

## Strategies for Managing Change and Innovation in Agricultural Smes in Wonosobo Regency, Indonesia

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Micro, Small, and Medium Enterprises (MSMEs) play a vital role in Indonesia's economy. The market opportunities and potential in Wonosobo Regency offer promising prospects for the development of MSMEs, particularly in the food sector. This study aims to provide a comprehensive understanding of change management and innovation in the development of MSMEs in Wonosobo Regency. The research utilizes a qualitative method with a descriptive approach. Data were gathered through observation, Focus Group Discussions, and in-depth interviews with the community. The collected data were analyzed using an interactive analysis technique. The results of the study indicate that the strategies for managing change and innovation in developing agricultural product-based MSMEs in Wonosobo Regency include: (1) mapping local potentials and challenges to understand the market positioning of MSMEs; (2) enhancing human resource capacity to improve skills and expertise; (3) leveraging technology and digitalization for marketing and management purposes; (4) strengthening networks and partnerships to tackle challenges and seize opportunities; (5) adapting to market and regulatory changes to remain competitive; (6) diversifying products and markets to ensure sustainable growth.

**Keywords:** Innovation, market, local potential, agricultural products, job opportunities, sustainable.

### INTRODUCTION

One important indicator in measuring the success of a country's economic development is by analyzing economic growth (Fernández-Portillo *et al.*, 2020; Oliinyk *et al.*, 2021). Economic growth in Indonesia has a crucial problem that remains unresolved to this day, which is the lack of economic equity. Economic equality can be addressed through the development of the Government Work Plan (RKP). The main focus of the RKP in Indonesia is the development of Micro, Small, and Medium Enterprises (MSMEs). (UMKM). UMKM play a very vital role in the Indonesian economy. UMKM as the protector of Indonesia's economy because they have high resilience in facing various economic challenges, one of which is recession (Blandina *et al.*, 2020). In the composition of gross domestic product (GDP), MSMEs have a relatively large segment. UMKM accounts for 99.99% of the total business actors in Indonesia, contributing 60% to the gross domestic product (Arifin *et al.*, 2023). As much as 97.22 percent of the workforce in the country has worked in the MSME sector. The Indonesian government organizes various MSME empowerment programs to enhance their role in the

national economy (Nurlinda, 2024). The synergy of the economy across all regions of Indonesia makes every layer of society more productive, thus providing opportunities to develop their businesses. Productive efforts can minimize the social processes of economic inequality in society. In a global perspective, MSMEs play a very important role in the development and growth of the economy due to their existence as the backbone of the national economy (Amutha, 2022).

Digitalization has become the key for MSMEs to expand their market reach and improve operational efficiency (Hendrawan *et al.*, 2024; Rahayu *et al.*, 2023). The use of e-commerce platforms, social media, and digital payments allows SMEs to reach a wider consumer base and increase sales (Purnomo, 2023). Developing new products or modifying existing products according to market needs can enhance the competitiveness of MSMEs. Product diversification also helps MSMEs reduce risks and reach a broader market segment. In Wonosobo, processed agricultural products such as snake fruit, bananas, and pineapples have successfully been exported to the United States and Canada, demonstrating the potential for local product innovation.

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Training and skill development for MSME actors are important to improve the quality of products and services (Aminullah *et al.*, 2024; Muttaqien and Sulistyan, 2022). The Wonosobo Regency Government has facilitated training for MSME actors to enhance their competitiveness. Collaboration with various parties, including the government, private sector, and community, can open access to resources, information, and new markets. The partnership between Wonosobo SMEs and companies has proven to expand market share. Adaptation to market trends, such as eco-friendly and sustainable products, can enhance the appeal of MSME products. The implementation of sustainable business practices also adds value in the eyes of global consumers. The success factors for SMEs are entrepreneurial interest and partnership networks (Aulia *et al.*, 2024). Interest in entrepreneurship greatly influences the success of a business. Interest is everything related to something that provides benefits and can bring satisfaction to oneself (Watson *et al.*, 2020). The interest in becoming an entrepreneur is defined as a person's desire to work independently (self-employed) or run their own business while striving to meet their living needs to the fullest. The partnership network for MSMEs is crucial for enhancing the competitiveness of MSMEs and contributing to equitable economic growth. Partnerships are regulated by the Republic of Indonesia Law Number 11 of 2020 Article 90 paragraph (1), which mandates the central and regional governments to facilitate, support, and stimulate partnership activities between medium and large enterprises with cooperatives, micro, and small businesses aimed at improving business competence and standards (Stiadi, 2021). Partnership networks are crucial for sustainable SMEs as a core and distinctive mechanism in supporting socio-ecological resilience (Badoc-Gonzales *et al.*, 2021; Silva *et al.*, 2021). Characteristics and partnership networks have great potential in enhancing SMEs. Factors related to SME competencies, human resources (HR), and social aspects are very important for SME growth (Ellitan, 2014). The success of MSMEs can be measured by their success in achieving their goals. Aspects that support success include seven indicators, namely increased capital, increased number of products and customers, business expansion, market area expansion, improved physical facilities, and increased business revenue (Suryadi *et al.*, 2022; Udayana *et al.*, 2021). However, currently, MSMEs in the Asian region are facing difficulties in market competition due to weak research related to market preferences. Market preference research refers to the research process conducted in the context of product marketing for micro, small, and medium enterprises. UMKM actors can identify areas that need improvement as well as the right marketing strategies to seize opportunities. The development of MSMEs refers to the potential or possibilities that can be utilized by the actors to enhance business growth, both in terms of sales, market share, products, and services offered. These opportunities can arise

from various factors, including changes in market conditions, technological developments, government policies, and consumer trends. According to the Regulation of the Minister of Cooperatives and SMEs of Indonesia No. 07/PER/M.KUKM/VII/2015, the potential and opportunities of SMEs are demonstrated by their role as a source of community income, fulfilling domestic goods and services needs, creating job opportunities, and increasing added value that impacts poverty reduction and economic growth. According to Law No. 20 of 2008, the indicators of SME opportunities are increased economic growth, equitable and improved people's income, extensive job opportunities, and reduced poverty rates (Indupurnahayu *et al.*, 2022). There are two potential opportunities in MSMEs, namely basic potential and government policies related to the types of businesses developed by MSME actors. Basic potential is related to business analysis that can grow and develop by looking at market economic development opportunities, thus requiring the innovation and creativity capabilities of business actors. Targeted and precise government policies are very much needed as a stimulus for MSME development (Censon *et al.*, 2023; Shelly *et al.*, 2020).

Unlimited business opportunities mean that various regions can potentially become companies, provided that MSME actors are creative in developing new, innovative ideas and are adaptive to the developments of the digital economy to support the growth of their businesses (Setiawan *et al.*, 2023; Shin and Mynt, 2021). In the context of global market competition, high competitiveness is also very necessary, such as the implementation of the ASEAN Economic Community. This condition will provide challenges and opportunities, so MSMEs will enhance their competitiveness (Arifin *et al.*, 2021; Jatmiko *et al.*, 2021). Competitiveness is related to the ability to produce goods and services that meet international standards, while also maintaining a high and sustainable income level, or the ability of a region to generate high income levels and job opportunities while remaining adaptive to external competition (Abdurohim, 2023).

Business opportunities can be utilized by MSME players to enhance their position and brand awareness in the market (Jatmiko *et al.*, 2021; Redjeki and Affandi, 2021; Rusdana *et al.*, 2022). Each MSME creates a business opportunity for the community. Job opportunities are expanding, thereby reducing the number of unemployed and increasing a country's income (Arifin *et al.*, 2021; Salim *et al.*, 2022). Although having great potential to increase a country's income, MSMEs in Wonosobo Regency still face several challenges, such as the increase in quantity not being linear with quality (Trihudyatmanto, 2021). UMKM in Wonosobo Regency, numbering more than 34,010, face obstacles in developing their businesses due to the wrong mindset of UMKM actors, inadequate financial management, and the lack of facilitation budget from the Wonosobo Regency government (Al-Ajib and Mutmainah, 2022). Considering the



analysis of the local conditions, regulations, and challenges, MSME entrepreneurs in Wonosobo must be able to seize business opportunities so that MSMEs can continue to grow (Ariyanto *et al.*, 2023). This research aims to provide a comprehensive understanding of managing changes in the development of MSMEs in Wonosobo Regency by formulating strategic steps to support MSME growth and encourage sustainable local economic development.

## MATERIALS AND METHODS

**Research approach:** The research method used is a qualitative research method with a descriptive approach. This research focuses on an in-depth exploration of certain phenomena, symptoms, or social situations through narrative or word-based description techniques. Qualitative research aims to understand the meaning behind the collected data, whether from interviews, observations, or documents (Hennink *et al.*, 2020; Mezmir, 2020; Mohajan, 2018). Descriptive research is oriented towards the systematic depiction of phenomena that occur. The phenomenon can be a natural process, such as societal behavior patterns, or a result of human engineering, such as policies and innovations (Möttus *et al.*, 2020; Priya, 2021). This method is used to obtain a holistic and detailed understanding of the research subject with a focus on how and why something happens, not just "what". This combination of approaches is very suitable for examining social, cultural, or community dynamics in a specific context.

**Research setting:** This research activity is conducted from May to August 2024, located in Wonosobo Regency, specifically in the Mojotengah and Wonosobo Districts. The location of this research was chosen because it is the center of MSME development in Wonosobo Regency, which is considered successful in alleviating poverty in the area. The researcher identifies and understands the main issues being studied through literature review, initial observations, and discussions with relevant parties. This process includes identifying the main issues or phenomena, formulating relevant research questions, and determining the objectives and focus of the research (Khoa *et al.*, 2023; Tracy, 2024).

**Method of determining informants:** The method of determining informants in this research is purposive, specifically targeting the community that has MSMEs and possesses partnership networks in the fields of production, marketing, or other partnerships. Purposive sampling is one of the methods for determining informants in a study as a quick and effective strategy for obtaining information (Douglas, 2022; Firdaus *et al.*, 2024). The sources of data used are primary data and secondary data. Primary data comes from observations, in-depth interviews, recording, and documentation. In the collection of primary data, researchers gather data through field research and process field data by addressing the research problems and objectives that have

been determined (Khoa *et al.*, 2023; Monday, 2020). Secondary data comes from related government agency documents, namely government data and data from LPTP (Lembaga Pengembangan Teknologi Pedesaan) Wonosobo.

**Data Collection:** Data collection techniques are carried out through observation, in-depth interviews, note-taking, and Focus Group Discussions. In-depth interviews are used to gather information directly from key informants who have knowledge or experience related to the phenomenon being studied. The goal is to understand the informants' views, experiences, and perspectives in depth. The stages include preparing an interview guide based on open-ended questions, conducting interviews flexibly, allowing further exploration of the informant's answers, and recording conversations (with permission) for data analysis. Next is observation, which aims to directly observe activities, interactions, or social situations occurring in the field; to see behaviors or phenomena in reality, not based on stories; to capture the social and environmental context that influences the phenomena. The next technique is Focus Group Discussion (FGD), which is one of the effective data collection techniques in qualitative research. This technique involves focused discussions among several participants to explore various perspectives related to the research topic.

**Data analysis technique:** The data analysis technique uses interactive analysis consisting of data collection, data reduction, data presentation, and conclusion drawing or verification (Miles and Huberman, 1994). This technique involves a repetitive process consisting of four main steps: 1) Data Collection. At this stage, qualitative data is collected using methods such as: In-Depth Interviews: To explore the views, experiences, and perspectives of informants. Observation: To understand the behavior, processes, or social situations being observed. Documentation: To obtain data from written sources such as reports, policies, or archival records. Focus Group Discussion (FGD): To discuss the collective views of a specific group. Example in the Context of Wonosobo MSMEs: Interviews with MSME actors to understand challenges and opportunities. Observation of the production process in local SMEs, such as the processing of Dieng potatoes; 2). Data reduction. This process aims to filter, simplify, and categorize data relevant to the research objectives. Data is selected based on certain categories, for example: Challenges: Capital limitations, market access. Solution: Training programs, use of technology. The results of data reduction are presented in the form of narratives, tables, or diagrams; 3) Data presentation. The reduced data is presented in an easily understandable form, such as: Narratives: Detailed explanations of the emerging themes. Matrix or Table: To compare or group data. Diagram or Graph: To show patterns or relationships between data; 4) Drawing Conclusions or Verification. At this stage, the researcher makes interpretations based on the presented data. Conclusion Drawing: Identifying relevant patterns, themes, or



relationships. Verification is carried out through triangulation (sources, methods, time) to ensure the validity and credibility of the data. Triangulation helps validate research data, reduce the potential for data errors, present more information by considering and eliminating inconsistent data, and enhance the validity and credibility of the research, thereby increasing the researcher's confidence in their findings (Shea, 2022).

**RESULTS**

Development opportunities for MSMEs in Wonosobo Regency in this study are examined through several indicators, namely market opportunities and potential, infrastructure and accessibility, government support and policies, partnerships and human resources, technology and innovation, marketing and market reach. These indicators highlight various important aspects to understand the business conditions and prospects in Wonosobo. The development opportunities for MSMEs refer to the potential or possibilities that can be utilized by the actors to enhance business growth, both in terms of sales, market share, products, and services offered, thereby enabling the formation of a new mentality to build and combine resources to gain profits. Here is a description of strategies for managing change and innovation in various aspects in Wonosobo Regency.

The implementation of opportunity development in this research study involves identifying opportunities and providing development strategies. UMKM opportunities can be found by first identifying opportunities. Opportunity identification consists of conducting market analysis to identify products or services with high demand and evaluating the potential of Wonosobo's unique sectors. The development strategy implemented includes providing training and mentoring to enhance the technical and managerial skills of MSME actors, facilitating access to financing through microcredit programs or support from financial institutions, developing physical and digital infrastructure to support MSME operations and marketing, and encouraging collaboration between MSMEs and the government, local communities, and the private sector to strengthen networks and market access. The strategy for managing changes in MSMEs refers to the possibilities and potential for growth and success of MSMEs in market competition. The market opportunities and potential in Wonosobo have significant prospects for the development of MSMEs, especially in the food sector, creative industries, and local tourism. The sustainability of SMEs needs to be emphasized to underline the importance of adopting sustainable agricultural practices as a strategic step to support environmental sustainability and enhance the competitiveness of SMEs. The

**Table 1. Strategies for managing change and innovation in terms of market opportunities and potential for mapping local potential and challenges of SMEs in Wonosobo Regency.**

Opportunity Category	Change Management Strategy	Results Achieved
Market potential and opportunities	UMKM actors conduct market research to analyze the needs, constraints, consumers, competitors, and create effective marketing strategies, thereby understanding the potential and opportunities in the UMKM market.	Increase in revenue, marketing goals achieved, optimal utilization of resources, helping SMEs continue to grow in market competition, and expanding market targets.
Products or services that have high demand	Establishing partnerships with specific market segments that have significant potential, thereby creating high market opportunities to enhance the brand value and brand awareness of MSME products.	Providing access to a wider market, creating the impression that MSME products have been recognized by relevant and important market segments, improving product quality and marketing strategies, increasing market visibility.
Development of the local market	SMEs pay attention to the local and region-specific context, such as the local economic, social, and cultural conditions, as an effective marketing strategy to adjust to local market preferences and needs, as well as to comply with regional regulations.	Increasing the opportunities for SMEs to grow and survive in a competitive market by forging stronger partnerships with local actors, such as local farmers for raw materials or local stores for product distribution.
Sustainability of SMEs	SMEs in Wonosobo have not yet obtained green certifications, including organic certification, fair trade certification, and eco-friendly labels. In their production processes, SMEs in Wonosobo have begun adopting sustainable practices, such as organic farming and water conservation. However, based on field interviews, the implementation of these sustainable practices has not been fully optimized.	SME products struggle to penetrate premium or international markets that prioritize sustainability. Although sustainable practices have been initiated, the lack of formal recognition limits the SMEs' ability to leverage the added value of their products. Production costs remain high because water conservation and organic farming practices have not been utilized optimally. Without green certifications, SMEs in Wonosobo continue to rely on local or regional markets.

**Source:** Analysis of primary data through in-depth interviews and Focus Group Discussions in 2024.



**Table 2. Strategies for managing change and innovation in the aspects of infrastructure and accessibility for enhancing the capacity of MSME human resources in Wonosobo Regency.**

Opportunity category	Change Management Strategy	Results Achieved
Infrastructure condition	Facilitate MSME actors in leveraging opportunities related to physical and non-physical infrastructure conditions.	Has not yet optimized the operational processes of MSME production, thus unable to develop a larger customer base and not supporting the sustainable growth of MSMEs in the long term.
Accessibility	Facilitation for MSME actors to obtain physical accessibility in the form of production strengthening and production tool efficiency, as well as production tool assistance from the Rural Technology Development Agency. (LPTP).	SMEs have experienced significant improvements in operations, production capacity, product quality, and the ability to compete in a broader market. This supports the growth of SMEs and also has a positive impact on the local economy and the overall welfare of the community.
Obstacles in accessing funding sources	Facilitate MSME actors in accessing funding sources because they use a revolving capital system.	Because it uses a continuously revolving capital system, namely developing trust and independence for MSMEs, it will reduce external risks, increase resilience, and enhance flexibility in financial management.
Peran pemerintah/ lembaga keuangan dalam menyediakan akses modal bagi UMKM	Facilitate MSME actors to obtain access to capital from the government and financial institutions.	The limitation of growth to increase the production capacity of MSMEs and dependence on limited internal resources.

**Source:** Analysis of primary data through in-depth interviews and Focus Group Discussions in 2024.

**Table 3. Strategies for managing change and innovation in aspects of government support and policies in the utilization of technology and digitalization for the development of MSMEs in Wonosobo Regency.**

Opportunity category	Change Management Strategy	Results Achieved
The role of local government	The Wonosobo Regional Government provides digital marketing training to MSME actors. Business actors take advantage of the opportunity by applying the training provided as a marketing strategy for MSMEs.	Implementation of more effective marketing strategies, building a positive image of MSME products, and enhancing the resilience and adaptability of MSMEs in market competition.
Regulations of the Wonosobo Regency government	SMEs in Wonosobo Regency are taking advantage of the opportunities available by utilizing the business licensing regulations provided by the Wonosobo Regency Government to establish businesses legally and in an organized manner. UMKM actors participate in and utilize the Small Business Productivity Improvement Program (P3UK) to enhance skills and the quality of human resources.	Having clear business legality, obtaining business protection and security, ease of operations, and MSMEs can increase productivity, product or service quality, and operational efficiency.

**Source:** Analysis of primary data through in-depth interviews and Focus Group Discussions in 2024.

sustainability of agricultural production systems can include obtaining organic certification to ensure that SME products meet organic farming standards, thereby increasing their appeal in global markets. Fair Trade certification can add value by guaranteeing fair trade practices for local farmers and promoting social justice. Additionally, eco-friendly labels encourage the adoption of green labels that demonstrate a commitment to environmental preservation, helping SMEs access premium markets and build brand value. SMEs in Wonosobo currently show initial progress but still require capacity building, technical guidance, and policy support to realize their full potential in sustainability and innovation. Infrastructure and accessibility have a positive and significant impact on the success of MSMEs. Infrastructure is very important because it enhances connectivity and accessibility to access markets and potential resources. Good infrastructure and accessibility provide a competitive advantage for

business actors by reducing operational costs, increasing efficiency, and expanding market reach. Therefore, it is important for MSME actors, stakeholders, and local governments to focus on developing adequate infrastructure and improving accessibility that can support sustainable local economic growth. Here are some descriptions of the research findings regarding strategies for managing change and innovation in the aspects of infrastructure and accessibility to enhance the capacity of MSME human resources in Wonosobo Regency.

The government plays an important role in addressing the challenges faced by MSMEs in Wonosobo in developing business opportunities. The government has a role in providing training and education programs to improve the quality and capabilities of human resources, encouraging the development of alternative financial services, and introducing policies to support the growth and development of MSMEs.



The utilization of business opportunities in the category of government support and policies is expected to enable the government to make a more proactive contribution to MSMEs, especially in rural areas where there are limitations in accessing services. Here are strategies for managing change and innovation in government support and policy aspects in the development of MSMEs in Wonosobo Regency. The Wonosobo Regency Government provides support and

**Table 4. Strategies for managing change and innovation in partnership and human resource aspects in strengthening networks and partnerships with various stakeholders in MSME development in Wonosobo Regency.**

Opportunity Category	Change Management Strategy	Results Achieved
Partnership network	Maintaining a partnership network by instilling trust in partners while upholding the 3Cs: quality, quantity, and continuity in MSME products. The form of MSME partnership collaboration is consignment. (pelaku UMKM menitipkan barangnya untuk dijualkan oleh mitra yaitu toko). The government collaborates with private companies to provide access to modern technology at an affordable cost. The development of digital infrastructure is achieved through joint investment to build infrastructure that supports IoT, AI, and blockchain-based technologies.	UMKM feel more economically secure because they have access to broader and guaranteed distribution, helping UMKM to plan long-term growth better, and improving the operational efficiency of UMKM production. Partnerships and collaborations enhance SMEs' capacity to manage innovation and technological change, thereby strengthening their market competitiveness. Collaboration with universities and research institutions enables faster knowledge transfer and technological innovation that is more relevant to SMEs' needs.
Human Resources	Improving the quality and capabilities of human resources (HR) owned by SMEs in terms of managerial and technical skills by implementing good management and participating in career development programs for SME actors.	Improvement in employee retention, increased customer satisfaction, HR has strong technical skills making it easier to adapt to new technologies and innovations in the MSME industry, thus becoming a driver of positive change in MSMEs, helping the company to remain competitive and relevant in the ever-changing market.

**Source:** Analysis of primary data through in-depth interviews and Focus Group Discussions in 2024.

**Table 5. Strategies for managing change and innovation in the technological aspect in adapting to market changes and regulations for the development of MSMEs in Wonosobo Regency.**

Opportunity Category	Change Management Strategy	Results Achieved
The role of social media platforms, e-commerce, and digital technology	Facilitate MSME actors in utilizing social media platforms, e-commerce, and digital technology in business operations. The marketing strategy implemented relies solely on word-of-mouth promotion and partnerships.	Dependence on partnership networks, limited reach due to not reaching a broader audience or new markets outside the existing network, and vulnerability to changes in partnership networks.
The Role of Artificial Intelligence (AI), Internet of Things (IoT), and Blockchain	The application of AI for agricultural data analysis, weather prediction, and production optimization enables farmers to make data-driven decisions. IoT enhances operations through smart sensors that monitor soil conditions, humidity, and air quality in real-time. Blockchain is implemented in the supply chain to ensure transparency and traceability of agricultural products from farmers to consumers.	Productivity improvement through operational and managerial efficiency increases agricultural yields by 20-30%. SMEs in Wonosobo are able to compete in both domestic and international markets. Better resource management supports sustainable agricultural practices. Blockchain fosters market trust, enabling SMEs to access premium markets that value transparency.
Implementation of innovation	Understanding market and customer needs by identifying opportunities through market research, actively involving human resources, utilizing operational technology that supports innovation, and evaluating the innovations that have been implemented.	The innovation implemented in MSMEs is diversifying the flavors of MSME products. However, consumers prefer the original flavor of MSME products because it is considered more authentic and has a signature taste.
Digital Literacy Training	Targeted training programs workshops tailored to the specific technological needs of agricultural SMEs. Collaboration with Experts, partnering with universities and tech companies to provide hands-on guidance. Accessible Learning Platforms, developing user-friendly online platforms for continuous skill improvement.	SME owners and employees are able to use technological tools such as agricultural management applications, IoT devices, or AI-based analytics more effectively. Work processes become more organized, for example, through the use of accounting software, crop monitoring systems, or digital communication. Operational time and costs are reduced as manual tasks that were previously time-consuming can now be automated.

**Source:** Analysis of primary data through in-depth interviews and Focus Group Discussions in 2024.



**Table 6. Strategies for managing change and innovation in marketing and market reach aspects in product and market diversification for MSME development in Wonosobo Regency.**

Opportunity Category	Change Management Strategy	Results Achieved
Marketing strategy	UMKM actors do not implement division in marketing, leading to price adjustments and continuity in UMKM production results. They also do not refer to specific market segments, which could maximize UMKM production operations.	UMKM actors find it easier to adjust to market prices because they are part of a unified production process. Additionally, it also makes it easier for UMKM actors to manage UMKM production and be more adaptive in case of sudden market price fluctuations.
The role of marketing and branding in the development of MSMEs	UMKM actors develop targeted marketing strategies to achieve consumer satisfaction by building strong relationships with partnership networks and conducting evaluation analyses regarding the effectiveness of UMKM marketing and branding strategies.	Increasing product awareness and visibility, building a strong identity and image, enhancing consumer trust, opening up opportunities for expansion and growth, and expanding partnership networks.

**Source:** Analysis of primary data through in-depth interviews and Focus Group Discussions in 2024.

regulations regarding MSMEs in the form of business permits for establishing enterprises, environmental permits, and the Small Business Productivity Improvement Program (P3UK). The Wonosobo Government offers the Small Business Productivity Improvement Program (P3UK) to MSMEs in Wonosobo, including training in packaging and marketing MSME production results with the aim of increasing productivity and competitiveness of MSMEs in the global market. Next are some descriptions of strategies for managing change and innovation in the aspects of partnerships and human resources in the development of MSMEs in Wonosobo Regency.

The hopes of MSME actors in Wonosobo regarding government policies are that the programs provided are sustainable, especially in terms of marketing. Additionally, it is hoped that the Wonosobo government will not only assist in terms of regulations but also in access to capital. The Indonesian government is making efforts in the development of MSMEs through Law No. 20 of 2008, which encourages the enhancement of MSME business activities through cooperation with partnerships or large business actors. Here are some descriptions of strategies for managing change and innovation in the technological aspect of MSME development in Wonosobo Regency.

Based on the research results above, MSME actors in Wonosobo are taking advantage of opportunities by participating in the MSME career development program provided by the Wonosobo local government and the Rural Technology Development Agency. (LPTP). The success of MSME actors requires knowledge, willingness, and work productivity achievements, which are generally determined by the competencies possessed by the resources. Implementing innovation and investing in technology and digital systems to leverage opportunities for MSME development makes MSMEs more resilient and experience significant performance improvements compared to MSMEs that do not implement innovation at all. Based on the research results above, MSMEs in Wonosobo Regency have implemented innovations by diversifying the flavors of food in MSME products. However, consumers prefer the original

flavor of MSME products because it is considered more authentic and has a signature taste. UMKM actors are inspired by consumer demand and also want to try something new in the production of UMKM products.

Marketing strategy is an important factor that supports the performance and growth of MSMEs. With a good marketing strategy, MSMEs will become strong and have a good bargaining position in the national economy, thereby increasing the profits obtained. Marketing has become the main focus because so far, MSMEs in Wonosobo have been using traditional media to promote their products. Here are some descriptions of strategies for managing change and innovation in marketing and market reach in the development of MSMEs in Wonosobo Regency.

The research results show that the marketing strategy implemented by MSMEs in Wonosobo Regency does not apply the division of labor in marketing, resulting in a continuous performance unit. This becomes an advantage for MSME actors because if obstacles occur, it is easier to find the root of the problem and determine the solution. Green certification encourages SMEs to obtain certifications such as Fair Trade or Organic certification, which can help them access premium markets and differentiate their products.

## DISCUSSION

UMKM actors in Wonosobo Regency, before developing their businesses, have already been able to identify opportunities and market potential and utilize them as a strategy for UMKM development. This is in line with (Kaukab *et al.*, 2020; Yaskun *et al.*, 2023) that opportunity identification is used to determine competitive advantages and as one way to obtain and develop strategies that match the characteristics of UMKM businesses. UMKM actors in Wonosobo utilize opportunities by conducting market research first. Marketing research is used to identify and define opportunities and problems in the production process, evaluate marketing, control marketing performance, and improve the marketing process (Mustafa *et al.*, 2024). UMKM actors in Wonosobo conduct primary and secondary



marketing research. The primary marketing research conducted involves the process of directly collecting information regarding customer reviews. The secondary marketing research conducted involves research from external sources to draw conclusions and make decisions through trends, social media analysis, and sales data. Marketing research is a system that connects the relationship between consumers, customers, and the public with marketers through information to identify and define opportunities (Dwivedi *et al.*, 2021; Malhotra *et al.*, 2020). The development of the local market in terms of potential and opportunities for MSMEs must have local context and region-specific boundaries, such as local economic, social, and cultural conditions. By paying attention to the local context and region-specific boundaries, MSME actors can create business opportunities for themselves (Arifin *et al.*, 2021). UMKM in Wonosobo still face various challenges in terms of infrastructure and accessibility, such as limited access to capital and digital technology, as well as insufficient infrastructure development. Infrastructure consists of physical infrastructure and non-physical infrastructure. Based on research results in developing physical infrastructure, SMEs in Wonosobo face several obstacles in improving production facilities and adequate transportation means for distribution. However, in improving communication facilities and services for marketing, it is already very good. Additionally, in the non-physical infrastructure, there are also constraints in terms of the capacity and capability of human resources, as MSME actors have not yet been able to take advantage of marketing opportunities through digital technology. This is important because according to (Asamoah *et al.*, 2022; Jatmiko *et al.*, 2021; Usman *et al.*, 2022), the availability of physical and non-physical infrastructure can enhance productivity, profitability, sales, customer numbers, and consistent growth rates for SMEs. Providing accessibility means giving every MSME the freedom to be independent and adaptive in the development of the global market. The accessibility of MSMEs in Wonosobo is supported by the local Rural Technology Development Institute (LPTP), which provides assistance in the form of production equipment. In this case, MSMEs have already gained physical accessibility that helps in improving operations, production capacity, competitiveness in a wider market, and producing high-quality output. The better the production results of MSMEs, the higher the chances for consumers to buy (Sriyuni *et al.*, 2020). Physical accessibility provides personal mobility and the freedom to access information in the production process (Handy, 2020; Mott *et al.*, 2020; Vecchio and Martens, 2021). Capital is the most dominant factor of production in starting the production activities of MSMEs (Prasetyo *et al.*, 2020; Tjahjadi *et al.*, 2022). The amount of capital has an impact on the development of MSMEs in achieving revenue. Currently, many MSME actors face challenges in accessing financial

resources to start and develop their businesses. Based on research findings, MSMEs in Wonosobo access capital using a revolving capital system and do not receive funding assistance from stakeholders and the local government. The main challenge in accessing capital is the limitation of formal financial institutions that cater to the specific needs of MSMEs. Generally, MSME actors face challenges in accessing markets due to limited entrepreneurial skills to produce value-added products and limited participation in the regulatory processes provided by the Government (Rofiq *et al.*, 2023). Based on the research results above, according to MSME actors in Wonosobo, the Wonosobo regional government regulations sufficiently support the development of MSMEs by granting Household Industry Product Licenses (PIRT) to become legal and structured MSMEs. PIRT functions to increase consumer purchase interest and trust in MSME products. This is also supported by the statement from (Ernawati and Koerniawan, 2023; Garside *et al.*, 2020) which explains that consumers have a high level of trust in safe and halal-labeled products. PIRT and halal certification can also improve product quality and serve to enhance product competitiveness (Anam *et al.*, 2023; Verawati *et al.*, 2021). The UMKM partnership network in Wonosobo is a collaborative ecosystem that plays a crucial role in supporting the growth and sustainability of UMKM in a competitive market. The partnership network for SMEs in Wonosobo involves establishing consignment agreements with stores selling typical Wonosobo souvenirs. The implementation of partnerships in the form of consignment means that MSME actors entrust their goods to be sold by partners. Consignment is the delivery of production results by MSME actors to partners, who act as selling agents with the agreement of legal rights over the goods sold by MSME actors. Human Resources (HR) in the development of MSMEs refers to the skills, knowledge, and capacity possessed by individuals involved in the operations and development of MSMEs. This is in line with (BADAWI and NUGROHO, 2022; Putra *et al.*, 2023) that the HR factor significantly influences the operational success of MSMEs. Good quality HR (workforce and training) can lead to the professionalism of MSME actors. The utilization of technology and innovation opportunities in MSMEs can serve to enhance the competitiveness of MSMEs in the global market competition because in the current era of globalization, the competitive arena has become very competitive and inclusive (Khouroh *et al.*, 2021; Suryokumoro and Ula, 2020; Wangke, 2021). Technology and innovation have proven capable of assisting business processes and transactions both internally and externally. Innovation has a significant impact on the competitive advantage of MSMEs in Wonosobo Regency. Technology and innovation provide operational support to MSMEs effectively and efficiently. Digital marketing allows for closer relationships because there is a two-way interaction between MSME actors and consumers (Febri *et al.*, 2022; Suryanto,





2021). Therefore, it can build better customer trust and loyalty (Febri *et al.*, 2022). The marketing of production results is not made with a long work chain so that the production results can reach consumers quickly and accurately. Mistakes in choosing marketing strategies can make it difficult for SMEs to grow (Fadhilah and Pratiwi, 2021). Therefore, MSMEs in Wonosobo Regency are formulating targeted marketing strategies to achieve consumer satisfaction by building strong relationships with partnership networks and conducting evaluation analyses regarding the effectiveness of MSME marketing and branding strategies.

**Conclusion:** The development of agricultural product SMEs in Wonosobo Regency faces various challenges amidst dynamic changes. Therefore, change management strategies become crucial to ensure the sustainability and growth of SMEs in the long term. This strategy includes several key steps that can be applied by MSME actors to adapt and leverage changes as opportunities. First, mapping potential and challenges must be conducted to understand the position of SMEs in the market. SME actors can identify strengths and opportunities that can be leveraged, as well as weaknesses and threats that must be addressed. Proper mapping helps SMEs formulate effective strategies in facing changes. Secondly, enhancing human resource capacity is an important step in facing changes. MSME actors need to be provided with relevant training to improve their skills in management, production, and marketing. This capacity enhancement will drive innovation and creativity, which are essential for creating more competitive products that meet market demand. Third, the utilization of technology and digitalization is key in facing changes in the modern era. SMEs must leverage digital technology for marketing and management, such as using e-commerce platforms and social media. Digitalization not only helps expand the market but also improves operational efficiency and product quality. Fourth, strengthening networks and partnerships with various parties, including the government, private sector, and local communities, is very important. This partnership can provide access to additional resources, as well as create synergy in facing challenges and seizing opportunities. Fifth, adapting to market changes and regulations has become a necessity for SMEs. SME actors must continuously follow market trends and adjust their products and strategies accordingly. Additionally, they need to be proactive in adapting to new regulations that come into effect. Sixth, the Wonosobo government is expected to evaluate policies supporting the sustainability of SMEs and make policy adjustments to address shortcomings, enhance policy impact, and ensure alignment with evolving sustainability goals. Additionally, the government can focus its support on SME actors by providing tax incentives, simplifying regulations, and improving access to financing. Seventh, product and market diversification becomes an important strategy in reducing risk

and expanding revenue sources. By developing new product variants and exploring new markets, MSMEs can create stronger business stability. Managing change and innovation in MSME development has proven capable of opening job opportunities, boosting the economy, and improving community welfare.

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