

# COLLABORATIVE GOVERNANCE DIGITAL MODEL IN THE BUSINESS ECOSYSTEM OF MSMEs A STUDY IN LEBAK REGENCY

JULIZAR IDRIS <sup>1</sup>, ONDY ASEP SAPUTRA <sup>2</sup> and JUMANAH <sup>3\*</sup>

<sup>1,2,3</sup> Banten College of Administrative Sciences, Serang, Indonesia.

\*Corresponding Author Email: jumanah@stiabanten.ac.id

## Abstract

The government has implemented a policy to support the growth of Micro, Small, and Medium Enterprises (MSMEs) through collaboration with minimarkets. This creates an opportunity for suppliers to sell their products through minimarkets network and generates competition for market access. To maximize the benefits for the local economy, the government should ensure that the presence of minimarkets is beneficial. Therefore, this study aimed to examine the collaborative governance model in the business ecosystem of food processing MSMEs and minimarkets, using Alfamart and Indomaret in Lebak Regency as a case study. A qualitative and descriptive approach was used, and data were collected through interviews, literature reviews, observations, and documentation. The findings showed a collaborative governance model in building the business ecosystem of food processing MSMEs and minimarkets, based on 8 dimensions. Collaborative governance has been running but is still constrained, so that in its implementation to realize business continuity it needs to be supported by business ecosystem dimensions so that we can find a new model of collaborative governance in the MSME business ecosystem. As for practically, the leading sector in this collaboration is the Regent as the head of the Region and the DPRD of Lebak Regency as the legislature.

**Keywords:** Collaborative Governance Model, Business Ecosystem, MSMEs, and Minimarkets.

## 1. INTRODUCTION

Retail markets play a significant role in countries such as Southern and Western Europe due to increasing population density and growing needs [1]. It is located near the city center to cater to the high population density in Paris. In China, modern retail serves as a marketing agent for vegetable farmers [2]. In Indonesia, the development of minimarkets has positively impacted the economy, such as rising land prices, growth of local businesses, and job creation. Meanwhile, minimarkets such as Indomaret and Alfamart provide quality goods and build trust with the community, fulfilling their needs. These minimarkets also offer opportunities for partnerships with MSMEs actors, including marketing their products through repackaging with a brand of choice or selling them on store shelves [3].

The empirical condition shows the interdependence of various actors, hence, it is appropriate to use the collaborative governance concept. In a different context, ecosystems arise when all elements cannot survive without each other and become an inseparable unity [4,5]. The oppression of one creature can cause the loss of another, and this concept is considered appropriate for studying the examined issue. Furthermore, the existence of minimarkets should maintain a balance by providing benefits, such as establishing a partnership with other business actors. The ecosystem theory was created in 1935 as an ecological science studying the

interaction between biological systems and the environment, introduced by Arthur George Tansley [6]. Furthermore, this theory was adopted as an entrepreneurial ecosystem because it highly depends on the environment.

This study is conducted in Lebak Regency, which is geographically the largest area at 35.46% in Banten Province [7]. This regency has some natural potential, such as plantation products, agriculture, and tourism. Furthermore, it has the largest Micro, Small, and Medium Enterprises (MSME) in Banten Province.

The data indicated that Lebak Regency has the most MSMEs in Banten Province. It is dominated by the food and beverage sector, employing the most workers compared to others [8]. This regency is in second place among eight others in terms of the poverty rate in 2019-2021 [9]. This empirical condition showed that the presence of MSMEs has not fully significantly impacted a region's economy. Some of the problems in this research namely;

- (1) The weak relationships, communication, and commitment among actors with their respective authorities operate in a dependent manner.
- (2) The guidance and facilitation provided by the government are not integrated. Therefore, there is an imbalance of resources among actors, and some products partnered with MSMEs, such as coffee. However, this commitment cannot be fully implemented due to the unreliable availability of raw materials.
- (3) Lack of Understanding and information for MSMEs actors where some do not have a halal certificate and others have already expired.
- (4) The government provides no integrated complaint mechanism, and in handling minimarkets, the complexity of the problems faced by MSMEs actors requires intervention from various parties, one of which is involved in realizing the partnership. This contains complaints experienced by various parties who feel disadvantaged.
- (5) The absence of strict supervision and sanctions for minimarket managers who do not comply with regulations. Minimarket managers are not fully compliant with the regulations that require the provision of space, but in some Alfamart and Indomaret locations, there is no space for MSMEs products.

The novelty in this study based on empirical conditions shows that there is an imbalance between large companies, in this case minimarkets and small companies [10,11]. Based on these empirical conditions, a partnership is needed. In general, partnerships have been extensively studied in several fields, for example in cross-cultural [12], health and social [13], agriculture, and education [14] this includes teacher education partnerships and students, partnerships in library management [15], partnerships between companies and NGOs [16], while the benefits of partnerships are used as promotional media that become market access for MSME development [17,18], partnerships as the survival of SMEs [19], as well as supporting economic growth [20], reducing operating costs and providing customer satisfaction [21], as an effective interconnectivity strategy [22], solving social problems [23], mutual need and benefit. However, the partnership in Lebak Regency is very difficult to realize

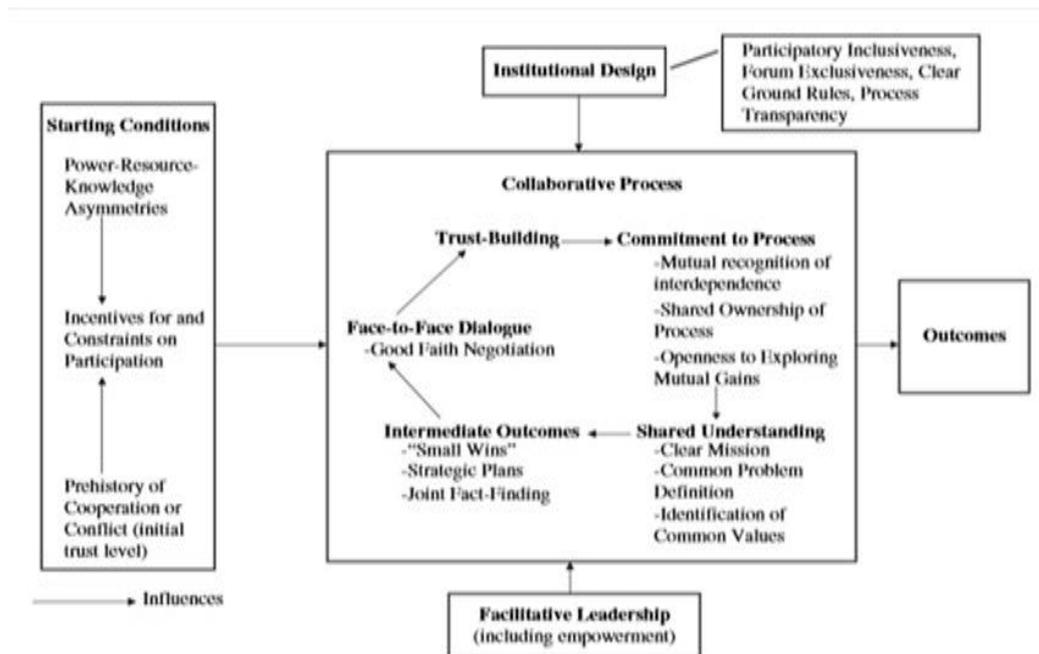
in practice when the parties involved work alone, therefore researchers try to combine the concept of collaborative governance which was previously studied in different empirical studies [24] with ecosystem theory from ecology and biology emphasizing the existence of balance, then developed into economics and management into a business ecosystem to get a metatheoretical construction.

This study aims to examine the implementation of collaborative governance between MSMEs and minimarkets and formulate a model based on the intersection of the business ecosystem and collaborative governance theories in Lebak Regency.

## 2. THEORETICAL REVIEW

### 2.1 Collaborative Governance Model and Business Ecosystem

Collaborative governance is present as a new strategy in governance. As Ansell and Gash [25] revealed that collaborative governance is a governance arrangement that involves more than one public institution and non-government actors. In more detail, this collaborative governance model can be described as follows (Figure 1):



In general, the Ansell and Gash (2008) model has variables;

- Initial conditions, many failed collaboration processes due to differences in views between stakeholders and stakeholders.
- Institutional design. The first aspect of institutional design is participatory inclusiveness as Chirslip and Larson in Ansel and Gash [25] suggests that: "The first condition of successful collaboration is that it must be broadly inclusive of all stakeholders who are affected by or care about the issue.

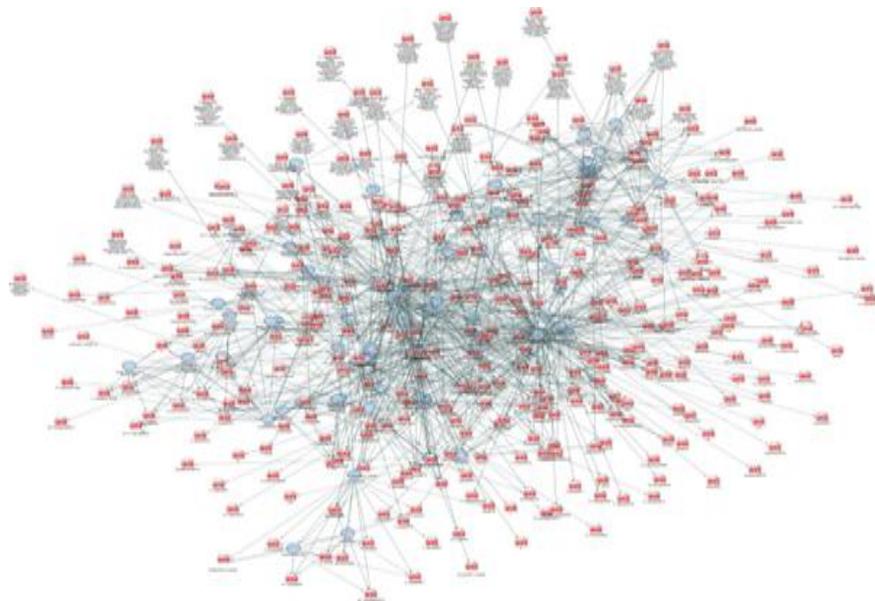
- c) Facilitative leadership, this leadership can bring all parties to negotiate and negotiate to solve problems.
- d) Collaborative process. Collaborative process is a cycle. The collaboration process includes;
  - (1) Face to face dialogue,
  - (2) building trust (Trust building) collaborative processes are not only about negotiations but also about building trust between stakeholders [26],
  - (3) Commitment to the process,
  - (4) Shared understanding, is an agreement on the definition of the problem,
  - (5) Intermediate outcome. A number of case studies show that collaboration is more successful when the goals and concrete benefits of collaboration are visible and realized in the long term [27,28].

To complement this model, the business ecosystem also has actors who play a role including customers, markets and suppliers [29], and the structure in the entrepreneurial ecosystem includes 6 (six) pillars that form it, namely

- (i) Cultural conduciveness (tolerance of risk and failure, positive outlook on entrepreneurship);
- (ii) Supportive leadership and policymaking such as incentives, rules/regulations, policies and supportive leadership (regulatory incentives, support from public institutions);
- (iii) Adequate financing (microcredit, venture capital, etc.);
- (iv) Human capital / human resources (HR)/ (education and training institutions, HR skills);
- (v) Market availability and ability to absorb products; and
- (vi) Support from other institutions and infrastructure (law, legal, accounting, computerization and IT as well as entrepreneurial groups) [30].

## 2.2 Definition of Collaboration

The definition of collaboration, according to Lowe et al. (1988), is "working together" to utilize resources, such as information, finances, and human resources, among several stakeholders to provide answers to problems that cannot be solved by an individual [31]. This concept is further described as a dynamic and synergistic series of processes among multiple actors [32]. Meanwhile, this study focuses on collaboration between actors in the business ecosystem partnership between MSMEs and minimarkets, involving the government, private sector, and both MSMEs and minimarkets. It is based on mapping articles using nvivo tools, with the following being some of the theoretical dimensions used (Figure 2).



Networks and collaboration are terms that describe the interdependence of organizations in addressing a common problem, and this relationship is often referred to as governance. According to Frederickson [33], the term "public administration" is narrowly defined as government administration, focusing only on political, budget, personnel, and service provision issues. However, it should encompass a wider range of public concerns, including non-profit organizations, businesses, and all actors involved in interactions. The study of public administration encompassed not only the activities of government and non-government organizations but also the interactions between them that support each other.

### **2.3 Definition of Business Ecosystem**

The concept of ecosystem originates from ecology, where it is defined as the interaction of living organisms with their physical environment. In this context, the entrepreneurial ecosystem can be seen as a discovery-based system, with two ontologies. The first view the ecosystem as a well-organized system regulated by nature, with a balance between organisms and other elements. The second, from a biological perspective, consider the cooperation of actors and external factors to understand the development and change of the ecosystem [34].

The term ecosystem was first introduced by Tansley [35] in the field of biology as an interactive system of living organisms in both biotic and abiotic environments. The business ecosystem as the interaction of capital, customers, and the ability to generate innovation, similar to species thriving due to the influence of natural resources such as sunlight, water, and soil nutrients. Furthermore, the study of the business ecosystem has evolved to encompass training, human resources skills, market absorption, and support from other institutions such as legal, accounting, computerization, IT, and entrepreneurship groups.

In the context of corporate networks that collaborate, Spigel [36] examined the need for interaction between one institution and another allowing mutual sharing of knowledge,

technology, and innovation. In the business ecosystem, there are three components, namely cultural, social, and material. In this context [36], culture can be seen from two sides, behavior, and history. Aoyama [37] explained that regional culture can influence entrepreneurial activities by forming practices and norms accepted by society. Meanwhile, social attributes in the entrepreneurial ecosystem are interpreted as resources from networks that exist within a society. Nijkamp [38] and Stuart and Sorenson [39] showed the importance of social networks and capital in the entrepreneurial process. In addition, social networks play a role as a channel for new knowledge that helps entrepreneurs in terms of entrepreneurial perspective and skills.

### 3. STUDY METHOD AND LOCATION

This qualitative study was conducted using a case study to obtain comprehensive information on collaborative governance in the partnership between MSMEs actors and minimarkets approach. Furthermore, it attempted to explore the case being studied in detail using written data sources. Data collection techniques using primary data and secondary data include; observation, interviews with several informants and documentation techniques. The validity of the data used used source triangulation, namely the researcher interviewed several informants and technical triangulation, namely several research techniques such as interviews, observation and document review. The data analysis used includes;

- (1) Data collection, namely collecting data both primary data and secondary data,
- (2) Data reduction, where the researcher conducts a data review,
- (3) Data display, after the data has been reviewed and reduced the next step is data presentation,
- (4) after the data is presented The next step is to carry out a simuplan based on data analysis.

The location involved was several sub-districts in the Lebak Regency area which have processing business centers as follows (Table 1):

### 4. RESULTS AND DISCUSSION

The franchise retail development has not yet directly impacted MSMEs actors who cannot market their processed products in these franchises, even in remote villages. This has prompted the Lebak Regency government to make promising breakthroughs for MSMEs development. Meanwhile, collaboration is necessary and determined by the starting condition in which all stakeholders are involved to build a business ecosystem between food processing MSMEs and minimarkets. This starting condition facilitates cooperation between institutions and stakeholders. The emergence of problems in managing requirements for entry into modern markets, as well as the pros and cons associated with the existence of minimarkets are the reasons for the need for multi-actor collaboration. This study found two collaboration governance models in the business ecosystem, namely:

#### **4.1 Findings of an Empirical Collaborative Governance Model in the business ecosystem of food processing MSMEs and minimarkets**

Based on empirical conditions, collaboration is carried out from upstream to downstream. From upstream, the actors involved are minimarkets, MSMEs actors, the One Stop Investment Service, the Health Department, the Legislative Regent, the MSMEs Community, and the Chamber of Commerce both in dialogue, sit together, and pay attention to inputs in the form of aspirations, licensing arrangements, constraints faced such as difficulty to penetrate the mini market. This upstream collaboration is conducted to understand the root of the problems; therefore, the solutions provided are based on thoughts and inputs for the common good. The process is conducted reciprocally, continuously, and sustainably, resulting in a balanced business ecosystem [40]. Downstream collaboration is the spearhead where decision-makers and policy-makers are the head of the region and the legislative body because the permit granting is based on the approval of the head. The head of the region and the legislative body play their roles as leaders and executors, with the legislative body controlling and working to create synergies in performing their duties.

#### **4.2 Findings of Collaborative Governance Theoretical Model in the Business Ecosystem of Food Processing MSMEs and Minimarkets**

Referring to the collaboration governance framework, the findings include the following:

- (1) The pros and cons of the minimarkets emergence are an opportunity for partnership seen in the launch of MSMEs, but establishing this process is not easy. MSMEs entering the modern market are partially handled, hence, the need for collaboration by multiple actors and stakeholders is necessary [41–47].
- (2) Facilitative Leadership starts from the central to the local government. Leaders initiate discussion forums, mediation, and control. They become figures in building consensus and connecting various parties as coordinators. Leaders should provide solutions to the community, as well as have the responsibility to plan and implement the vision and mission. The dimensions that play a role in realizing Collaborative governance in the ecosystem of MSMEs and minimarkets actors in Lebak Regency are, first, leaders can facilitate showed that collaboration will be realized when leaders play a facilitating role [48,49].
- (3) Institution Design indicates that
  - a) The impact of regulation provides legal protection,
  - b) The basis of formation is due to the growing modern stores and the need for minimarkets to partner with small businesses,
  - c) The goal of this policy is to create a conducive and mutually beneficial business climate [50–59].
- (4) Collaboration is conducted through various activities to convey ideas, proposals, and solutions offered by training, socialization, discussion forums, and informal communication using the theme of drinking coffee together. Meanwhile, collaboration can

materialize when dialogue and face-to-face communication are conducted between stakeholders [60];[61];[62];[63]. Communication media is performed face-to-face and appreciated through training. The initiation is carried out sectorally to show the low dynamics of interaction between actors or organizations, hence, problems cannot be solved together immediately. These explain the low level of interactive meetings among stakeholders. The intensity of interactive meetings among is still heavily influenced by the dominance of one actor, namely the government.

- (5) The large number of MSMEs actors who have not partnered shows that there is still low trust between stakeholders. Control is not carried out, contingency conditions cause distrust, and partnerships built do not last long, specifically during the pandemic [64–68].
- (6) MSMEs and Minimarkets have a commitment outlined in the cooperation agreement. The head of the regional commitment and the circular letter No. 973/102 – DPMPTSP/V/2018 regarding the use of small and medium enterprise products serve as the foundation for this commitment. Furthermore, Regional Regulation No. 3 of 2012 and Regent Regulation No. 9 of 2018 relating to the protection and empowerment of traditional markets and the arrangement of shopping centers and modern shops also play a role in the commitment. This study showed that the basis for implementing this commitment is the cooperation agreement, the Regent's circular letter, instructions and appeals, and regional regulations [69–79].
- (7) The Lebak Regency Government entered into a joint understanding with Sumber Alfaria Trijaya Company to develop business, the products of micro and small actors, and minimarkets based on the principle of equality, mutual assistance, benefit, and fair treatment. Moreover, the government also made a memorandum of Understanding with Indomarco Company. There is a MoU and various activities to provide Understanding to actors. The increase in MSMEs in Lebak Regency is inseparable from the role of the regional government in encouraging community economic growth and employment for local workers. Synthesis is a result of field findings that there is a unification of relevant Understanding, hence, collaborative actors can learn together to find strategies to succeed in a business climate conducive and mutually beneficial to actors. *First*, the need for legality to become the basis for shared Understanding includes MoU, Lebak Regency regional regulations, vision, and mission. *Second*, efforts to foster a shared understanding can be carried out through guidance and training, audiences and focus group discussions, application of regional regulations sanctions, and appeals from the Regent. *Third*, mutual Understanding is built based on goals such as creating a conducive business climate and establishing a partnership. Moreover, business actors can understand the implementation process to fulfill the conditions needed to establish cooperation with minimarkets[80–89].
- (8) The development of retail franchises that have penetrated remote villages has not provided a direct impact on MSMEs actors in marketing their processed products at minimarkets[90–97].

- (9) The culture shows that first; the business idea comes from an idea, not from generations. Second, the uniqueness created by MSMEs products is uniqueness in taste, variants of benefits, and net. Third, the equipment used is still very simple[98–103].
- (10) Understanding MSMEs actors requires both hard and soft skills. The key factors affecting knowledge in this area include
- 1) Community perception and potential opportunities due to available resources, cheap raw materials, utilization of natural resources, local labor, and market prospects.
  - 2) The benefits of knowing to include having a clear vision and mission, identifying opportunities and threats, and promoting market opportunities through collaboration.
  - 3) Information can be obtained through invitations, social media, and forums.
  - 4) Training is crucial for developing both soft and hard skills.
  - 5) Formal and informal education also play a role in developing knowledge.
  - 6) Hands-on experience through relationships and previous employment are valuable[104–109]
- (11) Regional conditions, both natural and social that characterize a region, are one of the special characteristics in increasing the rate of population growth and the potential for abundant resources but can cause injustice[110–122].

Specifically, the application of the collaborative governance model in the business ecosystem has an interrelated relationship seen in the following figure; According to the theory of Ansell and Gash (2008), in the dimension of institution design, the government's position as an initiator in regulating and making regulations that the need for a conducive business climate is mutually beneficial. This is based on the dominance of large companies spread in several regions, one of which is in Lebak Regency. The dominance needs a balance; therefore, this study tries to adopt the business ecosystem theory to create mutually beneficial harmony. Several factors become important points, first, the role of this leader is a public figure who can build consensus, communicate and interact by directing and promoting based on the goal of solving problems to achieve the vision and mission. Leaders in the regional apparatus organization are the head of the department based on competence and experience.

Second, collaboration arises because of problems that cannot be solved sectorally. Therefore, it is necessary to involve various parties from the government, the private sector, and the community in synergy. Collaboration is conducted with meetings formally, for example, through socialization, technical guidance, and training, as well as informal meeting in the form of community discussions and chats. Third, the goals to be achieved in synergizing the efforts of large companies and processed food MSMEs require attention to geographical studies that determine natural and social potential, the need for support to provide strengthening both morally and financially, policies favoring weak business actors, and technological support. Fourth, a collaboration that has been running needs commitment from various parties in the form of support for law enforcement or regulation, according to the agreement. Fifth, trust can

be built when mutually beneficial goals are achieved. Therefore, for MSMEs and minimarkets to partner and create conducive business conditions, it is necessary to strengthen food processing MSMEs actors in the ease of obtaining information, affordability, and distance in collecting facilities provided by the government. In addition, the limited skills possessed need to be strengthened and the private sector as a form of corporate social responsibility to jointly collaborate in increasing the innovation, and creativity of actors. For example, by providing free facilitation, training, and guidance, both carried out centrally and picking up the ball. It is expected that processed MSMEs actors in Lebak Regency can be competitive in marketing by utilizing the existence of minimarkets spread in various regions of Indonesia. Therefore, Lebak Regency raises the welfare of its people through business productivity involving various elements, such as the involvement of farmers in providing raw materials[123–126].

## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Conclusions

The collaborative governance model in the business ecosystem of food processing MSMEs and minimarkets is theoretically seen from 8 dimensions, namely

- 1) Starting condition,
- 2) Facilitative Leadership,
- 3) Design Institute,
- 4) Face-to-face,
- 5) Trust Building,
- 6) Commitment,
- 7) Shared Understanding, and
- 8) Intermediate Outcome have been implemented but are still constrained.

In the implementation to realize business continuity, it needs to be supported by the dimensions of the ecosystem, including

- 1) Information,
- 2) Knowledge,
- 3) Market,
- 4) Culture,
- 5) Support, and
- 6) Geographic Areas.

Therefore, a new collaborative governance model can be found in the business ecosystem of food processing MSMEs and minimarkets. The leading sector in this collaboration is the Regent as the head of the region and the Lebak Regency Regional House of Representatives as

the legislative body.

Based on an analysis of field findings, a new model is proposed, namely the institutional design dimension, where the position of the government is the initiator in making regulations for a conducive business climate. This is based on the dominance of large companies, which are spreading in several regions, such as Lebak Regency. Meanwhile, the dominance requires balance to adopt the business ecosystem theory.

## 5.2 Recommendations

Referring to the results, there are several things that this study can theoretically suggest in the business ecosystem of food processing MSMEs and minimarkets, namely:

- (1) Perlunya sinergitas lembaga eksekutif dan lembaga legislative,
- (2) Diperlukannya kajian evaluasi penerapan peraturan daerah mengenai kemitraan UMKM dan minimarket,
- (3) Diperlukannya kajian redefinisi dan evaluasi untuk sinkronisasi visi misi,
- (4) Diperlukannya kajian optimalisasi keberadaan *Corporate Social Responsibility* (CSR).

## Acknowledgment

This research was carried out by a research team consisting of the authors listed in this article. The research funding is fully sourced from the Ministry of Education and Culture Grants Decree of the Ministry of Education and Culture of the Directorate General of Higher Education, Research and Technology, Number 095/SP2H/RT-MONO/LL4/2023, Regarding the Recipients of the Operational Grant Assistance Program for State Higher Education National Competitive Research Programs and Assignments in Higher Education Fiscal.

## Conflict of Interest Statement

The authors declare no conflict of interest of this work.

## References

- 1) Fava N, Guàrdia M, Oyón JL. Barcelona food retailing and public markets, 1876–1936. *Urban Hist.* 2016; 43:454–75.
- 2) Lu H, Trienekens JH, Omta SWF, Feng S. The Role of Guanxi Networks in Vegetable Supply Chains: Empirical Evidence from P.R. China. *J Int Food Agribus Mark.* 2009;21:98–115.
- 3) Kurniawan R, Azhar A. Analisis Dampak Toko Modern Terhadap Keberadaan Usaha Mikro, Kecil, Menengah Di Kota Padangsidempuan. -TAWASSUTH J Ekon Islam. 2021; 4:208–30.
- 4) Alam J, Ibn-Boamah M, Johnson K. Exploring the entrepreneurial ecosystem: Some local Canadian perspectives. *Strateg Change.* 2019; 28:249–54.
- 5) Cantner U, Cunningham JA, Lehmann EE, Menter M. Entrepreneurial ecosystems: a dynamic lifecycle model. *Small Bus Econ.* 2021;57:407–23.
- 6) Anker P. The Context of Ecosystem Theory. *Ecosystems.* 2002;5:0611–3.
- 7) Dwijayanti, Dinia Rizqi, Puspitarini, Sapti, Widodo, Nashi. Piper betle L. Leaves Extract Potentially Reduce the Nitric Oxide Production on LPS-Induced RAW 264.7 Cell Lines. *J Exp Life Sci.* 2023;13:78–83.

- 8) Putra RP, Aisyah SI, Nurcholis W. Benefits of Total Phenolic and Flavonoid Content of *Portulaca oleracea* as Antioxidant and Antidiabetic: A Review: <http://www.doi.org/10.26538/tjnpr/v7i2.1>. *Trop J Nat Prod Res TJNPR*. 2023;7:2293–304.
- 9) Agustina D, Wahyuningsih M, Widyarti S, Soewondo A, Tsuboi H, Rifa'i M. Noni Juice (*Morinda citrifolia*) to Prevent Cancer Progression in Mice Induced DMBA and Cigarette Smoke Exposure. *Pharmacogn J*. 2020;12:946–51.
- 10) Astuti VS, Septiandika V. Perlindungan, Pemberdayaan Pasar Tradisional Dan Penataan Pasar Modern Di Kota Probolinggo. *Publicio J Ilm Polit Kebijakan Dan Sos*. 2019;1:1–1.
- 11) Mujahid M, Safar I, Rantalemba W. Peran Komunikasi Verbal Dan Non Verbal Sales Promotion Girl Rokok Terhadap Minat Beli Konsumen. *J Sinar Manaj*. 2020;7:1–6.
- 12) Bernstein B, Ortman SG. From Collaboration to Partnership at Pojoaque, New Mexico. *Adv Archaeol Pract*. 2020;8:95–110.
- 13) Rummery K. Introduction: Themed Section: Partnerships, Governance and Citizenship. *Soc Policy Soc*. 2006;5:223–5.
- 14) Aryal S, Baniya MK, Danekhu K, Kunwar P, Gurung R, Koirala N. Total Phenolic Content, Flavonoid Content and Antioxidant Potential of Wild Vegetables from Western Nepal. *Plants*. 2019;8:96.
- 15) Buwule RS, Mutula SM. New Partnerships for Ugandan University Libraries: A Shift from a Reactionary to Proactive Approach of Research and Innovation Information Services for SMEs. *Support Entrep Innov* [Internet]. Emerald Publishing Limited; 2019 [cited 2023 Sep 7]. p. 89–113. Available from: <https://doi.org/10.1108/S0732-067120190000040004>
- 16) Nielsen LH, Neergaard P. Value Creation from Strategic Partnerships between Companies and NGOs. *Stakehold Gov Responsib* [Internet]. Emerald Publishing Limited; 2018 [cited 2023 Sep 7]. p. 3–32. Available from: <https://doi.org/10.1108/S2043-052320180000014001>
- 17) Sándor-Kriszt É. The promotion of Hungarian small and medium-size enterprises in accordance with guidelines for European Union enlargement. *J Small Bus Enterp Dev*. 2000;7:18–26.
- 18) Matlay H. Industrial relations in the SME sector of the British economy: an empirical perspective. *J Small Bus Enterp Dev*. 2002;9:307–18.
- 19) Oertel S, Walgenbach P. The effect of partner exits on survival chances of SMEs. *J Organ Change Manag*. 2012;25:462–82.
- 20) Pugalis L, Bentley G. Storming or performing? Local Enterprise Partnerships two years on. *Local Econ*. 2013;28:863–74.
- 21) Rezaei J, Ortt R, Trott P. Supply chain drivers, partnerships and performance of high-tech SMEs: An empirical study using SEM. *Int J Product Perform Manag*. 2018;67:629–53.
- 22) Holman N. Effective Strategy Implementation: Why Partnership Interconnectivity Matters. *Environ Plan C Gov Policy*. 2013;31:82–101.
- 23) Brinkerhoff DW. Exploring State–Civil Society Collaboration: Policy Partnerships in Developing Countries. *Nonprofit Volunt Sect Q*. 1999;28:59–86.
- 24) Yablonsky S. A multidimensional platform ecosystem framework. *Kybernetes*. 2020;49:2003–35.
- 25) Ansell C, Gash A. Collaborative Governance in Theory and Practice. *J Public Adm Res Theory*. 2008;18:543–71.
- 26) Glasbergen P, Driessen PPJ. Interactive Planning of Infrastructure: The Changing Role of Dutch Project Management. *Environ Plan C Gov Policy*. 2005;23:263–77.

- 27) Weech-Maldonado R, Merrill SB. Building Partnerships with the Community: Lessons from the Camden Health Improvement Learning Collaborative. *J Healthc Manag.* 2000;45:189.
- 28) Fawcett SE, Fawcett AM, Watson BJ, Magnan GM. Peeking Inside the Black Box: Toward an Understanding of Supply Chain Collaboration Dynamics. *J Supply Chain Manag.* 2012;48:44–72.
- 29) Boutillier S, Carré D, Levratto N. From Implementation to Evaluations: Trajectories and Coordination. *Entrep Ecosyst* [Internet]. John Wiley & Sons, Ltd; 2016 [cited 2023 Sep 8]. p. 73–108. Available from: <https://onlinelibrary.wiley.com/doi/abs/10.1002/9781119285175.ch3>
- 30) Mandavia AD, Campbell A, Henry BF, Chaple M, Hunt T, Arout C, et al. Support for COVID-19-Related Substance Use Services Policy Changes: a New York State-Wide Survey. *J Behav Health Serv Res.* 2022;49:262–81.
- 31) Emerson K, Nabatchi T, Balogh S. An Integrative Framework for Collaborative Governance. *J Public Adm Res Theory.* 2012;22:1–29.
- 32) Morse RS, Stephens JB. Teaching Collaborative Governance: Phases, Competencies, and Case-Based Learning. *J Public Aff Educ.* 2012;18:565–83.
- 33) Puspitarini, Sapti. Polyherbal effect between *Phyllanthus urinaria* and *Curcuma longa* as an Anticancer and Antioxidant. *Res J Pharm Technol.* 2022;15:671–8.
- 34) O'Connor A, Stam E, Sussan F, Audretsch DB. Entrepreneurial Ecosystems: The Foundations of Place-based Renewal. In: O'Connor A, Stam E, Sussan F, Audretsch DB, editors. *Entrep Ecosyst Place-Based Transform Transit* [Internet]. Cham: Springer International Publishing; 2018 [cited 2023 Sep 10]. p. 1–21. Available from: [https://doi.org/10.1007/978-3-319-63531-6\\_1](https://doi.org/10.1007/978-3-319-63531-6_1)
- 35) Tansley AG. The Use and Abuse of Vegetational Concepts and Terms. *Ecology.* 1935;16:284–307.
- 36) Spigel B. The Relational Organization of Entrepreneurial Ecosystems. *Entrep Theory Pract.* 2017;41:49–72.
- 37) Aoyama Y. Entrepreneurship and Regional Culture: The Case of Hamamatsu and Kyoto, Japan. *Reg Stud.* 2009;43:495–512.
- 38) Nijkamp P. Entrepreneurship in a Modern Network Economy. *Reg Stud.* 2003;37:395–405.
- 39) Stuart TE, Sorenson O. Social Networks and Entrepreneurship. In: Alvarez SA, Agarwal R, Sorenson O, editors. *Handb Entrep Res Interdiscip Perspect* [Internet]. Boston, MA: Springer US; 2005 [cited 2023 Sep 7]. p. 233–52. Available from: [https://doi.org/10.1007/0-387-23622-8\\_11](https://doi.org/10.1007/0-387-23622-8_11)
- 40) Scott TA, Thomas CW, Magallanes JM. Convening of consensus: Simulating stakeholder agreement in collaborative governance processes under different network conditions. *J Public Adm Res Theory.* 2019;29:32–49.
- 41) Propper M. Emerging Markets for Nature and Challenges for the Ecosystem Service Approach. *Dev Change.* 2015;46:247–68.
- 42) McAfee K, McAfee K. The Contradictory Logic of Global Ecosystem Services Markets Policies based on the monetary valuation and marketing of ecosystem ser-. *Dev Change.* 2012;43:105–31.
- 43) Bian Y. Impact of Chinese market segmentation on regional collaborative governance of environmental pollution : A new approach to complex system theory. *Wiley Growth Change.* 2020;1–27.
- 44) Banerjee S, Secchi S, Fargione J, Polasky S, Kraft S. *How to sell ecosystem services : a guide for designing new markets.* 2013;
- 45) Hrabanski M. Private Sector Involvement in the Millennium Ecosystem Assessment: Using a UN platform to promote market-based instruments for ecosystem services. *Environ Policy Gov.* 2017;605–18.

- 46) Corbera E, Brown K, Adger WN. The Equity and Legitimacy of Markets for Ecosystem Services. *Dev Change*. 2007;38:587–613.
- 47) Devos Y, Jr WRM, Forbes VE, Maltby L, Stenseke M, Brussaard L, et al. Applying ecosystem services for pre-market environmental risk assessments of regulated stressors. *EjEFSA J*. 2019;17:1–24.
- 48) Rao VR. Collaborative Government to Employee (G2E): Issues and Challenges to E-Government. *J E-Gov*. 2011;34:214–29.
- 49) Cabral S, Krane D. Civic festivals and collaborative governance. *Int Rev Adm Sci*. 2018;84:185–205.
- 50) Yeboah-Assiamah E, Muller K, Domfeh KA. ‘Complex crisis’ and the rise of collaborative natural resource governance: institutional trajectory of a wildlife governance experience in Ghana. *Environ Dev Sustain*. 2018;20:2205–24.
- 51) Buchanan A, Keohane RO. Legitimacy of GG Institutions. 2006;3:596–624.
- 52) Elizabeth C. Whipple<sup>1</sup>, Mirian Ramirez<sup>1</sup> LD and JDH. Cross-institutional collaborations for health equity research at a CTSA Community Research Academy : Lifting Community Voices for Equity in Health Research and Innovation Stroke and COVID Population : A Health Equity Analysis. <sup>1</sup>Indiana University School of Medicine, Indiana Clinical and Translational Sciences Institute and <sup>2</sup>Indiana University School of Medicine; 2022. p. 2022.
- 53) Broccardo L, Culasso F, Mauro SG. Smart city governance: exploring the institutional work of multiple actors towards collaboration. *Int J Public Sect Manag*. 2019;32:367–87.
- 54) Handa T, Agata H, Ooasa S, Karasaki K, Kitahori N, Arai M, et al. Mitaka “taiyokei” (solar system) walk; A collaborative science outreach program by institutes, local government, and shopping stores. *Proc Int Astron Union*. 2012;10:650.
- 55) Baird J, Plummer R, Schultz L, Armitage D, Bodin Ö. How Does Socio-institutional Diversity Affect Collaborative Governance of Social–Ecological Systems in Practice? *Environ Manage*. 2019;63:200–14.
- 56) POSNER RA. From the new institutional economics to organization economics: with applications to corporate governance, government agencies, and legal institutions. *J. Institutional Econ*. 2010.
- 57) Tremblay D, Touati N, Poder T, Vasiliadis HM, Bilodeau K, Berbiche D, et al. Collaborative governance in the Quebec Cancer Network: A realist evaluation of emerging mechanisms of institutionalization, multi-level governance, and value creation using a longitudinal multiple case study design. *BMC Health Serv Res*. 2019;19:1–14.
- 58) Fehl C. Unequal power and the institutional design of global governance: The case of arms control. *Rev Int Stud*. 2014;40:505–31.
- 59) Keswani A. Institutional Debt Holder Governance I . Introduction.
- 60) Cabral S. Civic festivals and collaborative governance. *Int Rev Adm Sci*. 2018;84:185–205.
- 61) Harrington C. The political ontology of collaborative water governance. *Water Int*. 2017;42:254–70.
- 62) Lang A. Collaborative Governance in Health and Technology Policy: The Use and Effects of Procedural Policy Instruments. *Adm Soc*. 2019;51:272–98.
- 63) Meads G, Russell G, Lees A. Community governance in primary health care: towards an international Ideal Type. *Int J Health Plann Manage*. 2017;32:554–74.
- 64) Pérez L, Cambra-Fierro JJ. Uneven partners: managing the power balance. *J Bus Strategy*. 2015;36:13–21.
- 65) Lange SJ, Moore L V, Galuska DA. Local government retail incentives for healthier food retailers in the USA , 2014. *Public Helath Nutr*. 2019;22:2521–9.

- 66) Holman N. Effective strategy implementation: Why partnership interconnectivity matters. *Environ Plan C Gov Policy*. 2013;31:82–101.
- 67) Henry C. Doing Well by Doing Good: Opportunity Recognition and the Social Enterprise Partnership. *J Soc Entrep*. 2015;6:137–60.
- 68) Indarti S. The role of corporate social responsibility (CSR) toward the development micro and small and entrepreneurs using partnership and community development program (PKBL) in Pekanbaru. *Int J Law Manag*. 2018;60:79–86.
- 69) Teachers GE. The Role of School-Based Colleagues in Shaping the Commitment of Novice Special. 2011;79.
- 70) Baldoni M, Baroglio C, Capuzzimati F. Typing multi-agent systems via commitments. *Lect Notes Comput Sci Subser Lect Notes Artif Intell Lect Notes Bioinforma*. 2014;8758:388–405.
- 71) Dhyani A, Batra GS, Dhillon JS. Customer Commitment vs Relationship Marketing in Banks. *Paradigm*. 2006;10:17–24.
- 72) Economic S, Participatory T. 300 industrial and labor relations review. 1981;
- 73) Mamora RN. Pemkab Lebak Fokus Bina UMKM, Gula Aren Hariang Tembus Pasar Dubai dan Turki. *Referensi Beritacom*. 2022;
- 74) Marshall L. Stop Managing, Start Coaching! How Performance Coaching Can Enhance Commitment and Improve Productivity. *Qual Manag J*. 1998;5:122–4.
- 75) Vliert Evande, Girodo M. Work Perceptions A N D Leisure Commitments I N. 1987;243–51.
- 76) Redaksi.com. Wabub Harap Adanya Kemitraan Antara Perusahaan Besar dan UMKM di Lebak. *Redaksi.com*. 2019;
- 77) Slocombe TE, Dougherty TW. Dissecting organizational commitment and its relationship with employee behavior. *J Bus Psychol*. 1998;12:469–91.
- 78) Burby RJ, May PJ. Intergovernmental environmental planning: Addressing the commitment conundrum. *J Environ Plan Manag*. 1998;41:95–110.
- 79) Robertson PJ, Choi T. Deliberation, Consensus, and Stakeholder Satisfaction: A simulation of collaborative governance. *Public Manag Rev*. 2012;14:83–103.
- 80) Essen C, Freshwater D, Cahill J. Towards an understanding of the dynamic sociomaterial embodiment of interprofessional collaboration. *Nurs Inq*. 2015;22:210–20.
- 81) Muriithi P, Horner D, Pemberton L. Understanding factors influencing the effect of scientific collaboration on productivity in a developing country. *Proc ASIST Annu Meet*. 2013;50.
- 82) EunKyung Chung NK and JL. Understanding Scientific Collaboration in the Research Life Cycle: Bio- and Nanoscientists' Motivations, Information-Sharing and Communication Practices, and Barriers to Collaboration. *J Am Soc Inf Sci Technol*. 2013;64:1852–63.
- 83) Sundin-Huard D. Subject positions theory - Its application to understanding collaboration (and confrontation) in critical care. *J Adv Nurs*. 2001;34:376–82.
- 84) Biringer E, Hove O, Johnsen Ø, Lier HØ. “People just don’t understand their role in it.” Collaboration and coordination of care for service users with complex and severe mental health problems. *Perspect Psychiatr Care*. 2021;57:900–10.
- 85) Bu Y, Ding Y, Liang X, Murray DS. Understanding persistent scientific collaboration. *J Assoc Inf Sci Technol*. 2018;69:438–48.

- 86) Fawcett SE, Fawcett AM, Watson BJ, Magnan GM. Peeking inside the black box: Toward an understanding of supply chain collaboration dynamics. *J Supply Chain Manag.* 2012;48:44–72.
- 87) Keenan GM, Cooke R, Hillis SL. Norms and Nurse Management of Conflicts: Keys to Understanding Nurse-Physician Collaboration. *Res Nurs Health.* 1998;21:59–72.
- 88) Francois chiochio, Daniel forgues, David paradis I Iordanova. Teamwork in Integrated Design Projects: Understanding the Effects of Trust, Conflict, and Collaboration on Performance. *Proj Manag J.* 2011;39:28–42.
- 89) Rahman M, Gadbois EA, Tyler DA, Mor V. Hospital–Skilled Nursing Facility Collaboration: A Mixed-Methods Approach to Understanding the Effect of Linkage Strategies. *Health Serv Res.* 2018;53:4808–28.
- 90) Neise T, Sambodo MT, Revilla Diez J. Are Micro-, Small- and Medium-Sized Enterprises Willing to Contribute to Collective Flood Risk Reduction? Scenario-Based Field Experiments from Jakarta and Semarang, Indonesia. *Organ Environ.* 2019;
- 91) Donaires OS, Pinheiro MG, Cezarino LO, Ostanel LH, Martinelli DP. Systemic model for diagnosis of the micro, small and medium enterprises from two cities from the countryside of the state of São Paulo in Brazil. *Syst Pract Action Res.* 2010;23:221–36.
- 92) Pastore P, Ricciardi A, Tommaso S. Contractual networks: an organizational model to reduce the competitive disadvantage of small and medium enterprises (SMEs) in Europe’s less developed regions. A survey in southern Italy. *Int Entrep Manag J.* 2019;
- 93) Bartolacci F, Caputo A, Soverchia M. Sustainability and financial performance of small and medium sized enterprises: A bibliometric and systematic literature review. *Bus Strategy Environ.* 2020;29:1297–309.
- 94) Park TA. Mengevaluasi Produktivitas Tenaga Kerja dalam Makanan Penjualan eceran. 2020;1–10.
- 95) Dan C. Saing Mikro India dan Usaha Kecil melalui Kompetensi Fungsional: Peran dalam Pembangunan Bangsa. 2020;37:1–15.
- 96) Ismail NA, Kuivalainen O. Der Effekt von internen Kompetenzen und dem externen Umfeld auf den internationalen Unternehmenserfolg von KMU und die Moderator-Beziehung der geografische Reichweite: der Fall der Malaysischen Halal-Lebensmittelindustrie. *J Int Entrep.* 2015;13:418–51.
- 97) Srivastava R. The Investment Model of Crowdfunding for MSME (Micro, Small and Medium Enterprises) in India. *Int Perspect Crowdfunding.* 2017;
- 98) Eliasson I, Knez I, Fredholm S. Heritage Planning in Practice and the Role of Cultural Ecosystem Services. *Herit Soc.* 2018;11:44–69.
- 99) Wilson DS, Hartberg Y, MacDonald I, Lanman JA, Whitehouse H. The nature of religious diversity: a cultural ecosystem approach. *Relig Brain Behav.* 2017;7:134–53.
- 100) Koski C. Representation in Collaborative Governance: A Case Study of a Food Policy Council. *Am Rev Public Adm.* 2018;48:359–73.
- 101) Mischen PA. Collaborative Network Capacity. *Public Manag Rev.* 2015;17:380–403.
- 102) Shilbury D, Ferkins L. Exploring the utility of collaborative governance in a national sport organization. *J Sport Manag.* 2015;29:380–97.
- 103) Gugu S, Dal Molin M. Collaborative Local Cultural Governance: What Works? The Case of Cultural Districts in Italy. *Adm Soc.* 2016;48:237–62.
- 104) Røiseland A. Understanding local governance: Institutional forms of collaboration. *Public Adm.* 2011;89:879–93.

- 105) Bookey-Bassett S, Markle-Reid M, Mckey CA, Akhtar-Danesh N. Understanding interprofessional collaboration in the context of chronic disease management for older adults living in communities: a concept analysis. *J Adv Nurs.* 2017;73:71–84.
- 106) Luca Iandoli IQ. On Online Collaboration and Construction of Shared Knowledge: Assessing Mediation Capability in Computer Supported Argument Visualization Tools. *J Assoc Inf Sci Technol.* 2015;64:1852–63.
- 107) Sunde OS, Vatne S, Ytrehus S. Professionals’ understanding of their responsibilities in the collaboration with family caregivers of older persons with mental health problems in Norway. *Health Soc Care Community.* 2022;30:1325–33.
- 108) McCloughen A, Gillies D, O’Brien L. Collaboration between mental health consumers and nurses: Shared understandings, dissimilar experiences. *Int J Ment Health Nurs.* 2011;20:47–55.
- 109) Sunde OS, Vatne S, Ytrehus S. Professionals’ understanding of their responsibilities in the collaboration with family caregivers of older persons with mental health problems in Norway. *Health Soc Care Community.* 2022;30:1325–33.
- 110) Marques P, Barberá-Tomás D. Innovating but still poor: The challenges of regional development in regions with mature industries. *Trans Inst Br Geogr.* 2022;47:440–54.
- 111) Cravo TA. PyMEs y crecimiento económico en las microrregiones brasileñas. *Pap Reg Sci.* 2010;89:711–34.
- 112) Goschin Z, Druică E, Vâlsan C. Shaped by location? A spatial panel analysis of Romanian family businesses. *Reg Sci Policy Pract.* 2020;12:887–905.
- 113) Kraus P, Stokes P, Cooper SC, Liu Y, Moore N, Britzelmaier B, et al. Cultural Antecedents of Sustainability and Regional Economic Development - A Study of SME ‘Mittelstand’ Firms in Baden-Württemberg (Germany). *Entrep Reg Dev.* 2020;32:629–53.
- 114) van der Schans D. The British Business Bank’s role in facilitating economic growth by addressing imperfections in SME finance markets. *Venture Cap.* 2015;17:7–25.
- 115) McCartney M. The China-Pakistan Economic Corridor (CPEC): Infrastructure, Social Savings, Spillovers, and Economic Growth in Pakistan. *Eurasian Geogr Econ.* 2022;63:180–211.
- 116) Lawless M, McCann F, McIndoe Calder T. SMEs in Ireland: contributions, credit and economic crisis. *Policy Stud.* 2014;35:435–57.
- 117) Sternad D, Jaeger S, Staubmann C. Dynamic capabilities of resource-poor exporters: A study of SMEs in New Zealand. *Small Enterp Res.* 2013;20:2–20.
- 118) Ahenkan A, Chutab DN, Boon EK. Mainstreaming climate change adaptation into pro-poor development initiatives: evidence from local economic development programmes in Ghana. *Clim Dev.* 2021;13:603–15.
- 119) Garrigós Simón FJ, González-Cruz T, Contreras-Pacheco O. Policies to enhance social development through the promotion of SME and social entrepreneurship: a study in the Colombian construction industry. *Entrep Reg Dev.* 2017;29:51–70.
- 120) Serrasqueiro Z, Leitão J, Smallbone D. Small- And medium-sized enterprises (SME) growth and financing sources- And and after the financial crisis. *J Manag Organ.* 2021;27:6–21.
- 121) Boccaletti S, Rossi E, Rossolini M. How can SMEs signal their quality and growth orientation to the market? An analysis of the cost of Italian corporate mini-bonds. *J Int Financ Manag Account.* 2022;33:219–51.

- 122) 122. Sage D. “Danger building site-keep out!?”: A critical agenda for geographical engagement with contemporary construction industries. *Soc Cult Geogr.* 2013;14:168–91.
- 123) 123. Alvedalen J, Boschma R. A critical review of entrepreneurial ecosystems research: towards a future research agenda. *Eur Plan Stud.* 2017;25:887–903.
- 124) 124. Stam E, van de Ven A. Entrepreneurial ecosystem elements. *Small Bus Econ.* 2019;
- 125) 125. Spigel B. Global entrepreneurial ecosystems. *Entrep Ecosyst.* 2020;105–27.
- 126) 126. Giannopoulos A, Piha L, Skourtis G. Destination branding and co-creation: a service ecosystem perspective. *J Prod Brand Manag.* 2020;