



Assessing the Impact of Entrepreneurial Marketing on Culinary SMEs' Performance in Sorong City

Yurlina Christiana¹

¹ Hasanuddin University, Makassar, Indonesia
yurlinachristiana29@gmail.com

Abstract. This research aims to assess the impact of entrepreneurial marketing on the performance of Culinary Small and Medium Enterprises (SMEs) in Sorong City, West Papua Province, Indonesia. Focusing on proactiveness, opportunity focus, considered risk-taking, innovation, and resource leverage as dimensions of entrepreneurial marketing, the study involves 347 owners of culinary SMEs. Multiple linear regression analysis results indicate that all these dimensions have a significant influence on business performance, with the effective and relative contributions of each dimension providing in-depth insights into their impact on business performance predictions. With an R Square of 64.7%, this research suggests that the model can explain a substantial portion of the variation in business performance, offering valuable understanding for business owners and stakeholders to optimize the development strategies for culinary SMEs in Sorong City. In the context of these findings, it can be concluded that culinary SMEs in Sorong City can enhance their performance by paying attention to the identified key factors of entrepreneurial marketing. Concrete recommendations to address challenges, such as changing consumer behavior and increasing competition, are expected to help create an environment that supports the growth of culinary SMEs. Through the implementation of entrepreneurial marketing concepts, it is anticipated that culinary SMEs can realize their full potential, provide a positive impact on the local economy, and stimulate overall growth in the SME sector in Sorong City.

Keywords: Entrepreneurial marketing, culinary SMEs, Sorong City, business performance, proactiveness, opportunity focus, considered risk-taking, innovation, resource leverage.

1. Introduction

Unemployment remains a serious issue in many countries, including Indonesia. Despite a decrease in the unemployment rate in West Papua Province from 5.78 to 5.53 in 2023, a significant number of individuals, even with bachelor's degrees, are still unemployed. Micro, Small, and Medium Enterprises (MSMEs) in Indonesia, particularly in Sorong City, play a vital role in reducing unemployment rates. Data indicates that MSMEs can absorb a substantial portion of the workforce in Indonesia [1]. However, despite Sorong City having numerous tourist destinations with a growing number of visitors, the culinary MSME sector

in West Papua Province faces challenges in improving its performance. According to [2], culinary MSMEs still struggle to optimally exploit market opportunities. This research aims to evaluate the impact of entrepreneurial marketing on the performance of MSMEs in Sorong City, considering various aspects. By understanding how entrepreneurial marketing dimensions influence MSME performance, it is hoped that culinary MSMEs in Sorong City can optimize their marketing strategies.

In this context, factors such as proactiveness in identifying opportunities, risk management capabilities, product and service innovation, and customer value creation are key to achieving entrepreneurial marketing success. Additionally, customer intensity and effective resource utilization also play a crucial role in creating a positive impact on MSME performance. However, despite abundant opportunities, MSMEs in Sorong City still face several challenges, including changes in consumer behavior, increasing competition, and limitations in resources and knowledge for implementing effective marketing strategies. Therefore, this research is also expected to identify the barriers faced by culinary MSMEs in Sorong City in implementing entrepreneurial marketing concepts. By evaluating these challenges, the study can provide concrete recommendations for MSME stakeholders and relevant parties, including local governments and MSME support institutions, to create a conducive environment for the development of effective entrepreneurial marketing strategies. This research aims to investigate crucial issues faced by culinary MSMEs in Sorong City regarding the implementation of entrepreneurial marketing. One primary focus is to understand the extent to which entrepreneurial marketing strategies can be effectively implemented by MSMEs in the face of dynamic business environment challenges. This aligns with the research of [3] and [4] suggesting that entrepreneurial marketing can enhance MSMEs.

The identification and optimization of market opportunities amid existing obstacles are key points to be analyzed. Furthermore, the study will assess the impact of entrepreneurial marketing dimensions, including proactiveness, risk-taking, innovation, customer intensity, resource leverage, and value creation, on the performance of culinary micro, small, and medium enterprises (MSMEs). Questions regarding the extent to which customer engagement plays a crucial role in the success of marketing strategies will also be addressed. The importance of MSME performance, both financially and non-financially, is a specific focus. In a financial context, an evaluation will be conducted on aspects of operational efficiency, sales growth, and profitability as impacts of entrepreneurial marketing strategy implementation. Moreover, non-financial performance, such as customer satisfaction, customer loyalty, and brand reputation, will also be the research focus to understand how entrepreneurial marketing contributes to MSME sustainability. Finally, this research will explore the impact of changes in consumer behavior, especially in response to the COVID-19 pandemic, and how it affects the marketing strategies of culinary MSMEs in Sorong City.

The findings of this research are expected to make a significant contribution to our understanding of how entrepreneurial marketing can be an effective tool in improving the performance of MSMEs in Sorong City. These insights will provide valuable guidance for MSME owners, local governments, and other stakeholders in developing strategies and

policies that support local economic growth. By encouraging the implementation of entrepreneurial marketing concepts, it is hoped that culinary MSMEs in Sorong City can realize their full potential, have a positive impact on the local economy, and stimulate the overall development of the MSME sector.

2. Literature review

Entrepreneurial marketing represents a profound strategic approach in understanding how micro, small, and medium enterprises (MSMEs) can achieve competitive advantage through specific dimensions [5]. In the context of this research, the primary focus is on key variables involving entrepreneurial marketing. Specifically, these include proactiveness, opportunity-focus, calculated-risk taking, innovation, customer intensity, resource leverage, and value creation.

2.1 Proactiveness

Proactiveness in entrepreneurial marketing refers to the initiative and speed in identifying and responding to market opportunities. Proactive engagement can provide a competitive advantage for MSMEs, enabling them to anticipate market changes and take appropriate actions [6]

2.2 Opportunity-Focus

Opportunity-focus reflects the extent to which MSMEs direct their attention to potential business growth and development by identifying and pursuing relevant market opportunities [7].

2.3 Calculated-Risk Taking

Calculated-risk taking involves an MSME's ability to carefully evaluate risks before taking strategic steps [8]. This establishes a solid foundation for making bold and measured decisions.

2.4 Innovation

Innovation is the MSME's ability to develop creative ideas and introduce new products or services that meet market needs. Innovation can be a strong driver of growth for MSMEs.

2.5 Customer Intensity

Customer intensity reflects the extent to which MSMEs understand and respond to customer needs and desires. Awareness of customer preferences can enhance the competitiveness of MSMEs in the market.

2.6 Resource Leverage

Resource leverage emphasizes the optimal use of existing resources to support marketing activities. This includes efficient management of time, finances, and workforce.

2.7 Value Creation

Value creation involves an MSME's efforts to provide added value to its customers through products or services. Effective value creation can enhance customer satisfaction and brand loyalty [9].

Through a comprehensive analysis of these dimensions, this study seeks to investigate how the interplay of variables such as proactiveness, opportunity-focus, calculated-risk taking, innovation, customer intensity, resource leverage, and value creation influences the performance of micro, small, and medium enterprises (MSMEs) in the culinary sector. The specific focus will be on the city of Sorong. Through this literature synthesis, it is anticipated to gain profound insights into the role of entrepreneurial marketing in enhancing the competitiveness and business growth of MSMEs.

3. Method

In this study, the population under focus comprises owners of Micro, Small, and Medium Enterprises (MSMEs) in the culinary sector operating in Sorong City, with a total of 337 business entities based on data gathered from the Sorong City Tourism and Creative Economy Agency. Sampling was conducted, considering a 5% sampling error rate using the Slovin formula, resulting in a sample size of 347 culinary MSME operators. The sampling method employed in this research was random sampling. A total of 347 respondents participated in the survey, utilizing a questionnaire as the data collection instrument. Participants were requested to provide their responses using a Likert scale, where a value of 1 indicated "strongly disagree," and a value of 4 indicated "strongly agree." Validity and reliability tests were performed, referring to Cronbach's alpha values and the critical values of the correlation coefficient (r table).

The data analysis procedure encompassed four primary methodologies: descriptive analysis for illustrating research variables and respondent characteristics, Pearson correlation tests to ascertain interrelationships among variables within the model, multiple linear regression to assess the impact of entrepreneurial marketing dimensions on business performance, and an examination of relative and effective contributions. The utilization of multiple linear regression included a formulated regression equation to understand the degree to which entrepreneurial marketing dimensions can influence the business performance of micro, small, and medium enterprises (MSMEs) in the culinary sector. The entire research process adhered to established research ethics and prevailing scholarly norms. The multiple regression equation formulated for this study is presented below:

$$Y = \alpha + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 X_5 + e \quad (1)$$

In the regression model presented, the dependent variable, denoted as 'y,' signifies business performance. The model comprises an intercept (α) and slope coefficients ($b_1, b_2, b_3, \dots, b_5$) representing each entrepreneurial marketing dimension. The independent variables ($X_1, X_2, X_3, \dots, X_5$) in this study are elucidated by seven dimensions of entrepreneurial

marketing, including proactiveness, opportunity focus, calculated risk-taking, innovation, customer intensity, resource leverage, and value creation. The error terms are represented by 'e.'

Furthermore, this research seeks to calculate both the relative contribution (SR) and effective contribution (SE) of each entrepreneurial marketing dimension. The effective contribution (SE) is a term within the context of regression analysis, indicating the extent of contribution of an independent variable (X) to the dependent variable (Y). Concurrently, the relative contribution (SR) is employed to assess the contribution of each independent variable or predictor. The computation is conducted to ascertain the magnitude of each independent variable's contribution to the overall variables. Relative contribution gauges the impact of each variable independently, disregarding other factors not considered in this study. Hence, it allows predicting the impact intensity of each independent variable. The formulas for estimating effective contribution and relative contribution are as follows:

$$SE(X) = \beta x . \text{coefficient of correlation. } 100\% \tag{2}$$

Where, βx represent regression coefficient value of independent variable.

$$SE(X) = \frac{SE(x)\%}{R^2} \tag{3}$$

Where, R2 represent coefficient of determination.

4. Result And Discussions

4.1 Respondent Characteristics

Table. 1 Characteristics Responden (Gender)

NO	Gender	Amount	Percentage (%)
1	Man	177	51.01
2	Woman	170	48.99
	Total	347	

The data pertaining to Micro, Small, and Medium Enterprises (MSME) participants in Sorong City reveals a relatively balanced representation of men and women, constituting 51.01% men and 48.99% women. This equilibrium fosters equal and sustainable economic opportunities. It becomes crucial to delve into factors influencing gender distribution among MSME participants, such as business type or sector preferences. Further analysis can contribute to the formulation of local policies aimed at supporting and enhancing women's engagement in MSMEs, ultimately fostering a more inclusive and sustainable business ecosystem in Sorong City.

Table. 2 Characteristics Responden (Age)

No	Age	Amount	Percentage (%)
1	1-10 Year	-	-

2	11-20 Year	20	5.76
3	21-30 Year	70	20.17
4	31- 40 Year	139	40.06
5	41-50 Year	98	28.24
6	51-60 Year	20	5.76
Total		347	

Data on the age of Micro, Small and Medium Enterprises (MSME) actors in Sorong City shows a fairly even distribution, with the majority of perpetrators aged between 21 and 40 years (20.17% aged 21-30 years, 40.06% aged 31-40 years). The 41-50 year age group also had a significant contribution, amounting to 28.24%, while other age groups, such as 11-20 years, 51-60 years, and 1-10 years, contributed 5.76% each. The strong representation of various age groups reflects the inclusiveness of MSMEs in Sorong City, with business opportunities open to various age ranges. "Further understanding of the dynamics of business development in each age group can provide further insight to support the growth and sustainability of MSMEs in this city.

Table. 3 Characteristics Responden (Educational)

No	Educational	Amount	Percentage (%)
1	High School	112	32.28
2	Dropout	147	42.36
3	S1	88	25.36
Total		347	

From the above data regarding education, the number of individuals establishing Micro, Small, and Medium Enterprises (MSMEs) in Sorong City can be examined from the perspective of educational attainment. The data indicates that the majority of MSME operators are dominated by individuals who did not pursue education beyond junior high school or dropped out, comprising a percentage of 42.36%. Nevertheless, the number of those with senior high school (SLTA) education is also significant, reaching 32.28%, while those with a bachelor's degree (S1) account for 25.36%.

This phenomenon can be interpreted in several contexts. First, the high percentage of MSME operators who dropped out of school may reflect various factors, such as economic challenges or limited educational opportunities. However, engaging in MSME activities provides an economic alternative accessible to individuals with various levels of education. Second, although most MSME operators do not have a high level of formal education, it does not imply that they lack the skills or knowledge needed to run their businesses. On the contrary, direct experience in managing MSMEs can be a valuable source of learning.

In the context of MSME development policy, these findings can be used as a basis for designing better support programs. Training and mentoring programs can be designed to improve the skills and knowledge of MSME players, especially those with low levels of education [10]. In addition, initiatives to create an inclusive and supportive business environment can help facilitate the development of MSMEs among people with various educational backgrounds.

Table 2 demonstrates that the indicators used to measure the variables in this study meet the criteria. Entrepreneurial marketing and business performance have an observed correlation coefficient (r) greater than the critical value (0.361) and a significance level (α) greater than the accepted alpha of 0.70 (Taber, 2018). This indicates that further testing can be conducted based on the established criteria.

Table 4 Reability and Validity Test

Measurement Items	Number of Item	Cronbach Alpha	R count
Entrepreneurial Marketing (X)	25	0.966	0.758
Business Performance (Y)	10	0.779	0.716

Source: Outcomes of Data Processing Obtained by the Author (2023)

Descriptive statistics are used to detail the characteristics of research variables through mean, standard deviation, maximum and minimum values. From Table 3, which includes descriptive statistics based on a sample of 347 people, it can be observed that culinary MSMEs in Sorong City have the highest average score on the resource leverage variable. This indicates that MSME actors tend to be efficient in utilizing existing resources. On the other hand, the lowest average score was recorded in the risk taking calculation variable, indicating that MSME actors are more oriented towards making careful and measured decisions regarding risk.

The importance of resource leverage in the highest score category illustrates that MSMEs in Sorong City may be successful because of their ability to optimize and manage the resources they have. In addition, caution in taking risks indicates a wise attitude in managing business opportunities and challenges. Overall, this descriptive statistical analysis provides in-depth insight into the profile of culinary MSMEs in Sorong City, providing a strong basis for further understanding of the factors that may influence their performance and business strategies.

Table 5. Descriptive Statistics of Entrepreneurial Marketing Dimensions

Entrepreneurial Marketing Variable	Maximum	Minimum	Mean	Standar Deviation
X1	25	12	21,1066	2,5833
X2	25	12	20,8472	2,5865
X3	25	14	21,4610	1,8406
X4	25	17	21,5936	1,8085
X5	25	16	21,7031	2,1453

Source: Outcomes of Data Processing Obtained by the Author (2023)

Table 6 provides significant insight regarding the relationship between the variables Proactive, Opportunity Focus, Risk Taking, Innovation and Resource Leverage with the business performance of culinary MSMEs in Sorong City. Statistical analysis shows that all of these variables have a significant influence on business performance, as evidenced by the significance value (sig) which is lower than 0.05.

In the context of risk taking, findings show that taking risks that are too low or too cautious can have a negative impact on business performance. According to [11] An excessively conservative attitude can hinder innovation and business growth. Therefore, it is important for business people to manage risks wisely and in a balanced manner, integrating proactive and innovative attitudes to achieve optimal performance results. The Proactive and Opportunity Focus variables show a significant positive influence on business performance. A proactive attitude helps businesses to be better prepared for market changes and be innovative in their strategies. Focusing on opportunities also makes a positive contribution to business performance, indicating that businesses that are able to identify and exploit market opportunities have higher growth potential. Furthermore, the Innovation and Resource Leverage variables also have a significant positive influence on business performance. Innovation helps businesses to remain relevant and competitive in an ever-changing marketplace, while efficient utilization of resources can improve operational effectiveness and overall business performance results.

Thus, these results provide a comprehensive view of the factors that influence the business performance of culinary MSMEs in Sorong City, helping business actors and stakeholders to make more informed decisions in developing more effective business strategies and practices.

Table 6. Regression Result

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	42.312	3.186		13.279	.000
	X1	.062	.079	.046	1.785	.033
	X2	.188	.078	.140	2.404	.017
	X3	-.235	.117	-.125	-2.004	.046
	X4	.147	.108	.077	1.757	.046
	X5	.189	.087	.117	2.172	.031

a. Dependent Variable: Y

Source: Outcomes of Data Processing Obtained by the Author (2023)

The results of the coefficient calculation with an R Square value of 0.647 show that the model tested can explain variations of around 64.7% of the culinary business performance of MSMEs in Sorong City. R Square reflects the extent to which the variability of the dependent variable (business performance) can be explained by the independent variables (Proactivity, Opportunity Focus, Risk Taking, Innovation, and Resource Leverage) in the regression model.

A high R Square number indicates that the regression model has a good level of fit in explaining changes in business performance. The variables included in the model have strong predictive power on the results of culinary MSME business performance. Therefore, about 64.7% of the variation in business performance can be attributed to factors such as proactiveness, opportunity focus, considered risk taking, innovation, and resource leverage.

Variations in business performance that can be attributed to factors such as proactiveness, opportunity focus, considered risk taking, innovation, and resource leverage demonstrate the complexity and multifactorial influence on a venture's success. First, proactivity, or the ability to anticipate and pursue market opportunities, can provide a competitive advantage. According to [12] Companies that are proactive tend to be better prepared to face market changes and have the flexibility needed to respond quickly to business dynamics.

Second, focusing on opportunities is a critical aspect in guiding business strategy. Companies that successfully identify and focus on opportunities that match their skills can achieve sustainable growth. Considered risk-taking is also an important element, as business success often requires uncertainty managed wisely. The courage to take measured risks can open the door to new opportunities and innovation. [13].

Innovation, as another factor influencing variations in business performance, creates differentiation in a competitive market. Companies that are able to continuously innovate can maintain the relevance of their products or services, increase operational efficiency, and create added value for customers. Additionally, leveraging resources, whether human, financial, or technological, can magnify the positive impact of a business strategy. Effective use of resources can increase productivity and efficiency, which in turn contributes to better business performance.

Overall, these factors work together and complement each other in shaping variations in business performance. Business success often requires a wise combination of proactivity, opportunity focus, risk taking, innovation, and resource leverage. Companies that are able to manage these elements well will have a better chance of achieving and maintaining competitive advantage in a dynamic market.

Although R Square gives a good idea of the extent to which the model can explain variation, it is important to remember that there is still some variation in business performance that is not explained by the model. Other factors outside the model may also contribute to the performance of culinary MSME businesses in Sorong City. Therefore, interpretation of results needs to be accompanied by contextual understanding and consideration of other variables that may influence business performance.

Table7. R Square Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801 ^a	.647	.626	7.429

a. Predictors: (Constant), X5, X1, X2, X4, X3

Source: Outcomes of Data Processing Obtained by the Author (2023)

Suggested approach for effective contribution seeks to evaluate the extent of contribution made by each predictor or independent variable to the overall prediction within a regression model [14]. In this context, effective contribution provides an understanding of how much each variable contributes to the predicted results of business performance. On the other hand, the calculation of relative contribution is intended to provide further information regarding the contribution of a predictor variable to the sum of squares of the [14].

Table 8 and Table 9 are expected to provide details and explanations regarding the effective contribution and relative contribution of entrepreneurial marketing variables to business performance. This analysis can help identify which variables have a significant impact in the regression model and the extent to which they influence business performance outcomes. Thus, the effective contribution and relative contribution methods become important tools for exploring in-depth understanding of the factors that play a role in predicting business performance, as well as facilitating more appropriate decision making based on the relative and effective contribution of each predictor variable.

Table8. The Effective Contribution

Dimensions	Coefficient Regression (β)	Coefficient Correlation (r)	Effective Contribution (%) $((\beta) \times (r) \times 100\%)$
X1	0.062	0.673	4.17%
X2	0.188	0.667	12.53%
X3	-0.235	0.700	-16.45%
X4	0.147	0.541	7,95%
X5	0.189	0.432	8.16%

Source: Outcomes of Data Processing Obtained by the Author (2023)

Analysis of the effective contribution of the dimensions consisting of predictor variables (X1 to X5) to business performance shows informative results. Outcomes of calculating the effective contribution percentage, which is the result of multiplying the regression coefficient (β) with the correlation value (r) and multiplying it by 100%, reveals the extent to which each variable plays a role in predicting business performance. Proactivity (X1) contributed 4.17%, Opportunity Focus (X2) 12.53%, Considered Risk Taking (X3) reached 16.45%, Innovation (X4) 7.95%, and Resource Leverage (X5) 8.16%. These results illustrate that Considered Risk Taking is the variable that has the most significant contribution in improving business performance predictions, followed by Opportunity Focus and Resource Leverage. This analysis provides an in-depth look at the importance of each dimension in designing business strategies and improving overall business performance.

Table9. The Relative Contribution

Dimensions	Effective Contribution $((\beta).(r).100\%)$	R square	Relative Contribution (%)
X1	4.17%		6.44%
X2	12.53%		19.36%

X3	-16.45%	64.7%	-25.42%
X4	7.95%		12.28%
X5	8.16%		12.61%

Source: Outcomes of Data Processing Obtained by the Author (2023)

Analysis of the effective and relative contribution of the predictor variable dimensions (X1 to Contribution effectiveness, calculated by multiplying the regression coefficient (β) by the correlation (r) and multiplying by 100%, shows the extent of influence of each variable. Proactivity (X1) provides an effective contribution of 4.17%, Opportunity Focus (X2) reaches 12.53%, Considered Risk Taking (X3) has an effective contribution of 6.45%, Innovation (X4) provides an effective contribution of 7.95%, and Resource Leverage (X5) contributed 8.16%. Furthermore, the R Square of 64.7% shows that the regression model can explain variations in business performance as much as 64.7%.

In addition, the relative contribution provides information about how big the relative influence of each dimension is on the regression sum of squares. Proactivity (X1) has a relative contribution of 6.44%, Opportunity Focus (X2) has a relative contribution of 19.36%, Considered Risk Taking (X3) has a relative contribution of 25.42%, Innovation (X4) has a relative contribution of 12.28%, and Resource Leverage (X5) provides a relative contribution of 12.61%. This analysis provides a comprehensive picture of how each dimension of the predictor variables contributes to the prediction of business performance and how big their relative impact is in the regression model.

5. Conclusion

Based on analysis of research data, it can be concluded that factors such as proactivity, opportunity focus, considered risk taking, innovation, and resource leverage together have a significant influence on the business performance of culinary MSMEs in Sorong City. Even though the risk taking variable under consideration shows a negative relationship, this can be interpreted to mean that a balanced level of risk is still needed to encourage innovation and business growth. The effective and relative contribution of each dimension provides an in-depth picture of the extent to which each factor influences the prediction results and overall variation. R Square of 64.7% shows that the regression model is able to explain most of the variation in business performance. These results provide valuable insights for business people, researchers and policy makers to optimize culinary MSME development strategies by paying attention to the key factors that have been identified.

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