



## **THE IMPORTANCE OF NETWORKING AND COLLABORATION FOR MSMEs GROWTH CASE STUDY OF KHRISNA BALI SOUVENIR CENTER**

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### **Abstract**

This article explores the importance of networking and collaboration in the growth of Micro, Small, and Medium Enterprises (MSMEs), focusing on a case study of Krisna Souvenir Center in Bali. MSMEs play an important role in creating jobs and driving local economic growth in Indonesia. This study shows how Krisna leverages its strong network with local craftsmen and farmers to improve product quality and market access. Through effective collaboration, Krisna has succeeded not only in increasing turnover, but also in driving product innovation that is attractive to consumers. These findings confirm that building a solid network is an important strategy for MSMEs to face market challenges and increase competitiveness. This article is expected to provide insight for other MSMEs in optimizing collaboration for sustainable growth. This study uses SMARTPLS4 analysis software with the PLS-SEM model, from the results of the analysis of all independent variables that are significant to the dependent variable, the Collaboration and networking variables, have an effect on Economic Growth with the Market Access Mediation variable. The research data is primary data obtained from the results of filling out the questionnaire that has been carried out by respondents with a sample size of 100 from the results of calculations using the Slovin formula.

**Keywords:** MSMEs, Collaboration, Market Access, MSMEs Growth

### **INTRODUCTION**

Businesses often collaborate with others to obtain resources. Network strategy research shows that network relationships provide MSMEs with access to external resources, information, and opportunities, thereby increasing their competitiveness. The quality of relationships determines the availability of resources and cooperation. Supply chain management studies show that MSMEs can solve operational problems by accessing resources through their supply chains. MSMEs have great potential, but some are poorly managed and fail. According to corporate standards, the success of MSMEs is based on people or groups carrying out certain tasks and obligations within a certain period of time. However, many MSMEs, especially those with support, fail (Mutegi, 2015). 15% of MSMEs fail due to mismanagement and neglect of their industry. The



success of MSMEs attracts many managers. The relevance of MSME strategies and limited expansion capabilities require good management. Partnerships between micro, small, and medium enterprises (MSMEs) and programs to improve business continuity, resource quality, partner revenue and profit, and company scale to strengthen the capacity of partner business groups. MSMEs can benefit from this collaboration model (Wulandari, 2020).

The success of MSMEs depends on partnerships. Collaboration and community development are two initiatives. The first program uses SOE revenues to help small businesses grow strong and independent. The second initiative, environmental development, uses SOE revenues to improve local socio-economic conditions. Funding for partnership and environmental development programs is limited to two percent of net profit.

Micro, Small, and Medium Enterprises (MSMEs) play an important role in the Indonesian economy, especially in creating jobs and driving local economic growth. One crucial factor for the success of MSMEs is networking and collaboration between business actors. In this context, the Krisna Souvenir Center in Bali is an interesting case study to analyze. This souvenir center not only offers quality local products, but has also built a strong network with various other MSMEs, including local craftsmen and farmers. The collaboration between Krisna and other MSMEs contributes to increased production capacity, market access, and product innovation. By leveraging the power of the network, Krisna is able to expand its reach and increase the competitiveness of local products in both domestic and international markets. This study aims to explore the importance of networking and collaboration in the growth of MSMEs, and to provide an overview of how the Krisna Souvenir Center has succeeded in creating profitable synergies. This study will discuss the variables that influence collaboration between MSMEs, as well as their impact on turnover growth and product innovation. Through a qualitative approach, it is hoped that the results of this study can contribute to the development of effective networking strategies for other MSMEs in Indonesia.

## **LITERATURE REVIEW**

The Importance of Networking in MSMEs. Business networks are one of the keys to increasing the competitiveness of MSMEs. According to Huggins (2010), a strong network can help MSMEs expand access to markets, share resources, and facilitate knowledge exchange. Research by Evers & O’Gorman (2011) shows that collaboration between MSMEs can reduce risk and increase opportunities for innovation. In Bali, MSMEs involved in solid networks tend to be more successful in adapting to market changes. Furthermore, as a growth strategy, collaboration between business actors in MSMEs provides significant benefits for business growth. According to Schillewaert et al. (2005), collaboration can increase operational efficiency and create added value for products. In the context of the Krisna Souvenir Center, collaboration with local craftsmen and farmers produces high-quality products that attract consumers. This is in line with the findings of Kahn & Lichtenstein (2009) which state that collaboration can facilitate product innovation and increase customer satisfaction. The Krisna Souvenir Center has become a successful example of utilizing networks and collaboration. Krisna not only sells local products, but also acts as a liaison between producers and consumers. Through effective marketing strategies and strong networks, Krisna can create value for all stakeholders. Research by Nugroho (2020) states that Krisna's success in developing a business network contributed to significant turnover growth. Although networking and collaboration offer many benefits, there are challenges to be faced. According to



Tynan & McKechnie (2009), coordination between MSMEs in a network is often difficult due to differences in vision and goals. Therefore, it is important to have good management in building and maintaining a network so that collaboration can run smoothly.

The following are the hypotheses in this study: (H1) The level of collaboration with other MSMEs has a positive effect on the growth of MSME turnover. (H2) The type of network built (formal/informal) has a positive effect on MSME product innovation. (H3) Resources shared between MSMEs in a collaborative network have a positive effect on customer satisfaction. Furthermore, the Mediation hypothesis (H4) Product quality mediates the relationship between the level of collaboration and MSME turnover growth. (H5) Market access mediates the relationship between the type of network built and MSME product innovation. (H6) MSME turnover growth has a positive effect on customer satisfaction.

## **METHOD**

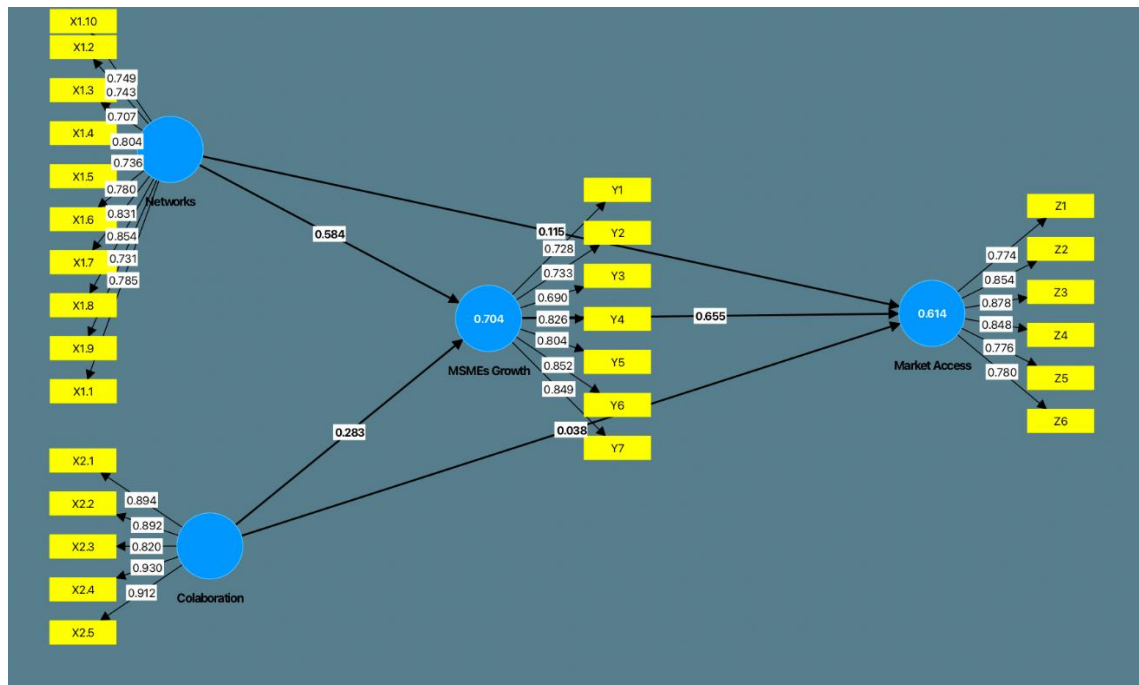
Quantitative research type is used in this study to statistically examine the effect of the object of research in the form of Networks, Collaboration, MSMEs Growth, and Market Access. The analysis method uses path analysis with calculation tools using SMARTPLS 4. The utilization of regression in conjunction with path analysis enables the application of the Partial Least Squares (PLS) analysis approach to examine hypotheses about intricate direct or indirect associations among variables. Please conduct a comprehensive analysis of the relationship between the dependent and independent variables. For PLS analysis, one can utilize programs such as SMART PLS 4, which can characterize all of the relationships in the theory-based model.

This program is capable of analyzing the effect of the Partnership program on Business Performance and other variables Partnership Program. According to Hair et al. (2022), PLS has several benefits, such as: 1) PLS can manage complex models with a large number of dependent and independent variables, whereas other methods cannot always do so. 2) PLS can manage data with multicollinearity issues between independent variables, i.e., situations in which the independent variables are extremely correlated with one another. 3) PLS can deal with absent or atypical data while still producing reliable results. This is beneficial because absent or anomalous data are ubiquitous in real-world data sets. 4) PLS can be applied to both reflective and formative constructs, which differ in their definition and measurement of model constructs. 5) PLS can be applied to tiny samples, which is advantageous when obtaining a large sample size is challenging or costly. In addition, the data are not required to have a normal distribution, which is commonly inferred by other methods. 6) PLS is capable of handling a variety of scale types, including nominal, ordinal, and continuous data. This is advantageous because various categories of data require different statistical methods, and PLS is capable of handling a wide variety of data types. There are distinctions between SEM and PLS. While SEM is typically used to evaluate hypotheses, PLS is predictive. PLS encompasses two distinct models, namely the measurement model and the structural model. The measurement model elucidates the association between the observed variable and the underlying variable, whereas the structural model delineates the interrelation among latent variables. Ensuring the validity and reliability of the measurement model is of utmost importance, whereas the evaluation of the structural model relies on the explanatory power and statistical significance of the path coefficient. During the initial phase of assessing the external reflective indicator model, three key criteria are taken into account: convergent validity, composite reliability, and discriminant validity. Once all of the aforementioned criteria have been met, the

subsequent step involves assessing the internal model. This test involves the examination of R-square, Q-square, Goodness of fit (GoF), and F-square. The R-square statistic is employed to assess the statistical significance of the impact of the latent dependent variable, whereas the Q-square metric evaluates the efficacy of the model in generating observed values. The Goodness of Fit (GoF) measure is employed to assess the soundness of the structural model.

## RESULT & DISCUSSION

Before this hypothesis test was carried out, Mendel had been validated by bootstrapping to ascertain validity, reliability, and multicollinearity problems, as Hair et al. (2022) recommended.



**Figure 1. Path Analysis Output**  
**Source: Data processed by SMARTPLS4, 2024**

Figure 2 shows the results of path analysis, which illustrates the relationships between variables in the study. Path analysis is a statistical method to test direct and indirect relationships between variables in a model. In this figure, five paths are indicated by arrows connecting the variables. Each path has a path coefficient value that indicates the strength and direction of the relationship between the variables. Additionally, other values, such as t-value, p-value, and decision for each path are used to assess the statistical significance of the relationships (Table 1). The results of this path analysis provide an overview of how communication behavior, partnership programs, and social networks influence business performance in the context of MSMEs.



### **The Influence Of Network On Revenue Growth Of KRISNA Bali MSMEs**

In the ever-evolving digital era, the role of partnerships and business networks has become increasingly important in supporting the growth of Micro, Small and Medium Enterprises (MSMEs). Through partnerships with large corporations and other MSMEs, these businesses gain greater access to markets, capital, and the resources and knowledge needed to compete and grow. Business networks allow MSMEs to build strong relationships with other businesses, creating the potential for collaboration, sharing experiences, and gaining valuable market insights. However, it is important to note that to achieve optimal results, MSMEs must have easy and affordable access to information technology and adequate digital infrastructure. Moreover, the success of business partnerships and networks largely depends on the ability of MSMEs to continuously learn, adapt, and improve their digital literacy. Therefore, collaboration and connectivity in the digital age are key factors in helping MSMEs grow and compete effectively in an ever-changing marketplace. This implies that the government and relevant agencies need to actively facilitate business partnerships and networks for MSMEs by ensuring easy access to digital infrastructure, training, and resources. MSMEs should proactively seek partnerships and join relevant business networks in their respective sectors. This is supported by research conducted by (Sutrisno, 2023), which states that the role of partnerships and business networks has a significant impact in driving the growth and sustainability of Micro, Small, and Medium Enterprises (MSMEs) in the evolving digital era.

The results of this study found that there is a statistically significant relationship between collaboration and the growth of Krisna Bali souvenir center MSMEs. The growth of Krisna Bali souvenir center MSMEs can be achieved by increasing collaboration with other MSMEs to market their products. This statement shows a relationship with the theory put forward by Buckley's research (2018), which shows the influence of collaboration on the growth of MSMEs. This can be due to the implementation of an adequate collaboration program, which focuses on providing capital to help each other consistently support the improvement of business capabilities among MSME entrepreneurs. Assessing the success of physical therapy is important. Effective collaboration and achievement of shared goals can be facilitated by several important behaviors, namely clear and transparent communication, attentive and engaged listening, proficient conflict resolution, steadfast and reliable consistency, and a deep awareness and appreciation of cultural differences.

### **The Influence Of Collaboration On MSMEs Growth Of KRISNA Bali MSMEs**

Collaboration carried out by Krishna UMKM has a positive effect on market access. Based on the test results, the t-statistic value was obtained at 2,053 ( $<1.96$ ) with a sig value = 0.008 ( $>0.05$ ), meaning that the hypothesis is accepted. These results are from previous studies, including the results of research by Sánchez (2012) and Al Mamun et al. (2016). Aliyu (2017), Zizile and Tendai (2018), and Barazandeh et al. (2015) found that entrepreneurial competence (EQ) has a positive effect on company performance in terms of market access. The results of the study by Sakib et al. (2022) in Bangladesh placed the sixth competency dimension as an antecedent variable for SME Performance. The results of the study revealed that not all competency dimensions have a positive effect on improving SME performance. Such as organizational and leadership competencies, learning, relationships, and entrepreneurial commitment have a significant positive



impact on SME performance. On the other hand, strategic and operational competencies do not affect SME performance. The contribution of this study is to determine relevant entrepreneurial competencies and empirically test their impact on SME performance in developing countries. Finally, the measurement of competencies from this study provides a unique scope for designing such training and development programs for entrepreneurs.

In the results of this study, with many SMEs collaborating with external parties such as the government, suppliers, and suppliers, the community will provide many opportunities, and this has been proven by the results of the data analysis that has been carried out. Market access will be easier to reach, and the products sold will be increasingly known to the local and international community. Krinsa souvenirs themselves are indirectly widely known by the community from direct marketing results with the concept of mouth to mouth, of course, this is one of the impacts that occur with the collaboration between UMKM Krishna, other local UMKM, and also external parties such as suppliers, government, and the community.

### **The Influence Of MSMEs Growth On Market Access Of KRISNA Bali MSMEs**

MSMEs are part of the Indonesian economy whose existence has a major contribution to economic growth itself. Every year, the growth of MSMEs continues to increase. It can be felt together that the existence of MSMEs can absorb the available workforce. Currently, the world has long entered the 4.0 era, a state where all activities in the world are highly dependent and always transforming to utilize increasingly sophisticated technological developments. This news is like a breath of fresh air for all business actors. Changes in this era require all business actors to adapt to the times, namely to take part in utilizing technological developments. The movement and changes in the way of doing business that is increasingly rapid towards digitalization force business actors to adapt to these changes (Idah & Pinilih, 2020). This is considered reasonable for large companies. They tend not to have obstacles in adapting to developments because of the availability of adequate resources, in contrast to MSME actors who need preparation in advance to be able to follow business developments in the form of movements and many changes. It is undeniable that there are still many MSME actors who are still unfamiliar with technology and choose to continue running their business activities manually due to the lack of knowledge or socialization related to technology/digitalization. Not only that, there are still those who are familiar with technology but choose not to be involved in the development of MSME digitalization due to the lack of government assertiveness in providing direction in the form of training, seminars, and creating security in the digitalization system. This means that there are still many individuals who commit crimes in it and, of course, will have an impact on consumers and MSME business actors.

The growth of MSMEs carried out by MSME Krishna has a positive effect on market access. Based on the test results, a t-statistic value of 5.209 ( $< 1.96$ ) was obtained with a sig value = 0.000 ( $> 0.05$ ), meaning that the hypothesis is accepted. The growth of MSMEs has an impact on market access, this has a good impact, where the growth of MSME Krishna will attract a lot of attention from outside parties such as the government, colleagues, investors, customers, and the wider community. The government will provide development assistance for other MSMEs by providing human resources and capital in the hope that they can develop as with MSME Krishna, colleagues will increasingly trust them to continue collaborating, and investors who are interested in investing their capital in the hope of getting profit because MSME Krishna continues to grow.

On the other hand, it will help the regional economy, increase regional income, and indirectly overcome the problems of poverty and unemployment. This is in line with research conducted by (Halida et al., 2022), the growth of MSMEs with collaboration and utilization of digitalization can provide convenience, effectiveness, and practicality.

### **The Influence Of Networks On MSMEs Growth Of KRISNA Bali MSMEs**

Business growth is aided by networking. For the benefit of business owners, networking helps to form profitable relationships. In addition, entrepreneurs have the ability to solve business-related problems in innovative ways (Udimal et al., 2021). For business success, networking is a very important tool for competition (Peemanee & Wongsahai, 2022). When a strong work culture can be a solid foundation for an organization to achieve its vision and mission, work culture becomes important. Implementing a work culture and encouraging the creation of maximum work results will result in high or maximum performance (Firtria, 2019). Reputation has value and can create value for the company. However, due to its subtlety, it can be erased immediately, although it takes years. Many research papers confirm that reputation is one of the most significant business hazards (Vig et al., 2017)

Collaboration carried out by Krishna UMKM has a positive effect on market access. Based on the test results, the t-statistic value was obtained at 5.999 ( $<1.96$ ) with a sig value = 0.000 ( $>0.05$ ), meaning that the hypothesis is accepted. The results of this study are reinforced by research conducted by (Abidin et al, 2023) Because networking has a positive and significant influence on business performance, the networks owned by MSME actors, both with customers and the government, will greatly improve their business performance. This will indirectly affect their business performance, so credibility, trust, dependency, and accountability must be considered when maintaining and improving the company's image. This study is consistent with the analysis conducted by Nuryakin (2018). According to the findings of this study, relational capital has a substantial negative impact on company performance and a positive effect on network advantages (Nuryakin et al., 2018). The reputation of Krisna UMKM Bali souvenirs is positively and significantly influenced by networking. This shows that the commercial interests of SMEs involved in extensive networks will increase substantially. In South Sulawesi, networking is also an important factor contributing to the success of SMEs. SMEs can continue to improve their networks in the era of highly advanced computers and information technology. Utilizing social media is one of the most common practices in this era. The use of social media can expand networks across unlimited territorial boundaries. In this context, SMEs Krisna Bali get many conveniences with the existence of networks that can help reduce business risks, increase managerial skills, and other inspirations for doing business.

### **The Influence Of Networks On Market Access Of KRISNA Bali MSMEs**

Networking is generally considered as an important tool for SMEs to overcome their weaknesses by leveraging their knowledge and resources (Aladejebi, 2020). Networking enables companies to find opportunities, leverage resources, gain competitive advantage, and improve overall performance (Ojotu et al., 2019). Business performance is the outcome of an organization, such as productivity, profitability, and growth, which can be measured by market access to desired goals and objectives. Work culture is a philosophy based on a view of life as values that characterize, habit, and motivator in a group. Networks carried out by Krishna UMKM has a

positive effect on market access. Based on the test results, the t-statistic value was obtained at 3,073 ( $<1.96$ ) with a sig value = 0.046 ( $>0.05$ ), meaning that the hypothesis is accepted.

Reputation and Market Access of Krisna Bali Specialty MSMEs are positively and significantly influenced by networking. This shows that the commercial interests of MSMEs involved in extensive networking will increase substantially. In South Sulawesi, networking is also an important factor contributing to the success of MSMEs. MSMEs can continue to improve their networks in the era of highly advanced computers and information technology. Utilizing social media is one of the most common practices in this era. The use of social media can expand networks across unlimited territorial boundaries.

This study is consistent with the results of Moric et al. (2020) based on unidimensional analysis which revealed the positive influence of strategic networks on business performance. A good reputation has a beneficial effect on market access which shows that reputation significantly improves business performance. The interests of MSMEs in Krisna Bali can drive MSME performance. This shows that the interests of MSMEs still need to be improved so that customers have confidence in MSME products in Krisna Bali. This study is in line with research conducted by Lee (2014). It was found that there is a positive relationship between company performance and company reputation, this shows the importance of company reputation as a strategic asset that is important to manage, and the results of this study confirm this relationship. The work culture of UMKM in Krisna Bali has had a positive and substantial impact on their reputation and commercial success. A well-managed organizational culture as a management tool will influence and encourage

## CONCLUSION

This article discusses the importance of networking and collaboration for the growth of MSMEs with a case study of Krisna Bali Souvenir Center. MSMEs play an important role in Indonesia's economy as they create jobs and local economic growth. Krisna collaborates with local artisans and farmers to improve product quality and market access. Through effective collaboration, Krisna has managed to increase turnover and innovate products. This finding shows the importance of building a solid network for MSMEs to face market challenges and improve competitiveness. The variables tested were collaboration, network, market access, and MSME growth. The analysis shows that all independent variables have a significant effect on the dependent variable. Collaboration and networking have a positive effect on economic growth with market access mediation. The method used is quantitative research with path analysis using SMARTPLS4. The results show a positive relationship between variables according to the hypothesis. This article is expected to provide insights for other MSMEs to optimize collaboration to support sustainable growth.

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