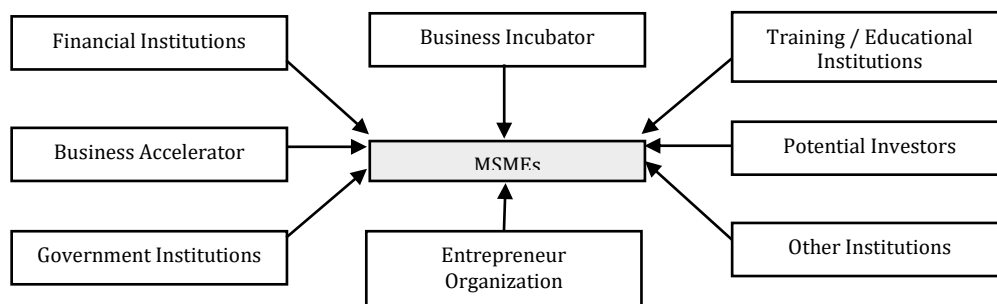


Figure 1. MSMEs Supporting Organizations

With their respective organizational goals, the above institutions/parties can participate in helping MSMEs to develop strategies related to external and internal problems. The following is an overall model that describes the integrator platform, as well as the roles between functions:

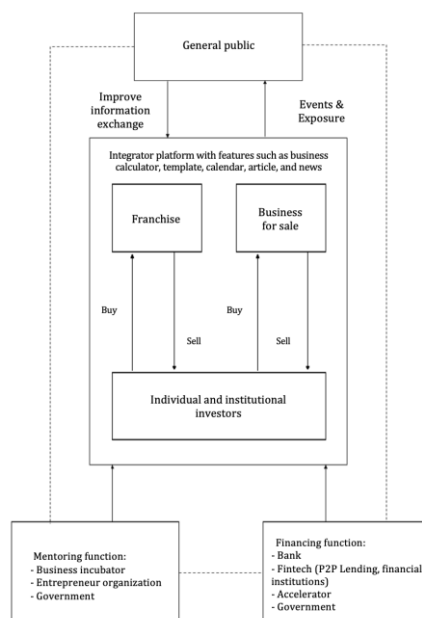


Figure 2. Platform Integrator Framework

4.2. OperBusiness Features

OperBisnis is accessible in the form of a website, mobile application and various social media. OperBisnis features that can be useful for MSMEs include the following:

- a. Profile of MSMEs in need of funding
By providing a page containing profiles of MSMEs that need funding, not only it can help these MSMEs, but also help those who have excess funds and want to invest in those types of businesses. This feature allows MSMEs to be able to seek business growth in order to get more significant profits. Moreover, there is a chance that some investors could also contribute in terms of skill improvement and business management.
- b. Profile of MSMEs supporting/agencies
This page seeks to introduce institutions/parties that can help the growth of MSMEs. With this page, MSMEs can find the institution/party more easily and can use the services and participate in the activities of the institution/party.
- c. Activity calendar
There are lots of training activities that can improve the skills of entrepreneurs or can be used as an arena to build networks to develop their businesses, such as seminars, business management training according to their functions, community meetings, competitions and business matching opportunities. Some of these activities are paid, some are free. Many entrepreneurs do not know about these activities even though they need them. Therefore, OperBisnis provides an activity calendar feature where users can view activities that support the development of MSMEs, both held by OperBisnis itself and those held by other parties. This feature also makes it easier for users to filter out activities that interest them in the future.
- d. Learning articles
OperBisnis also regularly releases articles related to the latest regulations, tips for supporting businesses, franchising, business processes, as well as everything that we think can be useful and easy to understand for MSMEs in Indonesia. This article is not only intended for MSMEs, but for all parties who are interested in the field of entrepreneurship.
- e. Tutorial video
OperBisnis also has an online talk show called BUS STOP: Business Talks with OperBisnis which lasts for 20-30 minutes. The purpose of holding this event is as an effort to motivate and provide information to the public, especially MSMEs on a regular basis. Through this feature, OperBisnis also intends to introduce parties who can support the business of the MSMEs, such as business incubators, the entrepreneur community, and financial institutions. The parties can share their respective perspectives on the problems and solutions offered to MSMEs.
- f. Business valuation calculator and pitch deck
Business valuation is one of the important factors for entrepreneurs to know the quality of their business. The valuation can be calculated through several methods. However, not all MSMEs have understood correctly and can project their business valuation. OperBisnis is also developing a business valuation calculator feature to help business owners to estimate the value of their business. As an advanced stage of calculating business valuations for MSMEs who wish to implement an exit strategy, OperBisnis is also developing a pitch deck template that can be used by MSMEs to introduce their business to potential investors and investment opportunities that are more targeted.
- g. Buying and selling business

Many MSMEs are built according to attractive business ideas, but the lack of execution causes most businesses to be closed. Especially in the midst of the COVID-19 pandemic, data from the Ministry of Cooperatives and SMEs shows that nearly 40% of MSME businesses were forced to stop operating. However, selling a business is not only caused by the loss incurred. There are also many other reasons, such as the need of the entrepreneurs to find a willing and competent successor, businesses that require diversification, funding and mentoring by partners. This can also support several parties who are looking for new business ideas but do not want to start from scratch. They can meet MSMEs owners who want to sell their business as a whole or partial through OperBisnis platform.

5. Conclusion

The presence of a credible, effective, and efficient business integrator platform is very useful to support the development of MSMEs in Indonesia. MSMEs can understand the importance of business growth and get exposure and facilities to market their business for more real opportunities. Many organizations strive to support MSMEs in solving their problems, but the presence of each party has not been maximized in the form of integrated activities that allow collaboration. Therefore, the integrator platform should have the expected benefits for MSMEs. The presence of OperBisnis which is designed as a business integrator platform requires further evaluation in the form of checking feature functions with procedures such as Technology Readiness Level so that it can be used by more people and can develop qualified technology features. In addition, education for MSMEs is also needed to build awareness of the needs for business growth and how to reach parties who can work together for better opportunities.

6. References

- [1] Beritasatu.com. (2020, 16 Juni). New Normal Jadi Peluang Bagi UMKM. Diakses pada 20 Juni 2020, dari <https://www.beritasatu.com/ekonomi/645683-new-normal-jadi-peluang-bagi-umkm>.
- [2] Deloitte. (2015). UKM pemicu kemajuan Indonesia. Deloitte Access Economics.
- [3] Depkop.go.id. Perkembangan Data Usaha Mikro, Kecil, Menengah (UMKM) dan Usaha Besar (UB) Tahun 2017-2018. Diakses pada 14 April 2020, dari [http://www.depkop.go.id/uploads/laporan/1580223129_PERKEMBANGAN%20DATA%20USAHA%20MIKRO,%20KECIL,%20MENENGAH%20\(UMKM\)%20DAN%20USAHA%20BESAR%20\(UB\)%20TAHUN%202017%20-%202018.pdf](http://www.depkop.go.id/uploads/laporan/1580223129_PERKEMBANGAN%20DATA%20USAHA%20MIKRO,%20KECIL,%20MENENGAH%20(UMKM)%20DAN%20USAHA%20BESAR%20(UB)%20TAHUN%202017%20-%202018.pdf)
- [4] Economy.okezone.com. (2020, 19 Mei). 43% UMKM Tutup Akibat Covid-19. Diakses pada 20 Mei 2020, dari <https://economy.okezone.com/read/2020/05/19/320/2216489/43-umkm-tutup-akibat-covid-19>
- [5] Ediraras, Dharma. (2010). Akuntansi dan Kinerja UMKM. Jurnal Ekonomi Bisnis, Agustus, 15(2): 152- 158.
- [6] Ekbis.sindonews.com. (2020, 19 Mei). Menkop Teten: 40% UMKM Terpaksa Tutup Terdampak Virus Corona. Diakses pada 25 Mei 2020, dari <https://ekbis.sindonews.com/read/36457/34/menkop-teten-40-umkm-terpaksa-tutup-terdampak-virus-corona-1589871953>
- [7] Foulkes, F. K. (1975). The Expanding Role of the Personnel Function. Harvard Business Review, March-April, hal.71.
- [8] Katadata.co.id. (2020, 26 Juni). Minim Edukasi, Keberhasilan Produk UMKM di Platform Digital Hanya 10%. Diakses pada 27 Juni 2020, dari <https://katadata.co.id/berita/2020/06/26/minim-edukasi-keberhasilan-produk-umkm-di-platform-digital-hanya-10>
- [9] Kementerian Koperasi dan UKM. (2005). Peran Usaha Mikro, Kecil dan Menengah Dalam Pembangunan Ekonomi Nasional. Surabaya: Kementerian KUKM.
- [10] Kementerian Koperasi dan UKM. Perkembangan Data Usaha Mikro, Kecil, Menengah (UMKM) Dan Usaha Besar (UB) Tahun 2010 – 2015. Diakses pada 10 Juli 2020, dari [http://www.depkop.go.id/uploads/laporan/1580279084_Perkembangan%20Data%20UMKM%20dan%20Usaha%20Bes ar%20\(UB\)%20Tahun%202010-2015.pdf](http://www.depkop.go.id/uploads/laporan/1580279084_Perkembangan%20Data%20UMKM%20dan%20Usaha%20Bes ar%20(UB)%20Tahun%202010-2015.pdf)
- [11] Kementerian Koperasi dan UKM. Perkembangan Data Usaha Mikro, Kecil, Menengah (UMKM) Dan Usaha Besar (UB) Tahun 2017 – 2018. Diakses pada 10 Juli 2020, dari [http://www.depkop.go.id/uploads/laporan/1580223129_PERKEMBANGAN%20DATA%20USAHA%20MIKRO,%20KECIL,%20MENENGAH%20\(UMKM\)%20DAN%20USAHA%20BESAR%20\(UB\)%20TAHUN%202017%20-%202018.pdf](http://www.depkop.go.id/uploads/laporan/1580223129_PERKEMBANGAN%20DATA%20USAHA%20MIKRO,%20KECIL,%20MENENGAH%20(UMKM)%20DAN%20USAHA%20BESAR%20(UB)%20TAHUN%202017%20-%202018.pdf)
- [12] Kotler, Philip. (1989). Manajemen Pemasaran, Jilid 1. Indeks, Jakarta. Hal. 401.
- [13] Kumparan.com. (2018, 16 Maret). Bekraf: 96,1% UMKM Belum Berbadan Hukum. Diakses pada 16 April 2020, dari <https://kumparan.com/kumparanbisnis/bekraf-96-1-umkm-belum-berbadan-hukum>
- [14] Manurung, A. H. (2006). Bisnis UKM (Usaha Kecil Menengah). Penerbit Buku Kompas, Jakarta.
- [15] Midgley, J. (2008). Microenterprise, global poverty and social development. International Social Work, 51(4): 467–479.
- [16] Narbuko, C., dan Achmadi, A. 2009. Metodologi Penelitian. Jakarta: Bumi Aksara.
- [17] Nicolescu, O. (2009). Main features of SMEs organization system. Review of International Comparative Management, 10(3): 405-413.
- [18] OECD. (2012). Promoting SME development in Indonesia. OECD Economics Department Working Papers No. 995.
- [19] Orlando, María Beatriz & Molly, Pollack (2000). Microenterprises and Poverty. Evidence from Latin America. Washington, D.C: Inter- American Development Bank Sustainable Development Department Microenterprise Unit, February. Retrieved from <https://publications.iadb.org/publications/english/document/Microenterprises-and-Poverty-Evidence-from-Latin-America.pdf> Accessed 20 July 2020.
- [20] Parker, G.G, Alstyn, M.W.V., & Choudary, S.P. (2016). Platform Revolution: How Networked Markets Are Transforming the Economy and How to Make Them Work for You. New York City: W.W. Norton & Company.
- [21] Pemerintah Indonesia. 2007. Peraturan Menteri Perdagangan (Permendag) No. 46/2009 tentang Perubahan Atas Permendag No.36/2007 mengenai Penerbitan Surat Izin Usaha Perdagangan. Sekretariat Negara. Jakarta.
- [22] Pemerintah Indonesia. 2018. Permenkeu 95/PMK/05/2018 tentang Pembiayaan Ultra Mikro. Sekretariat Negara. Jakarta.

-
- [23] Putra, A. H. (2016). Peran UMKM dalam Pembangunan dan Kesejahteraan Masyarakat Kabupaten Blora. *Jurnal Analisa Sosiologi*, Oktober, 5(2): 40-52.
- [24] Siagian, S.P. (2009). *Kiat Meningkatkan Produktivitas Kerja*. Jakarta: Rineka Cipta.
- [25] Srikandi, C., & Setyawan, A. B. (2004). Analisis Penerapan Siklus Akuntansi pada Usaha Kecil dan Menengah di Daerah Istimewa Yogyakarta. *Jurnal Ilmiah ESAI*, Volume 9: 51-69.
- [26] Sumaryana, Fitriana Dewi. (2018). Pengembangan Klaster UMKM Dalam Upaya Peningkatan Daya Saing Usaha. *JISPO*, Januari-Juni, 8(1): 58-68.
- [27] Tambunan, Tulus. (2009). Export-Oriented Small and Medium Industry Clusters in Indonesia. *Journal of Enterprising Communities: People and Places in the Global Economy*, 3(1): 25-58.
- [28] Tambunan, Tulus. (2015). Ukuran Daya Saing Koperasi dan UKM. Pusat Studi Industri dan UKM, Universitas Trisakti.
- [29] Tambunan, Tulus. (2019). Recent evidence of the development of micro, small and medium enterprises in Indonesia. *Journal Of Global Entrepreneurship Research*, 9(1).
- [30] Triyaningsih, Sri Lestari. (2012). Strategi Pemasaran Usaha Kecil dan Menengah. *Jurnal Ekonomi dan Kewirausahaan*, April, 12(1): 37-46.
- [31] Wahyuningsih, S. (2009). Peranan UKM dalam Perekonomian Indonesia. *Mediagro, Jurnal Ilmu-Ilmu Pertanian*, 5(1): 1-14.
- [32] Yuniar, A., Masripah, & Meizaroh. (2021). *UMKM: Strategi Memulai Hingga Mengakselerasi Bisnis*. Sleman: Deepublish.