

**Research article**

# MSME Cluster Development Strategy Become a Leading Product Tegalrejo Jatijajar Village, Bergas District, Semarang Regency Based on Collaborative

Dwi Prastiyo Hadi\*, Suwarno Widodo, Iin Purnamasari, Pipit Mugi Handayani

PGRI University Semarang, Central Java Indonesia

**Abstract.**

The purpose of this study is to 1) solve problems and optimize the potential of MSMEs in Tegalrejo, Jatijajar Village, Bergas District, Semarang Regency towards competitive advantage, 2) How to organize Tegalrejo MSMEs in Jatijajar Village, Bergas District, Semarang Regency towards competitive advantage, 3) How to develop a superior product cluster strategy. Tegalrejo, Jatijajar Village, Bergas Subdistrict, Semarang Regency, while the problems are (1) noise from traffic. (2) entertainment businesses in the form of karaoke houses, street vendors, workshops, salons, containers for used goods from traffic accidents, (3) prostitution practices (4) as a place to store evidence of traffic accidents, (5) SMEs and street vendors who are not organized resulting in a slum environment, (6) traffic jams, (7) irregular parking.

This study uses a Mix Method research approach, Bryman (2008), which is a combination of quantitative and qualitative combinations. By using the combined method, it is expected to be able to complement each other from the existing hypotheses. Quantitative emphasize more on technical analysis of statistical tests so that the data is more accurate, on qualitative techniques emphasize analysis of processes from inductive thinking processes related to the dynamics of the relationship between observed phenomena and always use scientific logic. Where this method is a way of formulating and interpreting existing data to provide a clear picture and provide solutions on how to develop a superior product cluster strategy for Tegalrejo Jatijajar Village, Bergas District, Semarang Regency by using (1) Observing social phenomena, identifying, revising, and re-checking the existing data. (2). Categorize the information obtained. (3). Tracing and explaining the categorization. (4). Explain the categorization relationship. (5). Draw general conclusions. (6). Build or explain the theory. The population in this study were all owners of the UMKM cluster in Tegalrejo, Jatijajar Village, Bergas District, Semarang Regency (1) processed food clusters, namely market snacks, pastries, wet cakes, crackers, cassava chips 2) cluster types of stall trading, namely basic food traders, traders vegetables (3) service type cluster, namely Beauty Salon Business, Makeup Business, HP service, and credit seller (4) Handicraft cluster, namely the manufacture of trash cans from plastic ropes, woven water hyacinth makers, (5) Tourism cluster namely Arts and Culture Business as well as tourism agents, then the government, represented by the cooperative and MSME services, 2 people,

Corresponding Author: Dwi

Prastiyo Hadi; email:

dwikip58@gmail.com

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as well as consumers who use MSME products. The main data in the mixed-method research is a combination of the results of observations through the results of interviews and surveys, photos, videos, and others. In this regard, in this section, the types of data are divided into words and actions, written data sources, photos, and statistical data that are processed. In qualitative research, the instrument or research tool is the researcher himself. Therefore, the researcher as an instrument must also be "validated" how far qualitative researchers are ready to carry out research which then goes into the field. Validation of the researcher as an instrument includes validation of understanding qualitative research methods, mastery of insight into the field under study. The results of this study are to solve problems and optimize the potential of MSMEs in Tegalrejo Jatijajar Village, Bergas District, Semarang Regency towards competitive advantage, namely through 1) Comparative studies of MSME actors, 2) Expanding Business Networks, 3) Product and raw material innovation, and marketing innovation, to how to organize MSMEs in Tegalrejo, Jatijajar Village, Bergas Sub-district, Semarang Regency towards a competitive advantage, namely by using the MSME Synergy Cycle, namely 1) MSME Cluster Meetings aimed at identifying the potential and problems of the MSME Cluster, 2) Socializing the Cluster Work Program, namely in the fields of licensing, Product Innovation, Capital, Marketing, 3) Cluster Work Program Implementation, 4) MSME Cluster Monitoring, 5) Synergizing with government programs while for the development strategy of the Tegalrejo superior product cluster, Jatijajar Village, Bergas District, Semarang Regency with 1) short-term development strategy, 2) long-term development strategy and n 3) collaborative steps for the Tegalrejo superior product cluster, Jatijajar Village, Bergas District, Semarang Regency, namely using collaboration steps, namely (1) Regional head commitment in developing MSME Clusters by providing facilities and a climate that supports the development of MSME clusters, for example creating MSME cluster display rooms which exists. (2) RPJMD with consistency of programs and activities for strengthening MSME clusters in the RPJMD of Semarang district, (3) Institutional, namely the preparation of joint institutions in strengthening MSME clusters (4) Branding, namely Branding of MSME products, namely blinding the display space of MSME products, (5) Standardization and legality UMKM cluster products, (6) Competent HR, namely the preparation of competent human resources through targeted training, (7) Collaboration, namely by collaborating with competent parties such as banks, cooperatives, and competent institutions.

**Keywords:** MSME, Cluster and Collaboration

## 1. Introduction

### 1.1. Background of The Problem

Jatijajar Village, Bergas Subdistrict, Semarang Regency, Central Java Province is a village with administrative boundaries in the north bordering the Diwak village, Bergas subdistrict, in the east bordering the Derek village, Pringapus subdistrict, in the south bordering the Randugunting village, Bergas subdistrict and in the west bordering Jalan Raya Semarang- Bawen. Jatijajar Village, Bergas District, Semarang Regency, Central Java Province has a fairly large village area in Bergas District, which is 332.69 ha, and administratively is divided into 5 Hamlets, 5 Rukun Warga, and 29 Rukun Tetangga with details 1) Jatijajar Hamlet RW I divided into 8 RTs, Hamlet of Saren RW II is divided into 5 RTs, Hamlet of Begajah RW III is divided into 4 RTs, Hamlet of Senden RW IV is divided into 8 RTs, Hamlet of Kebonan RW V is divided into 4 RTs

This village is located at an altitude of 500 meters above sea level with hilly land contours with a rainfall of 220 mm/year in 7 months and has an average daily temperature of 32° Celsius. From the Jatijajar Village area of 332.69 ha until 2020, it was recorded that the area of rice fields was 63.500 ha, and non-paddy agricultural land was 269.19 ha. In 2020 the average rainfall in Jatijajar Village is quite low where the dry season is very long, so it has a very big impact on farmers in working on the fields because the majority of farmers in Jatijajar Village rely on irrigation from rainwater (rainfed rice fields).

The total population of Jatijajar Village at the end of 2020 based on data was 4,632 people with a total of 1,476 families. And when compared between the area of the village and its population, the population density of Jatijajar Village is 1,404 people / km<sup>2</sup>. Geographically, the Tegalrejo neighborhood is located in Jatijajar village, Bergas sub-district, Semarang district. This neighborhood borders the villages of Bergas Kidul and Diwak in the north, Begajah villages in the east, PT. Cimory in the south, and Semarang Bawen national road in the west. Its strategic position because it is on the main road between cities and provinces, amid industrial and tourism environments, adjacent to government agency offices, hospitals, flat and wide areas, has led to positive impacts such as opening up employment opportunities, hopes for economic growth that fast, the flat and spacious environment becomes a rest area/resting place for drivers of goods cars with long-distance travel routes, the emergence of businesses in entertainment places such as karaoke houses. On the other hand, it triggers the emergence of new problems in the environment, namely (1) traffic noise. (2) noise from karaoke places

that disturbs the public (3) as a shelter for evidence of unorganized traffic accidents (4) settlements are not organized so that the environment is a slum, (5) traffic jams occur due to the absence of parking areas (6) many SMEs and Street Vendors (PKL) are not organized so that it seems chaotic.

The number of MSMEs that have sprung up has created a separate problem for MSMEs themselves. In addition to business competition, there is also more and more competition between MSMEs, whether of the same type or different types from one another. Of the SMEs that have sprung up in Tegalrejo, Jatijajar village, Bergas sub-district, Semarang district, they can be divided into three clusters of MSMEs, namely 1) food processing clusters, for example, market snacks, pastries, cakes, crackers, cassava chips, 2) clusters of stall trading types, for example, basic food traders, vegetable traders, 3) service type clusters such as Beauty Salon Business, Makeup Business, cellphone service and credit sellers 4) Handicraft cluster, for example, making trash cans from plastic ropes, woven from water hyacinth, 5) Tourism clusters such as Arts and Culture Businesses and agents tourist

Judging from the income per capita of Jatijajar Village at this time it has reached Rp. 1,700,000.00 per month per family. The work of villagers in Jatijajar varies from Civil Servants, Employees, Teachers, Midwives, Nurses, Traders to Drivers. However, for the people of Jatijajar Village who work in agriculture, the superior potential in Jatijajar Village is their agricultural products, especially cassava. The most agricultural products in Jatijajar Village, especially in Saren Hamlet, are cassava. Currently, agricultural products are the main commodity that is often processed directly by the residents of Jatijajar Village, namely cassava, usually served in offerings, recitations, and home snacks. In addition, some of the cassava agricultural products are sold to several areas with these conditions expected to be the superior product of Jatijajar Village, Bergas District, Semarang Regency.

## 1.2. Problem Identification and Formulation

### 1.2.1. Identify the Problem

1) Noise from traffic. (2) entertainment businesses in the form of karaoke houses, street vendors, workshops, salons, containers for used goods from traffic accidents, (3) prostitution practices (4) as a place to store evidence of traffic accidents, (4) SMEs and street vendors who are not organized resulting in a slum environment, (5) traffic jams, (6) irregular parking.

### 1.2.2. Problem Formulation

1) How to solve problems and optimize the potential of MSMEs in Tegalrejo, Jatijajar Village, Bergas District, Semarang Regency, towards competitive advantage, 2) How to organize Tegalrejo MSMEs, Jatijajar Village, Bergas District, Semarang Regency, towards competitive advantage, 3) What is the strategy for developing superior product clusters in Tegalrejo, Jatijajar Village, Bergas District Semarang Regency

## 2. Literature Review

### 2.1. MSME

Micro, Small and Medium Enterprises Based on Law Number 20 of 2008 concerning MSMEs (Micro, Small and Medium Enterprises), the definition of Micro, Small and Medium Enterprises Djatmiko, & Pudyastiwij[1] is as follows: 1. Micro Enterprises are productive businesses owned by individuals and/or individual business entities that meet the criteria for Micro Business as regulated in this Law 2. Small Business is a productive economic business that stands alone, which is carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or become part of either directly or indirectly. Indirectly from medium or large businesses that meet the criteria for Small Businesses as referred to in this Law. 3. Medium Enterprises are productive economic businesses that stand-alone, which are carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or become part of either directly or indirectly with Small Businesses or large businesses with total assets. Net or annual sales proceeds as regulated in the Act

### 2.2. Industrial Cluster

Cluster The term cluster (cluster) has a literal meaning as a collection, group, set, or combination of certain objects that have similarities or are based on certain characteristics. Djatmiko[2] states that "Cluster (Cluster) is a common understanding used in Regional Economics to define the grouping of similar industries in an area and when industrial activities vary, it is called agglomeration." Meanwhile, according to the Bryman[3], Clusters are industrial groups with focal/core industries that are intensively interconnected and form partnerships, both with supporting industries and related industries.

Perrault[4] as quoted on the same website argue that three basic things are characterized by industrial clusters, regardless of differences in structure, size, or sector, namely: 1. Communal/Similarity/Togetherness/Unity; namely that businesses operate in "similar" or related areas with a common market focus or a common range of activities. 2. Concentration (Concentration); namely that there is a grouping of businesses that can and do interact. 3. Connectivity (Connectivity) namely that there are interconnected / linked / interdependent organizations with different types of relationships create competitive advantages for member companies through competitive and cooperative dynamics.

### 2.3. MSME Development with Clusters

SMEs cluster according to the Ministry of Cooperatives and SMEs and the Ministry of Home Affairs Berry[5]. The Ministry of Cooperatives and SMEs defines a cluster as a group of activities consisting of the core industry, related industries, supporting industries, and other supporting and related economic activities (sectors), which in their activities will be interrelated and mutually supportive. At the local level, the province of Central Java based on the agreement of the Coordination Meeting of the Forum for Economic and Resource Development (FPESD) of Central Java on August 11, 2011, gave the following cluster boundaries: Cluster is a collection of businesses on certain goods/services in an area, which forms cooperation with supporting efforts and related efforts to create collective efficiency based on local wisdom to achieve community welfare. The cluster boundaries are relatively comprehensive or intact because clusters can be clearly defined into input, process, and output flow or results from cluster development.

One of the approaches used to develop MSMEs in Indonesia is a cluster[6] because it is the most comprehensive development platform involving a long value chain from upstream to downstream. Several products that have developed within the scope of the cluster approach and are widely known include the Batik cluster (Yogyakarta, Pekalongan); Metal (Flat, Tegal), Furniture (Jepara, Klaten). Meanwhile in ASEAN countries have been proven to have been able to make a large contribution to the economy of the country concerned, among others, the electronics industry cluster (Malaysia); the Agriculture cluster, food cluster, and tourism cluster (Thailand). Through this cluster approach, it is possible to develop a multi-sectoral development strategy so that this strategy emphasizes the link between the core industry (in this case the industry that produces superior products), related industries, supporting industries, and other

services that work together to create collective efficiency. The existence of cluster-based superior products also encourages the creation of specialization and transforms comparative advantages into competitive ones. Cluster-based superior products will form a value chain between companies of various sizes, between industries, so that they have the effect of increasing added value through increased productivity due to the proliferation of specialization among business actors. In addition, through this cluster approach, a conducive business environment will be created for business actors, including MSMEs, to increase their competitiveness. In the end, it is hoped that the development of cluster-based MSMEs will not only open up investment opportunities in industries that produce products that are in the care industry, but also the types of related and supporting industries and their supporting services. Thus, MSMEs if developed through a cluster. approach that allows for 1) Development of core industries, related industries, supporting industries, and other services together, 2) Cooperation efforts to create collective efficiency, 3) Opportunities for business investment in this type of business supporting and related industries, 4) Conducive business climate

## 2.4. Collaborative

Collaboration is the process of working together to generate ideas or ideas and solve problems together towards a common vision[4]. The same applies to the understanding of cooperation partners. It requires understanding and respect for the skills, competencies, and character of others. Collaboration is the process of working together to generate ideas or ideas and solve problems together towards a common vision. In an interdependent organization, collaboration is key to creative thinking. Collaboration is important to achieve the best results when solving complex problems. For collaboration to be successful, it is necessary to identify when and how to collaborate. This can be achieved with practice. The same applies to the understanding of cooperation partners. It requires understanding and respect for the skills, competencies, and character of others. in collaboration for MSMEs for the highest collaboration success can be achieved when the collaboration involves people with different work styles, values, cultures, education, and work backgrounds. These people will present completely different thoughts and as a result, an issue will be dealt with from multiple perspectives. However, for collaboration at this level to be effective, trust and mutual respect are needed.

## 3. Research Methods and Data Analysis



### 3.1. Research methodology

This study uses a Mix Method research approach[7], which is a combination of quantitative and qualitative combinations. By using the combined method, it is expected to be able to complement each other from the existing hypotheses. Quantitative emphasize more on technical analysis of statistical tests so that the data is more accurate, on qualitative techniques emphasize analysis of processes from inductive thinking processes related to the dynamics of the relationship between observed phenomena and always use scientific logic. Where this method is a way of formulating and interpreting existing data to provide a clear picture and provide solutions on how to develop a superior product cluster strategy for Tegalrejo Jatijajar Village, Bergas District, Semarang Regency by using (1) Observing social phenomena, identifying, revising, and re-checking the existing data. (2). Categorize the information obtained. (3). Tracing and explaining the categorization.(4). Explain the categorization relationship. (5). Draw general conclusions. (6). Build or explain the theory.

### 3.2. Population

The population in this study were all owners of the UMKM cluster in Tegalrejo, Jatijajar Village, Bergas District, Semarang Regency (1) processed food clusters, namely market snacks, pastries, wet cakes, crackers, cassava chips (2) cluster types of stall trading, namely basic food traders, traders vegetables (3) service type cluster, namely Beauty Salon Business, Makeup Business, HP service, and credit seller (4) Handicraft cluster, namely the manufacture of trash cans from plastic ropes, woven water hyacinth makers, (5) Tourism cluster namely Arts and Culture Business as well as tourism agents, then the government, represented by the cooperative and MSME services, 2 people, as well as consumers who use MSME products. The main data in the mixed-method research is a combination of the results of observations through the results of interviews and surveys, photos, videos, and others. In this regard, in this section, the types of data are divided into words and actions, written data sources, photos, and statistical data that are processed. In qualitative research, the instrument or research tool is the researcher himself. Therefore, the researcher as an instrument must also be “validated” how far qualitative researchers are ready to carry out research which then goes into the field. Validation of the researcher as an instrument includes validation of understanding qualitative research methods, mastery of insight into the field under study.



## 4. Research Results and Discussion

Based on the results and processing of data obtained from MSME informants, namely clusters of processed food, namely market snacks, pastries, cakes, crackers, cassava chips 2) clusters of stall trading types, namely basic food traders, vegetable traders (3) service type clusters, namely Salon Business Beauty, make-up business, cellphone service, and credit sellers (4) Handicraft cluster, namely the manufacture of trash cans from the plastic rope, woven from water hyacinth, (5) Tourism cluster, namely Arts and Culture Business and tourism agents and then the government represented by the agency 2 cooperatives and MSMEs, as well as consumers who use MSME products

### 4.1. To answer the first problem, namely how to solve and optimize the potential of MSMEs in Tegalrejo, Jatijajar Village, Bergas District, Semarang Regency towards competitive advantage

The following are the results of interviews from the UMKM cluster which are concluded, namely:

*"Because of our ignorance regarding how to complete and optimize the potential of MSMEs in Tegalrejo, Jatijajar Village, Bergas District, Semarang Regency towards competitive advantage, we can do comparative studies in locations that have been able to complete and optimize the potential of MSMEs so that we can get examples to be applied in Tegalrejo, Jatijajar Village, Sub-district. Bergas Semarang Regency"*

This statement was confirmed by the government, represented by the cooperative and MSME services, 2 people who stated that:

*"It's not just a comparative study, but we will collaborate with related parties to add to the network and provide various conveniences in various licensing and participate in marketing MSME products through the showrooms of the harmonious shop, the official marketplace of the MSME center, Semarang district to be able to develop more and become MSMEs. advanced"*

Consumer support using MSME products also argues that:

*"Products produced by MSMEs can be marketed more broadly by expanding business networks and expanding marketing through collaboration with existing marketplaces, for example, Go-Jek and Grabb"*

From the results of observations and interviews as well as the data obtained, in solving problems and optimizing the potential of MSMEs in Tegalrejo, Jatijajar Village, Bergas District, Semarang Regency, towards competitive advantage, namely through

1) Comparative studies of MSME actors, 2) Expanding Business Networks, 3) Product innovation and raw materials, and marketing innovation

#### **4.2. To answer the second problem formulation, how to organize MSMEs in Tegalrejo, Jatijajar Village, Bergas District, Semarang Regency towards competitive advantage**

From the results of observations and interviews as well as the data obtained, in structuring MSMEs in Tegalrejo, Jatijajar Village, Bergas District, Semarang Regency, towards competitive advantage, namely by using the MSME Synergy cycle 1) MSME Cluster Meetings aim to identify the potential and problems of MSME Clusters, 2) Socialization of the Cluster Work Program namely licensing, Product Innovation, Capital, Marketing, 3) Cluster Work Program Implementation, 4) MSME Cluster Monitoring, 5) Synergizing with government programs

#### **4.3. To answer the third problem formulation, what is the strategy for developing a superior product cluster, Tegalrejo, Jatijajar Village, Bergas District, Semarang Regency**

From the results of observations and interviews as well as the data obtained, the strategy in developing the Tegalrejo superior product cluster, Jatijajar Village, Bergas District, Semarang Regency with 1) a short-term development strategy, 2) a long-term development strategy and 3) collaborative steps for the Tegalrejo superior product cluster. Jatijajar Village, Bergas District, Semarang Regency

The short-term development strategy is used because MSMEs are affected by the COVID-19 pandemic, namely by 1) Buying MSME products, 2) Helping online marketing, 3) MOU & Assistance with market places, 4) Access to capital, relaxation of credit and levies

The long-term development strategy requires a synergy strategy, namely using the potential of each to realize the superior cluster of Tegalrejo, Jatijajar Village, Bergas District, Semarang Regency, as for the role of each 1) Academics need community service in the form of bookkeeping training, training on marketing website creation, diversification products, 2) Businesses need CSR in the vicinity in the form of training that supports competitive advantage, 3) Community is expected to partner with MSMEs in marketing MSME products, 4) Government or the government by making MSME product displays, providing support in the form of simplified regulations and permits and provide real capital assistance, 5) The media is used to assist in marketing MSME

products, 6) Market place, namely by assisting in marketing MSMEs by creating a market place

The steps in collaboration are needed for a strategy for developing a superior product cluster, Tegalrejo, Jatijajar Village, Bergas District, Semarang Regency, as for the steps, namely by implementing (1) the commitment of the regional head in developing the UMKM Cluster by providing facilities and a climate that supports the development of the UMKM cluster, for example making existing MSME cluster display space. (2) RPJMD with consistency of programs and activities for strengthening MSME clusters in the RPJMD of Semarang district, (3) Institutional, namely the preparation of joint institutions in strengthening MSME clusters (4) Branding, namely Branding of MSME products, namely blinding the display space of MSME products, (5) Standardization and legality UMKM cluster products, (6) Competent HR, namely the preparation of competent human resources through targeted training, (7) Collaboration, namely by collaborating with competent parties such as banks, cooperatives, and competent institutions

## 5. Conclusions and Suggestions

### 5.1. Conclusion

1. How to solve problems and optimize the potential of MSMEs in Tegalrejo Jatijajar Village, Bergas District, Semarang Regency towards competitive advantage, namely through 1) Comparative studies of MSME actors, 2) Expanding Business Networks, 3) Product and raw material innovation, and marketing innovation
2. How to organize MSMEs in Tegalrejo, Jatijajar Village, Bergas Sub-district, Semarang Regency towards competitive advantage, namely by using the MSME Synergy Cycle, namely 1) MSME Cluster Meetings aim to identify the potential and problems of the MSME Cluster, 2) Socialization of the Cluster Work Program, namely in the fields of licensing, Product Innovation, Capital, Marketing, 3) Implementation of Cluster Work Programs, 4) Monitoring and Evaluation of the UMKM cluster, 5) Synergizing with government programs
3. What is the strategy for developing the Tegalrejo superior product cluster, Jatijajar Village, Bergas District, Semarang Regency with 1) a short-term development strategy, 2) a long-term development strategy and 3) collaborative steps for the Tegalrejo superior product cluster, Jatijajar Village, Bergas District, Semarang Regency

## 5.2. Suggestion

1. For MSMEs Training needed
2. Academics Community service is needed in the form of bookkeeping training, training on marketing website creation, product diversification
3. Business It takes CSR around in the form of training that supports competitive advantage
4. Community Expected to partner with MSMEs in marketing MSME products
5. Government Making a display of MSME products, providing support in the form of simplified regulations and permits, and providing real capital assistance
6. Media Assist in marketing MSME products
7. Marketplace Assist in marketing MSMEs by creating a marketplace

## 6. Authors' Contributions

The author's contribution is to find a MSME Cluster development strategy become a leading product in Tegalrejo village, Jatijajar, Bergas regency, Semarang regency based on collaboration.

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