# Analysis of Msme Empowerment Program Department of Trade in the City of Surabaya in Improving the Economy of MSME

# Author's Details: <sup>1</sup>Saifuddin Afif, <sup>2</sup>Sri Umiyati, <sup>3</sup>Sri Wahyuni, <sup>4</sup>Susi Ratnawati

<sup>1,2,3</sup> Faculty of Social Science and Political Science-Hang Tuah University Surabaya Indonesia <sup>4</sup>Faculty of Social and Political Sciences-Bhayangkara University Surabaya Indonesia *email:* 

Saifuddinafif11@gmail.com, umiyati.uht@gmail.com, Srwh\_yuni@yahoo.com, susiratna11@gmail.com

#### Abstract

According to the Central Statistics Agency (BPS) in 2009 that the number of micro-enterprises reached 52.2 million or around 98.87% and the existence of MSMEs had contributed significantly to the employment of more than 96.2 million people. Looking at the MSMEs in Indonesia, the largest contribution is in the province of East Java, which of the total 34 provinces in Indonesia, East Java is the only province where the cooperative sector and its MSMEs have an important role in showing the regional economy. This is proven by the contribution of cooperatives and SMEs in East Java's Gross Regional Domestic Product (GRDP) which is quite fantastic from East Java's GRDP of IDR 884 trillion. The contribution of cooperatives and SMEs is very large, reaching more than Rp. 600 trillion. East Java Province itself has a Regional Regulation No. 4 of 2007 concerning the empowerment of cooperatives, Micro, Small and Medium Enterprises and East Java Provincial Regulation No. 6 of 2011 concerning the empowerment of Micro, Small and Medium Enterprises, efforts to grow Micro, Small and Medium Enterprises are based on at least three reasons. 1) MSME aim to absorb labor, 2) income distribution and 3) poverty alleviation. The approach and type of research used is descriptive qualitative research, where the researcher describes and explains the situation and conditions that occurred, after the researchers conducted observations and interviews.

**Keywords:** program, empowerment, MSME, economy

# INTRODUCTION

The achievement of community welfare so that the government can maximize the existence of Micro, Small and Medium Enterprises (MSMEs) which always experience growth every year. The government will try to maximize the existence of MSMEs starting from the central government to local governments, districts/cities will also take part in maximizing the potential of MSMEs. Micro, Small and Medium Enterprises (SMEs) are one of the main pillars of the national economy with an insight of independence that has great potential to improve welfare. This is because economic activities in Indonesia nationally show that MSME activities are consistent and able to develop. When the economic crisis hit Indonesia in 1997, MSMEs became the spearhead and savior of the country's economy because of the potential for MSMEs to make the largest and significant contribution to Gross Domestic Product (GDP) in this case employment. According to a source from the Ministry of Cooperatives and SMEs.

The following is data on the development of the number of Small and Medium Enterprises (SMEs) in the city of Surabaya from year to year experiencing rapid growth. It is proven that the data presented in the following table form:

Table 1. Number of SMEs in Surabaya City in 2014-2017

Tuble 1,1 (umber of \$1,125 m surubuju city m 2011 201		
Year of	SMEs (person)	Micro and Small Business
2014	27.926	25.353
2015	28.391	25.147
2016	28.759	26.037
2017	29.507	26.800

Source: Department of Cooperatives and SMEs, 2017

The city of Surabaya is the capital of the province of East Java, of course, has the development of

SMEs in Surabaya from year to year, experiencing rapid growth. According to the Cooperatives and SMEs Service in Surabaya in 2017, there were 29,507 businesses. This effort is inseparable from the government's role in developing the potential of existing MSMEs, one of which is in Surabaya, namely the Surabaya City Trade Service which has a role to develop the potential of existing MSMEs. Become a bridge to market the products of its members in order to be able to compete with other countries' products by following the guidance provided by the service for free. This is a commitment shown by the Surabaya City government to empower MSME actors in the city of Surabaya. The empowerment of MSMEs is an important focus in the city of Surabaya as evidenced by the existence of several offices that empower MSMEs. The agencies that carry out empowerment include: 1) Cooperatives and MSMEs, 2) Population Control, Women's Empowerment and Child Protection (DP5A), 3) Trade Offices. All the agencies that carry out empowerment have different targets and targets. The Department of Cooperatives and MSMEs, which is the core of MSMEs, has an empowerment program called the "MSME Clinic". Meanwhile, the Office of Population Control, Women's Empowerment and Child Protection, has a program that is in accordance with the tupoksi of the service, namely conducting guidance that focuses on women or more precisely, namely housewives who want to help their family's economy, they will get empowerment from DP5A. The last service that empowers is the Trade Office, which provides guidance that focuses more on marketing activities that can help MSMEs to develop further in accordance with the duties and functions of the Trade Office, which are required to increase income from the community, as stated in the Trade Office strategic plan. Empowerment carried out by the Trade Office can be considered as empowerment at an advanced level because MSMEs assisted by the Trade Office can come from other service empowerment programs.

There is still much to be done by the Surabaya City Trade Office regarding MSMEs, including: 1) lack of capital, 2) difficulties in marketing, 3) tight business competition, 4) difficulties in raw materials, 5) lack of technical expertise in production, 6) lack of skills managerial, 7) lack of financial management, 8) unfavorable business climate (licenses, laws and regulations). In the above problems, MSMEs need to receive direction from the Trade Office and need to help MSMEs to carry out empowerment with the aim of increasing the ability of small entrepreneurs to become medium entrepreneurs and micro entrepreneurs to become small businesses. However, the challenges of MSMEs are still experiencing some obstacles in their ability, skills, expertise, human resource management, marketing information and financial records. The MSME fostered activities carried out are contained in Law no. 23 of 2014 concerning Regional Government, which aims to give power to Regional Governments in the administration of government affairs by regional governments and regional people's representatives according to the principle of autonomy and assistance tasks with the principle of autonomy as wide as possible within the system and principles of the Unitary State of the Republic of Indonesia. With the existence of regional autonomy, regional governments have the task of being able to improve their own regional economy as stated in Law no. 23 of 2014 concerning Regional Government which is contained in the point of empowering micro-enterprises which is carried out through data collection, partnerships, licensing facilities, institutional strengthening and coordination with stakeholders, in addition to developing micro-enterprises with an orientation to increase the scale of micro-enterprises to small businesses. The form of commitment made by the Surabaya City Trade Office seeks to empower MSME actors so that they can develop more through training from those listed in the Surabaya Mayor Regulation Number 10 of 2016 concerning the Regional Medium-Term Development Plan (RJPJMD) for the City of Surabaya 2016- 2021 which regulates the main tasks of the function, namely the Surabaya City Trade Office, which needs to optimize the productivity and skills of SME owners. That the research was conducted based on the 2019 official program budget.

The development of the people's economic sector, small businesses and cooperative activities in achieving community welfare is actually not a new thing, however, the concept of economic development and implementation techniques continue to develop. The role of small businesses that continue to grow and become micro, small and medium enterprises (MSMEs). Micro, small and medium enterprises are community associations that see the potential of nature and human resources as a new business to complement the needs of the economy or to strengthen its economy and the Indonesian economy. Empowerment of micro, small and medium enterprises is a strategic step in improving and strengthening the basis of economic life and the majority of Indonesian people. Especially through the provision of employment and reducing inequality and poverty levels (Afiffuddin, 2010: 180). Thus, efforts to empower micro, small and medium enterprises must be planned, systematic, and comprehensive both at the micro and

small levels by covering the creation of a business climate in order to open up business opportunities as widely as possible, ensure business certainty accompanied by economic efficiency, development of support systems. business for micro, small and medium enterprises to increase access to productive resources so that they can take advantage of available opportunities, development of entrepreneurship and competitive advantage of small and medium enterprises (SMEs), and empowerment of micro-scale enterprises to increase the income of people engaged in business activities. economy in the informal sector on the scale of micro-enterprises, especially those with poor family status. In addition, improving the quality of cooperatives to develop in a healthy manner in accordance with their identity and build collective efficiency, especially for micro and small entrepreneurs (http://www.kadin-indonesia.or.id).

#### RESEARCH METHOD

The approach and type of research used is descriptive qualitative research, where the researcher describes and explains the situation and conditions that occurred, after the researchers conducted observations and interviews. Qualitative research methods as research procedures that produce descriptive data in the form of written or spoken words from people and observable behavior, qualitative research will produce analytical procedures that do not use statistical analysis procedures or other quantification methods. The approach used is a case study, according to Robert K Yin (2008) case studies are used as a comprehensive explanation relating to various aspects of a person, a group, an organization, a program, and a social situation that is researched, pursued and studied as deeply as possible. Descriptive research is research that contains data excerpts to provide an overview of the presentation. Research data can be obtained from manuscripts, interviews, notes, photos, personal documents and other official documents. Research reports are carried out by analyzing data, with questions with question words why, what reasons and how it occurs will always be used by researchers.

The qualitative approach according to Sugiyono (2011: 9) that: The qualitative research method is a method based on the philosophy of postpositivism, while for researching on natural objects, where the researcher is the key instrument, the data collection technique is done by triangulation (combined). Data analysis is inductive or qualitative, and research results emphasize meaning rather than generalization. In this study, the authors tried to obtain a clear and concrete picture of the empowerment model that was implemented for the assisted MSMEs registered with the Surabaya City Trade Office which followed a series of empowerment activities carried out, by trying to explore the existing facts, and analyze them objectively with standards on theoretical principles. The approach in research analysis used is qualitative analysis, where descriptive data is expected, in the form of words or spoken from people and other sources of information observed.

The data was analyzed using several steps according to the theory of Miles Huberman and Saldana (2014), namely analyzing data with three steps: data condensation (data condensation), presenting data (data display), and drawing conclusions or verification (conclusion drawing and verification). Data condensation refers to the process of selecting, focusing, simplifying, abstracting, and transforming data. In more detail, the steps are according to the theory of Miles Huberman and Saldana (2014).

# RESULTS AND DISCUSSION

One form of the program that is owned is to be able to help the community by activating MSMEs in the city of Surabaya, with a large number of MSMEs available in the city of Surabaya.

Table 2. Number of SMEs in Surabaya City in 2014-2017

	3 3
Year	Micro and Small Business
2014	25.353
2015	25.147
2016	26.037
2017	26.800

Source: Department of Cooperatives and SMEs, 2017

Based on table 2, the number of MSMEs owned by Surabaya has increased every year, in 2014 the number of MSMEs was 25,353 MSMEs, with the number of people involved in it as many as 27,926 people, the

number decreased slightly to 25,147 MSMEs in 2015, but the number of people involved is increasing. increased to 28,391 people, in 2016 it increased to 26,037, the number of dependent people continued to increase but not as much as the previous two years, namely to 28,759 people engaged in the MSMEs, while in 2017 the number of MSMEs also multiplied the number to 26,800 MSMEs, but in terms of people who are involved in MSMEs, the increase is the most among the previous 3 years to 29,507 people. Therefore, with the increase in the number of MSMEs each year, the Surabaya City government provides training and programs that can support MSMEs carried out by the Surabaya City Trade Office.

# 1. MSMEs Assisted by the Surabaya City Trade Office

As the goal of the MSME empowerment program carried out by the Surabaya City Government, to mobilize MSMEs in the Surabaya City by holding an Empowerment program carried out to be able to improve the economy by optimizing MSMEs. With the MSME empowerment program, it can help develop the business. Like the Sendang Semanggi UMKM which has participated in empowerment in order to be able to improve the family economy, by adding innovations that are not usually done by changing the culinary heritage road which has also become an icon of the City of Surabaya itself. Selling clover pecel in instant form has changed the standard of how it originated, which is usually sold by traveling around the village. Where the raw material for clover itself, which is usually found in the area of West Surabaya, which usually grows between swamps, changed the way of managing these raw materials by changing the management method from clover pecel which is usually sold in the form of wet food into packaged form and instantaneously. Even though the food is instantanated, it does not contain preservatives. From the empowerment activities carried out by clover SMEs, Mrs. Aminah as the owner can feel a significant impact. Because the business owned can develop and has begun to be known by people because of innovation and has its own characteristics in processing clover leaves into instant food, which is different from the presentation of other processed clovers which are usually processed in a wet state. The difference that occurred in Selendang Semanggi Surabaya SMEs was because they had innovations, from the results of these innovations he also won a competition held by the Ministry of Food

# 2. Empowerment of MSMEs Assisted by the Surabaya City Trade Office

The beginning of the empowerment activities started from the community of economic heroes who were spearheaded by the Mayor of Surabaya directly and who supervised the community of economic heroes was the Mayor of Surabaya. By gathering business owners who focus on housewives, which is expected to be able to help the family economy. By inviting registered MSME owners from each sub-district in Surabaya to come to the Surabaya Mayor's office when there are ongoing activities at the Mayor's office. The community activities were then strengthened by the Surabaya City RPJMD 2016-2021, which aims to make community activities carried out and have supervisors that are in accordance with the fields needed by MSMEs so that the businesses they run can develop in accordance with the objectives of the economic hero community. And in order to be able to help MSMEs by making an empowerment program for the MSMEs fostered.

The MSME empowerment program in Surabaya City, which is contained in the Surabaya City RPJMD 2016-2021 which regulates the main tasks of the function, namely the Surabaya City Trade Office needs to optimize the productivity and skills of SME owners. As a form of developing the people's economic sector, small businesses and cooperative activities in achieving community welfare. Because the success of micro, small and medium enterprises (MSMEs) can help improve the economy. Strengthening the program consists of assistance in strengthening the assisted MSME institutions, packaging of products to be sold by MSMEs (packaging), marketing the results of MSME production. The MSME empowerment program assisted by the Surabaya City Trade Office refers to the Surabaya City RPJMD for 2016-2021. Where in it regulates the main tasks of the Surabaya City Trade Office in empowering the assisted MSMEs, with empowerment programs which contain programs including: (-) institutional strengthening, (-) strengthening competitiveness, and (-) marketing. All of these activities are carried out to help the assisted MSMEs to develop and have competitiveness in terms of product quality. Members of the assisted MSMEs empowerment mostly come from housewives who have side businesses, which became the forum before there was a fostered MSME empowerment program, namely a community called an economic hero. This community was formed because of a direct program from the Mayor of the City of Surabaya himself who was directly supervised by the Mayor. At first the community of economic heroes was only invited if there

was an event at the town hall. After seeing the opportunity, it is directed to the trade office, so that it can be assisted in terms of marketing. The programs carried out during the MSME empowerment activities of the Trade Office are as follows:

# (1) Product Standardization Program

The assisted MSME empowerment program has an empowerment program with the management of legal entities. Institutional strengthening of MSMEs is the most important requirement to be able to run their own business, because it can facilitate business mobility and can facilitate business development. Therefore, institutional strengthening is the main focus in empowering the assisted MSMEs. Institutional strengthening is very important for fostered MSMEs to be able to emphasize what type of business will be engaged in what field. Because the majority of the products made by the assisted MSMEs are the result of processed innovations that are rarely found in the ordinary market, to be able to carry out extensive marketing, the strengthening of institutions must have a permit for MSME actors. The permits in question include the licensing of Home Industry Products (PIRT), SIUP, Brand Letters, and Halal. Therefore, the Trade Office provides assistance to assist MSME actors in managing business licenses so that they do not experience difficulties in managing letters. The conditions required in managing a business license are also fairly easy to be fulfilled by MSME owners. Only with an ID card, native Surabaya residents can join the institutional or legal entity strengthening program for free. The information was obtained by MSMEs because the Trade Office collects existing MSME data from every sub-district in Surabaya which has been recorded in their respective regions. The existence of data owned by the District can help the Surabaya City Trade Office in providing information about the MSME development program that will be implemented.

Table 3. Product Standardization Indicators

Table 5. Froduct Standardization indicators		
Existing Condition	Analysis results	
The Surabaya City Trade Office has an institutional strengthening program in the form of processing Household Permit Products (PIRT), Business Permits (SIUP), Halal, and Brands which are obtained free of charge to support MSMEs assisted by the Trade Office.	After the assisted MSMEs receive empowerment in the form of strengthening institutions or legal entities related to their businesses, in the form of obtaining halal certification, SIUP, PIRT, BPOM, and trademark registration from MSMEs, MSMEs can expand their mobility in developing their business and are expected to increase their business again so that more developed and can improve the economy in order to achieve program objectives.	

Source: Processed Source (2020)

As explained above, the existence of an institutional strengthening program that is part of the process of empowering MSMEs assisted by the Surabaya City Trade Office is intended to be able to help the MSMEs being fostered to be strong in terms of the legal entity of the business being run, so that they can become a bigger business. Because with the clarity of legal entities, it can help increase the mobility of the assisted MSMEs. After being able to run a business by expanding the reach of MSMEs, they are able to increase the business they have undertaken by recruiting employees who are around the business or employing neighbors as personnel to assist production activities.

# (2) Strengthening Business Competitiveness

The next empowerment process is carried out by looking at how the assisted MSMEs are in terms of strengthening business competitiveness which includes product packaging activities, because strengthening business competitiveness is an important stage to be able to attract interest from potential buyers by improving product packaging owned by MSMEs. By educating them about the importance of packaging their products to attract buyers. The existence of training and assistance in packaging product packaging is expected to increase community competence. Product packaging can also be used as a symbol of the identity of the MSME itself by incorporating the creativity possessed by the fostered MSME actors, as a differentiator if there are products of the same type. If there is good product packaging, it can also help foster MSME products to be able to compete with products that already exist on the market. Innovation in this case is needed in making product packaging to look different, the product packaging program has a positive

impact on the MSMEs assisted by the Surabaya City Trade Office because it can help the assisted MSMEs to have attractive product packaging and have their own characteristics. According to the innovation owned by the business owner.

The existence of this product packaging program can help many assisted MSMEs, besides business owners can have good packaging designs that can be obtained for free. However, it can also increase the selling price of the assisted MSME products, the selling price is higher, compared to before, when they did not have attractive product packaging, and were only sold in improvised conditions without proper packaging. The product packaging program can also further strengthen the identity of the assisted MSME products, because in terms of running a business, it starts from the bottom. The main step that can be taken is that personal branding is considered very important for startup businesses such as the MSMEs fostered, carried out by means of a clear name and logo, also supported by attractive product packaging to attract consumers. Product packaging activities also do not have standards that make it difficult for the fostered MSMEs. Because in this activity they are accompanied directly by students who are directly appointed by the Mayor, who are members of a team called Tatarupa which focuses on product packaging, logos, and names.

**Table 4. Indicators of Strengthening MSME Business Competitiveness** 

Tuble it indicators of perengularing 1/15/1/12 Dubinoss Competitiveness		
Existing Condition	Analysis Results	
Product packaging activities are carried out to be able to help the assisted MSMEs, in making better product packaging to strengthen the identity of each fostered MSME, and can also be used to raise the selling price higher.	Activities to strengthen business competitiveness carried out by the agency to assist Selendang Semanggi SMEs by conducting a mentoring program in packaging business products properly and meeting the standards set by the service for the assisted MSMEs. The existence of predetermined standards and added innovations that have been owned by MSME owners will be able to increase the selling price of products in the market and can improve the economy which is the goal of the MSME empowerment program.	

Source: Processed data, (2020)

According to the explanation in the table above, the product packaging activities carried out are expected to help the assisted MSMEs in strengthening their businesses. With an attractive packaging that can make customers interested in the products sold by the fostered MSMEs. In addition, good packaging can also increase the selling price because the product has been packaged well and has used good standards, by including a registered legal entity. Changes in packaging have a very positive impact on MSMEs, it can be seen that the initial selling price is quite low due to poor product packaging.

#### (3) Marketing Expansion Activities

The next activity was carried out in the MSME empowerment program assisted by the Surabaya City Trade Office. The marketing activities were carried out most recently after a series of various empowerment program activities involving the assisted MSMEs. The Department of Trade as the executor to be able to help the assisted MSMEs in selling the products that have been produced. Indeed, in terms of marketing, it is one of the main tasks of the Trade Office, therefore the assisted MSMEs submit and are guided in marketing to the department. The marketing process can run well because the assisted MSMEs have carried out empowerment stages ranging from institutional strengthening and good product packaging, which can help in terms of expanding the reach of marketing. With the help of marketing, it is hoped that the assisted MSMEs can develop their business and make them more enthusiastic to be able to make new innovations in developing their business. Because in terms of marketing the assisted MSMEs will be fully assisted by the department. The Service provides MSME centers, they only deposit to the centers provided by the Service, among others: at airports, centers around Merr highway, and other public services owned by the government. They are only asked to deposit their products to centers near their respective domiciles.

Table 5. Marketing Expansion Indicators

Existing Condition	Analysis result
Marketing carried out with the assistance of the Department of Trade has increased the sales of the assisted MSMEs through centers in Surabaya, and raised the welfare of the assisted MSME owners.	Marketing expansion activities carried out by providing facilities to help sell MSMEs and through a special website for MSMEs can assist in marketing products that have been produced by MSMEs, with this marketing expansion MSMEs are able to increase production due to demand from consumers and to send to centers that has been provided by the service and can absorb workers who need work around the MSMEs, this is the goal of the Trade Service so that the economy of MSME actors can improve and be able to absorb labor.

Source: Processed data, (2020)

Based on the table above, marketing assisted by the Surabaya City Trade Office with its programs can help foster MSMEs and provide existing facilities in centers such as: Airports and Hospitals. Apart from going through the center, it is also assisted to market to minimarkets and malls. This is intended to be able to help the assisted MSMEs so that they do not experience difficulties in marketing their products, and so that the assisted MSMEs can develop in selling their products. In the marketing activities that have been carried out between the Trade Office and the assisted MSMEs, it can have a positive impact, because it makes it easier for marketing activities to be carried out due to good coordination between the Trade Office and the assisted MSMEs, where the MSMEs are fostered as suppliers of products sold and the Trade Office as a provider of places to sell. its products. Empowerment programs carried out include product standardization activities, strengthening business competitiveness, and marketing expansion with the aim of improving the economy of Selendang Semanggi MSME actors and being able to absorb labor. Based on the analysis of the Selendang Semanggi MSME empowerment program in carrying out the program, it can be seen that all programs that have been prepared in the Surabaya City RPJMD 2016-2021 can improve the economy of Selendang Semanggi MSME actors. Because there are programs that have been prepared starting from product standardization activities, strengthening business competitiveness, and expanding marketing, all of these programs can help the development of Selendang Semanggi SMEs. Because by having a clear legal entity or standardization and having packaging that can strengthen the identity of the Selendang Semanggi UMKM, assisted by expanding marketing reach, it can definitely improve the economy of UMKM owners. The development of Selendang Semanggi SMEs is not only felt for business owners, because the surrounding residents must also feel the impact of the development of Selendang Semanggi SMEs. Such as clover farmers who can work together with the owners of Selendang Semanggi SMEs because clover leaves are the main raw material for these UMKM products. Because with the expansion of marketing, the raw materials needed will also increase than usual. In addition to clover farmers, MSME owners also invite their neighbors, especially housewives who have no income, to be recruited to become MSME employees as assistants in production activities.

# **CONCLUSION**

In accordance with the results of the research and discussion regarding the program implementation process, MSME Empowerment of the Surabaya City Trade Office. In improving the Economy of MSME actors, a study was conducted on Selendang Semanggi MSMEs, Sambikerep District, Surabaya City, it can be concluded that the implementation of the MSME empowerment program carried out by the Surabaya City Trade Office is running well, based on the implementation of the Surabaya City RPJMD 2016-2021, the activities carried out with the program budget in 2019 are as follows: 1) The MSME empowerment program carried out is product standardization which includes the management of SIUP, PIRT, halal certification, BPOM, and trademark registration. 2) The program to strengthen business competitiveness is carried out by providing assistance by updating packaging, which is accompanied by a design team that has been provided by the service. 3) The last program is the marketing expansion carried out by the office by providing free MSME centers, making websites, and providing work contracts by the Surabaya City Government, for work contracts given to MSMEs who won competitions organized by the City Government in the form of providing food when the municipality held an event. After the implementation of the

empowerment program, it will be able to help MSMEs in expanding their product marketing and be able to absorb workers who are around MSMEs, which is the goal of MSME empowerment. The obstacle found in the implementation of the UMKM empowerment program is the existence of quotas that are applied in managing product standardization. With a quota of 100 permits per month, it can hinder SMEs in managing their permits.

# REFERENCES

- i. Arinaitwe, J.K. (2006), "Factors constraining the growth and survival of small scale businesses: adeveloping countries analysis", Journal of the American Academy of Business, Cambridge, Vol. 8 No. 2, pp. 167-78
- ii. Awang, A., Khalid, S. A., Yusof, A. A., Mohamed Kassim, K., Ismail, M., Shekh Zain, R., & Sintha Madar, A.R. (2009). Entrepreneurial Orientation and Performance Relations of Malaysian Bumiputera SMEs: The Impact of Some Perceived Environmental Factors. International Journal of Business and Management, 4(9), 84-96
- iii. Bogdan and Taylor. 2012. Research Procedure. In Moleong, Qualitative Approach. (p. 4). Jakarta: PT. Rineka Cipta
- iv. Fauji, Diah Ayu Septi and Gesty Ernestivita. 2019. Analysis of the Characteristics of MSME Actors (Micro, Small and Medium Enterprises) in the City of Kediri. Proceedings of the National Seminar and Call for Papers. 125-132.
- v. Wisdom, Harry. 2010. Bandung Community Empowerment Strategy: Humanities Utama Press.
- vi. Helmalia, H., & Afrinawati, A. (2018). The Effect of E-Commerce on Increasing the Income of Micro, Small and Medium Enterprises in the City of Padang. JEBI (Journal of Islamic Economics and Business), 3(2), 237. https://doi.org/10.15548/jebi.v3i2.182
- vii. Jeremy Mc, Ardhle, 1989. Community Development; Tools Of The Trade, Community Quaertelyt, No 16, Waragul
- viii. Munizu (2010) entitled "The Influence of External and Internal Factors on the Performance of Micro and Small Enterprises (UMK) in South Sulawesi"
  - ix. Oakley, Peter, et al. 2001. Projects With People, the practice of participation in Rural Development. Geneva. International labor office
  - x. Rukmana, Arief Yanto and Tuntun Ariadi Sukanta. 2020. Analysis of Competitive and Defensive Strategies in the Micro and Small Industry of Packaged Chips Food in the midst of the Difficult Situation of the Spread of the Covid-19 Pandemic. Journal of Management Science and Accounting. Vol. 12 (1) 37-53
  - xi. Setyorini, D., Nurhayati, E., & Rosmita. (2019). The Effect of Online Transactions (e-Commerce) on Increasing MSME Profits (Case Study of MSMEs in Iron Processing Ciampea Bogor, West Java). Journal of Management Partners (JMM Online), 3(5), 501–509.
- xii. Sulaksono, Juli and Nizar Zakaria. 2020. The Role of Digital Marketing for Micro, Small and Medium Enterprises (MSMEs) in Tales village, Kediri district. Generation Journal. Vol. 4 (1) 41-48
- xiii. Wastutiningsih, Sri Peni and Titis Puspita Dewi. 2019. Community Empowerment Based on the Development of Micro, Small, and Medium Enterprises in the Industrial Revolution 4.0 era. Flash Development. Vol. 1(2) 90-96
- xiv. Widjajanti, Kesi. 2011. Community Empowerment Model. Journal of Development Economics. Vol/ 12(1) 15-27.
- xv. Zubaedi. 2013, Community Development (Jakarta, Kencana Prenada Media Group) Eddy. CH. Papilaya 2002, in Zubaedi, Alternative Development Discourse. (Jogjakarta: Ar Ruzz media)