

## GOVERNMENT POLICY TOWARDS THE COMPETITIVENESS OF MSME CHOCOLATE PRODUCTS THROUGH ENTREPRENEURIAL MARKETING

LUH PUTU DIAH PUSPAYANTHI<sup>1</sup>, NI LUH PUTU AGUSTINI KARTA<sup>2\*</sup> & SAORTUA MARBUN<sup>3</sup>

<sup>1</sup>Magister Management Student, <sup>2,3</sup>Magister Management, Faculty Business and Tourism Triatma Mulya University Indonesia

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### ABSTRACT

This research analyzes the mediating role of entrepreneurial marketing on the impact of government policies on competitiveness. It is a causal comparative study with a quantitative approach, focusing on cocoa product processing entrepreneurs in Jembrana Regency. The sample comprises chocolate product processing entrepreneurs and MSME managers producing chocolate from fermented cocoa beans, selected through purposive non-probability sampling. A total of 100 questionnaires distributed to these entrepreneurs. Primary data collected via these questionnaires, while secondary data comes from books, journals, online articles, the Central Statistics Agency, and other supporting documents. The study employs quantitative statistical methods to test hypotheses using SEM-PLS analysis techniques, which include two stages: evaluation of the outer model and evaluation of the inner model. The findings reveal that government policies positively and significantly affect entrepreneurial marketing and the competitiveness of chocolate MSMEs in Jembrana Regency. Furthermore, entrepreneurial marketing itself positively and significantly influences the competitiveness of these MSMEs. Importantly, entrepreneurial marketing mediates the impact of government policies on their competitiveness..

**Keywords:** Government Policy, Competitiveness, Entrepreneurial Marketing, MSMEs.

### 1.0 INTRODUCTION

One of the agricultural products with significant economic impact in Indonesia is cocoa. On islands like Kalimantan, Sulawesi, and Sumatra, where farmers tend to their fields, cocoa plants flourish. To meet the needs of production, different varieties of cocoa are planted, such as forastero, trinitario, and criollo. Following harvest, the cocoa fruit is processed, which includes drying and fermenting the beans. After that, the cocoa beans are sent to processing facilities to make cocoa butter or powder. The provision of raw materials for the chocolate industry and other processed cocoa products is greatly aided by this process. The sustainability of local community livelihoods is just one aspect of this cocoa commodity's importance to the Indonesian economy, in addition to its importance at the national level. The production and trade of cocoa is a major source of income for many farmers and employees in this industry. Nevertheless, the Indonesian cocoa industry is not without its challenges. Beginning with issues with the quality of the beans, limited by current processing technology, and ending with

the threat of plant diseases like frosty pod and witches' broom. Maintaining the resilience of the Indonesian cocoa industry on a global scale requires overcoming these obstacles.

According to the Central Statistics Agency (2014), cocoa ranks fifth in terms of production volume after palm oil, coconut, rubber, and sugar cane. This means that cocoa has a big influence on the plantation industry. With a total area of 1,722,315 hectares, cocoa plantations make up a significant portion of the country's plantation map. Additionally, cocoa is strategically important to the nation's foreign exchange earnings. Goenadi et al. (2007) state that cocoa, which comes in third place after palm oil and rubber in terms of foreign exchange contributions, is an essential component in preserving Indonesia's economic and financial stability.

The province government is solely responsible for carrying out the Bali Branding Culture-Based Industry development program, as stated in Bali Provincial Regulation Number 8 of 2020, which relates to the Bali Provincial Industrial Development Plan for 2020–2040. In this instance, the program's principal manager and implementer is the Bali Provincial Government. The Bali Provincial Government is authorized to work with other pertinent stakeholders in carrying out this program. Parties including local communities, businesses, district/city governments, and other relevant sectors may collaborate on this project. The procedures outlined in the laws and rules governing regional cooperation must be followed during the collaboration process. This covers laws pertaining to industrial development, interagency cooperation, and other relevant provisions.

Therefore, it is anticipated that the Bali Provincial Government will be able to carry out the Bali branding culture-based industry development program efficiently and in compliance with relevant legal principles through coordination and collaboration with numerous related parties. Regional Regulation Number 8 of 2020 concerning the Protection and Development of Cocoa Commodities also makes reference to the commitment to cocoa development. The objectives of the protection and development of cocoa commodities are as follows: a. maintain cocoa areas and products as one of the strategic superior products; b. safeguard and enhance the welfare of cocoa farmers, cultivators, and business actors; c. increase economic growth by safeguarding and developing the unique qualities of cocoa; d. realize independence, resilience, and sovereignty in the cocoa sector; e. protect the use of plantation land; f. increase the provision of employment for a decent life; g. increase diversification and downstream efforts; h. increase productivity, added value, and competitiveness; i. meet the needs of raw materials for the cocoa industry; j. optimize sustainable management of natural resources; k. increase synergy among various stakeholders; and l. increase the cocoa industry's overall performance.

Regarding cocoa commodities, Jembrana Regency has a well-defined policy and commitment. Through factory sharing, it is anticipated that this commitment and policy will be able to support the growth of the chocolate industry in Jembrana Regency, thereby promoting the institutional development of MSMEs as well as the growth of cocoa production.

Of the six other plantation sectors, in Jembrana indicates that Jembrana Regency has the greatest concentration of cocoa farmers. This suggests that the large number of cocoa farmers in the industry has an impact on the high level of product competitiveness in Jembrana

Regency. As a result, policies that affect product competitiveness are required. In the commodity cocoa business, input and output are closely linked to this policy.

Minister of Finance Regulation No. 10 of 2022 outlines one of the government's policies regarding commodity taxes, which has a tax rate ranging from 0 to 15%. This policy may incentivize domestic cocoa producers to prioritize export operations. Lack of supply of cocoa raw materials for the domestic cocoa processing industry is another effect.

In Jembrana Regency, cocoa is typically exported raw; however, it is now processed to create consumable goods like chocolate bars and powder. The Women's Farmers Group processes chocolate bars and drinks with chocolate powder in a modern manner for Cokelat Khas Jembrana, Bali, a business group. They uphold hygienic standards of quality to ensure that the products are safe for consumption until they are in the hands of customers. Grades AA and A fermented and sorted cocoa beans are the raw materials used. When traveling to Bali, CK Chocolate makes a great souvenir thanks to its eye-catching packaging. One of the popular chocolates in Bali right now is CK Chocolate, which comes in a soft texture package and is sold at souvenir shops throughout the island.

## 2.0 LITERATURE REVIEW

### Resource Based View Theory (RBV)

Strategic management theory known as the Resource-Based View (RBV) theory places emphasis on a company's internal resources and capabilities as sources of sustained performance and competitive advantage. According to RBV theory, not all resources are created equal, and businesses should aim to create and capitalize on valuable, distinctive resources that are challenging for rivals to copy or replace (Freeman, 2021). RBV emphasizes the necessity for businesses to identify, develop, and safeguard critical resources and capabilities. This has important strategic ramifications. This strategy defies the conventional industry-based viewpoint by showing that competitive advantage can be more long-lasting when it is founded on special internal resources as opposed to market conditions (Alimuddin, 2023).

### 2.1 Jembrana Government Policy

In compliance with Jembrana Regent Regulation Number 7 of 2023, which relates to the Catusari Agrotourism Rural Area development plan and the identification of rural areas. When deciding on rural areas—which are made up of two or more villages—things like farming, tourism, the management of natural and other resources, rural settlements, government service locations, rural social and economic aspects, strategic values and regional priorities, the harmony of development between regions within the regional territory, local knowledge and the existence of indigenous communities, and the integration and sustainability of development are all things that are taken into account.

Government policies pertaining to cocoa commodities govern export taxes and duties on cocoa beans. The Minister of Finance's Regulation No. 10 of 2022, which has a tax rate of 0 to 15%, governs this tax in Indonesia. There is a tax on all cocoa purchases made by domestic factories, but not on exports. This government policy will also have an impact on the competitiveness of

cocoa commodities in Jembrana Regency, Bali's largest producer of cocoa beans. Its impact can be observed in the input and output of Bali Province's cocoa commodity business. Cocoa's competitiveness will rise in response to policies that lower input costs and raise output value; conversely, policies that have the opposite effect will make Cocoa less competitive. Furthermore, the development of cocoa plantations is primarily concentrated on growing the planting area, raising yields, and enhancing cocoa bean quality.

## 2.2 Competitiveness of MSMEs

In the context of cross-country economics, where a nation must restructure or form alliances to improve its economic performance, competitiveness is the primary factor. There are two ways to view competitiveness: from a micro and macro perspective. From a micro perspective, a company's relative price level is used to determine its competitiveness. On the other hand, from a macro perspective, a nation's prosperity depends on its ability to increase employment and the real income of its citizens (Sugiyanto 2002, 92–93). According to Kurdi (2024), competitiveness refers to a company's capacity to outperform its rivals by leveraging its advantages and modifying its target market share.

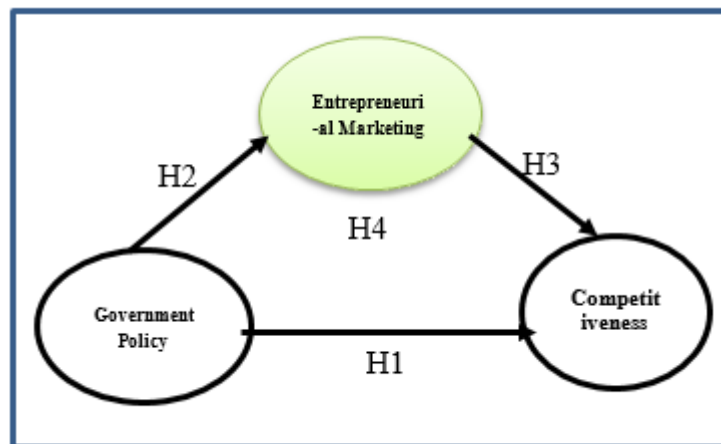
The government plays a critical role in boosting the competitiveness of micro, small, and medium-sized enterprises (MSMEs) in Indonesia. It is anticipated that the government will take a complimentary role in supporting the different initiatives MSMEs have taken on their own to improve their competitiveness. The government can help MSMEs become more competitive in terms of companies and products they produce by fostering a favorable business environment. Increased collaboration from other parties involved is also crucial, particularly when it comes to support in the form of promotion, counseling, training, education, and other forms of facilitation. Experience has shown that support from stakeholders can significantly aid efforts to increase MSMEs' competitiveness.

## 2.3 Entrepreneurial Marketing

According to Morrish et al. (2020), the entrepreneurial marketing process at Chocolate MSMEs in Jembrana Regency starts with identifying opportunities and progresses through serving underserved markets, enhancing services for current clients, redefining markets, and even creating entirely new markets. Compared to conventional marketing approaches that continue to rely on traditional marketing techniques, the application of entrepreneurial marketing makes the marketing mix more flexible and complex (Syah, 2016). An entrepreneur will have an even better chance of gaining a competitive edge if they can incorporate the idea of entrepreneurial marketing into their marketing initiatives.

International trade policies, industry regulations, tax incentives, support for research and innovation, and infrastructure development are just a few of the factors that have an impact on chocolate producers' ability to compete in the market. These factors should all be taken into account when analyzing the impact of government policies on the competitiveness of chocolate products. The following is shown in Figure 2 Conceptual Framework in this study, which is based on the explanation above.

## Figure 2 Research Concept Framework



**Source:** Researcher Data, 2023

The following are the hypotheses presented in this study:

H1. Government policy has a positive effect on the competitiveness of MSMEs

H2. Government policy has a positive effect on entrepreneurial marketing.

H3. Entrepreneurial marketing has a positive effect on the competitiveness of MSMEs

H3. Entrepreneurial marketing can mediate government policy on the competitiveness of MSMEs

### 3.0 RESEARCH METHODS

This study employs a comparative causal research design. This study uses entrepreneurial marketing to investigate how government policies affect competitiveness. All of the entrepreneurs in Jembrana Regency who process cocoa products are included in the population for the purposes of this study. In this context, a small portion of the population selected for examination or observation is referred to as the sample. The study's sample consists of Jembrana Regency entrepreneurs who process chocolate goods. The present study employed a purposive sampling technique, utilizing non-probability sampling. The selection criteria included chocolate product entrepreneurs in Jembrana Regency and UMKM Chocolate Product Managers who manufacture their products from fermented cocoa beans. A maximum of 105 respondents has fullfill the questionnaires, according to the computation above. This study's strategy is to test the hypothesis using quantitative statistical techniques. One method of data analysis is structural equation modeling (SEM).

### 4.0 RESULTS AND DISCUSSION

A total of 105 questionnaires were distributed. Out of the total number of questionnaires, 85 were completed, with 20 being left unfinished. The respondents' demographics included 41 women and 44 men in the 29–39 age range. Educational background: 24 diploma or bachelor's degrees, 28 high school years, and 32 junior high school years.

Table 1, Respondent Descriptive

Information		Number	Percentage
Gender	Male	44	51.8
	Female	41	48.2
	Total	85	100.0
Age	< 20 Tahun	2	2.4
	21-28 Tahun	29	34.1
	29-39 Tahun	32	37.6
	> 39 Tahun	22	25.9
	Total	85	100.0
Education	Elementary (SD)	1	1.2
	Junior High (SMP)	32	37.6
	Senior High (SMA)	28	32.9
	Diploma or Bachelor's	24	28.2
	Total	85	100.0

Source: Processed Data, 2024

### 3.1 Structural Model Testing (Inner Model)

By calculating the percentage of explained variance, or R2 for the dependent latent construct using the Stone-Geisser Q Square test measures and examining its structural path coefficient, the structural model, also known as the inner model, is assessed. During the bootstrapping process, t-statistics are used to test the estimate's stability.

Figure 5.1 Display of PLS Bootstrapping Results

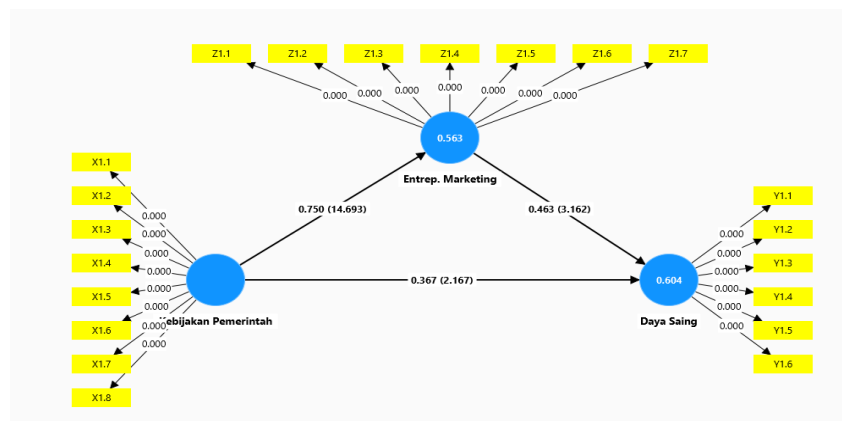


Table 5.11 R Square Value

	R-square	R-square adjusted
Competitiveness	0.604	0.594
Entrep. Marketing	0.563	0.558

Source: Processed Data, 2024

Table 5.11 indicates that the entrepreneurial marketing variable has an R square value of 0.563. This number shows that the government policy variable explains 56.3% of the entrepreneurial



marketing variable. However, factors other than those in this study have an impact on 43.7% of the remainder. The competitiveness variable has an R Square value of 0.604. This number shows that the entrepreneurial marketing variable and governmental policy account for 60.4% of the competitiveness variable. The remaining 39.6.1% is determined by factors other than those included in this study.

**Table 2 Path coefficient (mean, STDEV, T- Values, p values)**

Description	Hubungan	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Direct Influence</b>	Entrep. Marketing -> Competitiveness	0.463	0.491	0.146	3.162	0.002
	Government Policy -> Competitiveness	0.367	0.340	0.169	2.167	0.030
	Government Policy -> Entrep. Marketing	0.750	0.755	0.051	14.693	0.000
<b>Indirect Influence</b>	Government Policy -> Entrep. Marketing -> Competitiveness	0.347	0.370	0.112	3.096	0.002

**Source:** Processed Data, 2022

The results of testing each hypothesis based on the results of t-statistics and path coefficients in Table 2 are explained as follows:

**H1: Government policy on MSME competitiveness**

The first hypothesis tests whether government policy has an effect on the competitiveness of MSMEs. Based on the data in Table 2, it shows that the effect of government policy on the competitiveness of MSMEs has an original sample value of 0.750 with a significant T-statistic of 2.167, which is greater than 1.96. So it can be concluded that the government policy variable has a positive effect on entrepreneurial marketing. This means that H1 is accepted. Government policy can cover various aspects, such as trade regulations, tax policies, support for research and development, and incentives for the chocolate industry. In this context, the influence of government policy is directed at increasing the competitiveness of chocolate products in both domestic and global markets. In the resource-based view theory, RBV has significant strategic implications, emphasizing the need for companies to identify, develop, and protect key resources and capabilities. This approach contradicts the traditional industry-based view, indicating that competitive advantage can be more sustainable when based on unique internal resources rather than industry conditions (Rengkung, 2019).

In the midst of efforts to improve the competitiveness of CK brand chocolate products from micro, small, and medium enterprises (MSMEs), the government has introduced a series of policies aimed at providing support and stimulus. One of the steps taken is the provision of fiscal incentives, where tax cuts and tax breaks are given to chocolate producers in Jembrana Regency. This financial support helps reduce the burden of their production costs, giving them a competitive advantage in the market. In addition, the government also expands access to financing and capital. This includes offering low-interest loans and capital assistance programs for MSMEs, allowing chocolate producers in Jembrana Regency to develop their businesses better. Improved infrastructure and logistics also make a major contribution, facilitating the distribution of chocolate products in Jembrana Regency more efficiently (Hasibuan, 2019).

The government not only provides financial support but also increases education and training efforts for MSMEs. This program helps chocolate producers in Jembrana Regency improve the quality of their products, implement more efficient management practices, and understand international standards, improving their brand image in the global market. Meanwhile, the promotion and marketing programs supported by the government help increase the visibility of chocolate products in Jembrana Regency, both domestically and in the international market. Through this series of policies, chocolate product MSMEs in Jembrana Regency have experienced a significant increase in their competitiveness, expanding their market reach and increasing their success in the industry (Nauli, 2024).

These results are corroborated by research conducted by Dewi (2022) and Novi (2018). The greater the degree to which the government plays a role in fostering the growth of MSMEs, the greater the effect on MSMEs' increased competitiveness.

## **H2: Government policy on Entrepreneurial Marketing**

The second hypothesis examines the potential impact of government policy on entrepreneurial marketing. The impact of government policy on entrepreneurial marketing has an original sample value of 0.367 and a significant T-statistic of 14.693, both of which are greater than 1.96, according to Table 2. As a result, it is possible to assert that the government policy variable has a positive impact on the competitiveness of MSMEs. H2 is thus deemed acceptable. The second hypothesis examines the potential impact of government policy on entrepreneurial marketing. Table 2 demonstrates that the original sample value of 0.750 for the impact of government policy on MSMEs' competitiveness has a significant T-statistic of 2.167, which is higher than 1.96. Thus, it can be said that entrepreneurial marketing benefits from the government policy variable. H2 is thus deemed acceptable.

A government's policy may address a number of issues, including taxation, trade restrictions, funding for R&D, and subsidies for the chocolate sector. In this particular context, the goal of government policy is to make chocolate products more competitive in both domestic and international markets. The Resource-Based View (RBV) theory emphasizes the importance of companies identifying, developing, and safeguarding critical resources and capabilities. It has substantial strategic implications. According to Rengkung (2019), this approach challenges the conventional industry-based perspective by suggesting that competitive advantage can be more sustainably achieved when it is founded on distinct internal resources as opposed to industry conditions.

Government policies stand out as a crucial tool to help SMEs with CK brand chocolate products become more competitive in the face of marketing challenges. The availability of money is one important factor. The government gives entrepreneurial marketing access to more funding for marketing initiatives, market research, and brand development through fiscal incentives like tax breaks. Additionally, government-sponsored education and training initiatives greatly aid in improving human resources for entrepreneurial marketing. Attending these programs will help them become more adept at creating compelling marketing campaigns, conducting thorough market analysis, and developing a strong brand identity—all of which will help chocolate products dominate the Jembrana Regency market (Munarso, 2016).



Another essential resource is upgraded infrastructure. Entrepreneurial marketing is able to deliver its products faster and more effectively thanks to the availability of efficient logistics systems and smooth transportation, which broadens their market reach and fortifies their industry position. Lastly, by utilizing a wider promotional platform made possible by government-funded marketing and promotion initiatives, entrepreneurial marketing can reach a wider audience by introducing their chocolate products in Jembrana Regency. As a result, they can raise the visibility of their brand and grow their market share.

The entrepreneurial marketing of UMKM chocolate products in Jembrana Regency is able to boost their competitive advantage and achieve sustainable business growth by making use of the resources made available by government policies.

Research by Dewi (2023) and Novi (2018) supports these findings. Whereas the government will have a greater influence on marketing strategies that are more varied and will grow UMKM entrepreneurial marketing, the better its role in UMKM's existence

### **H3: Entrepreneurial marketing on the competitiveness of MSMEs**

The third hypothesis investigates whether MSMEs' competitiveness is enhanced by entrepreneurial marketing. According to Table 2, there is a significant T-statistic of 3.162 greater than 1.96 and an original sample value of 0.491 for the impact of entrepreneurial marketing on MSMEs' competitiveness. Thus, it can be said that MSMEs' competitiveness is positively impacted by the entrepreneurial marketing variable. H3 is thus deemed acceptable. Entrepreneurial marketing is essential to the development and prosperity of micro, small, and medium-sized enterprises (MSMEs) that sell chocolate products under the CK brand. They become resource managers—resources that are extremely important to these MSMEs—by using the Resource-Based View (RBV) approach. Entrepreneurial marketing first and foremost provides invaluable human resources. They are skilled in creating successful marketing strategies in addition to having a thorough understanding of the market and consumer behavior. This capability enables them to maximize the perception of their brand, set themselves apart from rival chocolate products in Jembrana Regency, and draw in potential customers. Subsequently, the entrepreneurial marketing leverages their experience in brand development to fortify the market position of chocolate products in Jembrana Regency. They use their understanding of market trends and consumer preferences to craft a potent branding strategy. They are able to forge emotional connections with customers through inventive marketing and promotion, which bolsters brand loyalty. In addition, the network that entrepreneurial marketing owns is a valuable asset. They make use of their relationships with distributors, suppliers, and other industry participants to increase the accessibility of chocolate goods in the Jembrana Regency. Working together with related parties enables MSMEs to reach broader market segmentation, extend distribution, and boost product visibility. Finally, entrepreneurial marketing is at the forefront of innovation in a business environment that is changing quickly. To keep up with the demands of the ever expanding market, they introduce new products, develop inventive marketing strategies, and even adopt new technologies. As a result, they keep MSME chocolate products competitive in a market that is highly competitive in Jembrana Regency (Haryono, 2019).

By making use of the tools available to them through entrepreneurial marketing, UMKM chocolate products in Jembrana Regency grow and solidify their position as significant players in the chocolate market in addition to surviving the competition.

These findings are consistent with research by Kristantya (2016) and Maria (2021). Whereas improved entrepreneurial marketing will influence MSME's competitiveness

#### **H4: Entrepreneurial marketing can mediate government policies towards the competitiveness of MSMEs**

The fourth hypothesis investigates the potential for entrepreneurial marketing to mitigate the impact of government policy on MSMEs' competitiveness. There is a significant T-statistic of 3.096 greater than 1.96 for the original sample value of 0.347 for how government policy affects the competitiveness of MSMEs, which can be seen in Table 2. Thus, it is possible to say that the entrepreneurial marketing variable can mediate government policy on the competitiveness of MSMEs. H4 is thus deemed acceptable. According to RBV, entrepreneurial marketing in MSMEs is the management of the company's resources with the goal of boosting competitiveness. Government policy, on the other hand, seeks to create conditions that facilitate the growth of MSMEs by enhancing infrastructure, financing availability, and tax breaks. Marketing for Entrepreneurs as a Mediating Tool: In Jembrana Regency, entrepreneurial marketing serves as a go-between for government regulations and boosting the competitiveness of MSME chocolate products. They use government policy as an external resource that shapes the internal resources—knowledge, expertise, and networks—of the organization. Government Policy Utilization: To increase the competitiveness of MSMEs, entrepreneurial marketing makes use of government policy as a tool. They could, for instance, use financial incentives to devote more funds to product innovation or marketing plans. This aids in their efforts to raise the standard, increase market recognition, and distinguish chocolate products in Jembrana Regency. Optimization of Internal Resources: According to RBV, businesses that are able to manage their resources more effectively than their rivals are at a competitive advantage. Government policy is used as a catalyst by entrepreneurial marketing to maximize the company's internal resources, including creativity, market knowledge, and access to markets. As a result, they can boost the market competitiveness of Jembrana Regency's chocolate products and add a considerable value to them.

Thus, government policy can effectively influence and improve the competitiveness of MSMEs in Jembrana Regency that produce chocolate goods through the mediating role of entrepreneurial marketing. The use of external resources made available by government policy in conjunction with effective internal resource management through entrepreneurial marketing has a positive impact on the market position and expansion of these MSMEs.

#### **4.0 CONCLUSION**

Based on the research above, the following conclusions can be drawn: Government policy has a positive and significant effect on entrepreneurial marketing. Government policy has a positive and significant effect on the competitiveness of Chocolate MSMEs in Jembrana Regency. Entrepreneurial marketing has a positive and significant effect on the competitiveness of Chocolate MSMEs in Jembrana Regency. Entrepreneurial marketing can mediate Government policy on the competitiveness of Chocolate MSMEs in Jembrana Regency.

## 5.0 SUGGESTIONS

The researcher conveys the following suggestions in the hope that subsequent research will be more comprehensive and improve this research: According to the average variable, government policy has the lowest average value in the statement. The chocolate products I make meet customer expectations. As a result, it is recommended that the Jembrana district government evaluate the Chocolate UMKM products in order to improve product quality. According to the average variable, entrepreneurial marketing has the lowest average in the statement, "I believe that this UMKM has an effective strategy to increase the value of its products." So it is recommended that Chocolate Product UMKM improve its marketing strategy in order to be more effective in implementing marketing strategies. The average competitiveness variable has the lowest average value in the statement "Chocolate UMKM has an effective strategy to keep income stable." So it is recommended for Chocolate UMKM; in terms of competitiveness, chocolate UMKM in Jembrana Regency is highly competitive in determining market demand.

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