



## Strategy for Improving MSMEs Performance Through Stakeholder Involvement

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**ABSTRACT:** This study aims to identify MSMEs problems, identify internal and external factors, and recommend alternative strategies through stakeholder involvement. This research uses a participatory approach. Data obtained in the form of primary through observation, depth interviews, and FGD. Secondary data was obtained from other sources. Analyzing using IFAS, EFAS and SWOT analysis. Based on the IFAS EFAS score, the competitive ability of MSMEs is classified as moderate. The right strategy is to implement a growth strategy through horizontal integration. In contrast, the alternative approaches are institutional empowerment, increased development, intensive engagement with stakeholders, increased access to funding sources, marketing network development, conducive climate, improvement of entrepreneurship programs, improvement of production and information technology.

**Keywords:** Strategy, Performance, Stakeholders

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## INTRODUCTION

The development of micro, small and medium enterprises has considerable and strategic potential to increase national economic activity. (Ilmi, 2021) MSMEs play a significant role in efforts to absorb labor. The role of MSMEs in employment and GDP increased compared to previous years. It shows the increasingly important part of MSMEs in helping to overcome unemployment problems and improve the income and welfare of the Indonesian people. (Widodo, 2011) Bogor consists of 40 sub-districts; each sub-district has superior products, and each region has distinguished product centers. For example, the Nanggung area has excellent products: ivory stone, golek, agricultural tools, and blacksmiths. Cinemas area; Its superior products are shoes, muslim clothes, food and drinks, and haorta dolls. Tamansari area; excellent products, shoes, and *handicrafts*. Meanwhile, the centers of MSMEs in Bogor Regency include; bag in the Ciampea area, Pasir Tanjungsari, dodol food centers in the West Semplak area of Kemang and Bojong Gede.

Based on the initial interview, the problem that arises, especially for food MSMEs, is the increase in the price of production factors which forces the selling price to increase. Another problem is the decline in the level of production and *employment*. The problems faced depend on the type and characteristics of small industries, such as problems competing in the product marketing market and the availability of labor. The results of previous studies that support this research are (Adzima & Sjahrudin, 2019); (Hanifati & Listyaningrum, 2021); (Firmansyah & Arham, 2021); (Delmayuni et al., 2017) concludes that among the problems faced by MSMEs in business development include financial aspects, managerial capabilities, Lack of facilities and infrastructure, low market access capabilities and an unsupportive business climate. Developing MSMEs has supported all *stakeholders*. The support referred to is associations of entrepreneurs, universities, and related agencies within the government. Support from MSMEs stakeholders needs to improve MSMEs performance. The study results (Pangestika et al., 2016), who researched MSMEs, concluded a positive and significant influence on *stakeholder* programs and sustainability.

It is necessary to improve performance through stakeholder involvement so that MSMEs become independent and robust businesses. The government issues various laws and regulations so that the direction of their guidance is clear and compelling (Ariani & Utomo, 2017). Small business is an integral part of the business world; a people's economic activity has a strategic position, potential, and role in realizing the structure of the national economy. These small businesses need to be more empowered in taking advantage of business opportunities and responding to the challenges of economic development in the future.

According to (Pangestika et al., 2016), in developing MSMEs, it is necessary to pay attention two aspects, namely: (1). human resources (HR), whether it can improve the quality of human resources on their efforts or encouragement from outside parties, (2). management in the sense of business practice which consists of planning, implementation, and supervision. Meanwhile, evaluating

the development of MSMEs is carried out in stages, starting with increasing the ability to manage marketing, finance, and personnel. It is, furthermore, improving operational capabilities and controlling the business. Meanwhile, to compete in international trade, MSMEs are required to be able to accept and adopt technology and be able to innovate. (Rita et al., 2021)

The significant contribution of MSMEs, the empowerment and development of MSMEs needs to be done ongoing. How should the MSMEs empowerment strategy in Bogor be carried out? It is necessary to study the existing problems and identify internal and external factors that affect the performance of MSMEs so that a strategy is needed so that SMEs can survive and improve their performance. I will be able to accommodate all the involvement of interested parties to enhance the performance of MSMEs and increase regional economic development.

## **THEORETICAL REVIEW**

### **Strategy and Strategic Management**

The strategy defines a framework or plan that integrates the organization's policy objectives and actions or programs. It is a plan organization to achieve in the future and how to achieve it. (Tripono and Udan, 2005). Meanwhile (Muhamad, 2013) argues that strategy is a large-scale plan oriented to the far future reach. It determines the organization to interact effectively with its environment in competitive conditions; it is directed at optimizing the achievement of the goals and objectives of the organization concerned.

Strategic management is the art and knowledge to formulate, implement and evaluate cross-functional decisions that can make an organization achieve its goals. A strategic management process consists of 1) problem stage, 2) strategy implementation stage, and 3) strategy evaluation stage. According to (Firmansyah & Arham, 2021), to formulate strategy activities: 1) vision and mission, 2) identify external opportunities and threats, 3) determine internal weaknesses and strengths, 4) set long-term objectives, 5) produce alternative strategies, 6) implement. While alternative strategies carried out by MSMEs can be carried out in the following actions, namely forward integration, backward integration, horizontal integration, market penetration, market development, product development, concentric diversification, conglomerate diversification, horizontal diversification, joint ventures, savings, divestment, and liquidation.

### **Function and Role of Micro, Small, and Medium Enterprises**

The function and role of Micro, Small, and Medium Enterprises are huge in the community's economic activities. The procedures and roles include:

- a. Provision of goods and services.
- b. Absorption of labor.
- c. Income distribution.
- d. As an added value for regional products.
- e. Improving people's standard of living.

Seeing such a significant role, the guidance and development of MSMEs are not only necessary as a pathway towards equitable distribution of development results but also as an essential element of the entire structure of MSMEs in Indonesia because, with a small investment, they can produce effective and can absorb a lot of labor.

### **Strengths and Weaknesses of Micro, Small, and Medium Enterprises (MSMEs)**

Some of the advantages of MSMEs over large businesses are as follows:

- a. Technology innovation has quickly occurred in product development.
- b. Close human relations within a small company.
- c. The ability to create many job opportunities or their Absorption of the Workforce.
- d. Flexibility and ability to adapt to rapidly changing market conditions compared to large-scale, generally bureaucratic companies.
- e. There is managerial dynamism and the role of entrepreneurship.

Various obstacles that cause weaknesses and barriers for the manager of an MSMEs include *internal* and MSMEs themselves and several *external* factors. The failings of MSMEs are as follows:

- a. Does not have long-term system planning.
- b. Lack of business information.
- c. Disproportionate division of labor.
- d. Working capital difficulties.
- e. The owner's wealth bears risks and debts to third parties.
- f. The source of capital is limited to the ability of the owner.
- g. Planning and control programs do not exist or have never been formulated.

### **Strategy for Development of Small and Medium Industries**

The strategies implemented in the effort to develop Small and Medium Industries, according to (Tona Aurora Lubis, 2019), are as follows:

#### **1 Financial Capability Strategy**

The development of several models of financial strengthening for small and medium enterprises has recently shown the strengthening of the government's commitment; the government's efforts are realized, assisting the development of small and medium enterprises through temporary capital participation.

#### **2 Marketing Development**

In the era of free markets where the world is *borderless*, the domestic market is with the international market. It is an opportunity challenge and a threat for small and medium enterprises. There are three ways of marketing strategy: increasing the access of small and medium enterprises to the market, market protection, and shifting the monopoly market structure to being competitive.

#### **3. Human Resource Development**

It hoped that this would occur by improving the formal education system, increasing the linkage between the world of education and the labor market

through an apprenticeship system (*link and match*), and providing initiatives for the growth of research and development centers to develop human resources and technology.

#### 4. Regulatory and Control Strategy

##### a. Settings and Permissions

Formally issued by the government to regulate and assist the development of small and medium enterprises. Four types of permits must meet to establish a small and medium business: access (business feasibility, location, and impact on health and the environment), trade industrial business permits, and permits.

##### b. Spatial Planning

I realize the idea of paying more attention to the interests of small and medium enterprises through (1) involving the interests of small and medium enterprises in urban planning; (2) the consultation process as a mechanism to obtain input from interested parties, (3) genuine recognition of the role and function of small and medium enterprises for the urban community.

##### c. Institutional Functions.

In this case, related institutions, reorganization at the Cooperatives Service, Small and Medium Enterprises, Industry and Trade Office, Ministry of Home Affairs, and BAPPENAS are institutions that have the initiative to develop small and medium enterprises in an integrated and gradual manner in line with efforts to alleviate poverty. The field of guidance, supervision and development of small and medium industries is merged into a vertical structure (sub-sector), providing opportunities for the private sector and other non-government institutions to develop small and medium enterprises together.

## METHODOLOGY

### Object Research

The object of study is MSMEs in Greater Bogor (Bogor City and Bogor Regency), including six sub-districts: South Bogor, East Bogor, North Bogor, Central Bogor, West Bogor, and Tanah Cereal. Meanwhile, Bogor Regency, divided into 40 sub-districts, is spread across the North, East, Central, West, and South areas of Bogor, while the sample respondents are 131 MSMEs.

### Types and Data Collection Methods

Data collected are primary data and secondary data. The data collection methods are 1) desk study, namely collecting relevant secondary data and information, 2) survey approach method, namely collecting primary data and information by using-depth interviews with the City and District Cooperatives Office, Bogor, NGOs, Business Associations, Cooperatives, and Educational institutions. The information and data collected are information and data related to government policies and programs related to the overall MSMEs

problems. Interviews were conducted based on the interview guidelines. In this method, the information extracted is related to respondents' perceptions, development prospects, obstacles and challenges faced, suitable alternative strategies, and the expected direction and form of development of the MSMEs model. The respondent selection technique is a quota and purposive sampling. The data collection results, both primary and secondary, are processed and analyzed according to the type of data and the purpose of data utilization.

### Method of Analysis

Based on the method used, the analysis used is qualitative and quantitative. Qualitative research will carry out quantity research on the transcripts of in-depth interviews and FGDs. Furthermore, as the primary input in preparing the research report, the IFAS and EFAS analysis tools and the SWOT matrix will be used.

## RESULTS

### Identification of MSMEs Problems

Bogor has several businesses in the MSMEs sector that have the potential to be developed. One of the obstacles is resources (HR), namely the limited number of service staff who can identify or comprehensively collect data on potential MSMEs. Another obstacle faced by the Cooperatives and MSMEs Service is the Lack of coordination between related agencies to develop MSMEs in the city of Bogor. Based on the survey and *depth interview*, there are some *strategic issues* faced by MSMEs in Bogor. From 131 MSMEs throughout Bogor as respondents.

**Table 1 Recapitulation Issues Facing MSMEs**

Description	N=131	
	Number of Respondents	%
1. Capital	73	55.7%
2. Marketing	37	28.3%
3 Competition	6	4.6%
4. Raw Materials	5	3.8%
5. Equipment (technology)	5	3.8%
6. Human Resources	3	2.3%
7. Bureaucracy	2	1.5%

Source: data processed in 2021.

Based on these results, it concluded that there are several issues related to the problems faced by MSMEs, including 1) limited access to capital, 2) limited access to marketing, and difficulties in penetrating the market because it is related to the quality of the products offered. Less innovative, 3) competition due to many MSMEs, 4) lack of work support tools, 5) instability of raw material prices that affect the setting of the selling price, thereby affecting the

level of profit. 6) limited quality human resources, 7) government bureaucracy related to legal business.

The bass performance is related to the limited access to capital and access to marketing. Such conditions will weaken competitiveness. The low competence of human resources and the presence of bureaucracy hinder the development of MSMEs. The difficulty of raw materials and the common utilization of technology causes low product quality and, in the end, will reduce revenue and low market share so that MSME products cannot compete in the market. Figure 1 below describes a description of the general condition of MSMEs.

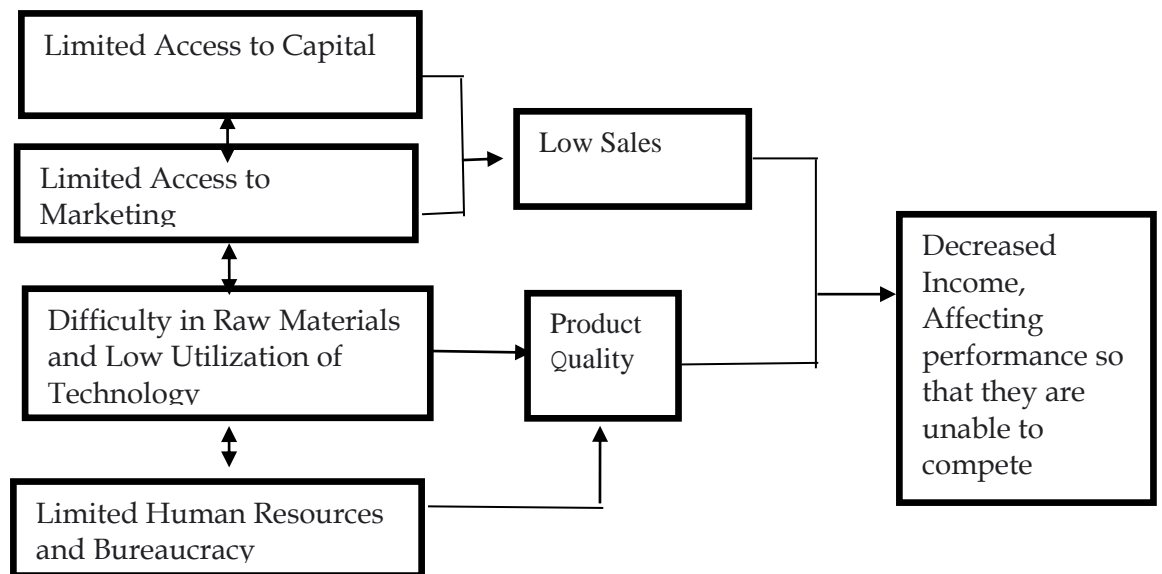


Figure 1: Description of the General Condition of MSMEs

### Identification of Internal Factors Strengths and Weaknesses

Identification of internal factors aimed at identifying factors that can be strengths and weaknesses faced by MSMEs. Factors that become strengths in the development of MSMEs include:

1) A large number of MSMEs

Bogor City is one of the cities with quite many MSMEs. Each sub-district has superior products such as bags, belts, lunkhead, convection, women's shoes, woven bamboo, knitwear, opaque, enye-enye, tapioca, dried flowers, etc. The large number of MSMEs actors in the City and Regency of Bogor is a separate asset that will strengthen the foundation of the regional economy and become a source of income for local governments.

2) Government support through regulator

The issuance of Law No. 20 Tahun 2008 concerning MSMEs, among others, is also intended as a legal basis for MSMEs empowerment and is expected to be able to oversee MSMEs empowerment policies so that MSMEs become solid and independent businesses. The assumption is that high and consistent commitment by all stakeholders. Thus the empowerment of MSMEs will produce a positive impact in the form of the ability to compete with good

performance to survive and thrive in the face of various world economic turmoil.

3) Increasing PAD

for the MSMEs Sector in Bogor Regency and Bogor City significantly contributes to Regional Original Income (PAD). With the large number of MSMEs spread throughout the region, they provide income input for local governments.

4) Labor Intensive

With the development of MSMEs, the city and district of Bogor can absorb jobs in the informal sector. Because they have not yet absorbed high technology, this sector can absorb labor-intensive workers.

There are also the weaknesses of MSMEs obtained by factors:

1) Market and Marketing Aspects

MSMEs actors are businesses that are generally family business units, have limited access to marketing, and are weak in negotiating and transactional skills; this is the cause of difficulty in marketing products, even though the products are of high quality.

2) Capital Aspects Capital

is the main factor needed to develop a business unit? Lack of MSMEs capital, because in general small and medium-sized businesses are individual businesses that rely on minimal money from owners, while loan capital from banks or other financial institutions is difficult to obtain because of the administrative and technical requirements

3) Production aspects The production

sector for MSMEs actors usually does not have product quality standards, so no *quality control* affects the products produced that do not meet the criteria. There is no guarantee of the availability of raw materials.

4) Managerial Ability

Most small businesses grow traditionally and are family businesses passed down from generation to generation. The limited quality of small business human resources, formal education, knowledge, and skills dramatically affects their business management, so the business is challenging to develop optimally. In addition, with the limited quality of its human resources, it is relatively complex for the business unit to adopt new technological developments to increase the competitiveness of the products it produces.

5) Mentality

The problems faced by many business actors are the mentality of giving up easily, changing businesses without analyzing or evaluating business failures carried out, so that they start a business from zero again every time they change business. MSMEs, namely the *entrepreneurial* MSMEs entrepreneurs themselves. The spirit referred to here includes the willingness to continue to innovate, be tenacious without giving up, be willing to sacrifice, and have the heart to take risks.



### **Identification of External Factors Opportunities and Threats**

The results of the identification of external factors obtained opportunities and threats. Opportunity factors in developing MSMEs:

1) Encouraging investment development

One of the drivers of economic growth is an investment. Investment is related to finance and economics with an expectation of getting a profit in the future. The existence of MSMEs is an opportunity and a driving force for the development of the central and regional investment.

2) Increasing regional competitiveness

Each region has superior products with regional characteristics owned by other areas. It is an opportunity for the part to explore the site's potential so that it can compete with other regions. Bogor Regency consists of 40 sub-districts, where each sub-district has its superior product, and each part has distinguished product centers.

3) Absorb the Workforce

MSMEs are one of the strategic sectors in the national. Bogor Regency can absorb workers who are not interested in the formal sector. This picture shows the opportunity for the development of MSMEs to absorb labor in the non-formal sector so that they are a business group with great potential in overcoming the problems of unemployment and poverty.

4) The development of the MSMEs Creative Economy

Indonesia has been used as an instrument of social policy or policy to reduce unemployment or poverty. So that SMEs can progress and develop, it must be entirely due to the creativity or innovation of the entrepreneur or owner.

Threat factors that can influence the development of MSMEs include:

1) Free Market Competition

Competition Tighter competition, with the opening of the global market becoming one of the threats to the growth and development of MSMEs businesses. economic structure taking into account the existence of Micro, Small, and Medium Enterprises

2) The business climate

Government policies to grow and develop MSMEs, although from year to year continue to be refined, it is felt that is not yet wholly conducive. The occurrence of unhealthy competition between small and medium entrepreneurs and prominent entrepreneurs. Another obstacle faced by MSMEs is getting permits to run their businesses.

3) Economic

factors should influence the development of MSMEs businesses, including, among others, regional economic trends, people's income levels, people's purchasing power levels, regional minimum wages, interest rates, and rupiah exchange rates. An unfavorable economy adversely affects the sale of goods, with sales turnover tending to decline.

4) Political

situation or factors influencing MSMEs are related to government policies or roles in developing MSMEs.

5) Technology

Apart from access to financing, MSMEs also encounter difficulties in terms of access to information. The Lack of information known by MSMEs has more or less an influence on the competition of products or services from the MSMEs business unit with other products in terms of quality.

**Establishing Strategies and Policies**

In developing MSMEs, a strategy is needed to maintain and establish MSMEs business continuity in the future. In general, the system has strategic components that are always considered in determining the implementation process. In this analysis, it is necessary to analyze strengths and weaknesses and challenges and opportunities. One approach to analyze this situation is the SWOT analysis, which stands for *Strengths* (strengths), *Weaknesses* (weaknesses), *Opportunities* (opportunities), and *Threats* (challenges).

**SWOT analysis**

SWOT help formulate the following action plan. The following are the results of the SWOT analysis as follows:

**Table 2. Strengths, Weaknesses, Opportunities, and Threats**

No	Internal and External Strategic Factors	Strength	Weakness	Opportunity	Threat
1	The large number of SMEs	√			
2	Government support through regulator	√			
3	Increase PAD	√			
4	Labor intensive	√			
5	Market and Marketing Aspects			√	
6	Capital Aspect			√	
7	Production aspect			√	
8	Managerial Ability			√	
9	Mentality			√	
10	Encouraging Investment Development			√	
11	Increase regional competitiveness			√	
12	Absorb Labor			√	
13	Creative Economy Development			√	
14	Free Market Competition				√
15	Business climate				√

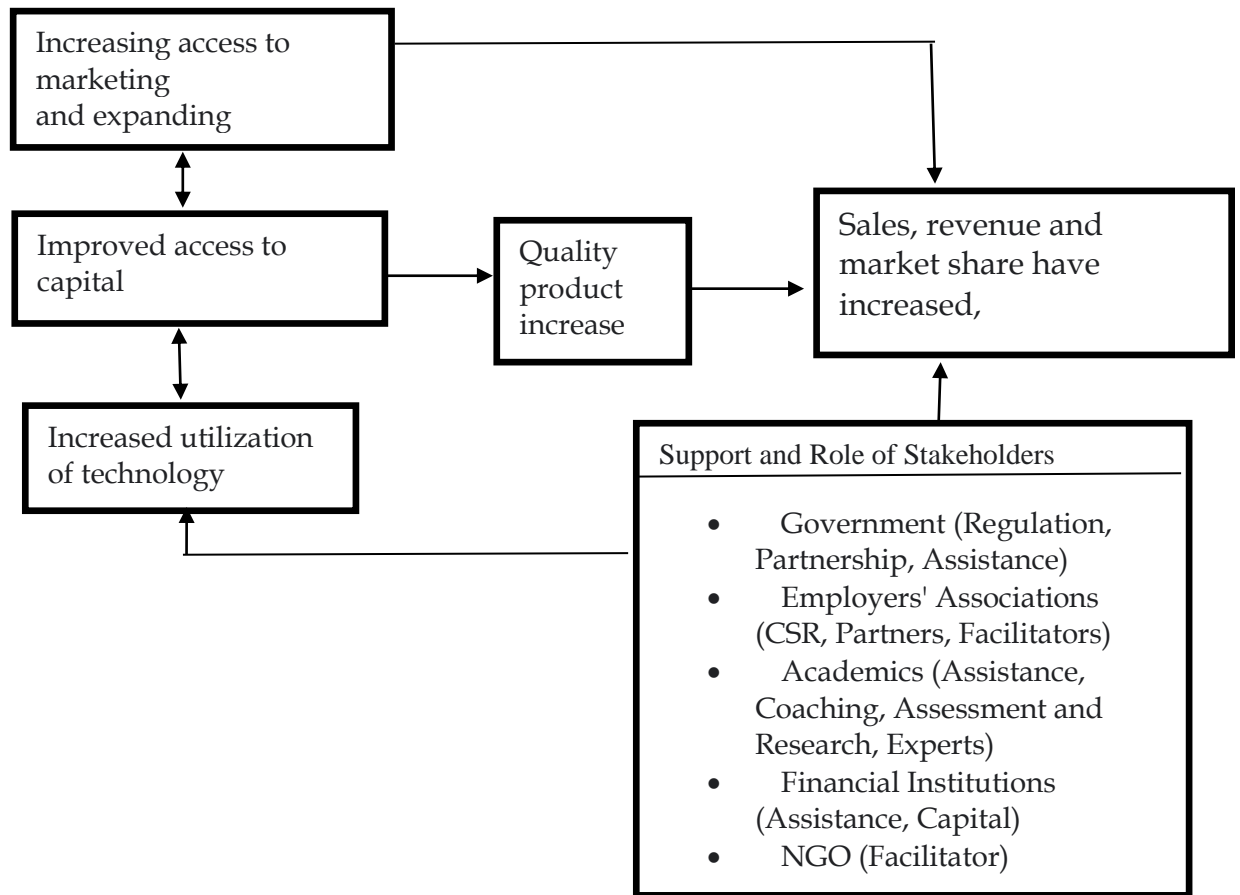
16	Economy	√
17	Political	√
18	Technology and Information	√

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The position of the approach can be determined using SWOT analysis. By selecting the internal strategy factors (IFAS) to determine strengths and weaknesses. External strategic factors (EFAS) to determine opportunities and threats. Based on the results, the IFAS score is 2.90, and the EFAS score is 2.55, so the Internal - External Matrix (IE Matrix) is obtained. The internal-external matrix is generated by combining information obtained from the IFAS and EFAS matrices to get information about the company's position to determine alternative strategies. The IFAS matrix value of 2.90 shows that MSMEs have moderate internal factors in utilizing their strengths to overcome existing internal weaknesses. While the EFAS matrix value of 2.55 indicates that MSMEs have a reasonable ability to take advantage of existing opportunities to avoid threats. The main drawback faced by MSMEs is the capital aspect with a score of 0.30, then the market and marketing aspects and mentality with a score of 0.20. The highest opportunity aspect is the investment aspect and increasing regional competitiveness with a score of 0.6, while the most elevated threat is the economic factor with a score of 0.3. Based on the above conditions, where the IFAS score is relatively above the average, and the EFAS score is moderate, the right strategy for this position is stability or growth through horizontal integration. The methods used are market penetration, market development, and product development. Based on the analyses above, we can prepare various plans based on the SWOT analysis: 1) increasing institutional empowerment to increase regional investment and competitiveness. 2) gradual improvement of development through identification, mapping of regional potentials by involving stakeholders, 3) intensive and comprehensive engagement with stakeholders ranging from educational institutions, financial institutions, cooperatives, business associations, and NGOs 4) increasing access to funding sources, 5) development of market and marketing networks to increase competitiveness, 6) empowerment in the field of production through selective and stimulant business sector assistance, 7) empowerment of resource quality 8) creating a conducive small and medium business climate through policy facilitation, 9) increasing entrepreneurial programs in increase competitive advantage 10) improve information technology that supports the performance of MSMEs

## **DISCUSSION**

About improving the performance of MSMEs, the involvement of stakeholders is also essential. The government, academics, business associations, and the community have a vital role in business activities. The part of stakeholders can contribute a lot to improving the performance of MSMEs both from an economic and non-economic perspective. (Widodo, 2011) The role of academia and society able to contribute to creating new technologies to increase production capacity and efficiency. In addition, there is a need for guidance and counseling on production management, marketing management, and financial management to improve the quality of human resources. (Mulyanti & Kaukab, 2020) About the role of stakeholders in helping to empower small industries, several things are done by the government, including the involvement of University academics. Things done in the context of involving universities in increasing the role of MSMEs are related to technology, marketing, and financial management. Several activities involving stakeholders, 1) collaborating with business incubation, 2) the existence of an MOU in cooperation with universities, 3) problems with marketing, the business carried out is to roll out products both at local, national, and international levels, 4) cooperation with Marketplaces such as Bukalapak, Tokopedia. In addition to the support of stakeholders in other efforts to improve the performance of MSMEs, it is necessary to maintain an economically efficient and healthy business climate and environment in competition for business continuity. 2) increasing access to capital and increasing access to the use of technology. This increase will have an impact on increasing sales and income, which also increases market share and MSMEs products are finally able to compete in the market. The following figure shows the involvement of stakeholders in efforts to improve the performance of MSMEs.



**Figure 2: Stakeholder Involvement in Efforts to Improve MSMEs Performance**

## **CONCLUSIONS AND RECOMMENDATIONS**

The internal factors that can be strengths and weaknesses are many MSMEs, government support through legal umbrellas, increasing PAD, labor-intensive and weakness factors; marketing aspects, capital aspects, production aspects, managerial ability, mentality.

Identification of internal can be strengths and weaknesses. Include opportunities and threats, including opportunity, encouraging investment development, increasing regional competitiveness, absorbing labor, creative economy development, threat factors including the free market, business climate not yet entirely conducive, economy, politics, technology, and information.

Based on the SWOT analysis, the strategy prepared includes: increasing the institutional empowerment of MSMEs, gradually increasing MSMEs development through identification, mapping regional potentials by involving stakeholders, establishing intensive and comprehensive relationships with stakeholders ranging from educational institutions, financial institutions, cooperatives, business associations, and NGOs, increasing MSMEs access to funding sources, developing market and marketing networks to increase competitiveness. Empowerment in the production sector through selective and stimulant business sector assistance, empowering the quality of MSMEs resources, creating a conducive small and medium business climate through policy facilitation, increasing entrepreneurship programs in increasing the competitive advantage of MSMEs, and improving information technology.

## **FURTHER STUDY**

It hoped that further research would focus on MSMEs in specific fields such as culinary, craft, fashion, and so on to make the problems and strategies more precise.

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