

COMMUNITY EMPOWERMENT PROGRAM FOR SMES OF BANDUNG CITY

Endang Hermawan^{1)*}
UIN Sunan Gunung Djati Bandung¹⁾
*Email: endanghermawan918@gmail.com **

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Abstract

Small & Medium-Sized Enterprises (SMEs), SME are the most important pillar of the Indonesian economy as according to the Ministry of Cooperatives and SMEs, the number of SMEs is currently 64.2 million and their share of GDP is 61.07% or IDR 8,573.89 trillion. The contribution of SMEs to the Indonesian economy includes the ability to absorb 97% of the current total workforce and generate up to 60.4% of total investment. Even though it can boost the economy, unfortunately there are still problems that are often faced by SMEs business actors. The problems that are often experienced by SMEs include: lack of venture capital, lack of knowledge about how to develop a business, no product innovation, lack of understanding of digital marketing, bookkeeping that is still manual. The purpose of this research is to find out how the government's strategy is in implementing empowering SMEs carried out by the Bandung City KUKM Service, to accommodate and a few references to solving problems that exist in society, especially SMEs actors and the government. The method used in this study is the literature review method. Where the author collects several journals related to the discussion, namely the SME empowerment strategy carried out by the Bandung City KUKM Service. The results of the discussion show that the Office of Cooperatives and Small and Medium Enterprises (KUKM) continues to promote mentoring, training and development programs for micro, small and medium enterprises (SMEs). In addition, the KUKM office has prepared marketing services for SMEs products.

Keywords: *Community Empowerment, Social Strategies, SMEs*

A. INTRODUCTION

Small, and Medium Enterprises (SMEs) are the backbone of the country's economy as they are considered the only ones capable of surviving amidst the onslaught of business competition and the nation's economic crisis. According to the Ministry of Cooperatives and MSMEs, MSMEs currently number 64.2 million and account for 61.07% or IDR 8.573.89 trillion of GDP. The contribution of MSMEs to the Indonesian economy includes the ability to absorb 97% of the current total workforce and produce up to 60.4% of total investment (Limanseto, 2021).

There are several reasons that show the importance of Small and Medium Enterprises (SMEs) for the national economy according to Tambunan (2012) in his book on Micro, Small and Medium Enterprises in Indonesia, including: The number of SMEs is very large and distributed in both urban and rural areas, even in remote areas; SMEs are very labor-intensive, they have great potential for job opportunities and income growth; Many SMEs in the agricultural sector indirectly support development; SMEs help absorb a lot of low-skilled workers; SMEs are able to survive, as seen during the 1997/1998 economic crisis. They serve as a starting point for investment mobility in rural areas and as a place for entrepreneurial

capacity building; They are a tool for channeling the consumption expenditure of rural populations into savings; SMEs can supply the goods they need relatively cheaply; Through various investments and participation, SMEs can quickly adapt to changing times; They have a high level of flexibility.

In Indonesia, the prevalence of Small and Medium Enterprises (SMEs) cannot be separated from various challenges. In response to these challenges, the government has initiated several programs to support SMEs, including incentive support and funding through the PEN program, People's Business Credit (KUR), the National Movement for Proud Indonesian Products (Gernas BBI), digital marketing for SMEs, and empowering alumni entrepreneurs. The Kartu Prakerja program, which includes funding through KUR, is a long-term effort to elevate the SME category through the Job Creation Law. The province of West Java is known for its rapid development of the creative economy, which plays a significant role in both the provincial and national economy, supported by its large population and facilities. West Java has a flagship SME program called "UMKM Jabar Juara," targeting 4,000 SMEs in 2022. The program will focus on strengthening financial access, market access, and legal aspects. The goal is to educate West Java entrepreneurs committed to becoming champions in the business sector.

The UKM program in West Java involves mentoring, training, licensing, infrastructure provision, financing facilitation, promotion, partnership, and standardization. Furthermore, the UMKM program in West Java includes the One Pesantren One Product (OPOP) program, initiated by the West Java Provincial Government and the West Java SME and Cooperatives Office, which aims to achieve economic independence for farmer families through the involvement of Islamic boarding school students, the community, and the boarding schools themselves in developing skills for product innovation, sales, and marketing. Additionally, there is also the Online Funding program, or Panon Jabar, which aims to create a digital ecosystem and open opportunities for SMEs and cooperatives to participate in procurement of goods and services under the West Java Provincial Government.

Small and Medium Enterprises (SMEs) and cooperatives can easily apply for financing online. The SMEs program in West Java is also expected to improve the quality (value for money) of procurement of goods and services as well as provide access to working capital financing for SMEs and cooperatives with faster and more efficient conditions and a simpler digital process. SMEs and cooperatives that have won tenders can apply for funding from the Electronic Procurement Service (LPSE). The Cooperative and Small and Medium Enterprises Office (KUKM) continues to promote mentoring, training, and development programs for small and medium-sized enterprises (SMEs). Additionally, the KUKM office provides marketing services for SME products. As explained by Nuri Nuraeni, Director of the Micro-Business Empowerment and Facilitation Service Development Agency in Bandung, they have just completed the establishment of the SME Marketing Service Center (Salapak). Salapak is a place where SME players are supported to promote and market their products. It is also a way to develop digital marketing, financial advice, and other services. At the same time, Salapak also includes the results of the SME Recovery Center (URC), which is currently less optimal due to compliance with the Community Activity Restrictions Implementation Guidelines (PPKM). For SMEs who are just starting their business, training or coaching is provided through the URC. After their production is accepted and approved by the community, it will be commercialized through Salapak.

Together with Salapak and URC, there is a training program for SMEs to boost the economy after the impact of the Covid-19 pandemic. In 2021, KUKM held digital marketing training for 40 SMEs from the APBD and 40 SMEs from the APBN, including product packaging design training. The KUKM service has also trained 30 microenterprise coaches, who will later become direct consultants for microenterprise players. The first mentoring

strategy is carried out every year and lasts for at least eight months, aiming to help micro-entrepreneurs produce products that meet standards and quality. Another strategy is to expand partnerships and networks of small and medium-sized enterprises and open access to markets as widely as possible to connect with the digital marketing ecosystem and changing market demands. This supply chain network between companies and suppliers that produce and distribute certain products to buyers also includes various business activities with companies, people, facilities, information, and resources. (Lastriana, 2021)

Despite its potential to boost the economy, unfortunately small and medium enterprises (SMEs) often face various challenges. Although the government has reduced the tax rate for SMEs by 0.5% as a stimulus to promote their rapid growth, this policy has not necessarily provided a solution to the problems faced by business owners. There are several issues that SMEs in Indonesia still frequently encounter. If left unaddressed, these issues can hinder business growth, cause SMEs to lose competitiveness, become stagnant, or even worst, go out of business. This has become a challenge for the economic sector to overcome the problems faced by micro, small, and medium-sized businesses in Indonesia. Some of the common problems faced by SMEs include: lack of capital, lack of knowledge on how to develop the business, lack of product innovation, limited understanding of digital marketing, and manual bookkeeping. (Luthfa, 2021)

Researchers have found similar studies to this one that will serve as a reference and limitation in writing this article. The first article by Ni Komang Ariani, Tedi Erviantono, and I Putu Dharmanu Yudarta entitled "The Strategy of the Cooperatives and Small and Medium Enterprises Department in Empowering Micro, Small, and Medium Enterprises in Gianyar Regency." This study used a qualitative method. From this article, it can be concluded that the internal factors that become the strength of micro, small, and medium enterprises are: abundant human resources, competitive prices, varied products, and patents. The second similar article by Haris Ahmad Rizal, Maulana Rifai, and Gungun Gumilar entitled "The Strategy of the Cooperatives and Small and Medium Enterprises Department in Empowering SMEs" can be concluded that the empowerment carried out by the Cooperatives and Small and Medium Enterprises Department with the indicator of Stephen P. Robbins' Strategy Theory is still in a fairly good process. The third article by Putri and Sindi Ariana entitled "The Strategy of the Cooperatives and SME Department in Empowering SMEs During the Covid-19 Pandemic in Labuhanbatu Regency, North Sumatra Province" can be concluded that the Labuhanbatu Regency Government's strategy in efforts to improve the economy of the community due to the Covid-19 pandemic carried out by the SMEs sector has not been optimally implemented due to several obstacles that hinder SMEs in improving the economy. The Labuhanbatu Regency Government, in this case, the Cooperatives and SMEs Department of Labuhanbatu Regency, has formed strategies and strives to always support various innovations from SME actors to be able to continue to exist in running their businesses.

There have been many studies on the strategies of the Cooperatives and Small and Medium Enterprises Department in empowering SMEs, but each region certainly has its own characteristics related to the theme. Both from the causes of collaboration, who is involved, the stages that are passed during collaboration, commitment, obstacles faced, and the authority of each party involved. In addition, the focus of the problem studied, namely related to the strategy of the Cooperatives and Small and Medium Enterprises Department in empowering SMEs in a forum, has not been widely conducted by previous researchers. In this study, the focus is more on the implementation of collaboration in the Bandung City Government or the Cooperatives Department and identifying the obstacles that occur, then how the Cooperatives and SMEs Department carries out efforts to empower SMEs in Bandung City. This study is important to be conducted to find out the extent of the strategy of the Cooperatives and Small and Medium Enterprises Department in empowering SMEs in the

Bandung City Government. The purpose of this study is to describe the strategy carried out by the Cooperatives and SMEs Department of Bandung City in empowering SMEs.

B. LITERATURE REVIEW

Community empowerment is a concept of economic development that adheres to social values. This concept reflects a new paradigm of development, namely "people-centered, participatory, empowering, and sustainable," which is broader than simply meeting basic needs or adding poverty prevention mechanisms (safety nets) that have recently been developed as alternatives to outdated growth concepts. According to Chamber (1995), community empowerment is a concept of economic development that crystallizes social values. This concept reflects a new paradigm of development that is "people-centered," inclusive, and sustainable. The concept of empowerment is broader than just an effort to meet basic needs or simply a mechanism for preventing poverty (security). There are principles commonly used in empowerment programs, including: a) Participation The essence of community empowerment is participation. Community participation, on the other hand, cannot be called empowerment unless there is strength, or some of it, and motivation for empowerment. Community empowerment practices that have been carried out so far have not provided opportunities and freedom for communities to determine their own fate through development programs they need. Most of the development programs developed are programs planned and decided by policy makers, both the government and the institutions that finance them. Community involvement is still limited to mobilization, not yet at the participation stage. b) Independence Independence is a concept often associated with community development and empowerment. In this concept, development and empowerment programs are planned systematically so that individuals or communities become the targets of empowerment. The values of individual independence are complete when supported by the characteristics of independence, which include: psychosocial, cultural, and financial independence, personal initiative and entrepreneurial discipline, leadership, and competitive orientation. In the context of entrepreneurship or self-employment, independence is often realized in the development of work orientation that leads to an entrepreneurial or independent attitude. c) Sustainability The process of community empowerment is not a quick, impulsive, or just the implementation of a development program. Community empowerment is a continuous, sustained process. This is important to know considering that many community strengthening efforts are directed at development programs with limited time and budget. When the program ends, developers and communities do not care about how to continue it. This indicates that community empowerment programs are still project-based and cannot yet be called true community empowerment. The principle of sustainable development shows that community empowerment is true empowerment.

C. RESEARCH METHODOLOGY

The method used in this study is literature review. Literature review is chosen because it can review or re-examine various literature published by academics or other researchers related to the topic to be researched. (Creswell, 2014) The data collection technique is done by obtaining research data. The researcher collected, analyzed, and organized sources from journal articles regarding SME empowerment strategies carried out by the Department of SMEs and Cooperatives of Bandung City. Then, the researcher summarized and presented the data on SME empowerment strategies carried out by the Department of SMEs and Cooperatives of Bandung City.

D. RESULTS AND DISCUSSION

Creating A Healthy and Conducive Business Climate for The Development of SMEs

Requires a partnership system between SMEs and the government or large companies to support their sustainability. Creating a healthy, conducive, and competitive business climate depends heavily on the commitment of various parties. In addition to the commitment and determination of the Competition Supervisory Commission (KPPU), the government as a regulator or enforcer of the law, and society, the commitment of business actors also plays a very important role because they are the ones who carry out the business activities.

The partnership between SMEs and large companies can be carried out by upholding the principles that have been established and upholding healthy business ethics. These principles include mutual need, trust, strengthening, and mutual benefit. These principles are based on the principles of partnerships between Micro, Small, and Medium Enterprises and partnerships between Micro, Small and Medium Enterprises with large companies are economic and/or business cooperation. (Ashshiddiqi et al, 2021)

The existence of the KPPU as an institution to enforce the Law on the Prohibition of Monopolistic Practices and Unfair Business Competition, with its various functions, is expected to create a healthy and fair business climate in Indonesia. The KPPU also recommends that the government perfect and effectively implement regulations and policy measures related to location and spatial policies, licensing, business hours, and social environments. This decision shows that a decision related to monopoly and business competition practices, especially related to the retail business expansion, is generally related to regional government spatial policies and business licenses, so regional government policies and regulations related to spatial policies and licensing need attention.

The KPPU has the authority to monitor partnerships based on Law No. 20 of 2008 concerning SMEs and Government Regulation No. 17 of 2013. In an effort to achieve these goals, the law regulates several prohibited agreements, including: Oligopoly, Price fixing, Territory division, Boycott, Cartel, Trust, Oligopsony, Vertical integration, Closed agreements, and Agreements with foreign parties. The law also regulates prohibited activities, including: Monopoly, Monopsony, Market domination, and Collusion.

The lack of a conducive SME climate in the creative industry is due to several obstacles. In general, SME problems are caused by difficulties in obtaining capital access, the absence of supporting infrastructure, underdeveloped marketing, and human resource issues. Difficulty in obtaining capital when orders come in. In addition to these problems, it is due to the lack of knowledge of human resources regarding marketing access. The marketing of handicraft businesses that is still not in demand by the community is also the main obstacle in developing the creative industry.

The ongoing coronavirus pandemic has almost paralyzed the national economy. The SME sector, which is dominated by middle to lower-class communities, has even lost income. Many people there are unemployed because they dropped out of school, both women and men. There are many businesses that can generate income for daily living. To strengthen the national economy, the government must seriously consider strategies and policies for empowering SMEs. Business competition is not about equalizing things. Therefore, there is healthy business competition that means sustainability, namely business competition for sustainability. The commitment and determination of business actors in efforts to create a healthy business competition climate can realize sustainable SME development.

Business competition is not about leveling the playing field. Therefore, there is healthy competition for sustainability, which means competition for the continuation of business. The commitment and determination of business actors in creating a healthy business competition climate can bring about good corporate management by applying principles of fairness, transparency, accountability, and responsibility within the company, which are always used as guidelines for business actors in carrying out their activities.

One way to cultivate a business climate through the role of the KPPU in monitoring partnerships is to continue to comply with existing regulations. For example, people who have capital to start a profitable micro-productive business in areas such as fashion, skincare and herbal cosmetics, MUA, culinary, accommodations, photography and videography services, and editors, among others. Meanwhile, examples of businesses for unemployed people at home who want to earn income can include small and medium-sized businesses done by individuals or businesses but not large companies, such as pottery (clay ceramics) businesses, recycling crafts, traditional snacks, rattan weaving, batik cloth, woven cloth, wood carvings (wayang golek), screen printing businesses, grocery stores, and many more. If capital is limited, small businesses can be started first, and if they grow, stores and branches can be opened, for example, using unused materials that can still function.

For example, an entrepreneurial climate can be created by making tote bags or clothes from scrap fabric. Although the capital may be limited, the profit gained from making tote bags from scrap fabric can be substantial. This business can be practiced at home and can collaborate with larger businesses. Using scrap fabric can create several highly demanded products for consumers in the target market of children, teenagers, and adults. Tote bags may be popular due to their simple shape and practical use for school or travel. If you want to start a small business as an individual, you must have a strategy to make it grow rapidly. To achieve this, you need a proper and effective marketing strategy, one of which is to determine your target market. Identifying your target market is important because companies cannot serve all consumers or buyers in the market due to various needs and wants. Therefore, companies need to identify which part of the market they will serve as their target market.

Tote bag businesses can be done by anyone, and the skills needed to develop this business are not only for women, but men can also do it. If you want to succeed in your business, you must do it with all your heart to develop it. Promoting the product and business development is necessary to make the product known to the public to attract people's interest to buy it. Therefore, proper marketing planning is needed for product development. The most suitable promotion media for marketing products are social media, and products can also be sold online. Exhibitions can also be held because exhibitions can reach customers both within and outside their respective cities. The risk of this business may be obstacles from stiff business competition, where prices may differ due to differences in quality. This situation demands producers to be more creative and innovative in designing their products.

The beauty industry is one of the businesses that many people are currently interested in. In the past, beauty and appearance were only associated with women, but now men have also become aware of the importance of maintaining their appearance. This has made the beauty industry a popular and always thriving business with a wide market share. Not only middle-aged people, but teenagers and elderly people also care about their appearance. This makes the market share of the cosmetics business broad, so you will not lose customers. In order to achieve a perfect appearance, people are willing to spend a lot of money to get the best results. This is what makes the beauty industry popular among various groups of people. The only skill or expertise required is courage. Anyone can start a cosmetic business. The courage to take risks and innovate in producing products is absolutely necessary to attract customers and compete with existing competitors without harming or undermining existing competitors in a healthy way to gain customers. If the cosmetic business is still new and not confident enough to do door-to-door marketing, it can promote and advertise its products on social media. It can market the products on various social media platforms and even create brochures so that people know about the products and their benefits, and can attract the interest of consumers.

The target consumers are all groups of people because natural masks do not discriminate based on age or gender, and everyone can use the products at their desired time. The risk of

this business may be from tough competition because the beauty industry is already full of traditional companies and brands. Day by day, the challenges continue to increase, and in the future, the main test for fitness and beauty brands will be to maintain their customer base and maintain good quality standards. The key to success in building a company is to establish and maintain high standards (quality standards).

The economy of society is currently a major concern, so the government must prepare a number of strategic steps to avoid entering a recession. One of them is by encouraging Micro, Small, and Medium Enterprises (MSMEs). Based on the level of impact experienced, assistance must be provided to keep them alive in the midst of the crisis. MSMEs must be given priority attention and support so that the lower economic level can survive. MSMEs must continue to develop, supported so that they can continue to survive in any situation. The entire community is expected to shop in traditional markets, shops, and craft centers that are affected by the pandemic but are still able to survive. MSMEs must be visited, given support, motivation, and encouragement to continue production, and the district government must be able to respond intensively and help market their products.

The Bandung City Cooperative and MSME Agency also strives to improve cross-sector coordination for the development of MSMEs. With such efforts, MSMEs will be facilitated in various aspects, such as ease of business licensing as a process of exporting production results. In addition, as an effort to develop community businesses, the government has a soft credit program that can be utilized by the community to increase their capital. (Engkus, 2017)

Access to Competitive Resources

The Cooperative and SME Agency of Bandung City has opened a special service of free business consultation for the community to strengthen the growth of cooperatives and SMEs as a means of quickly and accurately solving problems that occur in the world of cooperatives and SMEs. The Bandung City Government, through the Cooperative and SME Agency, always strives to increase the potential of the region to develop and be competitive, of course with a healthy and conducive business climate. According to the Indonesian Law No. 20 of 2008 in article 19 regarding the development of natural resources in the field of production and technology, efforts are taken as follows:

1. Promoting and cultivating entrepreneurship This effort is made by socializing the potential of the region and opportunities to gain economic benefits, through training, counseling, and sharing among business actors and communities who want to start a business.
2. Improving technical skills Technical skills include the ability of business actors in the production process effectively and efficiently, finding new innovations regarding products that are currently favored by consumers, as well as the process of promoting and marketing products to be better known by the wider community.
3. Establishing and developing educational and training institutions, counseling, motivation, and business creativity, and creating new entrepreneurs Facilities for educational and training institutions have been built and will continue to be developed in accordance with the development and needs of business actors. The local government continues to hold training and guidance for business actors and craftsmen, by inviting experts in their field.

Development of Competitive Advantage for Entrepreneurship and SMEs

Based on Engkus (2017) Increasing the competitiveness of SMEs by developing entrepreneurship knowledge and attitude, increasing productivity, increasing the number of knowledge and technology-based new entrepreneurs, and diversifying the range of SMEs' superior products. The main activities of this program include:

1. Popularizing entrepreneurship, including expanding the introduction and spirit of entrepreneurship in the national education curriculum and developing incentive systems

- for new entrepreneurs, especially those related to business registration/licensing, business location, access to funding, taxation, and market information.
2. Providing incentive systems, coaching, and facilitation to encourage the development of technology-based SMEs, including new technology-based entrepreneurs, especially export-oriented SMEs, subcontracting/supporting, agribusiness/agro-industry, and those utilizing local resources.
 3. Providing incentive systems and coaching to increase SMEs' awareness of intellectual property rights (IPR) and environmental management, followed by efforts to improve IPR protection owned by SMEs.
 4. Facilitation and support for the development of entrepreneurship development institution networks.
 5. Facilitation and support for the development of technology and business incubators, including utilizing government central/regional R&D facilities and through public-private-community partnerships.
 6. Facilitation and support for the development of investment partnerships between SMEs, including through strategic alliances or joint investment with foreign companies to accelerate technology and market mastery.
 7. Facilitation and support for the development of production and distribution networks through the utilization of information technology, group business development, and networks between SMEs in cooperative frameworks and networks between SMEs and large companies through business partnerships.
 8. Supporting and facilitating efforts to increase the quality of small and medium-sized entrepreneurs, including women entrepreneurs, to become resilient entrepreneurs who have a cooperative spirit.

The Strategy of the Department of Small and Medium Enterprises to Boost Bandung's Economy

The Cooperative and Small and Medium Enterprises (SME) Office continues to promote assistance programs, training, and development for Micro, Small, and Medium Enterprises (MSMEs) in the city of Bandung. In addition, the Cooperative and SME Office is also preparing a marketing facility for MSME products. The Head of the Micro Business Empowerment and Development Section and Facilitation of the Bandung Cooperative and SME Office has just completed the creation of a MSME Marketing Service Facility (Salapak).

Salapak is a place that facilitates MSME actors to promote and market their products. It also serves as a facility for digital marketing development, financing advice, and other support. Salapak also accommodates the results of the MSME Recovery Center (URC), which is currently not yet optimal due to adjustments made in accordance with the implementation of the Community Activity Restriction (PPKM) policy. In addition to Salapak and URC, Nuri mentioned that several programs are being promoted to help revive the economy after being affected by the Covid-19 pandemic. Among them is training for MSMEs. (Azizah et al, 2022)

The Head of the Cooperative and SME Office also trained 30 micro business assistants. These assistants are then spread out to become direct consultants for MSME actors. During the PPKM period, assistance is carried out online. However, the assistants are still directed to provide the necessary facilities or access for MSME actors. The development of MSMEs has been carried out by providing assistance to MSMEs in 15 districts. This is done by assigning assistants to visit production sites and assess the needs or problems faced by MSME actors. The first strategy is continuous assistance every year. At least, the assistance lasts for eight months. The goal is to ensure that MSME actors can produce quality products that meet the standards. The second strategy, according to Nuri, is by increasing partnerships and networks

for small and medium enterprises and opening up wide access to the market. So that they can be connected with the digital marketing ecosystem and market supply changes.

E. CONCLUSION

Creating a healthy, conducive, and competitive business climate is highly dependent on the commitment of various parties. In addition to the commitment and determination of the Business Competition Supervisory Commission (KPPU), the government as a regulator or supervisor, law enforcement, and society, the commitment of business actors also plays a very important role, as they are the ones who carry out the business activities. Partnerships between SMEs and larger businesses can be carried out by upholding the principles that have been established and upholding healthy business ethics. These principles include mutual dependence, trust, reinforcement, and mutual benefit. The Department of Cooperatives and Small and Medium Enterprises (KUKM) continues to promote assistance programs, training, and development for Micro, Small and Medium Enterprises (SMEs). In addition, KUKM is also preparing a marketing facility for SME products. The Head of the Section for Empowerment and Development of Micro Enterprises and Facilitation of KUKM Bandung is currently completing the creation of a marketing facility for SMEs called "Salapak." Salapak is a place to facilitate SMEs in promoting and marketing their products. This is done by the KUKM Department of Bandung as a strategy to improve the economy in their area of jurisdiction.

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