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Analysis Of Internal And External Factors Influencing The Development Of Culinary Tourism Msmes In The Inamarina Tourist Area, Masohi Regency

Cindra Apriyana Tuharea[1]
[1]Department of Socio-Economics, Agribusiness Study Program, Faculty of Agriculture, Universitas Pattimura, Ambon, Indonesia
Esther Kembauw[2]
[2]Department of Socio-Economics, Agribusiness Study Program, Faculty of Agriculture, Universitas Pattimura, Ambon, Indonesia
Maisie T. F. Tuhumury[3]
[3]Department of Socio-Economics, Agribusiness Study Program, Faculty of Agriculture, Universitas Pattimura, Ambon, Indonesia

*Corresponding author email: tuhareacindra@gmail.com ekembauw@yahoo.co.id

Abstract

This study aims to formulate a development strategy for Inamarina MSMEs in Masohi District through SWOT analysis to identify internal and external factors that affect business competitiveness and sustainability. The research method uses a descriptive qualitative approach with primary data collection through interviews and observations of all MSME actors, consumers, and stakeholders, including the Central Maluku Regency Industry and Trade Agency. The sampling technique used was census sampling, so that all Inamarina Culinary Tourism MSMEs were included in the sample without exception. The results showed that Inamarina MSMEs had a number of strengths, such as a strategic business location close to tourist destinations, continuously improved product quality, use of locally sourced materials, and good service. The weaknesses that are still apparent include limited capital, low innovation, lack of digital literacy, and high competition among MSMEs. The main external opportunities include government support, the development of culinary tourism, advances in digital technology, and relatively high purchasing power of the community. Meanwhile, the threats include fluctuations in raw material prices, unstable weather conditions, and suboptimal infrastructure. Based on the IFAS (3.582) and EFAS (3.575) scores, Inamarina MSMEs are in an aggressive (growth) strategy position. Therefore, the recommended

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strategies include optimizing digital marketing, strengthening cooperation between MSMEs, product innovation, and operational efficiency. This study concludes that Inamarina MSMEs have strong development prospects if internal strengths and external opportunities are utilized appropriately and sustainably.

Keywords: Inamarina MSMEs, SWOT, Development Strategy, IFAS-EFAS, Culinary tourism

INTRODUCTION

The tourism sector is one of the economic pillars that plays a strategic role in driving regional growth in Indonesia. Tourism not only increases the contribution to the Gross Regional Domestic Product (GRDP), but also plays a major role in creating employment for local communities (Nafiisah, 2005). On the other hand, Micro, Small, and Medium Enterprises (MSMEs) are the main foundation of the national economy because of their significant role in the Gross Domestic Product (GDP) and employment absorption. As of 2025, MSMEs contributed around 60.5 percent of Indonesia's total GDP and absorbed almost 96.9 percent of the workforce, making them an important sector in driving economic growth and equitable welfare distribution (Ministry of MSMEs, 2025). This large contribution cannot be separated from the number of MSMEs, which reaches more than 64 million business units throughout Indonesia, as well as their involvement in various sectors, ranging from trade, manufacturing, agriculture, to services.

MSMEs are also known as a labor-intensive sector, making them the largest provider of employment nationally. In addition, MSMEs have a high capacity to adapt to market changes. During the COVID-19 pandemic, for example, many MSME actors were able to survive through digital transformation and online-based sales. Continuous innovation and government policy support related to financing, technology, and training have further strengthened their contribution to the economy. Statistically, the contribution of MSMEs to national GDP reached approximately IDR 9,580 trillion, absorbing more than 117 million workers, equivalent to almost 97 percent of Indonesia's total workforce. The export contribution of MSMEs is also being gradually strengthened (Kadin Indonesia, 2025).

However, over the past five years, MSMEs have faced various crucial challenges that affect their competitiveness. Limited capital remains the main obstacle hindering business development (Al Farisi et al., 2022). In addition, complicated licensing processes, low product innovation, and difficulty meeting export standards are other obstacles that frequently arise (Kemenkop UKM, 2019; Agustien, 2019). Competition with large companies, fluctuating economic conditions,

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declining purchasing power, and distribution challenges further burden the position of MSMEs (Kadin Indonesia, 2024). To address this, the government continues to intensify training programs, business incubation, financing, and MSME digitalization as efforts to improve business resilience (Kemenkeu RI, 2023; Astuti, 2021). Packaging innovation is also seen as an important strategy in improving MSME competitiveness (Cyasmoro & Talumantak, 2021), as packaging now functions not only as a product protector but also as a marketing medium.

Central Maluku Regency, which has an area of 18,594.28 km² and a population of around 295,645 people (BPS, 2021), holds great potential for the development of culinary tourism. MSMEs have a strategic position in local economic development, particularly in the City of Masohi, which is the center of economic activity based on marine and fisheries potential. One area showing fairly rapid MSME development is the Inamarina Coastal Area, which is known as a community culinary center and is the city's main attraction, particularly in the afternoon and evening.

The role of MSMEs in Central Maluku is very important, as evidenced by budget support for MSME development reaching IDR 1.614 trillion in 2025 through the regional transfer fund scheme. This budget supports an increase in the agricultural sector's GRDP of up to 4.63 percent (Central Maluku Regency Government, 2025). With their large contribution to employment absorption and the development of local potential, MSMEs are an important component of regional economic development (DJPK Kemenkeu RI, 2024). BPS data (2025) also shows that government support for MSME programs is increasingly strong, particularly in encouraging investment and reducing poverty.

The Inamarina area has great potential as a center for MSME development and a leading tourist destination. However, human resource challenges, such as limited technical skills, a lack of understanding of digital marketing, and regulatory issues, remain obstacles that need to be addressed comprehensively. With support from the government, the private sector, academics, and the community, this area has a great opportunity to become a tourist destination that provides a positive economic impact for the local community. Innovation based on local potential is key to improving product quality, expanding job opportunities, and encouraging economic independence. Sustainable MSME development is expected to make Inamarina a leading culinary center in Central Maluku that is competitive, supports tourism, and can serve as an example of people-based economic transformation (Central Maluku Regency Government, 2025). Based on this background, this study aims to develop an effective MSME development strategy to improve competitiveness and business sustainability, and to analyze the internal and external factors that

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influence the development of culinary tourism MSMEs through SWOT analysis.

RESEARCH METHOD

The research was conducted in the Inamarina Coastal MSME area located in Ampera Village, Masohi District, Central Maluku Regency. This location was purposively selected because the area is a center for food-based small industries (IKM) that produce a variety of product innovations based on spices, agricultural produce, and semi-finished foods (frozen food). Data collection was carried out in September 2025. The research population includes all MSME actors in the Inamarina coastal area as well as consumers related to these business activities. Sample determination used a census sampling (saturated sampling) technique, in which all members of the population were used as the sample because the population size was not large and required a complete enumeration (Sugiyono, 2013). The research sample consisted of Inamarina MSME actors and stakeholders, particularly the Industry and Trade Office (DISPERINDAG) and the Cooperatives and MSME Office of Central Maluku Regency.

RESULTS AND DISCUSSION

General Overview of the Research Location

Masohi District is the administrative center of Central Maluku Regency, Maluku Province, serving as the hub of administration, economy, and cultural activity in the region. Geographically, Masohi is located on the edge of Elpaputih Bay in the southern part of Seram Island, with an area of approximately 37.30 km². The presence of various government offices, public service facilities, and trade areas makes this city the core of the regency's bureaucratic administration as well as a point of concentrated community activity. In addition, Masohi has also developed as a space for social and cultural interaction connecting various areas in Central Maluku. This position strengthens Masohi's function as the main gateway as well as a hub of economic growth on the northern coast of Seram Island. As the regency capital, Masohi holds a vital position in the process of formulating development policy, providing public services, and conducting regional trade. Administratively, Masohi District is bordered by:

North: Elpaputih Bay (part of the Seram Sea)
South: Amahai District
East: Tehoru District
West: Salahutu District and TNS District (Teon Nila Serua)

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SWOT Analysis

SWOT analysis is an acronym for Strength, Weakness, Opportunity, and Threat. SWOT analysis is used to maximize strengths and opportunities while simultaneously minimizing the weaknesses and threats faced by a company. SWOT analysis is carried out after identifying internal and external factors, analyzing internal strategic factors (strengths and weaknesses) and external factors (opportunities and threats). To generate the desired strategies, the primary data in this study has provided a range of information on internal and external factors.

Internal Factor Analysis (Strengths and Weaknesses)

Internal factor analysis was conducted to examine conditions within the MSMEs that affect their ability to sustain and develop their activities. Based on the results of the data processing below:

No	Strengths	Weight	Rating	Score
1	Business location close to tourist destinations	0.085	4	0.341
2	Product prices in line with community purchasing power	0.085	4	0.341
3	Improving product quality to achieve consumer loyalty	0.092	4	0.366
4	Products use local raw materials	0.085	4	0.341
5	Good service to consumers	0.083	4	0.331
6	Affordable raw materials	0.073	4	0.292
	Sub Total	**0.503**		**2.012**
No	**Weaknesses**	**Weight**	**Rating**	**Score**
1	Many competitors selling similar products	0.079	4	0.315
2	Limited business capital	0.088	3	0.263
3	Unpredictable increases in raw material prices	0.092	3	0.275
4	Limited knowledge of social media for product promotion	0.079	3	0.238
5	Human resource quality is still low	0.083	3	0.248

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6	Product innovation is still limited	0.077	3	0.231
	Sub Total	**0.497**		**1.570**
	Total	**1.00**		**3.582**

There are six main strengths of Inamarina MSMEs. The most dominant strength is improving product quality to achieve consumer loyalty (score of 0.366), which shows that traders strive to maintain the quality of taste and cleanliness of their products so that customer trust can be maintained. In addition, a business location close to tourist destinations (0.341), product prices in line with community purchasing power (0.341), use of local materials (0.341), good service (0.331), and affordable raw materials (0.292) are important assets supporting business activities. The total weight of strengths reaches 0.503 with a total score of 2.012, indicating that MSMEs have strong internal potential to compete.

Meanwhile, the main weaknesses of the MSMEs are evident in their limited business capacity. The factor with the highest weakness score is the large number of competitors with similar products (0.315), which causes intense competition among traders. Limited business capital (0.263), fluctuating raw material prices (0.275), limited use of social media (0.238), low human resource quality (0.248), and still limited product innovation (0.231) are internal challenges that need to be addressed. The total weight of weaknesses is 0.497 with a score of 1.570, indicating that these weaknesses still need to be addressed so as not to hinder the development of Inamarina MSMEs.

External Factor Analysis (Opportunities and Threats)

External factors were analyzed to examine conditions outside the MSMEs that affect business opportunities and risks. Based on the results of the EFAS matrix below:

No	Opportunities	Weight	Rating	Score
1	Inamarina culinary tourism has potential to develop	0.078	4	0.312
2	Digital technology opens up a wider market	0.087	4	0.348
3	Substantial government support	0.091	4	0.363
4	Reduces the community unemployment rate	0.081	4	0.325

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5	High level of community purchasing power	0.083	4	0.330
6	Cooperation among MSMEs	0.070	4	0.282
	Sub Total	**0.490**		**1.961**
No	**Threats**	**Weight**	**Rating**	**Score**
1	High competition among MSMEs	0.084	4	0.338
2	Raw material prices are often unstable, affecting community purchasing power	0.084	3	0.253
3	Better product quality among competitors	0.091	3	0.272
4	Unstable weather conditions	0.084	3	0.253
5	Lack of infrastructure for Inamarina MSMEs	0.084	3	0.251
6	Increasing operational costs	0.082	3	0.246
	Sub Total	**0.510**		**1.614**
	Total	**1.00**		**3.575**

The greatest opportunity comes from substantial government support (score of 0.363), which indicates government attention to MSME development through training, capital assistance, and infrastructure support. In addition, the development of Inamarina culinary tourism (0.312), the adoption of digital technology that opens up a wider market (0.348), the potential for employment absorption (0.325), high community purchasing power (0.330), and opportunities for cooperation among MSMEs (0.282) add to the external potential that can be utilized. The total opportunity score is 1.961, indicating that external conditions strongly support MSME development.

The threats faced by MSMEs are quite significant. The greatest threat factor is the high level of competition among MSMEs (0.338), which can reduce the stability of traders' income. In addition, fluctuations in raw material prices (0.253), better product quality among competitors (0.272), unstable weather conditions (0.253), lack of supporting infrastructure in the Inamarina area (0.251), and rising operational costs (0.246) are risks that must be anticipated. The total threat score is 1.614, indicating that despite the significant opportunities, these risks remain considerable.

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IE Matrix

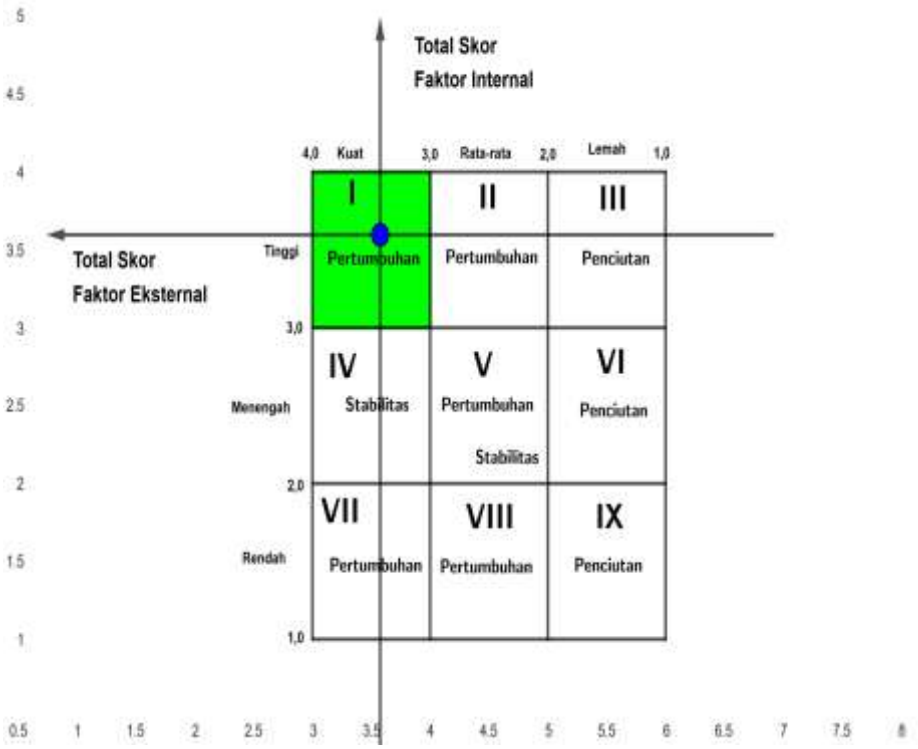


Figure 1. IE Matrix Results

Matrix Positions:
Position I: Concentration strategy through vertical integration
Position II: Concentration strategy through horizontal integration
Position III: Turnaround strategy
Position IV: Stability strategy
Position V: Concentration strategy through horizontal integration/stability
Position VI: Divestment strategy
Position VII: Concentric diversification strategy
Position VIII: Conglomerate diversification strategy
Position IX: Liquidation or bankruptcy

The combined results of internal (IFAS) and external (EFAS) factors show that Inamarina MSMEs are in a fairly strong strategic position. The total IFAS score of 3.582 and EFAS score of 3.575 illustrate that the strengths of the MSMEs are nearly balanced with the size of the available

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external opportunities. Thus, the strategy that can be applied is an aggressive strategy (growth strategy), namely maximizing strengths to capture existing opportunities.

The SO (Strength–Opportunity) strategy can be directed toward utilizing the tourist location and improving product quality to strengthen the MSMEs' market position. The WO (Weakness–Opportunity) strategy can focus on improving digital literacy, human resource training, and product diversification so that weaknesses can be offset by external opportunities. The ST (Strength–Threat) strategy is carried out by strengthening quality and service to face intense competition. Meanwhile, the WT (Weakness–Threat) strategy emphasizes increasing capital, cost efficiency, and cooperation among MSMEs to reduce risks arising from both internal and external conditions.

Development Strategy for Inamarina MSMEs in Masohi District to Improve Competitiveness and Business Sustainability

Based on the results of the SWOT analysis and the position of MSMEs on the IE Matrix, the development strategy for Inamarina MSMEs is directed toward a growth/aggressive strategy, namely maximizing internal strengths to optimally capture external opportunities. This strategy is appropriate given that the IFAS (3.582) and EFAS (3.575) scores indicate that the MSMEs are in a strong condition with great potential for development.

The development strategy is focused on six main aspects:

1. Improving Product Quality and Quality Standardization

Inamarina MSME actors need to consistently maintain the quality of taste, cleanliness, and safety of their products to maintain consumer loyalty. Given that Inamarina culinary tourism has the potential to develop, improving quality is a strategic step to strengthen product appeal amid intense competition among traders.

2. Optimizing the Use of Digital Technology

With substantial digitalization opportunities, MSMEs need to improve their capacity for online promotion using social media, digital catalogs, and cashless payment features. This is important to expand market share, increase product visibility, and reach consumers beyond the tourist area.

3. Human Resource Development and Business Capacity Building

Low human resource quality and product innovation remain major weaknesses. Therefore,

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MSMEs require training in business management, menu innovation, hygienic processing techniques, and digital marketing. Government training programs need to be utilized as an opportunity to build business capacity.

4. Strengthening Cooperation Among MSMEs

Cooperation among traders can help address capital limitations, increase bargaining power with suppliers, and create collective innovations such as menu packages, culinary events, or joint promotions. This collaboration also strengthens the position of MSMEs amid increasingly intense competition.

5. Product Diversification and Menu Innovation

Product innovation needs to be developed to differentiate MSMEs from competitors offering similar menus. Diversification can take the form of flavor variants, modern presentation, or more appealing combo packages for visitors. This strategy helps MSMEs face the threat of better product quality among competitors.

6. Operational Efficiency to Address Fluctuations in Raw Material Prices

MSME actors need to implement more effective stock management, seek alternative suppliers, and strengthen partnerships with local fishermen or farmers. This step aims to minimize risks arising from unstable raw material prices and rising operational costs.

SWOT Matrix of Inamarina MSMEs in Masohi District

	STRENGTHS (S)	*WEAKNESS (W)*
IFAS EFAS	1. Inamarina tourism has potential to develop (0.341) 2. Able to purchase raw materials (0.341) 3. Product quality is improved (0.366) 4. Locally sourced products (0.341) 5. Affordable raw materials (0.292)	1. Product differentiation is still limited (0.315) 2. Limited capital (0.263) 3. Low product innovation (0.231) 4. Limited social media knowledge (0.238) 5. Human resource competitiveness not yet optimal (0.248)
OPPORTUNITY	STRATEGY SO	STRATEGY WO

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1. Location close to tourist destination (0.312) 2. Digital technology opens up market (0.348) 3. Substantial government support (0.363) 4. High community purchasing power (0.330) 5. Cooperation among MSMEs (0.282)	1. Optimizing the strategic location close to the tourist destination to attract tourists through promotion of Inamarina's signature culinary packages. 2. Improving the quality of products made from local raw materials to capture the opportunity of high community purchasing power and government support for local products. 3. Expanding the market through digital marketing by highlighting good service, affordable prices, and product quality to increase consumer interest. 4. Utilizing cooperation among MSMEs to organize joint culinary events to support the development of Inamarina culinary tourism.	1. Participating in government-provided digital marketing training to address limited social media knowledge and take advantage of digital market opportunities. 2. Accessing capital assistance from government MSME programs to address limited capital and support business development. 3. Building human resource capacity through MSME training to support market expansion opportunities and cooperation among MSMEs. 4. Creating new product innovations to maximize the potential of the growing culinary tourism sector.
THREAT 1. High competition among MSMEs (0.338) 2. Unstable raw material prices (0.253) 3. Better product quality among competitors (0.272) 4. Inadequate infrastructure	STRATEGY ST 1. Highlighting product quality and service as a differentiator in facing high competition among MSMEs. 2. Utilizing affordable and stable local raw materials to anticipate price fluctuations of raw materials from outside the region. 3. Developing the uniqueness of Masohi's signature menu to counter the threat of competitors' better-quality products. 4. Optimizing the business location to	STRATEGY WT 1. Stricter financial management and cost control to cope with rising operational costs and raw material price fluctuations. 2. Gradually improving promotional capability to avoid falling behind digitally more advanced competitors. 3. Training and human resource development to reduce the threat of competition from higher-quality MSMEs.

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(0.251) 5. Unstable weather (0.253)	cope with unpredictable weather, for example by providing additional protective facilities (tents/canopies).	4. Simple product diversification to reduce risk if weather conditions or raw material supply are disrupted.

The results of the SWOT analysis of culinary MSMEs in the Inamarina tourist area of Masohi City show that the business position is in a fairly strong category for development. The IFAS score of 3.582 and EFAS score of 3.575 confirm that internal and external factors have a major influence on the direction of MSME development. In terms of strengths, several aspects serve as key assets, such as a strategic business location in the tourist area, continuously improved product quality, the use of easily obtainable local raw materials, and good consumer service. All of these advantages play a role in attracting visitors and maintaining customer loyalty, both among local residents and tourists.

The threats that need to be anticipated include increasingly intense competition, fluctuations in raw material prices, rising operational costs, and weather and infrastructure conditions that are not yet fully supportive. Nevertheless, these threats can be mitigated by maximizing existing strengths, improving the efficiency of raw material utilization, improving service, and highlighting product uniqueness.

Overall, the SWOT results indicate that Inamarina MSMEs have good potential for continued development. Strengthening internal factors, utilizing external opportunities, addressing weaknesses, and mitigating threats are key strategies for promoting the sustainability and competitiveness of culinary MSMEs in the Inamarina tourist area.

CONCLUSION

Conclusion

The results of the SWOT analysis show that culinary MSMEs in the Inamarina tourist area are in a fairly strong position for continued development. The relatively high IFAS and EFAS scores illustrate that internal and external factors contribute significantly to the direction and potential growth of the business. The main strengths of the MSMEs, such as a strategic location, continuously improved product quality, use of local raw materials, and good consumer service, are important assets in building competitiveness. These advantages also play a role in attracting consumers, both local residents and tourists visiting the Inamarina area.

On the other hand, MSMEs still face challenges such as limited capital, lack of product innovation, human resource capacity that needs improvement, and not yet optimal use of social

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media. Threats such as fluctuations in raw material prices, intense business competition, and unstable operational conditions also need to be anticipated. Nevertheless, the available opportunities—including government support, the development of culinary tourism, and access to digital technology—can be maximized to strengthen business sustainability. Overall, Inamarina MSMEs have good prospects, provided they can utilize existing strengths and opportunities while addressing the weaknesses and challenges they face.

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