

**INTEGRATIVE STRATEGY IN STRENGTHENING MSME COMPETITIVENESS: THE  
ROLE OF LOCALLY ROOTED ENTREPRENEURIAL VALUES IN BUILDING  
SUSTAINABLE COMPETITIVE ADVANTAGE**

**Sutrisno<sup>1\*</sup>, Fahrina Mustafa<sup>2</sup>, Riko Mersandro Permana<sup>3</sup>**

<sup>1</sup>Universitas PGRI Semarang, Indonesia

<sup>2</sup>Universitas Hasanuddin, Indonesia

<sup>3</sup>Universitas Bina Sarana Informatika, Indonesia

E-mail : [sutrisno@upgris.ac.id](mailto:sutrisno@upgris.ac.id)<sup>1</sup>, [fahrina\\_mustafa@fe.unhas.ac.id](mailto:fahrina_mustafa@fe.unhas.ac.id)<sup>2</sup> [riko.rmo@bsi.ac.id](mailto:riko.rmo@bsi.ac.id)<sup>3</sup>

**ABSTRACT**

*This study aims to examine integrative strategies for enhancing the competitiveness of Micro, Small, and Medium Enterprises (MSMEs), focusing on the role of locally rooted entrepreneurial values as a foundation for building sustainable competitive advantage. Using a qualitative approach and literature review method, this research analyzes 19 selected scholarly articles published between 1978 and 2025, sourced from Google Scholar and reputable academic websites. The analysis reveals that local values such as gotong royong (mutual cooperation), honesty, traditional trade ethics, and community solidarity serve as highly strategic intangible resources in shaping authentic business identity, product differentiation, and customer loyalty. Integrative strategies that combine these values with digital innovation, modern marketing, and sustainability orientation have proven effective in enhancing MSME competitiveness amid globalization pressures. Case studies of various MSMEs in Indonesia support the argument that the strategic management of local values not only strengthens social and cultural ties but also creates unique value propositions in the market.*

*Keywords: MSMEs, Integrative Strategy, Local Values, Sustainable Competitive Advantage, Culture-Based Entrepreneurship*

---

**STRATEGI INTEGRATIF DALAM PENGUATAN DAYA SAING UMKM: PERAN  
NILAI-NILAI KEWIRAUSAHAAN BERBASIS LOKALITAS DALAM MEMBANGUN  
KEUNGGULAN KOMPETITIF BERKELANJUTAN**

**ABSTRAK**

Penelitian ini bertujuan untuk mengkaji strategi integratif dalam penguatan daya saing UMKM dengan menyoroti peran nilai-nilai kewirausahaan berbasis lokalitas sebagai fondasi pembentukan keunggulan kompetitif berkelanjutan. Dengan menggunakan pendekatan kualitatif dan metode tinjauan pustaka, penelitian ini menganalisis 19 artikel ilmiah terpilih yang diterbitkan antara tahun 1978 hingga 2025, yang diperoleh melalui Google Scholar dan situs web akademik kredibel. Hasil analisis menunjukkan bahwa nilai-nilai lokal seperti gotong royong, kejujuran, etika dagang tradisional, dan solidaritas komunitas merupakan intangible resources yang memiliki nilai strategis tinggi dalam membentuk identitas bisnis yang otentik, diferensiasi produk, dan loyalitas pelanggan. Strategi integratif yang menggabungkan nilai-nilai tersebut dengan inovasi digital, pemasaran modern, dan orientasi keberlanjutan terbukti meningkatkan daya saing UMKM di tengah tekanan globalisasi. Studi kasus pada berbagai UMKM di Indonesia memperkuat argumen bahwa pengelolaan nilai lokal secara strategis tidak hanya memperkuat hubungan sosial dan budaya, tetapi juga menciptakan proposisi nilai yang unik di pasar.

Kata kunci: UMKM, Strategi Integratif, Nilai Lokal, Keunggulan Kompetitif Berkelanjutan, Kewirausahaan Berbasis Budaya

## INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) serve as a vital pillar in the national economic structure, particularly in developing countries such as Indonesia. MSMEs contribute over 60% to the Gross Domestic Product (GDP) and absorb around 97% of the national workforce. Despite their substantial contributions, MSMEs continue to face numerous challenges in enhancing their competitiveness, especially in the face of globalization, digitalization, and an intensely competitive market dynamic (Ausat & Suherlan, 2021). These challenges necessitate the adoption of new, more comprehensive, and integrated strategies to ensure that MSMEs not only survive but also grow sustainably. In this context, integrative strategies become crucial, as they are capable of aligning internal and external organizational aspects, including operational structures, cultural values, and responsiveness to a constantly evolving external environment.

In various business strategy literatures, sustainable competitive advantage is commonly achieved through innovation, product differentiation, cost efficiency, and market adaptability (Kuncoro & Suriani, 2018). However, such approaches are often overly generic and fail to consider the local distinctiveness possessed by MSMEs in Indonesia. In reality, many MSMEs across different regions have grown and thrived by being deeply rooted in local values such as traditional wisdom, communal cooperation (gotong royong), ancestral trade ethics, and community-based social relations. These values often act as invisible strengths that support the resilience and appeal of MSMEs in the eyes of both local and global customers. Therefore, it is essential to explore how entrepreneurship values based on local identity can become an integral part of sustainable competitiveness strategies for MSMEs.

The concept of locally rooted entrepreneurial values refers to a set of norms, work ethics, habits, and social beliefs that arise within specific cultural contexts and shape the thinking and actions of entrepreneurs. For example, in Bali, the principle of Tri Hita Karana emphasizes harmony among humans, nature, and God in economic activities. In Java,

the value of *nrimo ing pandum* blends with a strong work ethic to form an entrepreneurial character that seeks not only profit but also blessings and social balance. In Minangkabau, the philosophy of *dagang sambil mamak* fosters a spirit of migration and trade innovation. Such values strengthen local business identity, enhance customer trust, and foster long-term loyalty. Thus, an integrative strategy that combines local values with modern business practices becomes a key element in enhancing MSME competitiveness (Diksi Metris et al., 2024).

The Resource-Based View (RBV) theory developed by (Barney, 1991) emphasizes that competitive advantage originates from internal assets that are unique, inimitable, and difficult to substitute. In the context of Indonesian MSMEs, locally grounded entrepreneurial values can be categorized as intangible resources that are distinctive and hold significant potential to be developed into sources of competitive advantage. Unfortunately, the use of these values in MSME business strategies remains sporadic and is yet to be integrated into a well-structured strategic management framework. Many MSMEs, in fact, are beginning to abandon their local roots in pursuit of a modern image that may not always align with the character and strength of their communities. Therefore, systematic efforts are needed to build an integrative strategic framework that can harmonize local strengths with market and technological demands.

In this context, an integrative strategy is not merely about merging traditional values with modern business strategies but about forming a synergy between cultural elements, organizational structures, and market orientation. This approach aligns with the concept of strategic typologies, where firms that successfully balance the exploitation of existing assets with the exploration of new opportunities tend to be more adaptive and resilient to disruption (Miles et al., 1978). For MSMEs, competitive strength lies not only in production capacity or cost efficiency but also in the ability to preserve originality, represent social values, and deliver authentic experiences to consumers. Therefore, the role of local values in MSME competitiveness strategies should not be viewed

as a burden of the past but as a form of cultural capital that can be strategically leveraged.

The main challenge in integrating local values into MSME competitiveness strategies lies in managerial capacity and mindset transformation (Ausat et al., 2022). Many MSME actors lack the analytical capacity and strategic planning skills required to transform local cultural values into structured competitive advantages. Furthermore, the limited presence of policy interventions and incubators that bridge local values with modern business strategies remains a significant barrier. In this regard, educational institutions, local governments, and business communities play a crucial role in creating an entrepreneurial ecosystem that supports the development of locality-based integrative strategies.

On the other hand, increasingly global and digital market dynamics require MSMEs to rely on local values as differentiation tools, while simultaneously integrating technology utilization, digital marketing, and strategic partnerships. A product rooted in local cultural values may lose its competitiveness if it is not attractively packaged and marketed through channels that align with contemporary consumer preferences (Carpenter et al., 2013). Therefore, an integrative strategy must combine three main dimensions: local cultural values, innovation capabilities, and technological adaptation. This is consistent with the Triple Bottom Line approach, which emphasizes the synergy of economic, social, and environmental aspects in fostering business sustainability.

Based on the above discussion, this study aims to analyze how integrative strategies that incorporate entrepreneurial values rooted in local culture can enhance competitiveness and build sustainable competitive advantage for MSMEs in Indonesia. This approach is expected to provide both conceptual and practical contributions in strengthening local business resilience amid an increasingly complex era of disruption.

## **LITERATURE REVIEW**

### **MSMEs**

Micro, Small, and Medium Enterprises (MSMEs) represent a grassroots economic

sector that plays a significant role in driving national economic growth, generating employment, and promoting equitable development, particularly in developing countries such as Indonesia. MSMEs are typically characterized by high flexibility, simple managerial structures, and strong ties to local communities. However, they also face persistent challenges such as limited access to financing, low levels of technology adoption, and weak competitiveness (Ausat & Peirisal, 2021). Therefore, strengthening MSMEs through relevant and context-specific strategies is essential to ensure their survival and growth in an increasingly complex and competitive business environment.

### **Integrative Strategy**

An integrative strategy is a managerial approach that unites various internal and external resources synergistically to achieve sustainable competitive advantage (Zhang et al., 2024). In the MSME context, this strategy involves the convergence of traditional and modern elements, harmonizing local cultural values, product innovation, digitalization, and adaptation to market dynamics. An integrative approach enables MSMEs to develop a unique value proposition that meets customer needs while preserving the local identity that serves as a key point of differentiation. This strategy is dynamic and adaptive, with the potential to shape an inclusive and sustainable business ecosystem.

### **Local Values**

Local values reflect a system of norms, ethics, social practices, and cultural beliefs that evolve within a specific community, shaping individual and collective behaviors in conducting economic activities (Morris et al., 2015). In the entrepreneurial context, values such as mutual cooperation (gotong royong), simplicity, sustainability, and traditional work ethics serve as strong moral and operational foundations for MSMEs. When these local values are embedded in business strategies, they foster emotional connections with customers, build trust, and distinguish products from competitors lacking the same cultural roots.

Local values are not obstacles to progress but rather sources of strength that can be strategically capitalized upon.

### **Sustainable Competitive Advantage**

Sustainable competitive advantage refers to an organization's or business's ability to maintain its superior position over the long term through uniqueness that is difficult to imitate, duplicate, or substitute by competitors. Under the Resource-Based View framework, this advantage stems from unique assets and capabilities, including intangible resources such as reputation, social networks, and cultural values (Barney, 1991). MSMEs that can integrate operational excellence with local strengths and digital innovation are more likely to achieve enduring competitive advantages, especially as modern consumers increasingly seek authenticity, trust, and social value in the products they purchase.

### **Culture-based Entrepreneurship**

Culture-based entrepreneurship is a business approach rooted in local values, practices, symbols, and cultural expressions, which serve as central elements in the innovation, production, and marketing processes (Rifqiansyah & Hasrul wijaya, 2025). This model not only generates economic value but also strengthens community identity, preserves cultural heritage, and fosters social sustainability. MSME actors who adopt culture-based entrepreneurship can create products that meet functional consumer needs while also offering deep symbolic and emotional meaning. Thus, culture becomes both a source of inspiration and a powerful differentiation strategy in navigating an increasingly homogeneous and competitive market landscape.

## **RESEARCH METHODOLOGY**

This study is a literature review conducted using a qualitative approach and descriptive analysis method. This approach was selected to explore in depth the concepts, findings, and evolving narratives related to integrative strategies for strengthening the competitiveness of MSMEs, particularly in the context of the role of locally rooted entrepreneurial values in building sustainable

competitive advantage. Through descriptive analysis, this research aims to present a systematic account of relevant scholarly thoughts and formulate a conceptual synthesis that can strengthen both the theoretical foundation and practical implications for developing locality-based MSME strategies.

The data sources used in this study consist of scientific journal articles, conference proceedings, and research reports obtained from Google Scholar as well as credible and academically reputable websites such as ScienceDirect, Taylor & Francis Online, Emerald Insight, and the Sinta-accredited national journal portal. The publication timeframe for the articles spans from 1978 to 2025, with the objective of ensuring both currency and relevance to the current context and dynamics faced by MSMEs, especially in the post-pandemic era and during digital transformation.

The data collection process involved identifying articles containing keywords such as MSME competitiveness, local entrepreneurial values, sustainable competitive advantage, integrative strategy for SMEs, and entrepreneurship and local wisdom. The initial search yielded 30 articles that were topically relevant. However, to maintain analytical precision and depth, a strict selection process was carried out based on inclusion criteria such as relevance to the local context, alignment with key research variables, methodological quality, and the publication's academic credibility. Articles that did not meet these criteria were excluded from further analysis.

Following the selection process, only 19 articles were chosen for in-depth analysis. These articles were deemed most representative in discussing the link between locally based entrepreneurial values and integrative MSME strategies in the context of sustainable competitive advantage. All data were analyzed thematically by mapping the key emerging concepts and grouping the information into relevant frameworks, such as sources of competitive advantage, the role of local culture, and the types of integrative strategies adopted by MSME actors.

## **RESULTS AND DISCUSSION**

An integrative strategy to strengthen the competitiveness of MSMEs requires a comprehensive approach that synergistically combines internal capabilities with external opportunities. This is crucial considering the complexity of today's business environment, marked by technological disruption, market uncertainty, and shifting consumer behavior. The Resource-Based View theory posits that sustainable competitive advantage arises from internal resources that are rare, inimitable, and non-substitutable (Barney, 1991). In the context of Indonesian MSMEs, local cultural values such as mutual cooperation (*gotong royong*), honesty, collective work ethic, and community orientation embody these characteristics. These values shape business identity, reinforce social cohesion, and build customer trust. When strategically integrated with digital technologies, efficient production systems, and culturally driven marketing strategies, MSMEs can create a unique and authentic value proposition. Such a proposition strengthens local competitiveness while unlocking opportunities for national and even global market penetration. Therefore, an integrative strategy grounded in local strengths and supported by innovation becomes a key to achieving sustainable competitive advantage for Indonesian MSMEs.

A study by (Ihdayatul et al., 2025) emphasizes the importance of integrating innovation with local cultural values to enhance MSME competitiveness, particularly in the creative industries such as batik. Their findings reveal that success is not solely determined by technology adoption, but rather by the entrepreneur's ability to harmonize modern business practices with deeply rooted cultural heritage. In Central Java, batik MSME actors who utilize traditional motifs with symbolic meanings and convey cultural narratives in customer communication have succeeded in crafting emotionally meaningful consumption experiences. This strategy increases product value and fosters customer loyalty, as consumers feel a personal and identity-based connection, not merely engaging in transactional purchases. The resulting competitive advantage is sustainable, as it is not

dependent on short-term trends but built on product differentiation grounded in story, meaning, and social attachment. This approach reflects the true essence of integrative strategy—not merely stitching together traditional and modern elements, but forming a harmonious whole that meets contemporary market demands without abandoning its cultural roots. Hence, the integration of local culture and market dynamics forms the foundation of competitive advantage that is economically, socially, and culturally sustainable in facing global challenges.

The case of Kopi Tuli in Jakarta illustrates how a locally grounded integrative strategy can create not only economic but also deep social and cultural competitive advantages. By hiring baristas from the deaf community and incorporating sign language into its service model, Kopi Tuli embodies inclusion as both a slogan and a deeply embedded business identity across its value chain (Klob, 2022). This practice demonstrates a genuine application of values like equality and respect for diversity, rooted in Indonesia's cultural ethos of mutual cooperation and tolerance. Within Stakeholder Theory framework (Freeman & McVea, 2001), this strategy highlights how prioritizing marginalized groups as key stakeholders yields social benefits and builds a differentiation that competitors relying solely on product or price cannot replicate. In this context, sustainability is not driven by operational efficiency alone, but by the ability to build a loyal community that feels emotionally and socially represented and valued. Kopi Tuli serves as a testament to how MSMEs that harmonize local values, social missions, and market orientation are better equipped to survive and thrive in an increasingly competitive and socially conscious business landscape.

Under the Adaptive Strategy framework (Miles et al., 1978), MSMEs categorized as "prospectors" are those that respond to market changes reactively while proactively exploring new opportunities, all while staying rooted in the values that define their business identity. This is exemplified by Rendang Uni Farah from Payakumbuh, which

strategically blends Minangkabau culinary wisdom with digital market penetration through platforms like Shopee, Tokopedia, and Instagram (Nurtaeni, 2022). This approach demonstrates that cultural values need not be seen as static traditional artifacts, but rather as symbolic capital that can be recontextualized into authentic, relevant, and competitive marketing narratives in the digital era. It avoids the trap of mimicking foreign business models that often fail due to insensitivity to local value structures and social dynamics. Instead, Rendang Uni Farah proves that local cultural strength can be expanded through innovation in distribution and communication channels without compromising product authenticity or social meaning. This creates a strong market positioning in the minds of consumers who buy not only for taste, but also for the story, identity, and authenticity embedded in the product. Thus, a culture-based adaptive strategy enables MSMEs to survive and grow as active players in national and global competition through differentiation that is not easily imitated.

Despite the significant potential of integrative strategies grounded in local values to enhance MSME competitiveness, their implementation is still hampered by systemic structural and managerial constraints. As noted by (Abdul Mukti et al., 2025), the low level of strategic literacy among business actors and the lack of access to business mentoring have caused many MSMEs to fail in articulating local cultural values into concrete and measurable strategies. Rather than being positioned as strategic assets, local values are often reduced to mere sentimental elements, disconnected from core business decision-making, branding, and product innovation processes. As a result, opportunities to build a unique and relevant market positioning are frequently overlooked. In reality, when managed with a strategic approach, local values have the potential to become an inimitable source of differentiation, shaping authentic brands, compelling marketing narratives, and even community-based business models that enhance customer loyalty and align with principles of circular economy and long-term sustainability. The failure to transform values into strategies indicates that the issue does not

lie in a lack of resources, but in the absence of strategic thinking frameworks and institutional support capable of bridging cultural potential with evolving market needs. Contextual policy interventions and managerial education are crucial to accelerate the transformation of local values into systemic and sustainable competitive advantages.

To address the barriers in implementing integrative strategies based on local values, the support of external actors is key in constructing an innovation ecosystem rooted in cultural context while remaining responsive to modern market dynamics. This is demonstrated by the Strategic Business Integration for Local Wisdom Preservation Program facilitated by BEM FEB UGM in collaboration with Hiroshima University of Economics, which successfully assisted more than 50 lurik weaving artisans in Sumberarum Village, Sleman, on June 11, 2024. The training focused on enhancing production capabilities and marketing strategies for local sustainable brands, while helping artisans develop modern business concepts and marketing strategies that still respect and reflect local cultural values (Ekaptiningrum, 2024). This approach reflects the essence of the Quadruple Helix model (Carayannis & Campbell, 2009), which emphasizes synergistic collaboration among academia, businesses, government, and communities as the driving force of innovation—not through imitation of external models, but by recontextualizing local strengths to address global challenges. Without the active involvement of all four elements, local values risk remaining as passive ornaments in business strategy, rather than becoming a dynamic foundation for relevant, sustainable, and socially impactful value propositions. This highlights the urgent need to establish structured, adaptive, and participatory cross-sector collaborative platforms to ensure that integrative approaches move beyond normative discourse and become transformational practices institutionalized in culture-based MSME development.

Transformative digitalization strategies that strengthen local identity—rather than merely expanding distribution channels—have been effectively realized through the practices of rattan craft MSMEs in Cirebon. As reported

by ANTARA News on November 1, 2024, rattan entrepreneurs in Tegalwangi, such as Fera, have not only displayed their product catalogs online but also built cultural understanding through high-quality images highlighting the texture, color, and craftsmanship of rattan. As a result, Cirebon rattan products have penetrated global markets—including India, Africa, Malaysia, and Saudi Arabia—achieving monthly revenues of up to IDR 300 million (Rohman, 2024). The digitalization carried out by these MSMEs goes far beyond cosmetic adoption; they use social media and websites as digital storefronts and cultural transmission spaces to tell the story of rattan origins, the inheritance of traditional skills, and local aesthetic values in a modern context. This creates an authentic cultural experience for global consumers, encouraging them to purchase “stories and heritage” rather than just physical goods. Thus, Cirebon’s rattan MSMEs reaffirm that locality and modernity are not antithetical but mutually reinforcing. The key to success lies in digital capacity readiness, narrative literacy, and the courage to package traditional values in relevant digital visual formats—preserving cultural essence while meeting global market demands.

Therefore, integrative strategies based on local values can no longer be positioned as complementary alternatives but must be seen as strategic imperatives in building sustainable and contextually relevant competitive advantages, particularly in Indonesia’s highly pluralistic, relational, and culturally rich market. Competitive advantages rooted in local identity not only create product differentiation but also foster deep emotional bonds with consumer communities who value authenticity, social engagement, and the stories behind products—ultimately driving customer loyalty and resilience against external market shocks. In this context, local values serve as symbolic heritage and strategic assets that can be converted into social and market capital, provided they are managed through adaptive, innovative, and long-term oriented managerial approaches. Consequently, the direction for strengthening MSME competitiveness must focus on the harmonious integration of cultural

preservation, accelerated mastery of digital technologies, and the engineering of sustainable business models to shape an entrepreneurial ecosystem that is globally competitive, locally relevant, resilient in the face of crises, and contributes to inclusive and equitable economic development.

## CONCLUSION

This study concludes that an integrative strategy that combines locally rooted entrepreneurial values with modern business innovation and technology utilization is an effective approach for building sustainable competitive advantage among MSMEs in Indonesia. Local values such as traditional work ethics, cultural wisdom, social solidarity, and spiritual business principles have proven to be strategic intangible assets in fostering market differentiation, customer loyalty, and business resilience. When these values are consciously integrated into production processes, brand narratives, and marketing strategies, MSMEs can establish an authentic identity that remains adaptive to both local and global market dynamics. Therefore, enhancing the competitiveness of MSMEs depends not only on efficiency and technological innovation but also on the strategic expression and management of local values.

These findings offer a conceptual implication that locality-based integrative approaches should be embedded as a core component within the strategic development framework of MSMEs. On a practical level, MSME actors can use local values as a foundation for building market trust, forming long-term customer relationships, and developing community-based business models. For policymakers and academics, this study underscores the importance of designing MSME development programs that combine technical training with strategic guidance on managing cultural identity and local business narratives. Additionally, local values can serve as new economic resources contributing to the growth of creative industries and community-based tourism.

This research recommends that MSME practitioners become more proactive in

identifying, documenting, and integrating local values into their business strategies—particularly in product development, digital promotion, and brand storytelling. Local governments are encouraged to strengthen locality-based business incubation programs that incorporate cultural, historical, and community elements in their curriculum design. Higher education institutions should also engage more in collaborative research and community service initiatives focused on transforming local values into applicable business strategies. Furthermore, there is a pressing need to develop localized digital platforms that empower MSMEs rooted in local wisdom to compete more equitably in both national and global markets.

However, this study has limitations, primarily due to its nature as a literature review, which means it does not include empirical field data to directly examine the implementation of locality-based integrative strategies in specific MSMEs. Another limitation lies in the reliance on articles published between 1978 and 2025, which may exclude relevant literature outside this timeframe. Therefore, future research is strongly encouraged to adopt mixed-method approaches, incorporating field case studies and quantitative analysis, to enrich empirical evidence on the effectiveness of integrating local values into MSME competitiveness strategies.

## REFERENCES

- Abdul Mukti, Herawati, Pardi, Kurnia Rahmayanti, Putri Serianti, Melda Sofia, Cut Nursadrina, Syarifah Asyura, Ismiati, & Muji Usfary. (2025). Strategies for Raising Msme Awareness Of Global Crises: Towards Business Resilience And Sustainable Transformation (A Study On Msmes In Simpang Tiga Subdistrict, Pidie Regency). *Journal of Economics Science*, 11(1), 1–7.
- Ausat, A. M. A., & Peirisal, T. (2021). Determinants of E-commerce Adoption on Business Performance: A Study of MSMEs in Malang City, Indonesia. *Journal On Optimizations Of Systems At Industries*, 20(2), 104–114. <https://doi.org/10.25077/josi.v20.n2.p104-114.2021>
- Ausat, A. M. A., & Suherlan, S. (2021). Obstacles and Solutions of MSMEs in Electronic Commerce during Covid-19 Pandemic: Evidence from Indonesia. *BASKARA: Journal of Business and Entrepreneurship*, 4(1), 11–19. <https://doi.org/10.54268/BASKARA.4.1.11-19>
- Ausat, A. M. A., Widayani, A., Rachmawati, I., Latifah, N., & Suherlan, S. (2022). The Effect of Intellectual Capital and Innovative Work Behavior on Business Performance. *Journal of Economics, Business, & Accountancy Ventura*, 24(3), 363–378. <https://doi.org/10.14414/jebav.v24i3.2809>
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Carayannis, E. G., & Campbell, D. F. J. (2009). “Mode 3” and “Quadruple Helix”: toward a 21st century fractal innovation ecosystem. *International Journal of Technology Management*, 46(3/4), 201. <https://doi.org/10.1504/IJTM.2009.023374>
- Carpenter, J. M., Moore, M., Alexander, N., & Doherty, A. M. (2013). Consumer demographics, ethnocentrism, cultural values, and acculturation to the global consumer culture: A retail perspective. *Journal of Marketing Management*, 29(3–4), 271–291. <https://doi.org/10.1080/0267257X.2013.766629>
- Diksi Metris, Ahmad Rasyiddin, Febri Sari Siahaan, Beryansyah, Caesar Rismanto, Eka Cipta Cendikia Naufal, & Dede Osamah Perkasa Putra. (2024). Peran Budaya Organisasi dan Inovasi Dalam Menciptakan Branding Bagi UMKM. *Jurnal Ekonomi, Bisnis, Dan Humaniora*, 4(1), 1–9.
- Ekaptiningrum, K. (2024). *BEM FEB UGM Dampingi Pengembangan Usaha Perajin Tenun Lurik di Sleman*. Feb.Ugm.Ac.Id.
- Freeman, R. E. E., & McVea, J. (2001). A Stakeholder Approach to Strategic Management. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.263511>

- Ihdayatul, M., Syukur, M., & Firdaus W. Suhaeb. (2025). Analisis Sosiologis terhadap Pengaruh Nilai Budaya dalam Kewirausahaan: Studi Literatur. *J-CEKI: Jurnal Cendekia Ilmiah*, 4(3), 79–88.
- Klob. (2022). *UMKM Inklusi: Mengenal Kedai Kopi Tuli (KOPTUL)*. Blog.Klob.Id.
- Kuncoro, W., & Suriani, W. O. (2018). Achieving sustainable competitive advantage through product innovation and market driving. *Asia Pacific Management Review*, 23(3), 186–192. <https://doi.org/10.1016/j.apmr.2017.07.006>
- Miles, R. E., Snow, C. C., Meyer, A. D., & Coleman, H. J. (1978). Organizational Strategy, Structure, and Process. *The Academy of Management Review*, 3(3), 546. <https://doi.org/10.2307/257544>
- Morris, M. W., Hong, Y., Chiu, C., & Liu, Z. (2015). Normology: Integrating insights about social norms to understand cultural dynamics. *Organizational Behavior and Human Decision Processes*, 129, 1–13. <https://doi.org/10.1016/j.obhdp.2015.03.001>
- Nurtaeni, M. (2022). *7 Rekomendasi Tempat Pesan Rendang Online | Pas Tanpa Ribet untuk Sajian Lebaran!* Wwww.Rukita.Co.
- Rifqiansyah, & Hasrul wijaya. (2025). Entrepreneurship Based on Culture and Local Wisdom: Building Sustainable Business from Tradition. *Journal of Indonesian Scholars for Social Research*, 5(1), 14–23. <https://doi.org/10.59065/jissr.v5i1.169>
- Rohman, F. (2024). *Digitalisasi perluas penetrasi pasar global produk rotan Cirebon*. Wwww.Antaraneews.Com.
- Zhang, H., Mi, L., Shao, X., & Bu, J. (2024). Demystifying pathways of composition-based international strategies under the de-globalization world: A configurational approach. *Journal of International Management*, 30(2), 101085. <https://doi.org/10.1016/j.intman.2023.101085>