

Business Strategy Model on the Optimism of MSME (Small Enterprises) Performance in the West Java Region Indonesia

Supriyati¹, Sri Mulyani², Harry Suharman³, Taufiq Supriadi⁴

¹Universitas Komputer Indonesia, Bandung, Indonesia

²Padjadjaran University and Singaperbangsa Karawang University, Indonesia

³Padjadjaran University, Bandung, Indonesia

⁴Sekolah Tinggi Perpajakan Indonesia, Jakarta, Indonesia

Abstract. This study aims to examine the business strategy model of UMKM Juara towards increasing optimism on the performance of MSMEs. The research method used is a qualitative method with a field approach, an institutional approach, and a library approach. The types of data used in this research are primary data and secondary data. Data collection techniques used are observation, interviews and literature study, while secondary data comes from journals, proceedings, government regulations, and legislation. The results of this study found that the business strategy model with the UMKM Juara concept resulted in an increase in various things such as MSMEs advancing to class, increasing income. This is because the UMKM Juara concept is digital-based, where MSMEs are fostered to be able to compete in the global market. Thus, the business strategy model must develop to digital based, so that improvements in MSME performance can be achieved.

Keywords: Business Strategy Model, Small Enterprises, Optimism of MSME Performance, UMKM Juara

1.0 Introduction

Globalization and economic changes from an industry-based economy to an information-based economy require the business world to be able to operate more effectively, efficiently and in control by prioritizing competitive advantages at both local and global levels, through improving the quality of human resources/goods and services and increasing the use of information technology (Susanto, 2017). In this fourth generation industrial era, the size of the company is not a guarantee, but the company's agility is the key to success in achieving achievements quickly. This proves that the fast can prey on the slow and not the big prey on the small (Hassim, 2016). Challenges in the industrial revolution 4.0 including 1) Information technology security issues, 2) Reliability and stability of production machinery, 3) Lack of adequate skills, 4) Reluctance to change by stakeholders, 5) Loss of many jobs due to changing into automation (Supriyati et al., 2019).

Technological progress is now a necessity that follows human civilization. The pattern of consumer transactions has begun to jump into digital transactions that provide space and time convenience in conducting business transactions. Although it provides convenience and comfort, a sense of security is not yet fully present in digital transactions. Gaps for fraudulent practices can still occur in digital transactions (Avianti & Syahrir, 2020). However, this condition does not make digital transactions lose trust in the world community. Despite the loopholes for fraud that may still occur, digital transactions provide tremendous benefits for connecting sellers and consumers, connecting business to business and many other conveniences obtained with digital transactions. In the last decade or so, disruption has become a word that is often heard and discussed in the business world. A word means a nuisance or a nuisance that makes things irrelevant. Digital disruption means anything that destabilizes conventional businesses in the digital era. An era that will crush businesses that do not use technology and the internet as their driving force (Avianti & Syahrir, 2020). Bill Gates once said: "If your business is not on the internet, then your business will be out of business." Based on Bill Gates' statement, business and the internet cannot be separated. Businesses or businesses that do not use the internet will be left behind. The term digital disruption can also be interpreted as change. This is a kind of opening phase to usher in a new business that will use a lot of digital platform models (Avianti & Syahrir, 2020).

Technological advances and disruptions that occur in the business world ultimately force every company that wants to survive and win in the current business era, must have a good business strategy model and be supported by advances in information technology in its business activities. Financial Technology (FinTech)'s impact on Indonesia's economy is very diverse, where businesses must follow the development of an increasingly modern era. Innovating not only on products but also on its finances that utilize technology (Budiarti et al., 2021). So is the blockchain technology of the lending platform will affect the overall system performance, so that it affects the company's operational performance as well (Uriawan, 2020). Business strategy is a combination of all the company's commitments and activities to use resources to build unique capabilities to compete in certain markets (Phongpetra & Johri, 2011). Process financial data into financial information that is needed in decision making by managers and external parties (Supriyati & Bahri, 2020). The business strategy modeling process is carried out by extracting four types of key elements from the business plan: objectives, business processes, situations, and indicators, included in the BIM metamodel (Maté et al., 2012). Goals capture the objectives of the organization being modelled and depict a situation that an actor wishes to achieve (Maté et al., 2012). Business processes are responsible for the realization of the lowest level goals (Maté et al., 2012). The situation allows a SWOT analysis of the business strategy and affects the objectives either positively or negatively depending on the relationship between them (Maté et al., 2012). KPIs act as monitoring elements, measuring values related to goals or situations. Each indicator presents the target value (the value to be achieved), the threshold (the margin between good and bad performance), the current value and the worst value (Maté et al., 2012). Methods to improve performance by cultivating fortitude and optimism can be achieved in several ways (Loftus et al., 2020), that is: 1) Maintain optimal positivity: not too little, not too much, 2) Pursue big challenges that match personal skills, 3) Engage in deliberate practice to improve personal skills, 4) Persist in hard work over time, value effort more than talent, 5) Pursuing higher meaning and purpose in work and life. The involvement of digital media for MSMEs in branding and marketing activities of products indirectly will get a lot of profit (Handayani et al., 2021).

One of the businesses that plays an important role in Indonesia is MSMEs. MSMEs are the most important pillars in the Indonesian economy. Based on data from the Ministry of Cooperatives and SMEs, and the Central Statistics Agency (BPS), the number of MSMEs in Indonesia currently reaches 64.2 million or 99.9 percent of all businesses operating in Indonesia with a contribution to GDP of 61.07% or 8,573 trillion rupiah.

The contribution of MSMEs to the Indonesian economy includes the ability to absorb 97% of the total workforce and can collect up to 60.4% of the total investment. This makes the movement of MSMEs very influential on the national economy. However, the high number of MSMEs in Indonesia is also inseparable from the existing challenges (Tim Komunikasi Komite Penanganan COVID-19 dan Pemulihan Ekonomi Nasional, 2021)(Limanseto, 2021). Based on this data, MSMEs have an important role in improving the Indonesian economy, especially during the recovery period after the economic impact caused by the Covid-19 pandemic. One area that is very concerned about rebuilding MSMEs and preparing MSMEs for a new phase in the business world is the West Java Provincial Government with the UMKM Juara program.

Based on data obtained from the Office of Cooperatives and Small Business of West Java Province, of the total 6,257,390 MSME units spread across all regencies/cities in West Java, currently more than 3,000 MSMEs in West Java are members of the UMKM Juara program set to win in today's era of open trading. This number continues to increase and it is hoped that MSMEs will continue to advance from micro to small businesses and from small to medium enterprises. Quoted from the IDXChannel page, hundreds of micro, small and medium enterprises (MSMEs) in West Java Province will become role models for the implementation of the Indonesian National Standard in an effort to boost the competitiveness of MSMEs in Indonesia (Sarasa, 2021). Head of the West Java Province Cooperatives and Small Business Office, Kusmana Hartadji, said that many West Java MSME actors were starting to take advantage of business opportunities in the digital market. The activities of West Java MSME actors in the marketplace are even more massive (Pamungkas, 2021). Ridwan Kamil, Governor of JABAR said that the JABAR Provincial Government continues to promote so that all MSMEs in Indonesia and in West Java migrate to digital (Pemerintah Daerah Provinsi Jawa Barat, 2020). Programs promoted by the government and the increasing opening of MSMEs to dare to compete in the global market through e-commerce and other facilities, can form optimism that the revival of the Indonesian economy, which is a vital part of a country, can be realized. Based on these phenomena and conditions, this research takes the title is Business Strategy Model on the Optimism of MSME (Small Enterprises) Performance in the West Java Region of Indonesia, by examining the implementation of the MSME Champion Program in West Java Province. Figure 1. shows the UMKM Juara concept compiled by the Office of Cooperatives and Small Business of West Java Province as the basis for implementing MSME development programs in the West Java region.

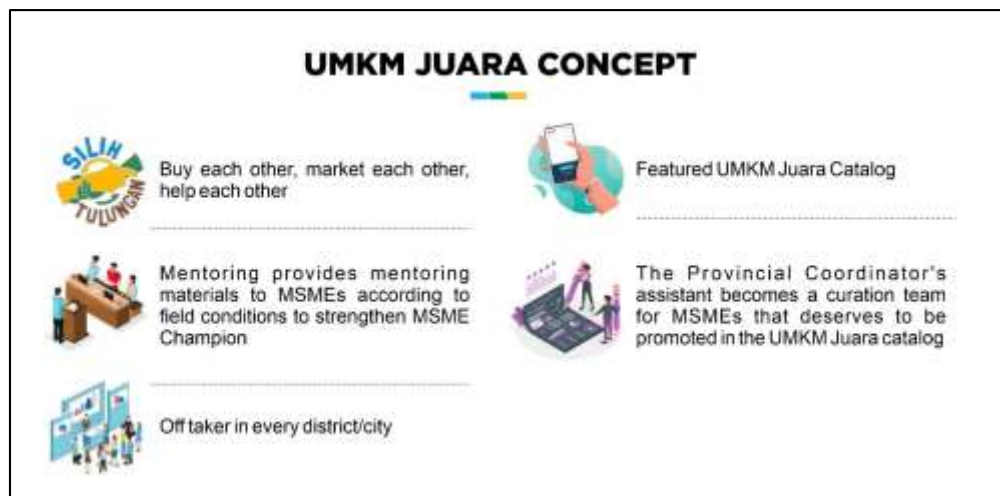


Figure 1. The Concept of UMKM Juara
 (Dinas Koperasi dan Usaha Kecil Jawa Barat, 2021)

This research was conducted by conducting observations, interviews and literature studies at the Department of Cooperatives and Small Business in West Java and measuring the variables and their influence on other variables. The purpose of this research is to determine the effect of the business strategy model on the optimism of the performance of MSMEs (Small Enterprises) in the West Java Region, and it is hoped that the results of this research can be developed and compiled into best practices for business actors, especially MSMEs. So that MSMEs have a measurable model that is proven to have a positive impact on the businesses they run and generate optimism that MSMEs can rise and the Indonesian economy can recover.

2.0 Literature Review

2.1 Business Strategy Model

Business strategy is a combination of all the company's commitments and activities to use resources to build unique capabilities to compete in certain markets (Phongpetra & Johri, 2011:19). Another definition of Business Strategy according to Nur Zeina Maya Sari: "Business Strategy is a strategy used in certain industries or market segments that reflect the company" (N. Sari, 2017:8). Research in Accounting Information Systems (AIS) has long recognized the importance of information representation. Business process representation plays an important role in this context, as auditors have a choice between different types of textual and visual representations. When used for search, recognition and partial inference tasks, visual business process models seem to be more suitable than textual models (in terms of efficiency and effectiveness, both for experts and for beginners). Then for the task of remembering (for experts and beginners), and partly for the task of solving problems (for experts only), the textual model gave better results than the visual model. These findings support the theoretical concept of affinity (Ritchi et al., 2019). Business strategy in understanding the business in decision making: (1) the production of goods and services, (2) the industry in which the company competes, (3) the company's competitors, suppliers and customers, (4) the company's long-term goals (Laudon & Laudon, 2020).

2.2 MSME Performance

Classification of micro, small and medium enterprises in Figure 2. is determined based on Government Regulation no. 7 of 2021 concerning Ease, Protection, and Empowerment of Cooperatives and Micro, Small and Medium Enterprises, in which the criteria for business capital are classified (Peraturan Pemerintah No. 7 Tahun 2021 Tentang Kemudahan, Pelindungan, Dan Pemberdayaan Koperasi Dan Usaha Mikro, Kecil Dan Menengah, 2021) as follows:

- A. Micro Business has a business capital of up to a maximum of Rp1,000,000,000.00 (one billion rupiah) excluding land and buildings for business premises.
- B. Small Business has a business capital of more than Rp1,000,000,000.00 (one billion rupiah) up to a maximum of Rp5,000,000,000.00 (five billion rupiah) excluding land and buildings for business premises.
- C. Medium Enterprises have a business capital of more than Rp5,000,000,000.00 (five billion rupiahs) up to a maximum of Rp10,000,000,000.00 (ten billion rupiahs) excluding land and buildings for business premises.

Meanwhile, for MSMEs that were established before the PP MSME came into effect, the grouping of MSMEs was carried out based on the criteria for annual sales results (Peraturan Pemerintah No. 7 Tahun 2021 Tentang Kemudahan, Pelindungan, Dan Pemberdayaan Koperasi Dan Usaha Mikro, Kecil Dan Menengah, 2021). The criteria for annual sales results consist of (Peraturan Pemerintah No. 7 Tahun 2021 Tentang Kemudahan, Pelindungan, Dan Pemberdayaan Koperasi Dan Usaha Mikro, Kecil Dan Menengah, 2021):

- A. Micro Enterprises have annual sales of up to a maximum of Rp2,000,000,000.00 (two billion rupiah).
- B. Small Business has annual sales of more than Rp2,000,000,000.00 (two billion rupiah) up to a maximum of Rp15,000,000,000.00 (fifteen billion rupiah).
- C. Medium Enterprises have annual sales of more than Rp15,000,000,000.00 (fifteen billion rupiahs) up to a maximum of Rp50,000,000,000.00 (fifty billion rupiahs).

2.3 Business Strategy Model on the Optimism of MSME Performance

Table 1 below describes previous studies and their comparison with the research in this paper.

Tabel 1. Previous research

No	Research Title	Result
1	Business strategy – MSMEs' performance relationship: innovation and accounting information system as mediators Authors: Lyna Latifah, Doddy Setiawan, Y. Anni Aryani and Rahmawati Rahmawati (2021)	First, differentiation strategies cannot produce significant results unless the owner encourages innovation. Secondly, significant investment in implementing the differentiation strategy with a high risk on the output of innovation encourages the managers to have accurate calculations in decision-making (Latifah et al., 2021).
2	Small business performance: business, strategy and owner manager characteristics Authors: R. A. Blackburn, M. Hart, & T. Wainwright (2013)	Whilst owner-manager characteristics and business style are important, it appears that the structural conditions within which the enterprise operates strongly determines its performance (Blackburn et al., 2013:23).
3	Antecedents and consequences of innovation and business strategy on performance and competitive advantage of SMEs Authors: Lestari, S. D., Leon, F. M., Widyastuti, S., Brabo, N. A., & Putra, A. H. P. K. (2020)	The quality of service to consumers that places consumers as targets as well as business partners is something that is increasingly calculated and written in business strategies today (S. D. Lestari et al., 2020:370).
4	Entrepreneurial orientation and new product development performance in SMEs: The mediating role of business model innovation Authors: Ferreras-Méndez, J. L., Olmos-Peñuela, J., Salas-Vallina, A., & Alegre, J. (2021)	If the firm's management fails to innovate with its business model, the positive influence of entrepreneurial orientation (EO) on New Product Development (NPD) performance would be partially lost (Ferreras-Méndez et al., 2021).

The GAP analysis between previous studies and the research conducted by the author in this paper is that this paper examines the concepts that have been applied in MSMEs and measures how the results are. This method was taken to measure how the information technology applied had a positive impact because the MSME Champion concept was based on the digitization of MSMEs.

3.0 Methodology

To achieve the expected goals, it is necessary to formulate the research method that will be used. The research method used is a qualitative research method with a field approach, an institutional approach, and a library approach. The types of data used in this research are primary data and secondary data. Data collection techniques used are observation, interviews and literature study, while secondary data comes from journals, proceedings, government regulations, and legislation. The object of research in this study is an in-depth study of the effect of the business strategy model on the optimism of the performance of MSMEs in the West Java Region and measuring the variables and their effects on other variables. In order for this research to be carried out as expected, Table 2 explains the concept of variables, dimensions and measurement scales used.

Table 2. Variable Operations

Variable	Concept	Dimension
Business Strategy Model (X)	Business strategies are plans, various alternative options/solutions and decisions that are used to guide a company in generating greater profits and achieving the success of a company (Kourdi, 2009).	<ol style="list-style-type: none"> 1) Goals 2) Processes 3) Situations 4) Key Performance Indicators (KPI)
MSME Performance Optimism (Y)	Optimism can yield performance gains as well. Intuitively, it seems that success leads to happiness, but this is the reverse, happiness leads to success (Loftus et al., 2020).	<ol style="list-style-type: none"> 1) Maintain optimal positivity: not too little, not too much 2) Pursue major challenges that match personal skills 3) Engage in deliberate practice to improve personal skills 4) Persist in hard work over time, valuing effort more than talent 5) Pursue higher meaning and purpose in work and life

4.0 Findings

It is important to highlight business results (such as growth, diversification, and optimism) because they provide an overview of the company's success or failure (Singh et al., 2013). Green et al. shows that there is a positive relationship between entrepreneurial optimism and level of performance (Green et al., 2004). While intuitively this idea seems logical, very little research has been done to verify it. The literature shows that various variables affect business performance (Singh et al., 2013). Optimism in running a business is very important and influences business actors to develop their business. Optimism represents one's hope for improvement in life as well as in the general economic environment (Wally & Baum, 1994). Optimism falls into the wider positive influence of the state of the entrepreneur which in itself may have an important impact on the motivation to get involved in starting a business (Taormina & Lao, 2007). Also, improve the creativity of entrepreneurs and the tendency of innovation (Baron & Tang, 2011).

In order to achieve optimism in improving the performance of MSMEs, this study looks at how the business strategy model affects the optimism of MSME performance.

Based on the results of interviews and observations on the implementation of the UMKM Juara Program in West Java Province with the Office of Cooperatives and Small Business in West Java Province, the UMKM Juara Program targets participants from entrepreneurs in West Java who are committed to becoming champions in the business sector with the benefits that are expected to be obtained by MSMEs participating in this program are self-reinforcement and MSME business management to be able to upgrade from small to medium scale, utilizing technology in business, especially information technology to reach the market (Dinas Koperasi dan Usaha Kecil Jawa Barat, 2021). UMKM Juara 2021 focuses on digital marketing, access to finance, and legal aspects in the context of economic recovery (Dinas Koperasi dan Usaha Kecil Jawa Barat, 2021). Figure 2. describes the number of MSMEs who are members of the MSME Champion program which is presented by region, form of business, business class, and business field. Then Figure 3 explains that from the number of MSMEs described in Figure 2. there are criteria for MSMEs who are members of the MSME Champion program.

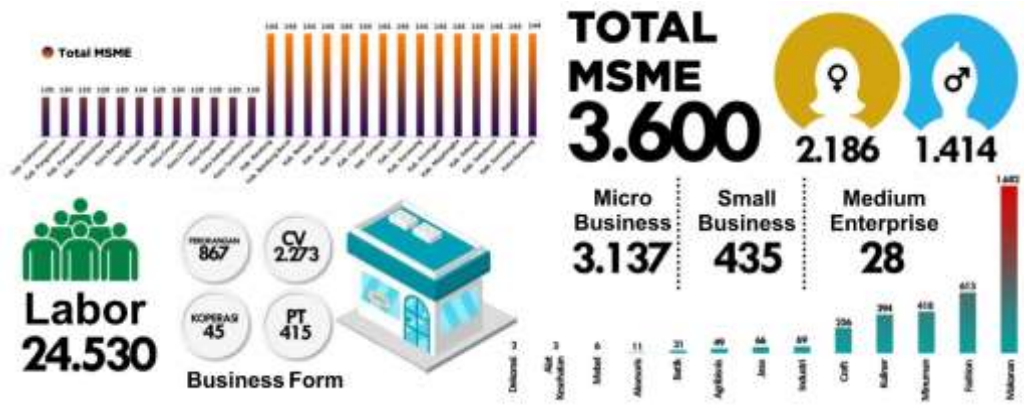


Figure 2. Recapitulation of UMKM Juara for 2021 (Dinas Koperasi dan Usaha Kecil Jawa Barat, 2021)



Figure 3. Participant Criteria Of UMKM Juara (Dinas Koperasi dan Usaha Kecil Jawa Barat, 2021)

The UMKM Juara Program changes the business strategy model of every MSME that follows the UMKM Juara development in stages through coaching and training. The business strategy model that has changed from MSMEs after participating in the UMKM Juara program (Dinas Koperasi dan Usaha Kecil Jawa Barat, 2021) is:

- A. Databases and Catalogs
There is an application for ±3500 UMKM Juara which contains profiles and photos to see the current status of the business, and a product catalog is made from MSMEs.
- B. Literacy Development
MSMEs are given motivation and inspiration through weekly webinars with the theme: Business Identification Number, Indonesian National Standard for UMK Development, Government programs, Financial literacy, Sales.
- C. Digitization
MSMEs are fostered to be able to use Google Mybusiness, accounting applications, online marketing, and integrate MSMEs with academic, business, community and government programs for the development of MSME digitalization competencies.
- D. Program
 - 1) Access PKBL in District/City
 - 2) CSR Access in District/City
 - 3) Access to government programs in the Regency/City
 - 4) Bank Indonesia
 - 5) West Java KPED and Regency/City KPED
- E. Institutional
 - 1) NIB
 - 2) SNI for UMK Development
 - 3) Access to permits in the Regency/City
 - 4) HAKI
- F. Marketing
MSMEs are fostered to be able to market their products online combined with marketplace and offline marketing.

Changes that occur in the UMKM Juara business strategy model have made MSMEs in West Java develop rapidly and are ready to compete in the global market. One of West Java's leading MSME products that is included in the international exhibition is a superior coffee product from Subang Regency to take part in the 2021 Gulfood exhibition in Dubai, United Arab Emirates (Lukihardianti & Yulianto, 2021). At the exhibition, according to the Head of West Java DISKUK Kusmana Hartadji, this Arabica coffee labeled Hofland Coffee stole the attention of foreign consumers. As a result, these MSME actors received orders from a number of countries such as Saudi Arabia and Egypt (Lukihardianti & Yulianto, 2021). In addition to coffee products, in West Java, there are herbal products, namely red ginger from Kuningan Regency which has penetrated the export market and is in demand by consumers from Saudi Arabia, the United Arab Emirates, and Turkey with a transaction value of IDR 50 billion (Lukihardianti & Yulianto, 2021). In addition, based on the implementation data of the MSME Champion in 2021, the following are the changes that have occurred to MSMEs after participating in the coaching (Dinas Koperasi dan Usaha Kecil Jawa Barat, 2021):

A. MSMEs Upgrading UMKM Juara

Table 3 illustrates how the MSME class increased where 13.8% of micro-enterprises were upgraded to small businesses and 6.4% of small businesses were upgraded to medium-sized enterprises.

Table 3. MSMEs Upgrading UMKM Juara
(Dinas Koperasi dan Usaha Kecil Jawa Barat, 2021)

No	Business Class	Amount Before Assistance	Amount After Assistance	Increase	Summary
1	Micro business	3.368	3.137	(231)	13.8% of micro-enterprises were upgraded to small businesses and 6.4% of small businesses were upgraded to medium-sized enterprises
2	Small business	219	435	216	
3	Medium Enterprise	13	28	15	

B. Increase in Business Institutions

Table 4. explains the increase in business institutions where a 75.9% increase in business institutions to non-individuals.

Table 4. Increase in Business Institutions UMKM Juara
(Dinas Koperasi dan Usaha Kecil Jawa Barat, 2021)

No	Business Institutions	Before Mentoring	After Mentoring	Increase	Summary
1	Perorangan	1.035	867	(168)	75.9% increase in business institutions to non-individuals
2	CV	2.161	2.273	112	
3	PT	399	415	16	
4	Koperasi	5	45	40	

- C. Increase in Manpower by 325 or 1.34%** (Dinas Koperasi dan Usaha Kecil Jawa Barat, 2021).
- D. The increase in MSMEs onboarding to the marketplace/digital by 45% from 1,687 MSMEs to 3,326 MSMEs** (Dinas Koperasi dan Usaha Kecil Jawa Barat, 2021).
- E. Development of MSME Licensing Champion by 38% from 1,902 MSMEs to 3,302 MSMEs** (Dinas Koperasi dan Usaha Kecil Jawa Barat, 2021).
- F. The increase in export-ready MSMEs by 3.8% from 175 MSMEs to 312 MSMEs** (Dinas Koperasi dan Usaha Kecil Jawa Barat, 2021).

Based on the results of this increase, it can be concluded that changes that occur in the MSME business strategy model through the UMKM Juara program have a major impact, especially for the growth of the company itself. To evaluate the performance output, eight indicators are defined: the number of customers; sales volume; Sales value; profit rate; various products or services; overall financial condition; brand recognition; Customer trust (Pauli, 2020). The increase in class from micro to small businesses and from small to large businesses shows that there is an increase in the annual

sales results of MSMEs. The increase in the workforce shows that developing MSMEs will require additional labor and create new jobs, this will have an impact on reducing unemployment in Indonesia. The increase in the number of MSMEs in the marketplace/digital is also an extraordinary progress where MSMEs will enter the open market and open up larger segments so that MSME products can not only be of interest to the community around the place of business, but can be enjoyed by all groups from various regions in Indonesia. Indonesia and even the world. This is also shown by the increase in exports by MSMEs, which rose by 3.8% from the number of 175 MSMEs to 312 MSMEs. These improvements certainly have a positive impact on MSME actors and raise optimism that change is a necessity that must be carried out in the current era of information technology. The business strategy model must develop, so that improvements in MSME performance can be achieved and have a positive impact on the development of a business. The diversity and uniqueness of digital economy platforms provides a rewarding experience. Digital technology has created a whole new world (Warlina et al., 2022).

5.0 Conclusion and Recommendations

This study examines the business strategy model of the UMKM Juara towards increasing optimism about the performance of MSMEs. To support this research, we used a qualitative method with a field approach, an institutional approach, and a library approach. The types of data used in this research are primary data and secondary data. Data collection techniques used are observation, interviews and literature study, while secondary data comes from journals, proceedings, government regulations, and legislation.

The UMKM Juara Program launched by the Provincial Government of West Java, Indonesia has shown positive results. Information technology innovations applied to MSME business processes also open up a bigger market for MSMEs, and are supported by other development facilities. The results are summarized into several points:

- a. Improvements that occur in several aspects make MSMEs in West Java through the UMKM Juara program to be able to advance to class.
- b. The increase in the workforce shows that developing MSMEs will require additional labor and create new jobs, this will have an impact on reducing unemployment in Indonesia.
- c. The increase in the number of MSMEs in the marketplace/digital is also an extraordinary progress where MSMEs will enter the open market and open up larger segments so that MSME products can not only be of interest to the community around the place of business, but can be enjoyed by all groups from various regions in Indonesia. Indonesia and even the world. This is also shown by the increase in exports by MSMEs, which rose by 3.8% from the number of 175 MSMEs to 312 MSMEs.
- d. These improvements certainly have a positive impact on MSME actors and raise optimism that change is a necessity that must be carried out in the current era of information technology.
- e. The business strategy model must develop, so that improvements in MSME performance can be achieved and have a positive impact on the development of a business.

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