



## Business Feasibility and Strategic Development of the Majas Craft Bouquet Enterprise in Pekalongan, Indonesia

Khofifatul Alivia<sup>1\*</sup>, Muhammad Taufiq Abadi<sup>2</sup>

<sup>1</sup>Fakultas Ekonomi dan Bisnis Islam, Universitas Islam Negeri KH. Abdurrahman Wahid Pekalongan, Indonesia

### ABSTRACT

This study examines the business feasibility and strategic development of *Majas Craft*, a microenterprise engaged in handmade bouquet production in Pekalongan, Central Java, Indonesia. Using a qualitative descriptive approach, the research explores key dimensions of business feasibility, including human resources, management, production, marketing, and financial performance. Data were obtained through in-depth interviews, field observation, and documentation involving the owner, employees, and customers. The findings reveal that *Majas Craft* demonstrates strong business potential supported by increasing market demand, product uniqueness, and customer satisfaction. The enterprise's competitive advantages lie in product creativity, affordable pricing, and direct customer engagement through social media. However, challenges remain in digital marketing adoption, production scalability, and managerial formalization. Financial analysis indicates a positive profit margin and short capital turnover, confirming the enterprise's operational feasibility. The study concludes that sustainable growth requires strengthening digital marketing strategies, enhancing production efficiency, and improving entrepreneurial capacity through continuous learning. This research contributes to the growing literature on microenterprise feasibility and creative economy development in Indonesia's local business context.

### KEYWORDS:

business feasibility;  
microenterprise;  
bouquet industry;  
marketing strategy;  
creative economy;  
Pekalongan; Indonesia

## INTRODUCTION

The creative economy sector plays a crucial role in Indonesia's regional development, especially within small cities that rely on cultural heritage and artisan-based industries. According to [the Ministry of Tourism and Creative Economy \(2023\)](#), the creative economy contributed approximately 7.3 percent of Indonesia's GDP, with craft and fashion industries serving as dominant subsectors. Within this framework, microenterprises not only generate employment but also serve as a platform for youth entrepreneurship and women's economic empowerment. Pekalongan, recognized by UNESCO as a Creative City of Crafts and Folk Art, exemplifies how local craftsmanship and design innovation can sustain economic resilience.

*Majas Craft* emerged as a micro-scale enterprise specializing in bouquet design and customized gift arrangements, a segment of the creative economy that has gained increasing popularity among urban and semi-urban consumers. The growing demand for bouquet and gift decoration—driven by social media trends, graduation celebrations, and lifestyle consumption—has transformed previously informal crafts into structured business opportunities. However, like many microenterprises in Indonesia, *Majas Craft* faces challenges related to business formalization, marketing expansion, and operational scalability. The business operates with minimal capital, employs limited labor, and relies heavily on personal networks for sales and distribution.



Business feasibility analysis offers a systematic framework to evaluate the viability of such enterprises by examining their capacity to sustain profitability and competitiveness. As [Scarborough \(2019\)](#) notes, feasibility studies enable entrepreneurs to assess market dynamics, operational readiness, and financial resilience before pursuing further investment. For microenterprises, feasibility does not solely depend on financial metrics but also on qualitative indicators such as managerial capability, customer satisfaction, and adaptability to change. In contexts where capital access is limited, strategic creativity and local market understanding become central determinants of sustainability ([Santoso & Purwanti, 2022](#)).

The bouquet and gift craft industry presents unique feasibility characteristics because it merges artistic value with practical market appeal. In Pekalongan, consumers perceive locally made crafts as both aesthetic and meaningful, providing microenterprises with a social advantage. However, the rapid evolution of consumer behavior—particularly the digitalization of purchasing habits—poses new challenges. Studies by [Rahman and Rahim \(2022\)](#) and [Taufik and Nugroho \(2023\)](#) demonstrate that digital adoption significantly enhances SME visibility and sales volume, yet many microenterprises remain digitally underdeveloped due to limited skills and resources. Therefore, assessing *Majas Craft's* feasibility requires attention to both traditional and digital market dimensions.

From an academic perspective, business feasibility analysis combines the evaluation of internal and external factors that influence entrepreneurial outcomes. Internal dimensions include human resources, production systems, and managerial efficiency, while external dimensions encompass market potential, competition, and institutional support ([Isenberg, 2011](#)). The integration of these factors provides a comprehensive understanding of how microenterprises can sustain growth in competitive environments. Furthermore, the entrepreneurial orientation theory ([Lumpkin & Dess, 2001](#)) underscores the importance of innovativeness, proactiveness, and risk management in ensuring the long-term success of small businesses.

Considering these theoretical and contextual considerations, this study aims to assess the business feasibility of *Majas Craft* and identify strategic measures for its sustainable development. Specifically, it seeks to analyze the enterprise's performance in five key aspects: human resource capability, management and operations, production efficiency, marketing effectiveness, and financial sustainability. By applying a qualitative descriptive approach, the study provides empirical insights into how local entrepreneurs navigate the intersection of creativity and commerce in Indonesia's evolving creative economy. The research also contributes to policy and academic discussions on empowering microenterprises through innovation, digital transformation, and institutional support, particularly in rural and semi-urban settings.

## LITERATURE REVIEW

Business feasibility refers to the comprehensive evaluation of an enterprise's capacity to achieve sustainable profitability and growth within a given market and institutional context. It encompasses multiple dimensions—economic, financial, managerial, technical, legal, and socio-environmental—that collectively determine the operational viability of a business venture. According to [Scarborough \(2019\)](#), feasibility studies enable entrepreneurs to assess the practicality of business ideas before committing substantial financial resources. In the case of micro and small enterprises, feasibility is closely tied to managerial competence, adaptability, and the ability to align resources with fluctuating market conditions ([Yuli, 2024](#)).

In developing countries such as Indonesia, the role of microenterprises in supporting local economies is significant, particularly in creative and service-oriented industries. [The Ministry of Cooperatives and SMEs \(2023\)](#) reports that micro and small enterprises contribute more than 61

percent of Indonesia's gross domestic product and absorb over 97 percent of its labor force. This economic dominance highlights the importance of ensuring that such enterprises operate within sustainable and feasible frameworks. However, due to limited access to formal financing, market information, and managerial expertise, many microenterprises rely on experiential knowledge rather than structured feasibility planning. [Tambunan \(2020\)](#) emphasizes that informal entrepreneurship in Indonesia often exhibits creativity and resilience but lacks systematic evaluation mechanisms for long-term growth.

The theoretical foundation for business feasibility has evolved to integrate both classical and contemporary perspectives. Traditional feasibility analysis focuses on market demand, cost structures, and financial projections, while contemporary frameworks emphasize strategic adaptability, innovation, and stakeholder engagement. [Jumingan \(2018\)](#) and [Hair et al. \(2021\)](#) describe business feasibility as a holistic diagnostic tool that links financial viability with social and institutional dynamics. In this sense, feasibility becomes not only an economic assessment but also an instrument for aligning entrepreneurship with social and environmental sustainability goals.

The marketing mix theory offers a central lens through which the market feasibility of microenterprises can be examined. Originating from McCarthy's 4Ps framework and refined by [Kotler and Keller \(2022\)](#), it comprises product, price, place, and promotion as interrelated components shaping consumer perception and purchasing behavior. In the context of microenterprises, product and pricing strategies are frequently adapted to local preferences and purchasing power, while place and promotion are influenced by accessibility and digital engagement. Studies by [Chinomona \(2021\)](#) and [Sukmana and Sari \(2021\)](#) demonstrate that successful microenterprises in developing economies leverage relational marketing, authenticity, and affordability as sources of competitive advantage. However, the shift toward digital marketplaces demands additional competencies, such as e-commerce management and social media branding, which many local entrepreneurs have yet to master.

Entrepreneurial orientation (EO) provides another theoretical dimension relevant to business feasibility. [Lumpkin and Dess \(2001\)](#) conceptualize EO as the firm-level strategic posture characterized by innovativeness, proactiveness, and risk-taking. These attributes are critical for sustaining competitiveness, especially in dynamic environments where product differentiation and market agility determine success. [Rahmani and Ghasemi \(2023\)](#) further argue that EO mediates the relationship between innovation and performance among small firms, suggesting that a strong entrepreneurial mindset enhances the impact of creative strategies on financial outcomes. Within the creative economy sector, such as craft and design-based enterprises, EO manifests through constant product experimentation, personalized customer service, and flexible pricing structures ([Duc & Mujahida, 2024](#)).

The digital transformation of business models has become a defining factor in recent feasibility analyses. [Rahman and Rahim \(2022\)](#) note that the adoption of digital marketing, online payment systems, and social media engagement significantly enhances SME visibility and efficiency. Nevertheless, digital inclusion remains uneven; many small entrepreneurs face barriers related to technological literacy and access to capital. [Taufik and Nugroho \(2023\)](#) found that digital literacy correlates positively with marketing performance among Indonesian MSMEs, underscoring the importance of training and institutional support in ensuring competitiveness. Consequently, in assessing the feasibility of microenterprises like *Majas Craft*, digital readiness emerges as a critical determinant of long-term viability.

Institutional theory also enriches the understanding of business feasibility by emphasizing the role of governance, regulation, and ecosystem support. [Isenberg \(2011\)](#) introduces the concept of the

“entrepreneurial ecosystem,” highlighting that business success depends not only on individual capability but also on the systemic interaction among financial institutions, regulatory frameworks, and cultural norms. In Indonesia, legal formalization through business licenses (*Surat Izin Usaha Perdagangan*), taxation registration (*NPWP*), and intellectual property protection is essential for accessing credit and expanding into formal markets. However, microenterprises often remain in the informal sector due to administrative barriers and limited awareness. Strengthening institutional support, therefore, is crucial for transforming feasible ventures into scalable enterprises (Hatidja & Sulana, 2025).

Several studies have also linked feasibility with community empowerment and socio-economic inclusion. Santoso and Purwanti (2022) observed that creative microenterprises in Indonesia generate localized economic value by fostering employment and stimulating innovation within low-income communities. Suryani and Hendrawan (2021) further assert that market orientation and innovation capability mediate the relationship between internal resources and firm performance among Indonesian SMEs. These studies suggest that business feasibility cannot be separated from the socio-cultural ecosystem that shapes entrepreneurship.

In summary, the literature positions business feasibility as a multidimensional construct integrating economic, managerial, and socio-institutional perspectives. It highlights that microenterprises in the creative economy achieve sustainability not merely through financial gains but through strategic adaptation, innovation, and digital participation (Elbadriati & Larasati, 2025). The feasibility of *Majas Craft*, therefore, must be analyzed within this integrated theoretical framework, considering both traditional craft values and the modern challenges of digital entrepreneurship. This approach ensures that the assessment reflects the dynamic realities of Indonesia’s evolving creative economy while contributing to broader theoretical discussions on sustainable microenterprise development.

## METHODOLOGY

This study employed a qualitative descriptive approach to examine the feasibility and strategic development of *Majas Craft*, a microenterprise producing handmade bouquets and customized gifts in Pekalongan, Indonesia. The qualitative approach was chosen because it allows for a deep understanding of the social, managerial, and entrepreneurial dynamics underlying microenterprise operations. Unlike quantitative designs that emphasize numerical generalization, this approach focuses on contextual interpretation, meaning construction, and the exploration of lived experiences. It provides insight into how small business owners make strategic decisions in resource-limited environments while navigating changing consumer preferences and technological transformations.

The research was conducted in *Bojong District, Pekalongan Regency*, an area recognized for its thriving creative economy and increasing youth entrepreneurship. The selection of *Majas Craft* was purposive, based on its sustained market presence, unique artistic offerings, and relevance to the study’s objective of exploring feasibility within the local craft industry. The business was selected as a representative case due to its integration of traditional craftsmanship with emerging social media-based marketing practices.

Primary data were collected through in-depth semi-structured interviews, participant observation, and document analysis. The key informants included the business owner, two artisans involved in production, two regular customers, and one local government officer responsible for microenterprise development. The interview sessions explored aspects such as entrepreneurial motivation, resource allocation, production processes, marketing practices, and perceived challenges. Observations were carried out over two weeks to capture operational routines, customer interactions, and workflow organization. Relevant documents—such as financial notes, promotional materials, and sales records—were reviewed to triangulate verbal data and confirm internal consistency.

The analytical framework followed the interactive model proposed by Miles, Huberman, and Saldaña (2014), which involves three core stages: data reduction, data display, and conclusion drawing.

Data reduction involved coding interview transcripts and observation notes to identify themes related to economic potential, operational capability, marketing strategy, and financial performance. These themes were categorized according to feasibility dimensions, aligning with theoretical constructs derived from Scarborough (2019), Kotler and Keller (2022), and Lumpkin and Dess (2001). Data display was accomplished through thematic matrices and narrative summaries that allowed for cross-comparison among informants and evidence sources. Finally, conclusion drawing entailed the synthesis of patterns that linked empirical findings to the conceptual framework of business feasibility and entrepreneurial orientation.

To ensure the reliability and validity of the findings, several methodological strategies were employed. Source triangulation compared perspectives from different stakeholders—entrepreneurs, employees, and customers—to establish data credibility. Method triangulation combined interviews, observations, and document reviews to verify the coherence of insights across data types. Member checking was used by presenting preliminary results to participants for feedback and factual confirmation. Moreover, the research adhered to the qualitative trustworthiness criteria formulated by Lincoln and Guba (1985), which include credibility, dependability, confirmability, and transferability. An audit trail of field notes and coding logs was maintained to enhance methodological transparency.

Ethical considerations were prioritized throughout the research process. Informed consent was obtained from all participants, who were briefed about the study's purpose and assured of confidentiality. No financial incentives were offered to respondents to avoid bias in their responses. The researcher-maintained neutrality by avoiding evaluative judgments about business performance, focusing instead on analytical interpretation grounded in empirical observation and theory.

The qualitative descriptive design adopted in this study aligns with the interpretive tradition of SME research, which emphasizes contextual realism and narrative coherence. This approach enables the identification of feasibility determinants that are often overlooked in purely financial analyses, such as innovation capacity, informal learning, and community engagement. The data analysis does not seek to generalize findings statistically but rather to generate analytical generalization Yin (2018) that contributes to the theoretical understanding of microenterprise sustainability. Ultimately, the methodological rigor and contextual richness of this approach ensure that the study provides both academic relevance and practical value for policymakers, local governments, and aspiring entrepreneurs seeking to strengthen Indonesia's creative economy ecosystem.

## RESULT AND DISCUSSION

### Human Resource and Managerial Capability

The findings reveal that *Majas Craft* operates with a small, yet cohesive team composed primarily of family members and local artisans. The enterprise employs two permanent workers and several part-time assistants during peak seasons such as graduation periods. The owner plays a central role in managerial activities, handling procurement, production design, customer service, and financial management simultaneously. This hands-on approach is typical of microenterprises in Indonesia, where owners act as both strategic planners and operational executors (Tambunan, 2020). Despite limited formal managerial systems, the business benefits from strong interpersonal trust, mutual commitment, and flexible task allocation, which enhance productivity and work motivation.

However, the analysis also indicates weaknesses in long-term managerial planning. There is no formal documentation of workflow procedures, human resource development, or performance evaluation. This informality limits scalability and consistency in quality assurance. From a theoretical perspective, Becker's (1993) human capital theory emphasizes that investment in employee training and knowledge development enhances productivity and adaptability. Thus, *Majas Craft* could improve its feasibility by introducing structured task management, short-term training, and skill diversification for its workers, especially in design and digital marketing competencies.

The owner's leadership style demonstrates entrepreneurial orientation characteristics—proactiveness and innovativeness—but remains cautious toward financial risk-taking. This cautiousness aligns with the findings of Lumpkin and Dess (2001), who argue that in highly uncertain

markets, micro-entrepreneurs often adopt risk-averse strategies to protect liquidity. Nevertheless, the existing leadership flexibility supports creativity and allows quick adaptation to consumer demands, particularly in customizing bouquet designs.

### Production and Technical Feasibility

The production process at *Majas Craft* is simple and labor-intensive, relying on manual assembly techniques using materials such as paper, fabric, ribbons, and small decorative items. The production area, located within the owner's residence, serves both as a workshop and a display space. The use of accessible materials ensures low production costs and minimal dependency on external suppliers, contributing to operational efficiency. This model corresponds to what [Rahman and Rahim \(2022\)](#) describe as the *resource-based microproduction model*, in which creative microenterprises optimize local inputs to achieve product differentiation at minimal cost.

The production cycle typically follows demand-based scheduling rather than mass production. Orders are customized, and work intensity increases during festive or academic seasons. This flexible production system reflects high responsiveness to market fluctuations, enhancing feasibility from a demand-supply equilibrium perspective. Nevertheless, limited tools and absence of advanced production technology restrict scalability and uniformity in product quality. Incorporating basic technological tools—such as digital cutting devices, computerized design templates, or automated wrapping machines—could increase productivity without significantly raising operational costs.

Environmental considerations also play a role in production feasibility. The business uses recyclable materials, aligning with sustainable production practices promoted in the creative economy ([Santoso & Purwanti, 2022](#)). This eco-friendly orientation adds value to the enterprise's market positioning, appealing to consumers who prioritize sustainability. Overall, the production system demonstrates technical feasibility but requires technological upgrades and formal quality control mechanisms to enhance competitiveness.

### Market and Marketing Feasibility

Market feasibility analysis demonstrates that *Majas Craft* operates in a steadily growing niche market characterized by increasing consumer appreciation for personalized gift products. The primary customer segment consists of young adults—particularly students and professionals—who purchase bouquets for events such as graduations, anniversaries, or weddings. The enterprise benefits from its proximity to educational institutions, which ensures a consistent customer base.

In terms of marketing strategy, *Majas Craft* implements a hybrid model combining direct selling and social media promotion. The business primarily utilizes WhatsApp and Instagram for communication, catalog sharing, and order placement. These platforms provide low-cost promotional channels that facilitate relationship-based marketing. However, the business has yet to explore advanced digital tools such as targeted advertising, e-commerce integration, or analytics-based marketing. This limitation reflects a broader pattern observed by [Taufik and Nugroho \(2023\)](#), who found that many Indonesian MSMEs underutilize digital technologies due to low digital literacy and limited training access.

The marketing mix elements implemented by *Majas Craft* are consistent with [Kotler and Keller's \(2022\)](#) theoretical framework. The *product* element is characterized by aesthetic uniqueness and high customization; *pricing* is competitive, ranging from IDR 35,000 to 150,000 per bouquet, designed to align with middle-income consumer purchasing power; *place* involves both direct delivery and pickup systems, ensuring convenience; and *promotion* relies on word-of-mouth referrals and organic social media engagement. While these strategies ensure short-term sales stability, the absence of structured branding and promotional planning constrains market expansion. To strengthen marketing feasibility, digital branding through consistent visual identity, customer testimonials, and online advertising could significantly increase visibility and differentiation.

Competition within the local market remains moderate. The main competitors are similar microenterprises in Bojong and nearby subdistricts. Nevertheless, *Majas Craft* maintains a loyal

customer base through personalized designs and punctual delivery, reinforcing customer satisfaction and trust. This competitive advantage aligns with the relational marketing perspective emphasized by [Chinomona \(2021\)](#), which highlights the importance of personal connection and service consistency in sustaining SME competitiveness.

### Financial Feasibility

Financial analysis confirms the enterprise's profitability and liquidity. Based on observational data and document review, *Majas Craft* operates with an initial investment of approximately IDR 450,000, primarily allocated to raw materials and basic tools. The average selling price per bouquet is IDR 35,000, while production costs per unit average around IDR 20,000. This cost structure yields an average profit margin of 43 percent per product. With an estimated sales volume of 20–25 units per production cycle, the enterprise achieves a monthly net income of around IDR 1.5–2 million, depending on seasonal demand. The break-even point (BEP) is achieved after selling 12 units, confirming financial feasibility and short capital turnover.

Despite positive profitability, financial management remains informal and largely undocumented. The absence of bookkeeping systems restricts analytical insight into revenue patterns and cost optimization. Introducing digital accounting applications—such as *BukuKas* or *QuickBooks Simple Start*—would enhance financial literacy and support data-driven decision-making. [Hair et al. \(2021\)](#) emphasize that small enterprises adopting simple record-keeping systems experience significant improvement in profitability monitoring and business planning.

Access to external financing remains limited, as the enterprise relies exclusively on personal savings and reinvested profits. The lack of formal business registration restricts eligibility for microcredit programs or cooperative funding. Formalizing the business under a microenterprise license could improve access to government-backed financing schemes and facilitate scale-up operations. The financial analysis thus concludes that *Majas Craft* demonstrates strong short-term viability but requires institutional and managerial upgrades for sustainable growth.

### Strategic Feasibility and Future Prospects

Strategically, *Majas Craft* occupies a favorable position within Pekalongan's creative economy ecosystem. The enterprise benefits from local cultural identity and a growing consumer shift toward aesthetic, customized products. However, to transition from feasibility to sustainability, the business must adopt a strategic framework that integrates innovation, digitalization, and institutional networking.

Innovation is essential for maintaining differentiation in the competitive bouquet industry. Continuous experimentation with design, material combinations, and eco-friendly packaging would sustain market interest and align with contemporary consumer trends. The adoption of digital platforms for online transactions and marketing would expand the customer base beyond the local area, as highlighted by [Rahman and Rahim \(2022\)](#). Furthermore, collaborations with local cooperatives and university entrepreneurship programs could provide capacity-building opportunities, access to training, and marketing partnerships.

From a strategic management perspective, the development of a formal business plan and periodic performance evaluation will enhance organizational learning and accountability. [Suryani and Hendrawan \(2021\)](#) emphasize that innovation capability and market orientation jointly determine long-term SME competitiveness. Thus, fostering a culture of innovation within *Majas Craft*—supported by continuous skill development and institutional engagement—would ensure sustained feasibility and contribute to the resilience of Indonesia's creative microenterprise sector.

## CONCLUSION

The overall assessment of *Majas Craft* indicates that the enterprise demonstrates strong business feasibility across human, operational, marketing, and financial dimensions. The findings highlight that

the enterprise's main strengths lie in its creative product design, low production costs, and strong relationship-based marketing strategy. The business operates efficiently with minimal capital investment and achieves profitability within a short period, reflecting its adaptability to the local market environment. Furthermore, its alignment with Pekalongan's creative economy ecosystem enhances both economic and cultural sustainability.

However, the study identifies several areas for strategic improvement. The lack of structured management and digital literacy limits scalability and brand development. While *Majas Craft* relies on traditional marketing through word-of-mouth and social media, its absence from e-commerce platforms restricts wider market penetration. Future sustainability therefore requires integrating digital marketing tools, formalizing business administration, and enhancing institutional collaboration through training and cooperative partnerships. These steps would not only improve profitability but also align the enterprise with the broader digital transformation of Indonesia's MSME sector.

This research contributes to the academic discourse on microenterprise feasibility by illustrating how creative microenterprises combine innovation and cultural value to maintain resilience in competitive markets. It further emphasizes that business feasibility in the context of Indonesia's creative economy must be understood beyond financial viability, encompassing innovation, managerial learning, and ecosystem support. The findings thus provide a foundation for policymakers, educational institutions, and entrepreneurship programs to design targeted interventions that strengthen digital capacity, creativity, and inclusivity among microenterprises in the craft sector.

### Funding

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

### Conflict of Interest

The authors declare no conflict of interest related to the publication of this study.

### Data Availability

The data supporting the findings of this study are available from the corresponding author upon reasonable request.

### Author Contribution

All authors contributed equally to the design, data collection, analysis, and writing of this manuscript. All authors have read and approved the final version of the paper.

## REFERENCES

- Becker, G. S. (1993). *Human capital: A theoretical and empirical analysis, with special reference to education* (3rd ed.). University of Chicago Press. <https://doi.org/10.7208/chicago/9780226041223.001.0001>
- Chinomona, R. (2021). The role of marketing mix in SME competitiveness. *Journal of Small Business and Enterprise Development*, 28(7), 1092–1110. <https://doi.org/10.1108/JSBED-10-2020-0385>
- Elbadriati, B., & Larasati, I. A. (2025). Negotiating Empowerment: Women's Roles and Lived Experiences in Lombok's Tourism Development. *Advances in Tourism Studies*, 3(1), 27–41. <https://doi.org/10.53893/ats.v3i1.71>
- Duc, L. D. T., & Mujahida, S. (2024). Determinants of Consumer Preference for Local Brands: A Comprehensive Review of Recent Literature. *Global Review of Tourism and Social Sciences*, 1(1), 41–52. <https://doi.org/10.53893/grtss.v1i1.318>
- Hair, J. F., Page, M., & Brunsveld, N. (2021). *Essentials of business research methods* (4th ed.). Routledge. <https://doi.org/10.4324/9780429616309>

- Hatidja, S., & Sulana, B. A. (2025). Tourism and Everyday Livelihood Negotiations: A Case Study of Coastal Fishing Communities in Sulawesi. *Advances in Tourism Studies*, 3(1), 53–61. <https://doi.org/10.53893/ats.v3i1.73>
- Isenberg, D. J. (2011). The entrepreneurship ecosystem strategy as a new paradigm for economic policy. *Institute of International and European Affairs*. <https://doi.org/10.2139/ssrn.108210>
- Jumingan. (2018). *Analisis laporan keuangan dan studi kelayakan bisnis*. Jakarta: Bumi Aksara.
- Kotler, P., & Keller, K. L. (2022). *Marketing management* (16th ed.). Pearson Education.
- Lumpkin, G. T., & Dess, G. G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of Business Venturing*, 16(5), 429–451. [https://doi.org/10.1016/S0883-9026\(00\)00048-3](https://doi.org/10.1016/S0883-9026(00)00048-3)
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). Sage Publications.
- Ministry of Cooperatives and SMEs. (2023). *Annual report on micro, small and medium enterprise development in Indonesia 2023*. Jakarta: Government of Indonesia.
- Rahman, N., & Rahim, A. (2022). Digital transformation and marketing innovation among Indonesian SMEs. *Journal of Entrepreneurship in Emerging Economies*, 14(5), 789–805. <https://doi.org/10.1108/JEEE-05-2021-0217>
- Rahmani, H., & Ghasemi, R. (2023). The moderating role of entrepreneurial orientation in SME innovation and performance. *Management Research Review*, 46(1), 180–197. <https://doi.org/10.1108/MRR-09-2021-0667>
- Santoso, A., & Purwanti, D. (2022). Determinants of SME growth and sustainability in Indonesia's creative industries. *Journal of Asian Business and Economic Studies*, 29(4), 299–318. <https://doi.org/10.1108/JABES-03-2021-0041>
- Scarborough, N. M. (2019). *Essentials of entrepreneurship and small business management* (9th ed.). Pearson Education.
- Sukmana, R., & Sari, F. (2021). The impact of marketing mix on customer loyalty in Indonesian retail microenterprises. *Journal of Marketing Analytics*, 9(4), 312–326. <https://doi.org/10.1057/s41270-021-00112-5>
- Suryani, T., & Hendrawan, D. (2021). Market orientation, innovation capability, and firm performance among Indonesian small enterprises. *Asia Pacific Journal of Innovation and Entrepreneurship*, 15(2), 204–222. <https://doi.org/10.1108/APJIE-09-2020-0142>
- Tambunan, T. (2020). The performance of small enterprises in Indonesia: Key issues and policy implications. *Journal of Southeast Asian Economies*, 37(2), 203–222. <https://doi.org/10.1355/ae37-2e>
- Taufik, M., & Nugroho, D. (2023). The influence of digital literacy on marketing performance of MSMEs in Central Java. *Indonesian Journal of Business and Entrepreneurship*, 9(1), 45–58. <https://doi.org/10.17358/ijbe.9.1.45>
- Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). Sage Publications.
- Yuli, S. B. C. (2024). Understanding the Dynamics of Tourist Experience through a Qualitative Lens: A Case Study Approach in Indonesia. *Global Review of Tourism and Social Sciences*, 1(1), 30–40. <https://doi.org/10.53893/grtss.v1i1.323>