JEMSI: Jurnal Ekonomi Manajemen Sistem Informasi
E-ISSN: 2686-5238
P-ISSN: 2686-4916
https://dinastirev.org/JEMSI dinasti.info@gmail.com +62 811 7404 455
DOI: https://doi.org/10.38035/jemsi.v7i4
https://creativecommons.org/licenses/by/4.0/
Received: 2 February 2026 | **Revised:** 2 March 2026 | **Accepted:** 19 April 2026

Policy Transformation for MSMEs Export Development Based on Local Potential: A Case Study of Yogyakarta City, Indonesia

Susanto Susanto[1], Ahmad Ma'ruf[2], Agus Tri Basuki[3]
[1]Department of Magister Economics, Faculty of Economics and Business, Universitas Muhammadiyah Yogykarta,Daerah Istimewa Yogyakarta, Indonesia, susantosayajogja@gmail.com
[2]Department of Magister Economics, Faculty of Economics and Business, Universitas Muhammadiyah Yogykarta, Daerah Istimewa Yogyakarta, Indonesia, ahmadmaruf@umy.ac.id
[3]Department of Magister Economics, Faculty of Economics and Business, Universitas Muhammadiyah Yogykarta, Daerah Istimewa Yogyakarta, Indonesia, agus.tri@umy.ac.id

Corresponding Author: susantosayajogja@gmail.com[1]

Abstract: *The transformation of MSMEs export policies based on local potential is a strategic effort to enhance regional economic competitiveness. This study analyzes the readiness and strategic direction of MSMEs export development in Yogyakarta City using SWOT analysis and the Eisenhower Matrix. A qualitative approach was applied, with data collected through in-depth interviews with MSMEs actors, policy document analysis, and secondary export data. SWOT analysis was employed to identify internal and external factors influencing MSMEs export performance, while the Eisenhower Matrix was used to prioritize strategies based on urgency and importance.The results indicate that MSMEs in Yogyakarta City have strong potential derived from creative and culture-based products, alignment with global market trends, and high entrepreneurial motivation. Nevertheless, export development is constrained by limited production capacity, weak access to financing, low compliance with international standards, and underdeveloped marketing and logistics systems. Priority strategies categorized as urgent and important include strengthening export capacity and production standards, accelerating international certification, improving financing and logistics efficiency, and enhancing digital marketing and global buyer networks. The study concludes that an integrated and adaptive policy framework is essential to strengthen MSMEs export competitiveness and ensure sustainable, locally driven export growth.*

Keywords: Export Strategy, Eisenhower Matrix, Local Potential, MSMEs, SWOT Analysis.

INTRODUCTION

International trade constitutes one of the principal pillars of both national and regional economic development. In the Indonesian context, exports serve as a strategic instrument to stimulate economic growth, increase foreign exchange earnings, expand employment opportunities, and strengthen the global competitiveness of local products (Rochani et al., 2024). Through various strategic policy frameworks, including the National Medium-Term Development Plan (RPJMN) 2020–2024, the Government of Indonesia has prioritized

increasing export contributions, particularly from Micro, Small, and Medium Enterprises (MSMEs), which have long served as the backbone of the national economy.

Several economic sectors with strong national potential and practical applicability have been identified in Yogyakarta City and its surrounding areas as prospective export commodities (Jurnal et al., 2019), notably handicrafts, culinary products, and fashion. The integration of Yogyakarta distinctive local culture into its products represents a significant competitive advantage for business actors in the Special Region of Yogyakarta (DIY). BPS, MSMEs account for more than 90% of business entities in DIY and contribute substantially to employment creation in both formal and informal sectors.

Despite this potential, MSME actors continue to face numerous constraints, including limited market access, insufficient information on export regulations, unstable production capacity, quality standardization challenges, and financing difficulties (Salsabila et al., 2025). Additional obstacles arise from inadequate technical assistance and limited access to export-supporting institutions, such as certification bodies, export financing agencies, and global digital platforms (Fitriyani et al., 2025). In this regard, strengthening the regional export ecosystem has become an urgent and unavoidable priority.

Increasing global market competition and rapid digital transformation necessitate new strategies for regional export development. Digitalization offers MSMEs opportunities to penetrate international markets through e-commerce platforms (Nurhaliza, 2025) and cross-border trade mechanisms. However, these opportunities simultaneously require enhanced capacities in product innovation, quality standardization, packaging, branding, and compliance with international regulations and certifications (Wulandari et al., 2026). Without data-driven and evidence-based strategies, efforts to improve MSMEs export competitiveness will remain difficult to realize.

Various MSMEs in Yogyakarta City have already produced export-ready goods, including handicrafts, processed food, fashion products, and items rooted in local cultural heritage (Solihah & Septiawan, 2024). Nevertheless, limited access to markets, regulatory information, production capacity, and financing remains a major challenge (Rayhannisa & Pambudi, 2024.) This study is therefore expected to formulate export development strategies that not only enhance regional economic value but also expand the participation of local MSMEs in global value chains while adhering to principles of sustainability and inclusivity.

METHOD

This study employs a qualitative approach to analyze the transformation of MSME export policies based on local potential in Yogyakarta City. This approach is adopted to obtain an in-depth understanding of the empirical conditions faced by MSMEs in Yogyakarta. Research data were collected through in-depth interviews with MSME actors and supported by documentary analysis of relevant regulations, policy reports, and secondary data sources.

Data analysis was conducted using SWOT analysis and the Eisenhower Matrix. SWOT analysis was applied to identify internal and external factors influencing MSME export development, thereby formulating strategic issues grounded in local potential. Subsequently, the Eisenhower Matrix was utilized to classify and prioritize policy strategies based on their levels of urgency and importance. This integrated analytical framework enables the formulation of focused, effective, and sustainable MSME export policy transformation recommendations for Yogyakarta City.

RESULTS AND DISCUSSION

SWOT ANALYSIS

The data collected from MSMEs operating across various industrial sectors were analyzed to identify internal factors in the form of strengths and weaknesses, as well as external factors comprising opportunities and threats that influence MSMEs' readiness and export

development. These factors were mapped using a SWOT matrix, as presented in the following table, which serves as the foundation for formulating export development strategies and policy priorities for MSMEs.

Table 1. SWOT Analysis

Strengths	Weaknesses
Strong creative and culture-based products	Limited export knowledge and capacity
Some MSMEs have prior export experience	Weak marketing performance (dominant issue)
Culinary and fashion products aligned with global trends	Limited access to capital
Wide product variety	Low production capacity and inconsistent quality
Partial ownership of production facilities	Lack of certifications (halal, HACCP, SNI)
Many products are already "buyer-ready"	Packaging and design not yet compliant with international standards
High motivation among MSMEs to scale up	Weak export-oriented mindset
	Limited access to buyers and global distribution channels
Opportunities	**Threats**
High global demand for ethnic and creative products	Competition from low-cost products from other countries
Government-supported trade fairs and trade missions	High international logistics costs
International marketplaces facilitate export access	Complex export–import regulations in destination countries
Export logistics cooperation becoming more affordable and accessible	Raw material price volatility
Government and banking financing schemes	Risk of product rejection at customs
Global trends toward eco-friendly and fair-trade products	Dependence on a single marketing platform
Many destination countries are increasingly open	Global economic uncertainty
Strong social media presence of local MSMEs	

Source: Primary Data Processed, 2026

The table indicates that MSMEs in Yogyakarta City possess key strengths in the form of creative and culture-based product characteristics, a wide variety of products, alignment with global trends in the culinary and fashion sectors, and a high level of motivation among business actors to scale up and penetrate export markets. Nevertheless, several dominant weaknesses persist, including limited export knowledge and capacity, constrained access to capital, weak marketing capabilities, inadequate compliance with international certification and packaging standards, and limited access to buyers and global distribution channels.

From an external perspective, opportunities for MSME export development are supported by strong global demand for ethnic and creative products, the availability of government-led trade fairs and trade missions, improved accessibility through international marketplaces, as well as financing schemes and the growing global trend toward environmentally friendly products. Conversely, various threats such as competition from low-cost products, high international logistics costs, the complexity of export import regulations, raw material price volatility, and global economic uncertainty must be carefully considered in formulating effective MSME export development strategies.

Table 2. SWOT Strategy Matrix

SWOT Combination	SO (Strength–Opportunity)	SWOT Combination	WO (Weakness–Opportunity)

S1, S3 + O1, O6, O8	Strengthening culture-based product branding through social media to capture global demand for creative products.	W1, W4 + O2, O5	Enhancing export capacity and production standards through training programs and financial support.
S2, S6 + O2, O7	Optimizing international trade fairs and trade missions to expand access to export markets.	W5 + O5	Accelerating the fulfillment of internationally recognized product certifications.
S4, S6 + O1, O3	Product diversification and utilization of international marketplaces to reach global market segments.	W2, W6, W8 + O3, O8	Strengthening digital marketing capabilities and expanding global buyer networks.
S5, S7 + O4, O5	Strengthening production capacity and logistics efficiency through financial support schemes.	W3, W6, W4 + O5, O4	Improving packaging quality, product design, and production capacity.
SWOT Combination	**ST (Strength–Threat)**	**SWOT Combination**	**WT (Weakness–Threat)**
S1, S3 + T1	Differentiating products based on cultural uniqueness to enhance non-price competitiveness.	W1, W4, W5 + T3, T5	Strengthening compliance with export standards and documentation to minimize rejection risks.
S2, S6 + T5, T3	Strengthening quality standard operating procedures (SOPs) and compliance with export regulations.	W3 + T2	Utilizing financial and logistics support to improve export cost efficiency.
S4, S7 + T6	Diversifying digital marketing channels to mitigate market risks.	W2, W7 + T7	Strengthening risk management capacity and market adaptability.
S5 + T4	Optimizing local resources to reduce raw material price volatility.	W4, W8 + T1, T2	Developing inter-MSME collaboration to enhance production scale and efficiency.

Source: Primary Data Processed, 2026

This discussion examines the development of MSME export policy strategies in Yogyakarta City based on the SWOT Strategy Matrix, which is employed to capture the dynamic interaction between internal MSME capabilities and external global market conditions. The SWOT approach enables a comprehensive analysis of how internal strengths and weaknesses interact with external opportunities and threats as a foundation for formulating more responsive and contextual export policies (Fihlani et al., 2023). The findings indicate that effective export policies must integrate internal MSME capabilities with increasingly dynamic global demand (García-Álvarez de Perea et al., 2019). In this context, strengthening digital marketing and internal capacity development emerges as a critical factor in driving MSME internationalization. These results are consistent with prior studies emphasizing that digital marketing and digital leadership play a significant role in expanding market reach and enhancing MSME export performance through digital platforms and international marketplaces (Mala et al., 2024).

The SO and WO strategies highlight that strengthening culture-based product branding and mainstreaming sustainability principles constitute fundamental pillars for enhancing MSME competitiveness in international markets. A strong product or destination image cannot be developed in isolation but requires integrated marketing efforts and comprehensive brand value chain reinforcement (Putranto & Astuti, 2022). For MSMEs, local potential should not merely function as symbolic identity but must be strategically articulated through consistent, market-oriented communication. Integrated digital marketing therefore becomes a key instrument for transforming local cultural values into global competitive advantages (Khan, 2025). Accordingly, the utilization of digital platforms and international marketplaces represents a strategic policy instrument to effectively capture global export opportunities.

More specifically, the SO strategy underscores the importance of strengthening branding rooted in local culture and sustainability as a means of differentiation amid intensifying global competition. A strong product image serves as a strategic asset that not only reflects local identity but also builds trust and loyalty among international consumers (Rizkita et al., 2025). To be effective, such an image must be communicated consistently through integrated and adaptive digital marketing strategies aligned with the characteristics of global markets (Saima & Firdaus, 2024). The literature suggests that digital marketing strategies incorporating local cultural values enhance product visibility and improve the competitive positioning of MSMEs in international markets. Thus, the SO strategy confirms that local cultural potential must be managed strategically and oriented toward market demand rather than symbolic representation.

The WO strategy indicates that despite the wide availability of export market opportunities, their utilization remains constrained by structural weaknesses inherent to MSMEs. Limited production capacity, substandard packaging quality, and low compliance with international certification requirements remain major barriers to export participation (Saima & Firdaus, 2024). These findings suggest that export policy transformation cannot rely solely on promotional interventions and market access expansion. Instead, policy measures must prioritize systematic internal capacity strengthening through technical training, continuous mentoring, certification facilitation, and financial support mechanisms (Putranto & Astuti, 2022). Through this approach, MSMEs are expected to progressively meet global market standards in a sustainable manner.

Finally, the ST and WT strategies emphasize the urgency of risk mitigation within MSME export policies in response to external threats such as exchange rate volatility, supply chain disruptions, rising logistics costs, and changes in international trade regulations. Reliance on periodic risk assessments alone may limit MSMEs' adaptive capacity in facing global trade shocks. Therefore, strengthening quality standard operating procedures (SOPs), ensuring compliance with export documentation, and improving logistics efficiency are strategic measures to minimize product rejection risks and cost uncertainty (Ninsin, 2025). Additionally, diversifying marketing channels and optimizing the use of local resources function as adaptive strategies to reduce exposure to global market uncertainty. These findings highlight the importance of integrating a sustainable, capacity-based risk management framework into MSME export policy development (Bicho, 2022).

Overall, the analysis indicates that the transformation of MSMEs export policies in the City of Yogyakarta requires an adaptive, collaborative, and long-term strategic orientation. Product and market diversification are essential for risk dispersion while simultaneously creating new growth opportunities, consistent with prior studies by (Lai, 2025) and (Ali, 2024), which identify marketing as a critical determinant of diversification success. However, the effectiveness of such strategies is highly contingent upon the presence of collaborative governance involving government agencies, MSMEs, the private sector, and higher education institutions (Tereshchenko et al., 2024). As noted by (Reswari, 2023) and (Hidayat & Saputra, 2022), weak inter-actor commitment and trust can undermine the sustainability of collaborative arrangements. Therefore, integrated, collaborative, and local potential–based MSMEs export policies constitute a fundamental prerequisite for strengthening the global competitiveness and resilience of MSMEs in the City of Yogyakarta.

Eisenhower Matrix Analysis

The Eisenhower Matrix, also referred to as the urgency–importance matrix, is employed as an analytical instrument to prioritize strategies based on their level of urgency and the significance of their potential impact. This matrix classifies strategic actions into four quadrants: urgent and important, important but not urgent, urgent but not important, and neither urgent nor important. In this study, the Eisenhower Matrix is applied as a subsequent analytical

stage following the SWOT analysis to determine priority strategies for the transformation of MSMEs export policies based on local potential in the City of Yogyakarta.

Mapping strengths, weaknesses, opportunities, and threats into the Eisenhower Matrix enables the systematic categorization of strategies according to their implementation urgency and their contribution to enhancing MSME export readiness. The results of this prioritization process provide a more operational and targeted basis for policy formulation, allowing policy interventions to focus on the most critical and high-impact strategies. Consequently, this approach supports the strengthening of competitiveness and the long-term sustainability of MSMEs exports in the City of Yogyakarta, as illustrated in the matrix presented below.

Table 3. Eisenhower Matrix

	Urgent	Not Urgent
Important	**Do:** • Enhancing export capacity and production standards through training and financial support. • Accelerating the fulfillment of internationally recognized product certifications. • Strengthening quality SOPs and compliance with export regulations. • Improving compliance with export standards and documentation to minimize the risk of rejection. • Utilizing financial and logistics support to improve export cost efficiency. • Strengthening digital marketing and expanding global buyer networks.	**Plan:** • Optimizing international trade fairs and trade missions to expand export market access. • Improving packaging quality, design, and production capacity. • Strengthening risk management capacity and market adaptation.• Developing inter-MSME collaboration to increase production scale and efficiency.
Not Important	**Delegate:** • Strengthening culturally based product branding through social media to capture global demand for creative products. • Product diversification and utilization of international marketplaces to reach global market segments. • Enhancing production capacity and logistics efficiency through financial support. • Product differentiation based on cultural uniqueness to improve non-price competitiveness. • Diversifying digital marketing channels to mitigate market risks. • Optimizing local resource utilization to reduce raw material price volatility.	**Delete:** –

Source: Primary Data Processed, 2026

Strategies classified under the **Do** category are positioned as the highest policy priority, as they have a direct and immediate impact on enhancing export readiness and ensuring the sustainability of MSMEs exports. These strategies include strengthening export capacity and production standards through targeted training and financing schemes, accelerating the fulfillment of internationally recognized product certifications, and reinforcing standard operating procedures (SOP) related to quality control and compliance with export regulations. In addition, improving compliance with technical standards and the completeness of export documentation is a critical measure to minimize the risk of product rejection in destination

markets. The implementation of these strategies is further supported by the utilization of financial and logistics assistance to improve export cost efficiency, as well as by strengthening digital marketing capabilities and expanding global buyer networks to accelerate international market access.

The Delegate category comprises strategies that require prompt implementation but do not necessarily constitute the primary focus of direct policy intervention. These strategies include optimizing international trade fairs and trade missions to expand export market access, improving packaging quality, product design, and production capacity, strengthening risk management capabilities and market adaptability, and developing inter-MSMEs collaboration to enhance production scale and efficiency. The implementation of strategies within this quadrant is expected to be more effective when carried out through active involvement of supporting partners, business associations, and relevant stakeholders, thereby reducing the direct intervention burden on government while maintaining policy effectiveness.

Strategies categorized as Plan are directed toward strengthening the structural foundations and long-term sustainability of MSMEs export competitiveness. These strategies include enhancing culture-based product branding through social media to capture global demand for creative products, diversifying products and utilizing international marketplaces to reach broader global market segments, and strengthening production capacity and logistics efficiency through financial support mechanisms. Furthermore, product differentiation based on local cultural uniqueness is pursued to enhance non-price competitiveness, accompanied by the diversification of digital marketing channels as a market risk mitigation strategy. Optimizing the use of local resources also constitutes a key strategy to reduce the impact of raw material price volatility on business sustainability. The Delete category was not identified in this study, as all strategies derived from the SWOT analysis were considered relevant and contributive to the transformation of export policy for MSMEs based on local potential in the City of Yogyakarta..

CONCLUSION

This study demonstrates that micro, small, and medium enterprises (MSMEs) in the City of Yogyakarta possess strong export potential, supported by the creative and locally culture-based characteristics of their products, alignment with global market trends, and the strong motivation of business actors to upgrade their market position. Nevertheless, this potential continues to be constrained by a range of structural challenges, particularly limited export capacity and knowledge, inadequate access to capital, weak marketing capabilities, insufficient compliance with international certification and packaging standards, and restricted access to global buyers and distribution channels.

By integrating SWOT analysis with the Eisenhower Matrix, this study systematically maps MSME export development strategies according to their levels of urgency and importance. Strategies classified as DO underscore the need for immediate policy intervention, particularly in strengthening export capacity and production standards, accelerating international certification processes, reinforcing quality control standard operating procedures and regulatory compliance, improving financing and logistics efficiency, and enhancing digital marketing capabilities alongside the expansion of global buyer networks. Meanwhile, strategies categorized as Plan are oriented toward medium- to long-term structural strengthening through culture-based branding, product and market diversification, non-price differentiation strategies, and the optimization of local resources and digital marketing channels.

This study affirms that the transformation of MSME export policy in the City of Yogyakarta requires an integrated, adaptive, and collaborative approach. Synergy among the enhancement of MSMEs' internal capacities, supportive government policies, and the active involvement of relevant stakeholders constitutes a critical prerequisite for improving the competitiveness and long-term sustainability of MSMEs in the global market.

REFERENCES

Ali, A. N. (2024). Unveiling The Power Of Marketing In Corporate Diversification Initiatives. *BBC*, 24.

Bicho, S. (2022). *Internationalization of Portuguese SMEs to Brazil: Main barriers and motivation*. https://www.proquest.com/openview/dd2eb2c06c5f4f75b59104d1bf1d578c/1?pq-origsite=gscholar&cbl=2026366&diss=y

Fihlani, A., Musasa, G., Mago, S., & Modiba, F. S. (2023). Export support programmes for small and medium enterprises in the agro-processing sector. *Journal of Contemporary Management*, *20*(2), 260–286.

Fitriyani, I., Mustofa, A., & Yunus, E. (2025). Strategi Inovasi Produk UMKM Dalam Menghadapi Globalisasi Melalui Digitalisasi. *SENTRI: Jurnal Riset Ilmiah*, *4*(8), 923–931. https://doi.org/10.55681/sentri.v4i8.4321

García-Álvarez de Perea, J., Ramírez-García, C., & Del Cubo-Molina, A. (2019). Internationalization business models and patterns of SMEs and MNEs: A qualitative multi-case study in the agrifood sector. *Sustainability*, *11*(10), 2755.

Hidayat, W., & Saputra, A. A. (2022). Collaborative Governance in Empowerment of Small and Medium Micro Businesses (MSMEs) in the Era of Modern Retail Business Development (Case Study of MSME Grocery Stores in Pangkal Pinang City). *International Conference on Sustainable Environment, Agriculture and Tourism (ICOSEAT 2022)*, 802–808.

Jurnal, L., Gusti, I., Purnamawati, A., Herliyani, E., Ayu, D., & Agustini, E. (2019). Creative Industry And Opportunity In Export Market A R T I C L E I N F O. *International Journal of Social Science and Business*, *3*(2), 169–179. https://ejournal.undiksha.ac.id/index.php/IJSSB/index

Khan, A. (2025). Impact Of Globalization On The Promotion Of Local Pickle Brands In Bangladesh: An Analysis Within International Marketing Strategies. *Интеграция, Эволюция, Модернизация: Пути Развития*.

Lai, S. (2025). Research on the Financial Risks of Small and Medium-sized Enterprises from the Perspective of Diversification Strategy and Countermeasures. *2025 10th International Conference on Financial Innovation and Economic Development (ICFIED 2025)*, 250–256.

Mala, I. K., Mukhlis, I., Fulgentinus Danardana Murwani, & Choirul Anam. (2024). Export-Based MSME Internationalization Development Strategy: Digital Marketing and Digital Leadership in Indonesia. *Asian Journal of Management Analytics*, *3*(2), 439–448. https://doi.org/10.55927/ajma.v3i2.8674

Ninsin, S. A. (2025). *Strengthening risk management in the insurance sector amid global trade disruptions: Strategies for financial resilience*.

Nurhaliza, I. (2025). *Systematic Literature Review: Strategi Pengembangan Umkm Berbasis Teknologi Digital* (Vol. 25).

Putranto, D., & Astuti, M. T. (2022). Strengthening the Branding of Lake Toba. *KnE Social Sciences*, 122–130.

Rayhannisa, A. A., & Pambudi, A. (2024). *Collaborative Governance Pemberdayaan Usaha Mikro Kecil Dan Menengah Pasca Pandemi Covid19 di Dinas Koperasi dan Ukm Diy (Studi Kasus Aplikasi Sibakul Jogja) Collaborative Governance Empowerment of Small And Medium Micro Enterprises Post Covid19 Pandemic at the Diy Cooperative and Sme Service (SiBakul Jogja Application Case Study)*. Retrieved https://journal.student.uny.ac.id/index.php/joppar

Reswari, T. R. W. (2023). Collaborative governance in integrated MSMe management. *Srawung: Journal of Social Sciences and Humanities*, 1–13.

Rizkita, M. A., Winarno, A., Suwono, H., & Malek, N. A. N. N. (2025). Integrating cultural adaptation in digital marketing strategies: Enhancing competitiveness and sustainability in MSMEs of Java, Indonesia. *Journal of Open Innovation: Technology, Market, and Complexity*, *11*(3), 100609. https://doi.org/10.1016/j.joitmc.2025.100609

Rochani, O. S., Raoul Reginald, A., Djainul Arifin, M., & Saadah Muhammad, N. (2024). *Strategi Kebijakan Ekspor Dan Impor Terhadap Pertumbuhan Ekonomi Di Indonesia*.

Saima, S. U., & Firdaus, R. B. R. (2024). Challenges and ways forward for the Malaysian SMEs in the Halal food industry: a systematic review. *Slovak Journal of Food Sciences/Potravinarstvo*, *18*.

Salsabila, Z., Zacky Dhanuarta, M., & Winarno, A. K. (2025). PT. Media Akademik Publisher Dinamika Kebijakan Ekspor Dan Impor Indonesia di Era Globalisasi: Studi Kualitatif Terhadap Pelaku Ekspor UMKM. *JMA)*, *3*(11), 3031–5220. https://doi.org/10.62281

Solihah, U. M., & Septiawan, B. (2024). Analysis of the Use of SiBakul Jogja to Increase the Competitive Value of MSMEs Businesses in Jogja Province. *Indonesian Journal of Economic & Management Sciences (IJEMS)*, *2*(1), 169–182. https://doi.org/10.55927/ijems.v2i1.8284

Tereshchenko, E., Salmela, E., Melkko, E., Phang, S. K., & Happonen, A. (2024). Emerging best strategies and capabilities for university–industry cooperation: opportunities for MSMEs and universities to improve collaboration. A literature review 2000–2023. *Journal of Innovation and Entrepreneurship*, *13*(1), 28.

Wulandari, S. S., Maula, F. I., Pahlevi, T., Hakim, L., Handayani, S., Rahmawati, F., Muhlisin, & Zulkifli, M. F. Bin. (2026). Determinants of digitalized MSME competitiveness in improving export capacity to achieve sustainable development goals (SDGs). *Cogent Business and Management*, *13*(1). https://doi.org/10.1080/23311975.2025.2598929