

Research Article

Determinants of Born Global Success in Food MSMEs in East Java

(A Case Study of Export-Oriented Processed Food MSMEs)

A'isy Fiklil Nafisah ^{1*}, Sudarmiatin ², Heri Pratikto ³

¹ Departement of Management Science, Faculty of Economics and Business, State University of Malang, Malang City, East Java, Indonesia

^{2,3} Faculty of Economics and Business, State University of Malang, Malang City, East Java, Indonesia

* Corresponding Author : aisy.fiklil.2404139@students.um.ac.id

Abstract: This study aims to analyze the determinants of success of PT Makmur Susanti Group, a processed food MSME in Tulungagung, East Java, in achieving “Born Global” status by bypassing the traditional incremental internationalization process and penetrating global markets within only 2.5 years. The research employed a qualitative approach using a single case study method. Data were collected through semi-structured in-depth interviews with the owner as the key informant, participatory observation, and documentation, and were analyzed using the Miles, Huberman, and Saldaña interactive model, consisting of data reduction, data display, and conclusion drawing. The findings reveal that the company’s rapid internationalization was supported by three main factors, namely visionary managerial capability reflected in entrepreneurial alertness, continuous product innovation through selective raw material use and flavor localization, and the optimal utilization of digital ecosystems such as B2B platforms and Alibaba. In addition, the study identified a “symbiotic” business model involving export aggregators to serve diaspora niche markets, which challenges the conventional assumption that Born Global firms must independently manage international logistics. Furthermore, the owner’s legal background became a strategic advantage in addressing complex halal regulations and international certification requirements. This research contributes a new perspective on the phenomenon of “non-intentional” Born Global firms and highlights the importance of legal-formal competence for MSMEs, while also providing practical insights for regional MSMEs in integrating local comparative advantages with global competitive standards.

Keywords: Born Global; Digital Marketing; Export Aggregators; Internationalization; MSMEs; Processed Food.

Received: Februari 03, 2026

Revised: March 10, 2026

Accepted: April 17, 2026

Published: May 15, 2026

Curr. Ver.: May 15, 2026



Copyright: © 2025 by the authors.
Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>)

1. Introduction

In the dynamics of an integrated digital economy, the international expansion paradigm has shifted from the conventional, gradual Uppsala model toward the Born Global phenomenon. Born Global firms are characterized by their ability to penetrate international markets shortly after their inception, often in less than three years. In East Java, PT Makmur Susanti Grup emerges as a unique representation of this phenomenon. As a processed food MSME, the company successfully achieved global penetration within just 2.5 years—an achievement that challenges traditional theories and confirms that firm size is no longer a primary barrier to competing on the international stage.

The urgency of this research lies in the strategic role of processed foods as a regional economic driver, which is now required to meet rigid global standards. PT Makmur Susanti Grup demonstrates that export success depends heavily on the precision of selecting specific raw materials, such as *ketan* taro, sweet purple yams, and bananas at specific ripeness levels to guarantee visual quality. These quality standards are reinforced through high-temperature production processes using cooking oil that passes organoleptic testing. Understanding how these technical standards are managed is crucial for other MSMEs seeking to replicate success in penetrating stringent markets such as Singapore and Malaysia.

However, a significant research gap exists between theoretical literacy and operational reality in the field. While most Born Global studies emphasize logistical independence, PT Makmur Susanti Grup demonstrates a successful pattern through a collaborative strategy with export aggregators. The reliance on aggregators to meet a minimum quota of 100 kg per month for the Indonesian diaspora abroad creates a "symbiotic" business model that has not been widely discussed in the literature on MSME internationalization (Setiawan et al., 2024; Salsabila & Ribhan 2025).

Furthermore, the fact that this company did not have an export orientation from the outset (non-intentional) yet was able to adapt quickly constitutes an intriguing anomaly to classical entrepreneurial orientation theory. The novelty of this research is found in the owner's background as a Bachelor of Law and a Halal Product Process Assistant (PPPH). This legal-formal competence has proven to be a strategic asset in navigating halal regulations and certifications, which are often "walls" for food MSMEs. Moreover, highly specific flavor adaptation strategies such as focusing on seaweed and cheese variants for the Singaporean market, and Balado and Barbecue for the Malaysian market—indicate a very high level of international marketing strategy maturity (product localization) at the MSME level (Devana & Rustariyuni, 2025; Suteja & Kresnandra, 2025).

The integration of government support through the Ministry of Agriculture's YESS program and guidance from the East Java Provincial MSME Office also serves as a key determinant that accelerated the company's business scale. This support is not limited to technical assistance but also includes access to financing instruments such as KUR (People's Business Credit), which strengthened the capital structure to meet export demands. The synergy between the owner's intellectual capital (legal and halal expertise), the government ecosystem's support, and the utilization of digital platforms like Alibaba creates a resilient Born Global model, despite its initial growth from local coaching (Hayati & N, 2025).

Therefore, this research is vital to analyze how PT Makmur Susanti Grup is able to synergize the comparative advantage of local raw materials (*ketan* taro and purple yams) with the competitive advantage of regulatory mastery and aggregator networks. Focusing on distribution for the Indonesian diaspora abroad provides a new perspective on niche markets as a stepping stone for MSMEs toward broader global markets. Through this case study, it is expected that a formulation of determinant strategies for export success can be identified and widely implemented by other processed food MSMEs in East Java.

2. Literature Review

To date, there is no global consensus regarding a single definition of MSMEs, as each country and international organization maintains varying standards. This disagreement arises from the different indicators used as benchmarks for business classification. Generally, MSME boundaries are determined through quantitative criteria such as the number of employees, initial capital, and annual turnover as well as qualitative criteria, which include the level of technology, organizational structure, management, and target market reach.

Prior to the existence of integrated regulations in Indonesia, various institutions such as Bank Indonesia, the Central Bureau of Statistics (BPS), and the Ministry of Cooperatives had differing definitions tailored to their respective institutional interests. The primary focus of these definitions generally rested on quantitative aspects, particularly asset ownership value and total annual income. This condition led to overlapping references in classifying the scale of small businesses within the country.

During the period of Law Number 9 of 1995, small businesses were defined as productive enterprises owned by Indonesian citizens that stood independently and were not affiliates or branches of medium or large companies. Specifically, this old regulation limited

the small business category to entities with a maximum net worth of IDR 200 million (excluding land and buildings) or those with maximum annual sales of IDR 100 million.

Along with the evolving economic dynamics, the enactment of Law Number 20 of 2008 provided clearer boundaries in separating the criteria for micro, small, and medium enterprises. Micro-enterprises were established as productive businesses owned by individuals, while small and medium enterprises were defined as independent economic ventures that are not subsidiaries or branches of large corporations. This standardization aims to ensure that each business level receives protection and empowerment appropriate to their net worth capacity and annual sales performance.

The Concept of Born Global

The Born Global concept, often referred to as International New Ventures (INV), represents an anomaly in traditional internationalization theories, which typically follow incremental patterns such as the Uppsala Model. According to Knight and Cavusgil (2004), a Born Global firm is an entity that, from its inception or within a very short period (usually less than three years), expands into international markets and generates at least 25% of its revenue from exports. Unlike conventional firms that prioritize the domestic market first, these companies possess a global vision from their first day of operation and view the world as a single market, unrestricted by national borders. This phenomenon is triggered by fundamental changes in the global business environment, including advancements in digital technology and declining transportation costs. Based on a study by Madsen and Servais (1997), the existence of Born Global firms is heavily influenced by the entrepreneurial characteristics of the owners or managers, who possess an international orientation and the ability to identify opportunities in niche markets worldwide. Instead of relying on large physical asset ownership, these companies emphasize knowledge-based advantages, product innovation, and the utilization of global networks to overcome the resource constraints they face during their early stages.

Theoretically, Oviatt and McDougall (1994) explain that Born Global firms challenge old paradigms by proving that limitations in company size and age are no longer primary barriers to competing on an international stage. Their competitive advantage lies in agile and adaptive organizational capabilities that respond very quickly to foreign market dynamics. In today's digital economy era, this concept has become highly relevant for MSMEs that utilize global e-commerce platforms, enabling even small-scale enterprises to operate immediately at an international level without undergoing long and complex stages of domestic expansion.

MSME Internationalization and Go-Global Strategies

MSME internationalization is defined as a process of proactive firm involvement in cross-border economic transactions, which demands the readiness of mature international marketing strategies. According to Hollensen (2017), the success of this expansion depends heavily on the ability of MSMEs to balance global standardization with product and promotional adaptation to meet specific local market preferences. Beyond marketing strategy, innovation in product and packaging serves as a primary determinant in enhancing competitiveness; innovative products offer not only functional value but also a unique identity that distinguishes them from competitors in the global market. On the other hand, the expansion of market access is significantly influenced by the strength of networking or business networks possessed by entrepreneurs. Extensive networks enable MSMEs to acquire market information, resources, and strategic partners crucial for minimizing risks in new environments. The role of these networks is currently further amplified by the adoption of digital technology. Digitalization functions not merely as a communication tool, but as an acceleration platform for MSMEs to penetrate global markets more efficiently and cost-effectively through e-commerce and digital marketing, which technically eliminates traditional geographical barriers. The success of the entire internationalization process ultimately culminates in managerial capabilities and compliance with export product standards. Knight and Cavusgil (2004) emphasize that the international orientation and managerial skills of business owners are the primary drivers for risk-taking in foreign markets. These capabilities must be accompanied by adherence to rigorous international quality, safety, and certification standards. Without compliance with the product standards applicable in the destination country, the innovation and technology utilized will be unable to overcome technical barriers to trade; thus, meeting these standards is an absolute prerequisite for MSMEs to gain the trust of global consumers.

Conceptual Framework

Ideal Conditions (Grand Theory)

Theoretically, this research is built upon the foundation of the Resource-Based View (RBV), which asserts that the competitive advantage of MSMEs stems from the possession of unique and inimitable internal assets. This is integrated with International Entrepreneurship Theory to explain the success of rapid global expansion, also known as the Born Global phenomenon. Within this framework, internationally-oriented managerial capabilities, the utilization of digital technology, product and packaging innovation, and the strength of networking serve as the primary driving factors (independent variables) that determine an enterprise's readiness to cross national borders. The success of such internationalization depends not only on internal factors but also involves an intervention process through compliance with export product standards and the implementation of adaptive international marketing strategies. Fulfilling global regulatory standards and adjusting the marketing mix function as mediating variables that bridge internal potential with the realities of the competitive foreign market. Ultimately, the integration of these elements culminates in the enhancement of MSME internationalization performance (dependent variable), which is measured through significant export volume, the breadth of overseas market reach, and the successful transformation into a Born Global business entity.

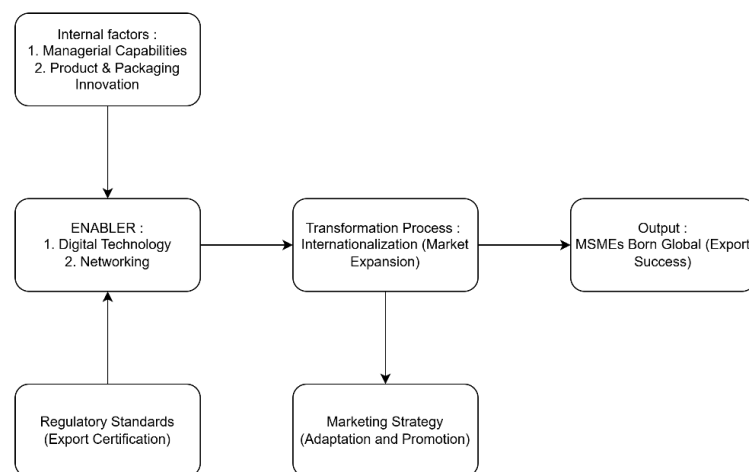


Figure 1. Managerial Capability and Innovation Framework

In this study, it is assumed that Managerial Capability and Innovation serve as the initial capital. However, this capital will not reach its maximum potential without the support of Digital Technology and Networking acting as accelerators. All of these factors must be tested against Export Product Standards to ensure the execution of an effective Marketing Strategy. The ultimate result is the creation of an MSME with high performance in the international market from its early stages of establishment (Born Global).

Research Propositions

The series of propositions in this study begins with the premise that managerial capabilities possessing a global vision, combined with the strength of business networking, serve as the primary drivers that significantly accelerate international market penetration for MSMEs. This is supported by the second proposition, which states that the utilization of digital technology and continuous innovation in products and packaging are key elements in enhancing competitiveness, thereby enabling MSMEs to compete on equal footing with global brands in foreign markets. Furthermore, the third proposition asserts that compliance with export product standards and international certifications acts as an absolute prerequisite that determines the effectiveness of product innovation in overcoming regulatory barriers abroad. This is subsequently synergized with the fourth proposition, which posits that the implementation of adaptive international marketing strategies, while maintaining global quality standards, will consistently improve export performance. In conclusion, the fifth proposition states that a complete synergy between internal capabilities, technological mastery, and network expansion will ultimately facilitate the transformation of MSMEs from domestic-scale businesses into resilient and competitive Born Global entities.

Research Type and Approach

This study employs a qualitative approach with a single case study method. The qualitative approach was selected to gain a profound understanding of the born global phenomenon in MSMEs, particularly regarding the determinants of success in entering international markets. The case study method is utilized as the research focuses on a specific export-oriented processed food MSME in East Java, allowing the researcher to extract comprehensive, contextual, and in-depth information concerning the company's internationalization strategies and processes.

Research Location and Object

This research focuses its analysis on PT Makmur Susanti Group, a cassava chip producer based in Tulungagung, East Java, which has successfully implemented born global characteristics through international export activities. The purposive selection of this object is highly appropriate as it meets all research criteria, notably that its cassava chip products possess a long shelf life, enabling international distribution without compromising quality. As a processed food business unit managed directly by its owner, PT Makmur Susanti Group represents the close link between managerial capabilities and global market success, ranging from production technology mastery to compliance with stringent export standards. The company's involvement in reaching international consumers demonstrates the synergy between local product innovation and effective global marketing strategies. Its operational location in Tulungagung provides a strong context for how regional MSMEs can leverage business networks and digital technology to overcome geographical barriers. With the owner's willingness to serve as the key informant, this study explores in depth how PT Makmur Susanti Group executes its internationalization strategy to transform from a productive enterprise in East Java into a competitive entity in international trade.

Research Informants

The focus of this qualitative research is to explore in depth the early internationalization (born global) phenomenon at PT Makmur Susanti Group. Specifically, the study examines how the interaction between the owner's managerial capabilities, product innovation adaptation, and the utilization of digital networks can overcome resource constraints to penetrate global markets. The primary focus is directed toward the unique strategies employed by this Tulungagung-based company in meeting export standards and maintaining a competitive advantage on the international stage.

Types and Sources of Data

- a. Data Types: The data used are qualitative, consisting of interview results, business experience narratives, and descriptions of export strategies.
- b. Data Sources:
 - 1) Primary Data: In-depth interviews with the MSME owner.
 - 2) Secondary Data: Business documentation, social media content, and scientific literature related to the born global phenomenon.

Data Collection Techniques

- a. In-depth Interviews: Semi-structured interviews focusing on business background, export processes, international marketing strategies, product innovation, quality standards, barriers, and success factors.
- b. Documentation: This includes products, packaging, certifications, proof of export, and promotional media.
- c. Observation (Optional): Limited observations conducted to understand the production process and business operations.

Data Analysis Techniques

Data are analyzed using the Miles, Huberman, and Saldaña Interactive Model, which consists of three concurrent activity flows:

- a. Data Reduction: Summarizing and selecting core data from interviews and field notes related to the born global strategy, while discarding irrelevant data.
- b. Data Display: Organizing data systematically in the form of descriptive narratives, charts, or matrices to facilitate an understanding of the company's internationalization patterns.
- c. Conclusion Drawing/Verification: Formulating propositions or final findings regarding the internationalization model implemented by PT Makmur Susanti Group.

Data Validity Testing

To ensure the credibility of this qualitative research, the researcher employs Triangulation techniques:

- a. Source Triangulation: Comparing information obtained from the business owner with accounts from operational staff and supporting documents (such as export invoices or quality certificates).
- b. Technical Triangulation: Checking data validity by using different data collection methods for the same source (e.g., verifying interview results with field observations at the Tulungagung factory).
- c. Time Triangulation: Collecting data at different times to observe the consistency of the strategy patterns executed by the company.

Research Focus

The research focus encompasses entrepreneurial orientation, product and packaging innovation, international marketing strategies, business networks, digital technology utilization, managerial capabilities, and product standard readiness.

Research Procedures

The research procedure is conducted through three main stages:

- a. Orientation Stage: Conducting initial observations and documentation studies regarding the profile of PT Makmur Susanti Group and its export achievements.
- b. Exploration Stage: Carrying out semi-structured in-depth interviews with informants and performing participatory observations of production processes and marketing management.
- c. Member Check Stage: Re-checking the findings with the informants to ensure the researcher's interpretations align with the reality experienced by the business actors.

4. Results and Discussion

The research results reveal that PT Makmur Susanti Group consistently implements a rapid internationalization model driven by the visionary managerial capabilities of the business owner. Instead of following conventional growth patterns, the company successfully expanded into foreign markets within a short period after its inception, utilizing cassava chips as its flagship product. This success is inseparable from product specifications specifically designed to meet export quality standards, particularly regarding optimal shelf life, ensuring that the integrity of taste and texture is maintained despite enduring long-cross-border distribution routes. In operational aspects, the utilization of digital technology has proven to be a primary catalyst in reducing geographical barriers for this Tulungagung-based MSME. The use of business-to-business (B2B) platforms and social media optimization enables the company to interact directly with international buyers, allowing the market penetration process to occur without passing through complex and lengthy domestic distribution chains. This digitalization provides significant efficiency, creating space for the company to compete on a global scale through real-time access to information and communication with overseas partners. Furthermore, field findings confirm that compliance with international food safety standards is a decisive factor in product acceptance in the global market. The possession of various global quality certifications serves as a strategic "passport," providing safety assurance for foreign consumers while simultaneously opening access to modern retail networks abroad. The synergy between international legality, technological innovation, and standardized product quality ultimately consolidates PT Makmur Susanti Group's position as a competitive and resilient born global entity amidst the competition of the international processed food industry.

The success of PT Makmur Susanti Group as a born global entity is validated by International Entrepreneurship Theory, which emphasizes that the courage to conduct early international expansion is driven by the entrepreneurial orientation of the business owner. In this context, the owner's managerial capabilities are not limited to production ability but also include proficiency in identifying global market opportunities before the domestic market becomes saturated. This phenomenon proves that the "person behind the desk" factor, or entrepreneurial alertness, is the primary determinant of why an MSME from a region like Tulungagung can possess a global mindset that transcends traditional geographical boundaries.

The innovation strategy applied to packaging and cassava chip flavor variants demonstrates that the company understands the importance of product adaptation over mere standardization. Such innovation is not aimed solely at visual aesthetics but represents a strategic response to differing consumer preferences, overseas labeling regulations, and stringent international food safety standards. By adjusting flavor compositions and packaging durability, PT Makmur Susanti Group successfully transformed a local product into a global commodity with high bargaining power in the eyes of international consumers, who maintain quality expectations distinct from those of local consumers.

Furthermore, the effectiveness of the company's internationalization is reinforced by the strength of networking proactively built through participation in international trade fairs and strategic collaborations with trade attachés and the ITPC (Indonesian Trade Promotion Center). These networks serve as risk mitigation instruments against market uncertainty and bureaucracy in destination countries, which often pose obstacles for MSMEs. This discussion reinforces the argument that limitations in financial resources or business scale are no longer primary barriers to expansion, provided the company can integrate digital technological proficiency with a commitment to consistent and globally standardized product quality.

Comparison

When compared to traditional internationalization models such as the Uppsala Model, the strategy executed by PT Makmur Susanti Group exhibits significant anomalies and differences. Conventionally, the Uppsala Model suggests that firms expand incrementally, starting from the domestic market and moving toward neighboring countries with geographical proximity or cultural similarity (psychic distance) to minimize risks. In contrast, PT Makmur Susanti Group demonstrates born global characteristics by bypassing these evolutionary stages, directly targeting foreign markets with high demand potential despite being physically and culturally distant from the production site in East Java.

Another striking difference lies in how the company overcomes foreign market ignorance. In the traditional model, market knowledge is acquired through long-term, gradual operational experience (learning by doing). However, PT Makmur Susanti Group accelerated this process through the mastery of digital information access. The company did not need to wait years to understand its target markets; instead, they leveraged digital platforms and global market data to make rapid expansion decisions. This indicates that information technology mastery has replaced chronological experience as the primary instrument for reducing internationalization uncertainty.

This comparison provides a new insight: in the digital economy era, the drivers of internationalization have shifted from mere physical proximity to digital logistical efficiency and global connectivity. Local MSMEs now have equal opportunities as large corporations to reach consumers anywhere in the world, provided they possess adequate digital infrastructure. Thus, the born global model implemented by PT Makmur Susanti Group proves that speed and agility in adopting technology are far more decisive for export success than the scale of physical assets owned by a company.

5. Conclusions

This research concludes that PT Makmur Susanti Group is a tangible representation of the successful born global phenomenon within the processed food MSME sector in East Java. The company's success in penetrating international markets since its early operational stages proves that internationalization is no longer a monopoly of large-scale enterprises. This process is triggered by three interacting pillars: visionary managerial capabilities in identifying global opportunities, continuous product innovation oriented toward international food safety standards, and the optimal utilization of the digital ecosystem to shorten global distribution chains.

Furthermore, the conclusion indicates that the operational sustainability of PT Makmur Susanti Group in foreign markets depends heavily on compliance with export standards and the strengthening of international business networks. Quality and food safety certifications are not merely administrative obligations but strategic tools to build global consumer trust in Indonesian products. Additionally, the company's ability to foster relationships with strategic partners abroad is key to maintaining market share amidst the increasingly competitive and dynamic global snack industry.

Practically, the internationalization model practiced by PT Makmur Susanti Group can serve as a reference or benchmark for other MSME actors in Indonesia. These findings convey an important message: an international market orientation can be achieved without waiting for a company to become large in the domestic market first. With mature product quality preparation from the production line, fulfillment of international regulatory standards, and appropriate adaptation of information technology, regional MSMEs possess immense potential to contribute to national economic growth through sustainable export channels.

References

- Afifah Hayati, & Nugraeni, N. (2025). The influence of business capital, accounting knowledge, and e-commerce use on the sustainability of MSMEs in Bantul Regency. *EPaper Bisnis: International Journal of Entrepreneurship and Management*, 2(4), 197–204. <https://doi.org/10.61132/epaperbisnis.v2i4.634>
- Andersson, S. (2025). Innovations and long-term international growth in born globals. *Industrial Marketing Management*, 124, 150–161. <https://doi.org/10.1016/j.indmarman.2024.11.016>
- Annisa Salsabila, & Ribhan, R. (2025). Porter's five forces and competitive advantage: A study on banana chips MSMEs in Bandar Lampung. *Green Inflation: International Journal of Management and Strategic Business Leadership*, 2(1), 115–126. <https://doi.org/10.61132/greeninflation.v2i1.204>
- Capability, Dynamic, The, I. N., Literature, Systematic, Of, Review, Impact, I. T. S., & Organizational, O. N. (2025). Capability in the digital and sustainability era: A systematic literature review of its impact on organizational. 4(12), 4407–4422.
- Forsberg, P., & Hulsink, W. (2025). Strategies of born regional and born global firms in the European financial service sector. *Journal of International Entrepreneurship*, 23. <https://doi.org/10.1007/s10843-024-00354-9>
- Galuh, U. (n.d.). *International marketing*.
- Gusti Ayu Leela Laksmi Devana, & Surya Dewi Rustariyuni. (2025). Analysis of the effect of QRIS usage, e-commerce, and capital on MSMEs income in Tabanan Regency. *EPaper Bisnis: International Journal of Entrepreneurship and Management*, 2(1), 52–64. <https://doi.org/10.61132/epaperbisnis.v2i1.445>
- I Nyoman Gede Berata Suteja, & Anak Agung Ngurah Agung Kresnandra. (2025). The influence of personal ability, perceived ease of use, usefulness, and security risk on MSMEs' cloud accounting interest. *EPaper Bisnis: International Journal of Entrepreneurship and Management*, 2(3), 23–34. <https://doi.org/10.61132/epaperbisnis.v2i3.421>
- Iman Arief Setiawan, Rudianto, R., Alfred Inkiriwang, & Marisi Pakpahan. (2024). Analysis of the role of digital marketing in the development of micro, small and medium enterprises (MSMEs) in Cibinong District. *Digital Innovation: International Journal of Management*, 2(1), 1–18. <https://doi.org/10.61132/digitalinnovation.v2i1.141>
- Knight, G. A., & Cavusgil, S. T. (2004). Innovation, organizational capabilities, and the born-global firm. *Journal of International Business Studies*, 35, 124–141. <https://doi.org/10.1057/palgrave.jibs.8400071>
- Knight, G., Khan, Z., & Nummela, N. (2025). Born globals, international new ventures, and international entrepreneurship: Reflections and a research agenda. *International Business Review*, 34(4), 102421. <https://doi.org/10.1016/j.ibusrev.2025.102421>
- Madsen, T. K., & Servais, P. (1997). The internationalization of born globals: An evolutionary process? *International Business Review*, 6(6), 561–583.
- Maulana, S., & Rohana, H. (n.d.). *No title*.
- Mcdougall, P. P., & Oviatt, B. M. (1993). *Georgia State University Georgia Institute of Technology*, (August), 45–64.
- MSMEs, Concepts. (2022). Definitions, criteria, and concepts of MSMEs, 1–13.
- National Seminar & Conference call for papers: “Empowering SMEs to improve n.” (n.d.).

No title. (2025).

Paper, Working, & Creation, Job. (2011). Small vs. young firms across the world contribution to employment, job creation, and growth. (*April*).

Tambunan, T. (2019). Recent evidence of the development of micro, small and medium enterprises in Indonesia. *4*.

Tambunan, T. T. H., & Studies, Business Competition. (2019). 2(03). <http://doi.org/10.35409/IJB-MER.2019.88105>

Te, J., & Hun, T. A. (n.d.). Fair structural reform of micro, small, and medium enterprises (MSMEs) to enhance competitiveness in the era of liberalization.