

## The Role of Sustainable Regional Development in Increasing the Competitiveness Strategy of UMKM Enterprises in Banyuwangi Regency

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### ABSTRACT

This study aims to analyze the competitiveness of Micro, Small, and Medium Enterprises (UMKM) in Banyuwangi Regency and formulate strategies to maintain their competitiveness through the sustainable role of the local government. SWOT analysis is used to identify the internal and external factors faced by UMKM (Micro Small Medium Enterprises). The results show that the strategies that can be pursued include developing clusters/centers of leading UMKM (Micro Small Medium Enterprises), increasing product value-added and differentiation, and improving human resource capacity. The role of the local government is key in supporting the implementation of these strategies through providing access to capital, facilitating promotion and marketing, and comprehensive fiscal incentives. The joint efforts of UMKM (Micro Small Medium Enterprises) actors and local government are expected to increase the competitiveness of UMKM (Micro Small Medium Enterprises) and support inclusive and sustainable regional economic growth.

### Keywords:

UMKM, Competitiveness, Strategy, Local Government, Banyuwangi Regency

### 1. Introduction

Micro, Small and Medium Enterprises UMKM (Micro Small Medium Enterprises) are the backbone of the Indonesian economy. Based on data from the Ministry of Cooperatives and UMKM (Micro Small Medium Enterprises) (2021), UMKM (Micro Small Medium Enterprises) contribute around 61% to the national Gross Domestic Product (GDP) and absorb 97% of the total workforce in Indonesia. This shows that UMKM (Micro Small Medium Enterprises) have a very significant role in encouraging economic growth and employment in the country. This contribution to improving the economy in various sectors is also what makes the government ultimately also provide support for efforts to increase the development of UMKM (Micro Small Medium Enterprises) themselves, starting from ease of capital to the preparation of regulations that facilitate operations, productivity, performance, market expansion and increasing the competitiveness of UMKM (Micro Small Medium Enterprises) products. (kemenkeu.go.id, 2023).

UMKM (Micro Small Medium Enterprises) also contribute significantly to increasing people's income and reducing poverty rates. A study conducted by the Central Statistics Agency (2022) found that an increase in the number of UMKM (Micro Small Medium Enterprises) in an area is positively correlated with a reduction in poverty rates and an increase in people's per capita income. This is because UMKM (Micro Small Medium Enterprises) are able to provide employment and a source of income for the community, especially in less developed areas. Furthermore, UMKM (Micro Small Medium Enterprises) are a source of inclusive and sustainable economic growth. By being spread across various economic sectors and regions, UMKM (Micro Small Medium Enterprises) are able to encourage more equitable development and economic growth (Harahap et al., 2023). Apart from that, UMKM (Micro Small Medium Enterprises) also tend to use local resources and have a smaller environmental impact, thus becoming the backbone for sustainable economic development.

Sustainable development strategies can increase social equality and justice, guarantee diversity, integrative synergy, and long-term sustainable development (Rahadian, 2016). Sustainable development, which is often referred to as Sustainable Development Goals (SDG's), implies the existence of multidimensional synergy where there are several aspects that must be fulfilled according to research (Dalby et al., 2019), including: the benefits and consumption of society do not decrease or decrease; resources do not decrease over time; resources are maintained for future production; management of natural resources for defense and production of services; ecosystem balance is maintained. Meanwhile, Daly (1990), in his research added several other aspects that can be categorized as sustainable development activities, namely the existence of renewable natural resources; the resolution of environmental problems; as well as non-renewable resources that are not exploited.

The government, both central and regional, has responsibility for economic development because the task of regional government is to improve the quality of community welfare (Islami et al., 2021). And because of these demands, governments in various regions are now competing to increase their creativity in encouraging an entrepreneurial spirit and increasing the productivity of UMKM (Micro Small Medium Enterprises) performance (Mihani & Hutaeruk, 2020; Ramadhanti et al., 2022; Sumadi, 2021). Banyuwangi Regency is no exception, UMKM (Micro Small Medium Enterprises) also have a very important role in supporting the regional economy and employment. Based on data from the Banyuwangi Regency Cooperatives and Micro Enterprises Service (2022), there are 235,476 UMKM (Micro Small Medium Enterprises) units spread across various economic sectors, such as agriculture, fisheries, tourism and crafts. These UMKM (Micro Small Medium Enterprises) contribute around 58.7% of the Gross Regional Domestic Product (GRDP). Banyuwangi Regency and absorbs more than 70% of the total workforce in the area (Aliyah, 2022).

UMKM (Micro Small Medium Enterprises) in Banyuwangi have a strategic role in maintaining regional economic resilience, especially during the COVID-19 pandemic. When many large businesses were forced to close down, UMKM (Micro Small Medium Enterprises) were able to survive and create new jobs. According to research (Hanggraito et al., 2022; Sumadi, 2021), UMKM (Micro Small Medium Enterprises) in Banyuwangi show high resilience in facing the economic crisis caused by the pandemic thanks to their flexibility and innovation. Apart from being the backbone of

the economy, UMKM (Micro Small Medium Enterprises) also contribute greatly to creating jobs and encouraging economic growth. UMKM (Micro Small Medium Enterprises) are able to create jobs easily and are spread across various economic sectors, both in urban and rural areas. The characteristics of UMKM (Micro Small Medium Enterprises) which tend to be labor intensive make this sector able to absorb a lot of workers (Ministry of Cooperatives and UMKM (Micro Small Medium Enterprises), 2021).

Banyuwangi Regency has great potential in developing UMKM (Micro Small Medium Enterprises), especially in the agriculture, fisheries, tourism and crafts sectors. This potential is supported by the geographical conditions and natural resources that Banyuwangi has. For example, the agricultural and fisheries sectors are leading sectors with a contribution of 26.9% to Banyuwangi's GRDP in 2021 (BPS Banyuwangi Regency, 2022). Meanwhile, the tourism and crafts sector also continues to grow along with increasing tourist visits to Banyuwangi. Even though they have great potential, UMKM (Micro Small Medium Enterprises) in Banyuwangi are generally micro and small scale, with limited capital, simple management and local marketing.

However, the characteristics of UMKM (Micro Small Medium Enterprises) such as flexibility, innovation and closeness to society actually become strengths in facing competition. A study conducted by (Mihani & Hutaurok, 2020) found that UMKM (Micro Small Medium Enterprises) in Banyuwangi were able to adapt quickly to market changes and develop innovative products according to consumer needs. The closeness of UMKM (Micro Small Medium Enterprises) to local communities also makes it easier for them to obtain raw materials, labor and market their products.

UMKM (Micro Small Medium Enterprises) are the backbone of the Indonesian economy, including in Banyuwangi Regency. UMKM (Micro Small Medium Enterprises) contribute around 61% to the national Gross Domestic Product (GDP) and absorb 97% of the total workforce in Indonesia. UMKM (Micro Small Medium Enterprises) are able to create jobs easily, contribute to increasing people's income, reduce poverty rates, and become a source of inclusive and sustainable economic growth. Banyuwangi Regency has great potential in developing UMKM (Micro Small Medium Enterprises), especially in the agriculture, fisheries, tourism and crafts sectors. Even though they are generally micro and small scale with limited capital, simple management and local marketing, the characteristics of UMKM (Micro Small Medium Enterprises) such as flexibility, innovation and closeness to the community are strengths in facing competition.

Coming back to the question of sustainable development, there needs to be synergy between regional governments and UMKM (Micro Small Medium Enterprises) as contributors to regional economic growth in implementing sustainable management as well. In other words, UMKM (Micro Small Medium Enterprises) that implement sustainable management directly will also support sustainable regional development and economy (Verboven & Vanherck, 2016).

However, UMKM (Micro Small Medium Enterprises) in Banyuwangi still face various challenges in efforts to increase their competitiveness, such as limited access to capital, low quality

of human resources, lack of mastery of technology, and weak marketing strategies. Apart from that, local government support in facilitating the development of UMKM (Micro Small Medium Enterprises) is still not optimal. Therefore, it is necessary to carry out an in-depth analysis of the competitiveness of UMKM (Micro Small Medium Enterprises) in Banyuwangi and strategies for maintaining this competitiveness through the sustainable role of local government. This research aims to analyze the competitiveness of UMKM (Micro Small Medium Enterprises) in Banyuwangi Regency by examining the role of local government in supporting UMKM (Micro Small Medium Enterprises) so far, as well as formulating strategies for maintaining and increasing the competitiveness of UMKM (Micro Small Medium Enterprises) through the sustainable role of local government. It is hoped that the results of this research will provide theoretical benefits by enriching the literature on the competitiveness of UMKM (Micro Small Medium Enterprises) and the role of regional government, as well as practical benefits in the form of policy recommendations for the Banyuwangi regional government and input for UMKM (Micro Small Medium Enterprises) actors in increasing their competitiveness.

## **2. Methods**

This research uses a qualitative approach with the SWOT analysis method to examine the competitiveness of UMKM (Micro Small Medium Enterprises) in Banyuwangi Regency and formulate strategies for maintaining their competitiveness through the role of local government. SWOT analysis was chosen because it is able to identify internal factors in the form of strengths and weaknesses, as well as external factors in the form of opportunities and threats faced by UMKM (Micro Small Medium Enterprises) in increasing their competitiveness.

Data collection will be carried out through secondary data from library research. Literature studies are carried out to collect secondary data from various sources such as government publications, previous research reports, scientific journals, and other related literature.

The data obtained will then be analyzed using SWOT analysis. First, internal factors in the form of strengths and weaknesses of UMKM (Micro Small Medium Enterprises) in Banyuwangi will be identified. Second, external factors in the form of opportunities and threats for UMKM (Micro Small Medium Enterprises) will also be identified. Third, the results of the SWOT analysis will be used to formulate alternative strategies for maintaining and increasing the competitiveness of UMKM (Micro Small Medium Enterprises) through the sustainable role of local government.

These strategies can be SO (Strengths-Opportunities) strategies which utilize internal strengths to seize external opportunities, ST (Strengths-Threats) strategies which use strengths to overcome threats, WO (Weaknesses-Opportunities) strategies which minimize weaknesses to exploit opportunities, or strategies WT (Weaknesses-Threats) which minimizes weaknesses and avoids threats.

The SWOT analysis method was chosen because it is able to provide a comprehensive picture of the condition of UMKM (Micro Small Medium Enterprises) in Banyuwangi and allows the formulation of targeted strategies by considering internal and external factors in a balanced manner. The final results of this research are expected to present strategic recommendations for the Banyuwangi regional government in maintaining and improving the competitiveness of UMKM (Micro Small Medium Enterprises) in a sustainable manner.

### 3. Results and Discussion

Before deciding to formulate a strategy, it is necessary to know a general overview of the capabilities of UMKM (Micro Small Medium Enterprises) in Banyuwangi. From secondary sources (BPS and the Banyuwangi Regency Cooperatives and Micro Enterprises Service, the following brief overview was obtained.

**Table 1. General description of UMKM in Banyuwangi Regency**

Number and distribution of UMKM		
Scale enterprises	Number of units	Percentage
Micro business	229.564	97,50%
Small business	5.412	2,30%
Medium Business	500	0,20%
Total UMKM	235.476	100%
Contribution of UMKM		
Indicator		Contribution of UMKM
Domestik Regional Bruto Product (PDRB)		58,70%
Employment		70,20%
Leading UMKM Sector		
Sector	Number of UMKM	Contribution to PDRB
Agriculture	72.345	26,90%
Fishery	18.762	11,20%
Tourism & Culinary	25.678	8,40%
Craft	16.892	6,10%

Data Source: Banyuwangi Regency Cooperatives and Micro Enterprises Service & Banyuwangi Regency Central Statistics Agency (2022)

From the table above, it can be seen that UMKM (Micro Small Medium Enterprises) in Banyuwangi Regency are dominated by micro businesses which account for 97.5% of the total UMKM (Micro Small Medium Enterprises) units. UMKM (Micro Small Medium Enterprises) make a significant contribution to Banyuwangi's GRDP of 58.7% and absorb 70.2% of the total workforce in the area. The leading sectors of UMKM (Micro Small Medium Enterprises) are agriculture, fisheries, tourism & culinary, and crafts which make a large contribution to Banyuwangi's GRDP.

After knowing the general description of UMKM (Micro Small Medium Enterprises) in Banyuwangi, several stages were carried out in formulating the next strategy. These stages are explained in the following discussion.

## 1. 1. Analysis of Internal Factors for UMKM in Banyuwangi

Tabel 2. Strength Factors (Strengths) of UMKM in Banyuwangi

Strength Factor	Information
Product advantages and market potential	<ul style="list-style-type: none"> <li>- Superior products such as processed agricultural products, fisheries, crafts and typical Banyuwangi culinary delights</li> <li>- Large market potential, especially in the tourism sector</li> </ul>
Flexibility and adaptability	<ul style="list-style-type: none"> <li>- UMKM are able to adapt quickly to market changes and consumer trends</li> <li>- Flexibility in producing goods according to demand</li> </ul>
Closeness to local communities	<ul style="list-style-type: none"> <li>- Facilitate access to raw materials, labor and marketing</li> <li>- Understand the tastes and needs of local communities</li> </ul>

Source: Banyuwangi Regency Cooperatives and Micro Enterprises Service

(2022) Table 3. Weakness Factors for UMKM in Banyuwangi

Weakness Factors	Information
Limited capital and business scale	<ul style="list-style-type: none"> <li>- Most UMKM are micro scale with limited capital</li> <li>- Difficulty developing business and increasing production capacity</li> </ul>
Low human resources and mastery of technology	<ul style="list-style-type: none"> <li>- The quality of human resources in UMKM (Micro Small Medium Enterprises) is still low</li> <li>- Mastery of business management and production technology is still limited</li> </ul>
Weak marketing strategy	<ul style="list-style-type: none"> <li>- Marketing is still limited to the local market</li> <li>- Lack of mastery of modern marketing strategies and digital marketing</li> </ul>
Lack of cooperation between UMKM players	<ul style="list-style-type: none"> <li>- Lack of cooperation and synergy between UMKM (Micro Small Medium Enterprises) players</li> <li>- Difficult to achieve efficient economies of scale</li> </ul>

Source: Banyuwangi Regency Cooperatives and Micro Enterprises Service (2022)

By identifying the internal strengths and weaknesses of UMKM (Micro Small Medium Enterprises). in Banyuwangi Regency, appropriate strategies can be formulated to maximize strengths and minimize weaknesses in an effort to increase the competitiveness of UMKM(Micro Small Medium Enterprises).

## 2. Analysis of External Factors for UMKM in Banyuwangi

Table 4. UMKM Strength Factors in Banyuwangi

Faktor Strengths	Information
Growing Tourism	<ul style="list-style-type: none"> <li>- Banyuwangi has rapidly growing tourism potential, attracting local and international tourists.</li> </ul>
Good Transportation Access	<ul style="list-style-type: none"> <li>- Adequate transportation infrastructure makes it easier to distribute UMKM(Micro Small Medium Enterprises). products to various regions.</li> </ul>



Regional Government Support	- There are programs and policies from local governments that support the growth and development of UMKM (Micro Small Medium Enterprises).
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Data Source: Banyuwangi Regency Cooperatives and Micro Enterprises Service (2022)

Table 5. Weaknesses of UMKM (Micro Small Medium Enterprises) in Banyuwangi

Factor	Information
Technological Limitations	- Banyuwangi has rapidly growing tourism potential, attracting local and international tourists.
Good Transportation Access	- Adequate transportation infrastructure makes it easier to distribute UMKM products to various regions.
Regional Government Support	- There are programs and policies from local governments that support the growth and development of UMKM

Data Source: Banyuwangi Regency Cooperatives and Micro Enterprises Service (2022)

## 2. SWOT Analysis and Competitiveness Maintenance Strategy

Based on the analysis of internal and external factors above, a strategy for maintaining the competitiveness of UMKM (Micro Small Medium Enterprises) in Banyuwangi Regency can be formulated using a SWOT analysis as follows:

Table 5. SO Strategy (Strengths-Opportunities)

Strategy	Information
Develop superior UMKM clusters/centres	- Focusing development on superior UMKM sectors such as agriculture, fisheries, tourism and crafts - Forming UMKM clusters/centres to increase product efficiency and competitiveness
Expanding marketing of UMKM products	- Utilizing advances in information technology and digital marketing to reach a wider market - Promote superior UMKM products to tourists and markets outside the region
Improving the quality of human resources and mastery of technology	- Providing training and assistance to UMKM players to improve the quality of human resources and mastery of technology - Facilitate technology transfer and product innovation
Strengthening access to capital	- Providing easy access to capital for UMKM through people's business credit (KUR), microfinance institutions (LKM), and other government programs
Increasing cooperation between UMKM players	- Encourage cooperation and synergy between UMKM players to achieve efficient economic scales - Building an online platform to facilitate collaboration and interaction between UMKM

Data Source: Banyuwangi Regency Cooperatives and Micro Enterprises Office Banyuwangi Regency Central Statistics Agency (2022)

Table 5. ST Strategy (Strengths-Threats)

Strategi	Information
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Increasing added value and product differentiation	<ul style="list-style-type: none"> <li>- Improving the quality and uniqueness of UMKM products so that they are able to compete with imported/foreign products</li> <li>- Relying on the advantages of local products that are difficult to substitute</li> </ul>
Building partnerships and UMKM networks	<ul style="list-style-type: none"> <li>- Building partnerships and networks between UMKM to strengthen their bargaining position</li> <li>- Increasing efficiency through cooperation in raw material procurement, production and marketing</li> </ul>
Increasing the government's role in supporting UMKM	<ul style="list-style-type: none"> <li>- Implement policies and regulations that support UMKM</li> <li>- Providing incentives and ease of business licensing for UMKM</li> </ul>
Strengthen promotion and branding of UMKM products	<ul style="list-style-type: none"> <li>- Building a strong brand image for Banyuwangi UMKM products</li> <li>- Promote UMKM products on various media platforms and events</li> </ul>

Data Source: Banyuwangi Regency Cooperatives and Micro Enterprises Office Banyuwangi Regency Central Statistics Agency (2022)

Tabel 6. Strategi WO (Weaknesses-*Opportunities*)

Strategi	Information
Increasing the HR capacity of UMKM	<ul style="list-style-type: none"> <li>- Holding business management, entrepreneurship and technology mastery training for UMKM</li> <li>- Improving the quality of human resources to optimize existing business opportunities</li> </ul>
Expanding access to capital for UMKM	<ul style="list-style-type: none"> <li>- Facilitate UMKM in accessing capital assistance programs from the government</li> <li>- Collaborating with financial institutions to facilitate access to UMKM financing</li> </ul>
Infrastructure and technology development	<ul style="list-style-type: none"> <li>- Building infrastructure that supports UMKM businesses such as roads, electricity and internet</li> <li>- Providing access to appropriate technology to increase the efficiency and productivity of UMKM</li> </ul>
Strengthening UMKM institutions	<ul style="list-style-type: none"> <li>- Strengthening cooperatives and UMKM associations to increase competitiveness and market access</li> <li>- Providing assistance and facilitation in building strong UMKM institutions</li> </ul>

Data Source: Banyuwangi Regency Cooperatives and Micro Enterprises Service & Banyuwangi Regency Central Statistics Agency (2022)

Table 7. WT Strategy (Weaknesses-Threats)

Strategi	Information
Production cost efficiency and product diversification	<ul style="list-style-type: none"> <li>- Efficient production costs to anticipate fluctuations in raw material prices</li> <li>- Product diversification to minimize risks</li> </ul>
Quality standardization and certification of UMKM products	<ul style="list-style-type: none"> <li>- Facilitate product certification and quality standardization for UMKM</li> <li>- Increasing the competitiveness and readiness of UMKM to face global competition</li> </ul>
Development of e-commerce and digital marketing	<ul style="list-style-type: none"> <li>- Helping UMKM to market their products online through e-commerce and digital marketing</li> <li>- Expand market reach and increase sales</li> </ul>
Increasing the role of business incubators and research institutions	<ul style="list-style-type: none"> <li>- Helping UMKM in developing business ideas and improving product quality</li> </ul>



	- Strengthen collaboration between UMKM, business incubators and research institutions
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Data Source: Banyuwangi Regency Cooperatives and Micro Enterprises Service & Banyuwangi Regency Central Statistics Agency (2022)

These strategies must be implemented in an integrated and sustainable manner by UMKM (Micro Small Medium Enterprises) in Banyuwangi with support and facilitation from the regional government. This is important to maintain and increase the competitiveness of UMKM (Micro Small Medium Enterprises) so that they can contribute optimally to the regional economy.

The role of local government is key in efforts to maintain and increase the competitiveness of UMKM (Micro Small Medium Enterprises) in Banyuwangi Regency. The Banyuwangi Regional Government has implemented various policies and programs to empower UMKM (Micro Small Medium Enterprises), such as providing capital assistance/soft loans, training and mentoring, facilitating promotions and marketing, developing superior UMKM (Micro Small Medium Enterprises) centers/clusters, as well as providing fiscal incentives (Banyuwangi Cooperatives and UMKM Service, 2021). However, the effectiveness of these programs still needs to be improved.

Research conducted by (Prataman, 2022; Ramadhanti et al., 2022) found that there are still many UMKM (Micro Small Medium Enterprises) in Banyuwangi who experience difficulties in accessing sources of capital, especially for micro businesses that have difficulty meeting loan requirements from financial institutions. Apart from that, the scope of training and mentoring programs has not yet reached all UMKM (Micro Small Medium Enterprises) actors evenly in various areas of Banyuwangi (Ita Rosita, 2021). Promotion and marketing of UMKM (Micro Small Medium Enterprises) products is also still not optimal, especially in taking advantage of increasingly developing digital marketing opportunities (Mustofa & Prasetyo, 2024).

Therefore, local governments need to continuously increase their role in supporting UMKM (Micro Small Medium Enterprises) in Banyuwangi. Some recommendations that can be made include expanding access to capital for UMKM (Micro Small Medium Enterprises) with more flexible and affordable requirements for micro businesses, increasing the intensity and coverage of UMKM (Micro Small Medium Enterprises) training and mentoring programs throughout the region, and optimizing the use of digital technology in the promotion and marketing of UMKM (Micro Small Medium Enterprises) products to wider markets. wide (Akmal & Arifa, 2023; Hanggraito et al., 2022).

Apart from that, local governments also need to build infrastructure that supports the development of superior UMKM (Micro Small Medium Enterprises) centers/clusters and facilitates market access, as well as providing more comprehensive and flexible fiscal incentives such as tax breaks, raw material subsidies and export facilitation (Wuryandani & Meilani, 2013). Coordination and synergy between government agencies in implementing UMKM (Micro Small Medium Enterprises) empowerment programs also needs to be improved, by involving UMKM (Micro Small Medium Enterprises) and other stakeholders in the formulation of policies and programs. With the continued

role of the Banyuwangi Regional Government, it is hoped that the competitiveness of UMKM (Micro Small Medium Enterprises) can continue to be improved so that they are able to contribute optimally in supporting inclusive and sustainable regional economic growth.

#### 4. Conclusion

UMKM (Micro Small Medium Enterprises) have a very important role in the economy of Banyuwangi Regency. With a significant contribution to Gross Regional Domestic Product (GRDP) and employment, UMKM (Micro Small Medium Enterprises) are the backbone of this regional economy. However, UMKM (Micro Small Medium Enterprises) in Banyuwangi still face various challenges in increasing their competitiveness, such as limited capital, low quality of human resources, weak marketing strategies, and lack of mastery of technology. The SWOT analysis in this research produces several strategies to maintain and increase the competitiveness of UMKM (Micro Small Medium Enterprises), such as developing superior UMKM (Micro Small Medium Enterprises) clusters/centres, increasing added value and product differentiation, increasing HR capacity, as well as quality standardization and product certification. The role of regional governments is key in supporting the implementation of these strategies in a sustainable manner, through providing wider access to capital, facilitating promotion and marketing, building supporting infrastructure, and comprehensive fiscal incentives.

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