



PRODUCT INNOVATION AND MARKETING MANAGEMENT OF UMKM FOOD AND BEVERAGES AMID GLOBAL COMPETITION: SURABAYA CITY CASE STUDY

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Abstrak

Penelitian ini bertujuan untuk mengeksplorasi inovasi produk dan manajemen pemasaran pada usaha kecil dan menengah (UMKM) di sektor makanan dan minuman di Surabaya, yang menghadapi tantangan persaingan global. Dengan jumlah UMKM di bidang ini mencapai sekitar 55.509 berdasarkan data dari Diskopdag Surabaya, Surabaya menawarkan ekosistem yang dinamis untuk analisis. Metode penelitian yang digunakan meliputi survei dengan kuesioner yang disebarakan kepada pelaku UMKM, guna mengumpulkan data tentang strategi inovasi, saluran pemasaran, serta tantangan yang dihadapi dalam operasional sehari-hari. Hasil penelitian menunjukkan bahwa inovasi produk, terutama dalam aspek pengembangan resep baru dan kemasan yang menarik, berkontribusi positif terhadap peningkatan penjualan. Selain itu, penerapan media sosial sebagai saluran pemasaran terbukti efektif dalam memperluas jangkauan pasar dan meningkatkan citra merek di kalangan konsumen. Namun, banyak UMKM masih menghadapi tantangan signifikan, seperti keterbatasan sumber daya dan kurangnya dukungan dalam riset dan pengembangan. Berdasarkan temuan ini, disarankan agar pelaku UMKM lebih aktif dalam melibatkan konsumen dalam proses inovasi dan memanfaatkan dukungan dari pemerintah serta lembaga terkait. Penelitian ini diharapkan dapat memberikan wawasan berharga bagi pelaku UMKM lainnya dalam meningkatkan daya saing dan keberlanjutan bisnis di pasar yang semakin kompetitif.

Kata Kunci: Inovasi Produk, Manajemen Pemasaran, UKM, Makanan dan Minuman, Surabaya, Persaingan Global, Media Sosial, Kinerja Penjualan.



Abstract

This research aims to explore product innovation and marketing management in small and medium enterprises (MSMEs) in the food and beverage sector in Surabaya, which face the challenges of global competition. With the number of MSMEs in this field reaching around 12,000, Surabaya offers a vibrant ecosystem for analysis. The research method used includes a survey with questionnaires distributed to SMEs, to collect data on innovation strategies, marketing channels, and challenges faced in daily operations. The results showed that product innovation, especially in the aspects of developing new recipes and attractive packaging, contributed positively to increased sales. In addition, the application of social media as a marketing channel has proven effective in expanding market reach and improving brand image among consumers. However, many MSMEs still face significant challenges, such as limited resources and lack of support in research and development. Based on these findings, it is recommended that MSME players should be more active in involving consumers in the innovation process and utilize support from the government and related institutions. This research is expected to provide valuable insights for other MSME players in improving competitiveness and business sustainability in an increasingly competitive market.

Keywords: *Product Innovation, Marketing Management, SMEs, Food and Beverage, Global Competition.*

INTRODUCTION

MSMEs (Micro, Small, and Medium Enterprises) are the backbone of the Indonesian economy. According to data from the Ministry of Cooperatives and SMEs, MSMEs contribute around 60% to the Gross Domestic Product (GDP) and provide around 97% of employment in Indonesia. In recent decades, the role of MSMEs has become increasingly significant, especially in the midst of dynamic and uncertain global economic developments. This has become even more evident during times of global economic crisis, where MSMEs are often perceived as a more resilient sector than large enterprises that rely on large capital and global markets. The MSME sector, particularly in the food and beverage industry, not only plays an important role in maintaining national economic stability but also in preserving local culture through its distinctive products.

However, in the midst of rapid globalization and digitalization, MSMEs are facing increasing challenges. Globalization brings with it more competition, both from domestic and international businesses. Food and beverage products from other countries are now more accessible to Indonesian consumers through e-commerce and other online platforms, which makes consumers



have more choices. Meanwhile, many MSMEs in Indonesia, especially those in the food and beverage sector, are still struggling to strengthen their competitiveness, both in terms of product innovation and marketing strategies. This is a major challenge for MSME players in big cities such as Surabaya, which is one of the largest trade and economic centers in Indonesia.

Product innovation is crucial in dealing with the ever-changing market dynamics. Consumers today are increasingly critical in choosing products, especially in terms of quality, packaging, and the uniqueness of the products offered. Food and beverage MSMEs in Surabaya City must be able to create products that not only meet the basic needs of consumers, but also offer added value that can differentiate their products from local and international competitors. Product innovation includes the development of flavors, textures, more efficient production methods, and the use of healthier and environmentally friendly ingredients. In addition, technological advancements provide new opportunities for MSMEs to integrate technology in the production and distribution process of their products.

Not only product innovation, marketing management also plays an important role in the success of MSMEs. Effective marketing management will help MSMEs in reaching a wider target market, increase brand awareness, and ultimately increase sales. In the context of global competition, MSMEs in Surabaya must be able to utilize various marketing channels, including social media, e-commerce, and other digital platforms to increase the visibility of their products in the international market. Adaptive and innovative marketing strategies are necessary for MSMEs to remain relevant and able to compete with foreign products entering the local market.

Surabaya, as a metropolitan city with rich cultural and culinary diversity, is the perfect place to explore how product innovation can be implemented by food and beverage MSMEs. The city is not only a center for distribution and trade of local products but also the birthplace of various culinary innovations that combine traditional and modern elements. Therefore, a study of product innovation among MSMEs in Surabaya can provide insights into how local businesses utilize local potential and global trends to create unique and value-added products. In global competition, branding is also an important factor that cannot be ignored. A strong brand is able to provide clear differentiation among similar products circulating in the market. Through proper branding, MSMEs can build a more professional image, strengthen consumer loyalty, and attract the attention of investors. In Surabaya, many MSMEs are starting to realize the importance of branding, but there are still big challenges in terms of resources and knowledge to build a strong and sustainable brand.

This study focuses on food and beverage MSMEs in Surabaya City as a case study, as the city is not only one of the major trading centers in Indonesia, but also has a vibrant and diverse business ecosystem. In addition, Surabaya has many initiatives from the city government and various supporting institutions that focus on MSME development. However, despite the support, there are still many challenges facing local MSMEs, especially when it comes to facing the increasingly fierce global competition. This research is expected to provide a deep insight into how product innovation and marketing management can help MSMEs in Surabaya to survive and thrive amidst the challenges of globalization and digitalization. Based on this background, this study aims to analyze the role of product innovation and marketing management in improving the competitiveness of food and beverage MSMEs in Surabaya City. By focusing on MSMEs in this



sector, this research is expected to contribute to the development of more effective and innovative business strategies for MSME players in Indonesia, especially in facing competition in the global market. Ultimately, the success of MSMEs in facing these challenges will contribute to inclusive and sustainable economic growth in Indonesia.

METHOD

The research method used is descriptive quantitative method with primary and secondary data collection and questionnaire distribution. Determination of the sample using the Slovin formula with a simple random sampling technique distributed to MSME owners with a total of 46 samples. Testing the feasibility of research instruments using the validity test calculated in the SPSS program. The data analysis technique used to answer the research objectives is scoring analysis (Likert scale) to identify the suitability of Product Innovation and Marketing Management of Food and Beverage MSMEs in the Middle of Global Competition: Surabaya City Case Study.

The analysis method uses Multiple Linear Regression Analysis with calculation tools using IBM SPSS Version 25:

Equation: $Y = \text{Product Innovation (X1)} + \text{Marketing Management (X2)} + e$

Description:

β : path Coefficient

e : Error level

1. Multiple Linear Regression Analysis

Multiple regression analysis was carried out in this study to build a model equation so that the direct effect between variables could be known in formulating path analysis (Sugiyono, 2018).

2. Classical Assumption Test

a. Normality Test

The normality test aims to test whether the regression model has a normal distribution or not (Sugiyono, 2018). In the normality test using Kolmogorov Smirnov testing, with the condition that if Asymp. Sig. (2-tailed) is greater ($>$) $\alpha = 0.05$ the data is normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent (free) variables (Sugiyono, 2018). The test requirement that applies is that the VIF value <10 indicates that there is no multicollinearity problem.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another (Sugiyono, 2018). In this study using the Glejser test, with the criteria that the significance value (p-value) of each independent variable in the residual regression results is greater ($>$) than the 5% significance level or $\alpha = 0.05$, indicating the absence of heterogeneity problems.

3. Hypothesis Test

1) Partial Test (t Test)

The t statistical test is used to find how far the direct effect of the independent variable is partially in influencing the dependent variable (Sugiyono, 2018). The condition is said to have a significant effect if it has a T-statistic value > T table (2.228) and p-value < 0.05.

2) Coefficient of Determination

The Coefficient of Determination (R²) is a value that shows the amount of contribution or contribution of the independent variables to the dependent variable in a regression model (Sugiyono, 2018). The main function of the coefficient of determination is to measure how much the regression model's ability to explain variations in the dependent variable.

RESULT AND DISCUSSION

Linear Regression Analysis

Table 1. Multiple Linear Regression Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	12569.920	2.471		.383	.703
Product Innovation (X1)	.596	.142	.470	4.198	.000
Marketing Management (X2)	.475	.114	.468	4.181	.000

a. Dependent Variable: MSME Performance (Y)

Based on the data above, the Multiple Linear Regression equation formed is:

$$Y = 12569.920 + 0.596 \text{ Product Innovation (X1)} + 0.475 \text{ Marketing Management (X2)} + e$$

The test result with a value of 12569.920 is a constant or a state when the interest variable has not been influenced by other variables. If the independent variable does not exist, the dependent variable will not change. The analysis results explain that the independent variable has a significant value which does not exceed 0.05, so it is known that the independent variable is significant in influencing the dependent variable (MSME performance) in facing global competition.

Classical Assumption Test

a. Normality Test

It can be seen that in table 3, all regression equation models have a p-value of 0.200, which means that they have met the normality requirements because they are greater than $\alpha = 0.05$.

Table 2. Klomogrov Smirnov Test Results

Regression Model	Asymp. Sig. (2-tailed)
Equation	0,200



b. Multicollinearity Test

From table 4, it can be seen that the VIF value of all variables in equation I and equation II has met the requirements, where the value is less than ($<$) 10. This means that there is no case of multicollinearity between independent variables in each regression model equation that has been built.

Table 3. Multicollinearity Test Results

Variable	Colienarity Statistic	
	VIF	Tolerance
Product Innovation (X1)	2,372	.422
Marketing Management (X2)	2,372	.422
Dependent Variable: MSME Performance (Y)		

c. Heteroscedasticity Test

Based on the heteroscedasticity test graph that has been carried out, the points or items that spread randomly and spread both above and below zero on the Y axis, it can be said that there is no heteroscedasticity in the regression model of this study. Based on the results of the classical assumption test that has been carried out on data processing using the SPSS 25.0 program. Normality test, multicollinearity test and heteroscedasticity test, it is known that all classical assumption tests are met, so we can proceed with the regression test.

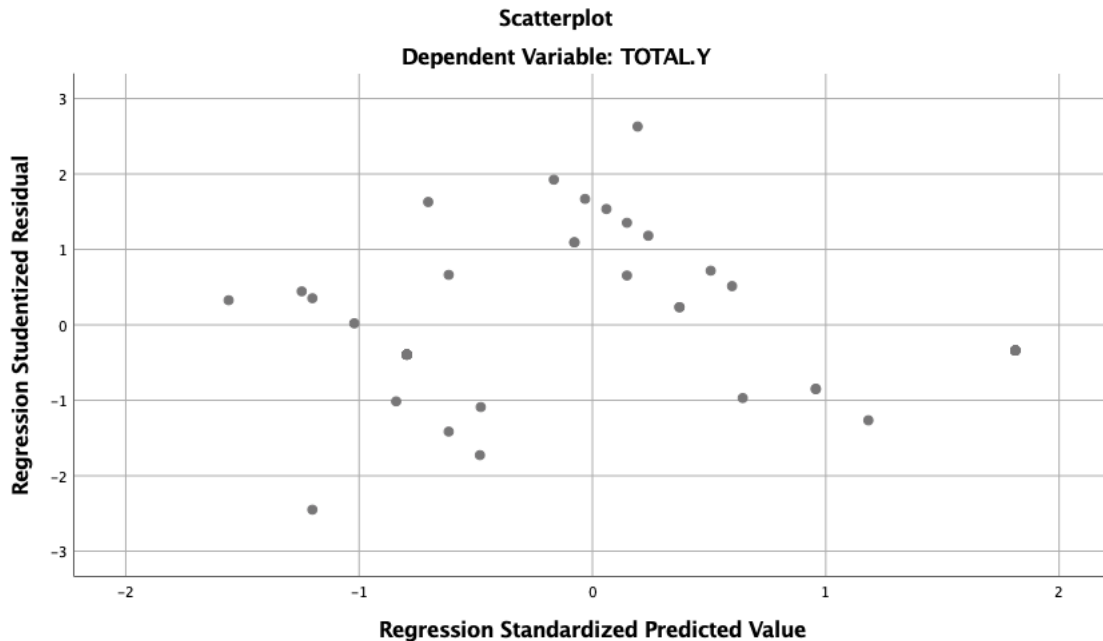


Figure 1. Heteroscedasticity Test

Hypothesis Test

a) Partial Test (t-test)

Based on Table 7, in equation I, it is identified that the FDI variable does not have a significant effect on the unemployment rate (TPT), because it does not meet the significance requirements, namely the T-statistic value is smaller than ($<$) the T table (2.228) and the p-value is greater than ($>$) 0.05. Meanwhile, the PMDN variable has a significant influence on the TPT.

Table 4. Partial Test Results (t Test)

Variable	t	p-value	Result
Product Innovation (X1)	4.198	0,073	Signifikan
Marketing Management (X2)	4.181	0,046	Signifikan

Dependent Variable: MSME Performance

Based on Table 8, it shows that in equation II all independent variables (FDI, PMDN, and TPT) fulfill the significance requirements of the partial test, so it can be concluded that the three variables have a significant influence on GRDP, because they have a p-value $< \alpha = 0.05$ and t-statistic > 2.262 .

b) Coefficient of Determination

Based on Table 5, it is known that the coefficient of determination of the equation regression model is 0.773, meaning that the regression model is able to explain 77.3% of the variation, while the other 22.7% is explained by other variables not included in the model.

Table 5. Determination Coefficient Results

Model Summary ^b				
Model	R	R Square	Adjuster R Square	Std. Error of The Estimate
1	.879 ^a	.773	.763	1.46733
a. Predictors: (Constant), Marketing Management (X2), Product Innovation (X1)				
b. Dependent Variable: MSME Performance (Y)				

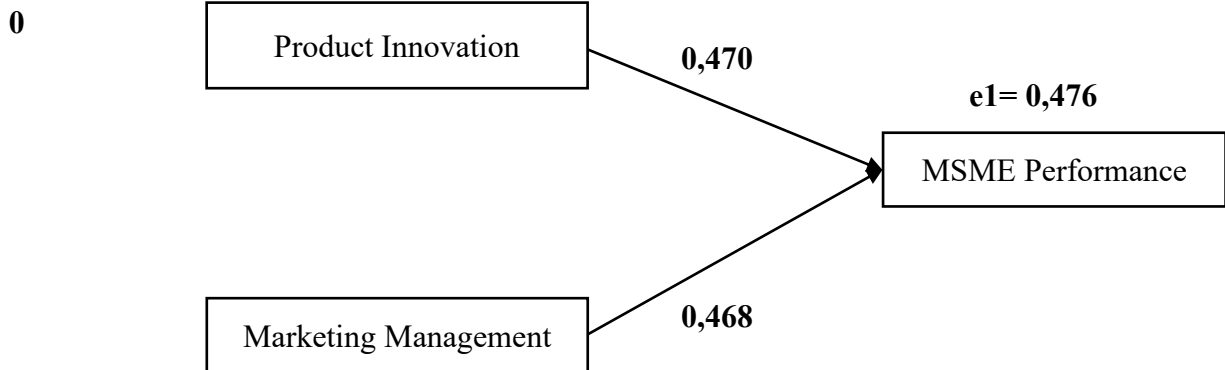


Figure 2. Path Diagram

Based on Table 1 and Figure 2, it can be shown the effect of the influence of the independent variables (Product Innovation, Marketing Management) on the dependent variable, namely MSME Performance.

1. The direct effect of Product Innovation on MSME Performance gets a coefficient value of 0.470. This means that there is a significant influence between Product Innovation on MSME Performance.
2. The direct effect of marketing management on MSME performance gets a coefficient value of 0.468. This means that it produces a significant influence between Marketing Management on MSME Performance

Discussion

The Effect of Product Innovation on Sales of Food and Beverage MSMEs in Surabaya

Based on the partial test results, it was found that Product Innovation has a positive and significant effect on the Performance of Food and Beverage MSMEs in Surabaya City in the Middle of Global competition. This means that an increase in the number of product innovations made by business actors tends to increase the performance of MSMEs and help increase economic growth



in the city. This can be caused by several factors. First, Product Innovation goes more into sectors and has a direct impact on the local economy (Prita et al, 2019), Especially for products that will be sold in the retail market, it is also necessary to complete several certifications such as PiRT, MD (Trademark), BPOM, halal, and organic certificates. Product innovation will make it easier for SMEs to reach the market and strengthen competitiveness. In today's high business competition, mastery of technical skills without soft skills is less useful because product knowledge must be supported by communication skills. It is necessary to foster close relationships to foster trust from business partners. Service that satisfies customers requires soft skills, therefore soft skills are more difficult to learn than technical skills which are easier to learn and quickly visible results, therefore entrepreneurs must be aware of the needs and abilities of soft skills. Product innovation in upgrading product packaging is able to influence the eyes of consumers so that it affects buying interest. This is in line with research conducted by (Zainurrafiq et al, 2023), which says that the perceived value and packaging of a product has a positive and significant influence on consumer buying interest. Packaging design has a significant effect on consumer buying interest. significant effect on consumer buying interest. Apart from influencing buying interest, product innovation through packaging upgrading can also increase the selling value or selling price of the product itself. product innovation is able to increase the selling price of goods to be higher. In the era of globalization like today, MSME players are expected to be able to adjust to the demands of the times in order to survive amid increasingly fierce competition. The presence of innovation is one of the steps that can be taken to survive. The changes that have been created are expected to be able to become the basic foundation related to the development of MSMEs. Development - further development such as the use of more sophisticated technology in upgrading packaging to be more efficient. in upgrading packaging to be more efficient in producing.

The Effect of Marketing Management on the Performance of Food and Beverage MSMEs in Surabaya City

Based on the partial test results, it was found that Marketing Management has a positive and significant effect on the performance of food and beverage MSMEs in Suarabaya City amidst global competition. This means that an increase in the amount of Marketing Management carried out by business actors tends to increase the performance of MSMEs and help increase economic growth in the city. This can be caused by several factors. Many enter the sectors and have a direct impact on the local economy (Prita et al, 2019), increasing the quantity and quality of products and innovating product variants that have been created must be accompanied by the right marketing strategy so that products can immediately circulate in the market and bring in turnover for MSMEs. Ashitaba's target market is the global market, which of course can be a big challenge for MSMEs to further strengthen branding to maintain their market. Marketing carried out by MSMEs still does not reach the international market considering that ashitaba semi-finished products have been widely exported. There is no good digital marketing strategy and international standards. Although there is already a website to support the marketing of export products, it is currently in the form of a blog and still uses only Indonesian. In addition, the information on the website is rarely updated so it seems out of date. For domestic marketing of processed products, education and promotion of ashitaba products are still carried out conventionally (brochures, banners in partner homes, promotion among friends and exhibitions). Digital marketing is only carried out in the form of a



website blog with information that is not updated, while the challenges of consumer education and knowledge of traditional herbal products are still very much needed by consumers so that digital marketing optimization is needed. Digital marketing optimization is an innovative marketing strategy to improve the sales performance of MSMEs. Current ashitaba sales must be expanded by creating an international standard website, social media to facilitate communication with customers, marketplace coverage to make it easier for customers to transact and maximize Google My Business to be able to expand the communication and search network for ashitaba as a superior product of the Trawas area. Good digital marketing optimization can not only increase MSME sales but also build a good brand image and retain customers so that MSME sales turnover always increases. Price is the main factor affecting product sales. Indomie implements a competitive pricing strategy by offering products that are affordable for Indonesians, while maintaining quality (Pupung et al, 2024). Using a dynamic pricing strategy, adjusting prices according to market conditions. In addition, it can implement marketing strategies by carrying out various promotional activities, such as advertising through electronic and print media, billboards or billboards located on major roads, holding various events or events aimed at introducing products.

The Effect of Product Innovation and Marketing Management on Food and Beverage MSMEs in Surabaya City

Based on the partial test results, it was found that Product Innovation and Marketing Management have a positive and significant effect on the performance of food and beverage MSMEs in Surabaya City amidst global competition. This means that an increase in the amount of Marketing Management carried out by business actors tends to increase the performance of MSMEs and help increase economic growth in the city. This can be caused by several factors. Many enter the sectors and have a direct impact on the local economy (Prita et al, 2019), increasing the quantity and quality of products and innovating product variants that have been created must be accompanied by the right marketing strategy so that products can immediately circulate in the market and bring in turnover for MSMEs. At the same time, product innovation also has a good impact on the growth and development of MSMEs, which are currently in the middle of standing and competing globally. Innovation strategies alone are not always enough for small food businesses to achieve a sustainable competitive advantage. These businesses need to improve their digital capabilities, especially by improving their digital technology infrastructure (Okta et al, 2023). By doing so, they can develop innovative strategies that enable their operations to reach a wider market, both locally and internationally. In addition, strong digital capabilities can help small food businesses improve efficiency and effectiveness in their operations, thereby enhancing sustainable competitive advantage, emphasizing the critical role of innovation in navigating various market conditions and maintaining competitive advantage. This suggests that as small businesses improve their digital capabilities, their propensity to innovate tends to increase. When small businesses effectively implement and optimize digital processes, it creates a conducive environment for innovation to flourish. This relationship highlights the important role that digital capabilities play in fostering a culture of innovation, enabling small businesses to adapt to market changes, improve operational efficiency, and develop new products or services. Improving digital capabilities is therefore critical for small businesses that want to drive innovation and maintain a competitive edge in the market. Digital capabilities especially improve the operational efficiency



of companies. For small food businesses, adopting digital capabilities shows significant potential to create a sustainable competitive advantage. This can be achieved in several ways. First, utilizing digital tools and technologies enables small food businesses to innovate and develop new products that meet evolving consumer demands. Second, digital capabilities allow businesses to analyze data more effectively, leading to better decision-making and strategic planning. Third, embracing digital capabilities helps businesses stay ahead of technology trends, preparing them for future market shifts. Fourth, digital adoption reflects a commitment to continuous improvement and adaptation, which is critical to maintaining competitiveness. Finally, technological proficiency fosters an environment where digital tools are utilized to their full potential, driving efficiency and innovation. When faced with dynamic market conditions, these aspects of digital capabilities enable small food businesses to respond quickly and effectively, ensuring they remain competitive and resilient. As such, digital capabilities improve efficiency and play a critical role in maintaining long-term competitive advantage through continuous innovation and strategic foresight.

CONCLUSIONS

Based on the results and discussion above, it can be concluded that the findings of this study include: (1) Product innovation has a positive and significant effect on the performance of food and beverage MSMEs in Surabaya. This can be seen from the results of the regression analysis which shows the product innovation coefficient value of 0.470 with a significance level of 0.000 (less than 0.05). (2) Marketing management also has a positive and significant effect on the performance of MSMEs, with a coefficient value of 0.468 and a significance level of 0.000. (3) Together, product innovation and marketing management contribute 77.3% to the performance of MSMEs, as shown by the coefficient of determination of 0.773. (4) The classical assumption test shows that the regression model meets the assumptions of normality, not multicollinear, and not heteroscedasticity. (5) However, there are still challenges for MSMEs such as limited resources that can hinder innovation and more optimal marketing.

Thus, the calculation of data results strengthens the conclusion that product innovation and marketing management play a positive and significant role in improving the performance of MSMEs in Surabaya. Based on the research findings, the government needs to further increase support for MSME product innovation, for example by helping to finance research and development of new products. There is a need for assistance and training for MSMEs to increase capacity in the field of marketing management, especially digital marketing. There is a need for easy access to financing for MSMEs to support the innovation process and marketing expansion. The government can expand the people's business credit program with a more flexible scheme. There is a need for a massive MSME product promotion program through various online and offline channels to support the penetration of global markets. The government can involve MSMEs in regional trademark creation and certification programs so as to increase the competitiveness of national-scale products. There is a need for tax incentive policies for MSMEs that make business innovations with the aim of encouraging entrepreneurial spirit. Cooperation between local governments needs to be intensified to promote and market regional specialty products in a professional and integrated manner.



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