

The Integrated Business Startup (IBS) Model Initiated by the Provincial Government as a Future Hybrid Approach on the Competitiveness of SMEs and Cooperatives

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ABSTRACT

Small and medium enterprises (SMEs) and startups are widely recognized to have an important and substantial role in the Indonesian economy. Therefore, an ecosystem and standardization are needed to provide better progress and facilitate the growth and development of SMEs and startups. Likewise, with cooperatives, if cooperatives still carry out a “monotonous” pattern that does not take advantage of technological developments optimally and are ready to transform in the industrial revolution era 4.0, it is impossible that the cooperative will be abandoned. The government can create an ecosystem such as a startup through the hybrid approach. Hybrid approach can be an accelerated solution for increasing the independence and competitiveness of SMEs and cooperatives. The novelty in this research is a startup system with a hybrid approach that has never existed before in Indonesia escalating the tourism sector, cooperative systems, and SMEs. Furthermore, they can offer their products and / or services so that their function can be declared as online services and government operations. This research aimed to introduce the hybrid approach in startup development initiated by the South Sumatra Province Cooperatives and SME Service which will be implemented in 13 districts and 4 cities in South Sumatra Province. The results of the research were expected that the IBS model initiated by the provincial government and developed with the hybrid approach can become a new platform for SME actors and cooperative managers in order to become more independent, have competitiveness, and preserve the ability to face the challenges of the 4.0 era. Likewise, the increase of tourist visits in South Sumatra Province will enhance the important formation of collaboration between related parties in the form of crowdsourcing in the government environment. However, to make the ecosystem able to accelerate the achievement of performance targets and provide better public services is needed.

Keywords: Startup, Hybrid, IBS, Provincial Government, SMEs, Cooperatives

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Introduction

Minister of Research, Technology and Higher Education or Menteri Riset, Teknologi dan Pendidikan Tinggi (Menristekdikti), Mohamad Nasir, in his remarks at the opening of the 2018 Indonesia Expo (I3E) Technology-Based Innovation Exhibition, said that in the last four years, startups have increased their growth rapidly. Furthermore, according to the data from the Ministry of Research, Technology and Higher Education or *Kementerian Riset, Teknologi dan Pendidikan Tinggi* (Kemenristekdikti), this year there are 956 startups established in Indonesia. The number of startups has managed from the initial expected target which is 850 [1].

Based on the data from startup rankings as of March 2018, Indonesia has ranked fourth in the

world related to the number of startups established. The number of startups per 2018, Indonesia has established 1,720 startups. America is in the first place with around 28,000. India has established 4,700 startups and UK has established 3,000 startups. Meanwhile, for unicorns, based on international data from year 2017, of the 359 startups with a unicorn title in the world, China has positioned in the first place with 149 unicorns outperforming the United States startups which only has 146 unicorns. Then, Britain, India and Israel followed behind [2].

The growth of startups in Indonesia is getting bigger, this momentum needs to be utilized as well as possible in order to increase economic competitiveness. This phenomenon needs to be the attention of the local government, especially the Cooperatives and Small and Medium

Enterprises (SMEs) Service, so that the government needs to take part in a large role of startups development. The role of local government, especially in the Cooperatives and SMEs Service, can be optimized through the initiation movement to integrate cooperatives and SMEs into the startup system so that the results obtained are more optimal. The development also have an impact in particular on the growth of cooperatives and SMEs.

The province of South Sumatra has enormous potential in startup development, but its resources are still limited so that the potential / advantages are not maximally exposed [3]; [4]; [5]; [6]. Based on 2019 BPS data for January, the number of foreign tourists (tourists) visiting South Sumatra through the entrance to Sultan Mahmud Badaruddin II Airport in Palembang in January 2019 has reached 811 visits while there is a decrease of 43.33% compared to December 2018 [7]. This data indicates that tourism promotion is still carried out on a limited basis, even though if the citizen work together and take advantage of startups, the number of foreign tourists can increase every year. Startups can provide services to support market travel tickets on-line, hotels, tourism locations, restaurants, tour guides, transportation, and tour packages on-line while providing many other enhancements. For example, Singapore has a very well-developed tourism industry. When tourists come to set foot in Singapore, they can choose and use various integrated tourism services online until they leave Singapore. On the other hand, growth in the tourism sector has a direct and indirect impact on the turnover of SMEs. Because of the interconnection between sectors, the SMEs sector also provides products and or services needed by tourists. Even many of the SMEs provide icons and all local wisdom that supports tourism.

The main focus in this research drawn between the gap of startups recording in Indonesia. if cooperatives still carry out a "monotonous" pattern that does not take advantage of technological developments optimally and are ready to transform in the industrial revolution era

4.0, it is impossible that the cooperative will be abandoned. It is well known that IT capability constraints are a factor in IT adoption decisions and subsequent use, especially for SMEs. In general, increasing the benefits of IT investment is a challenge for SMEs given their limited technical capabilities and human resources [8]. However, this can be overcome by using IT together or integrated. The result is the creation of sustainable marketing channels, increased short-term revenue and long-term sales, reduction in advertising costs by 70%, reduction in overall marketing costs, creation of competitive advantage, ease of promotion across social media platforms, increasing in brand and product popularity, and organizational recognition or companies to the community [9].

Previous studies have focused more on the use of e-commerce and ERP (enterprise resource planning). Research done by [10] found the results showing that SMEs dealing with customers personally is an important aspect for the success of their company. Wherever e-commerce applications can be used on the user interface for customer, then personalization can play an important role. Research conducted by [11] shows that top management commitment has been recognized as one of the most important elements in the successful implementation of an ERP system. Since the main responsibility of top management is to provide adequate financial support and adequate resources to build a successful system, implementing an ERP package is a complex and expensive job. However, it is important to select the appropriate vendor, features in adequate scalability, and H/W compatibility. Furthermore, the user friendliness of the product depends on the size and structure of the organization. Other studies regarding the application of systems/applications in SMEs are quite a lot but have not emphasized by the use of IT together as a cooperation strategy. Where the result of cooperation is that the costs incurred for technology investment. It is cheaper and mutually beneficial for each party. It even lead to new business opportunities.

The difference between this study and previous research is that this study introduces a startup model initiated by the Provincial Government based on a hybrid approach. This startup is called an integrated business startup or IBS. This startup system will integrate cooperative managers and SMEs who are driven by the local government, in this case the Cooperative and SMEs Office. This system has never existed before, which connects the tourism sector, cooperatives, and SMEs to offer products and/or services so that their functions can be declared as online services and government operations. This enhancement is the novelty of this study. This startup will be implemented in 13 Regencies and 4 Cities in South Sumatra Province. Therefore, the Office of Cooperatives and SMEs can monitor the development and performance of cooperative and SMEs development.

Research by [12] states that e-government systems require a better architecture for integration and interoperability between components, applications and services of e-government systems. The architecture should provide a seamless approach to the integration and interoperability of e-government applications and services using hybrid and distributed e-government architectures. His research results recommend an e-government system architecture and a proof-of-concept prototype of the proposed architecture as a case study in Malaysia's One-Stop E-Government (MyOneEG) system. Another study echoing the hybrid approach was conducted by (Fishenden & Thompson, 2013) in which they argue that the future of public services will be increasingly shaped by the evolution of global digital platforms that support the Internet, with two distinct technical and commercial features. First, the use of standards and an open architecture that separates standard business logic from supporting applications will allow government to become technology and vendor agnostic, freeing it from excessive reliance on proprietary systems and suppliers. Second, over time, open standards and increased market choice will drive innovation and progressive convergence of cheaper standard

“utility” public services. These two features will combine to create a powerful dynamic situation, fostering the disintegration of traditional “black box” technologies and services, traditionally organized around “system integrators” and departmental structures, and their reaggregation around citizens in the form of services.

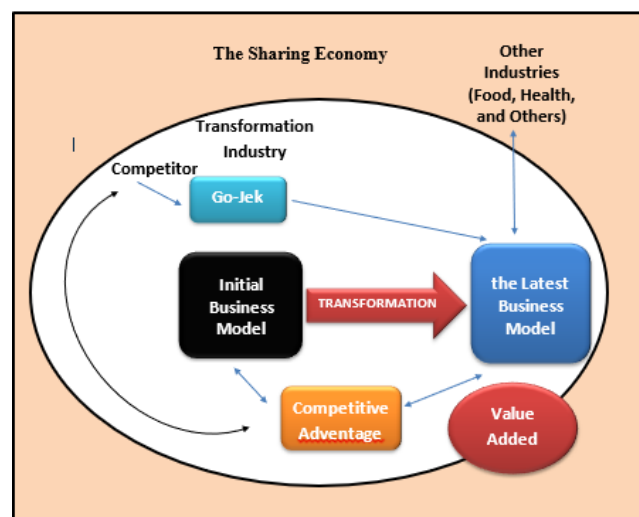
Discussion of eBusiness systems or applications associated with SME networks generally EDI, websites, e-mail, e-SCM-enabled supply chain management, customer relationship management (e-CRM) and knowledge management (e-KM) are briefly described in this section. According to [13] startup is an institution, not a product. He also states that startup requires new, more specific management to move the company in conditions of extreme uncertainty. The existence of a startup is not only about making goods, making money, or serving consumers. Startup also aims to create a stable business. The fundamental activities of a startup are turning ideas into products, measuring how buyers respond, and keeping the startup on track. Due to the increasingly rapid development of the startup business and the industrial revolution era 4.0, the use of technology has become a necessity.

At present, Malaysia has even established a Digital Multi-Sided Platform (DFTZ) which utilizes Alibaba's systems and technology to facilitate e-commerce development in the country, which is funded by the budget allocation of the Federal Government and Pos Malaysia (Yean, 2018). Another integrated system is Defense Meteorological Satellite Program (DMSP) which is a commercial network that enables IT to suppliers, intermediaries and customers [14]. It facilitates transactions between these different entities to create value [15]. The phenomenal success of DMSPs in the e-commerce landscape over the past decade has fueled their rise to economic prominence in recent years [16]; [17]; [18]. Notable DMSPs include eBay, which serves the buyers, advertisers and sellers within a platform mechanism. Other big DMSP, Google, functions as a platform for internet advertisers and users [19]; [20]; [21]. The Forbes headline quoted

above describes the intense competition among the three largest and most commercially successful DMSPs in the digital economy; namely, Alibaba, Amazon and eBay. Alibaba, Amazon and eBay are companies that go from startup to bigger system then continue to develop and become startup unicorns globally. It means that an integrated system and startups can be adopted by cooperatives and SMEs in Indonesia.

The integrated system in SME has been evaluated by [22], SMEs can achieve a number of benefits if they receive Integrated Systems Management (IMS). Furthermore, internal benefits can be divided into three categories: organizational, financial, and employee benefits. Similarly, external ones are grouped into commercial, communication, and quality/environmental/safety benefits. Improved internal efficiency and management quality are the first internal results that can be achieved by SMEs. The integrated system also allows equality in management methodology. Moreover, if the system is integrated with many other SMEs, it will result in a lot of synergy with many parties.

Research conducted by [23] revealed the results of the study related to startup transformation. The research result showed the transformation of Go-jek business model from just an online motorcycle and taxi to a complex application with various services. The changes of concept in Go-jek business, whose added value is felt by customers, are effective in preserving Go-jek competitive advantages and strengthening Go-jek position in the development of the sharing economy (Figure 1).



Source: (Salim & Ihalaauw, 2017) Research Model Ihalaauw (2017)

Figure 1. Go-Jek Latest Business Model (after transformation)

The transformation of Gojek business model from just online-based transportation to a complex application with many and various services has changed the Go-jek business concept. The business model transformation was carried out because of the value perceived by customers (perception value). The advantages that Gojek have compared to its valuable competitors for customers are: 1) One application with multiple services, 2) Many drivers available, 3) Reasonable prices, 4) Go-Pay service +, and 5) Go-Points. Therefore, the transformation of Gojek business model effectively resulted in a competitive advantage.

Nusareserch's research which conducted a survey of internet users about hotel room and flight ticket booking services in Indonesia stated that Traveloka.com was superior to its competitors. Assessment in the survey, namely: 1) Being the main reference for buying (**Convention Rate**) with a value of 77.0%, 2) Most visited Online Travel Agency (OTA) application (**Ever Visited Site**) with a value of 68.8%, 3) The ability of consumers to remember a brand (**Brand Awareness**) with value 89.4%, and 4) Consumers' first memory about a brand (**Top of Mind**) with a value of 42.5% (dailysocial.id). On the other hand, Nusaresearch's research shows that consumers' assessment of top of mind on

Traveloka.com is still smaller than the other three assessments. This means that Traveloka.com has not fully dominated the minds of consumers as a travel agent or OTA application in Indonesia when consumers need information about flight tickets and hotels or need to make an online travel booking. In addition, when it is determined from the data obtained by researchers from Trustedcompany.com website, within the assessment parameter to see consumer reviews on companies with the travel and hotel category, Traveloka.com is in 40th place, far below its competitors. The competitors have placed in above Traveloka.com. Tiket.com is in the number of 3, Nusatrip.com is at number 4, and Utiket.com is at number 13. Trustedcompany.com is an open forum site to view and make reviews or consumer reviews about how e-commerce based companies work (Trustedcompany.com).

The results of the study conducted by [24] show that the level of IT adoption is related to the adoption of Support Supply Chain (SCM). At the integrated level, SMEs will find it easier to connect with their suppliers and consumers. Information will be easier to obtain and companies will quickly adapt to dynamic consumer needs [25]. The next finding shows that the higher the level of IT adoption, the better the company's performance. The study aims to introduce a systematic approach model called the "Startup Quality Management System Model (QStarMS)" through literature review and analysis, focus groups and case studies. QStarMS integrates the Business Side (BS) of the startup using the Business Model Generation/Canvas (BMG/C) and the Management Side (MS) under the ISO 9001:2015 of Quality Management System (QMS), as well as, to simplify the model to fit startup requirements and overcome their limitations.

Research conducted by [26] shows that business opportunities and management skill levels, as well as survival rates will be increased if startup businesses use the Quality Startup Management System Model (QStarMS) and have registration under the Hong Kong Quality Assurance Agency-

Hong Kong Science Startup Recognition Scheme and Technology Parks Corporation (HKQAA-HKSTP). The QStarMS model consists of the basic business functions of a BMC startup, key elements of ISO 9001, Information Security control (InfoSec) concerns and core values of all management systems, for example: continuous improvement. This model will help to overcome the difficulties and limitations for business and product development startups in order to increase their level of management skills.

The next step is to enlarge the attendees and arrange more business matches, as well as, contact with investors (e.g. Hong Kong Business Angel Network / HKBAN) to let them know the quality of the listed startups. We have planned to prepare several document templates to facilitate startup and invite some experts or specialists to share more about IP registration, service agreement preparation. The business integration program between HKSTP and HKQAA was launched in 2017. Some of the above studies show that the integrated business system model has been widely used in several countries because of the many advantages it has. In other words, it can be stated that an integrated business system will form a coopetition. These companies often have limited financial resources, but will still seek to innovate. This directs SME managers to look for alternative strategies to increase their innovation, one of which is a coopetition strategy, which has been shown to increase innovation [27]. The majority of cooperative relationships actually occur between competitors as stated by [28] and coopetition receives growing attention [29].

Research on the emergence of coopetition of integrated business systems was carried out by [30]. This study suggests that the owner-manager of the SMEs family should be aware of the potential implications of joining cooperative networks. Its benefits can include building long-term relationships, strengthening social ties, and exchanging information, especially on succession strategies [31]. However, the risk of an imbalanced relationship due to opportunism and knowledge leakage should not be ignored.

Therefore, the owner manager of the SMEs family must consider the double-edged consequences of cooperative relationships. In addition, they must be aware of and learn how to manage the potential influence of family members' Socio Emotional Wealth (SEW) on the company's key strategic decisions. Therefore, the IBS (One-Stop Startup) system will increase the competitiveness of cooperative managers and SMEs, and create synergies that can create efficiency and effectiveness in business operations.

Research on the existence of an integrated SMEs franchise system through the development e-WaUKM (online and integrated-system of small and medium enterprises as e-commerce franchise database) website was conducted by [32]. This research was done where the e-WaUKM system has made it easy for franchisees and e-commerce shops in the SMEs group to promote their goods and services, to make it easier for users who are looking for an SMEs franchise with minimal capital, to facilitate cooperation between franchisees and SME franchisees in terms of managing business units and displaying the system user friendly. In addition, there are several features such as franchise type and search button to help exploring the e-commerce.

This is in line with the findings in the research results of [33] with the following results: 1) There is a significant influence of the Entrepreneurial Action Group on the Performance of Creative Economy-based SMEs, 2) There is a significant influence from the Entrepreneurial Action Group on the Creative Economy-Based Internalization of the Role of Quadruple Helix Innovation, 3) There is no effect of Internalizing the Role of Quadruple Helix Innovation on the Creative Economy-Performance of SMEs, and 4) There is a significant influence from the Entrepreneurial Action Group and the Internalization of the Role of Quadruple Helix Innovation on the performance of SMEs based on the Creative Economy. It is in line with the research done by [34]. Based on the results of this study, it can be described as follows: 1) Absorptive Capacity and Knowledge Sharing have a positive and

significant influence on the performance of SMEs with female owners who are members of Alisah Khadijah ICMI Palembang and 2) The Absorptive Capacity variable has a more dominant influence on the performance of the women-owned SME group who are members of Alisah Khadijah ICMI Palembang compared to the Knowledge Sharing variable.

Method

This research was conducted with a descriptive qualitative approach that utilizes qualitative data and analyze it descriptively [35]. Qualitative data discussed about the IBS system development blueprint (2019-2022) and the development of SMEs and cooperative managers in South Sumatra Province. Researchers will form a startup development model initiated by the government directly with the hybrid approach. The research location is the Cooperative and SMEs Office of South Sumatra Province which oversees the cooperative and SME offices in 13 districts and 4 cities in South Sumatra Province.

Result and Discussion

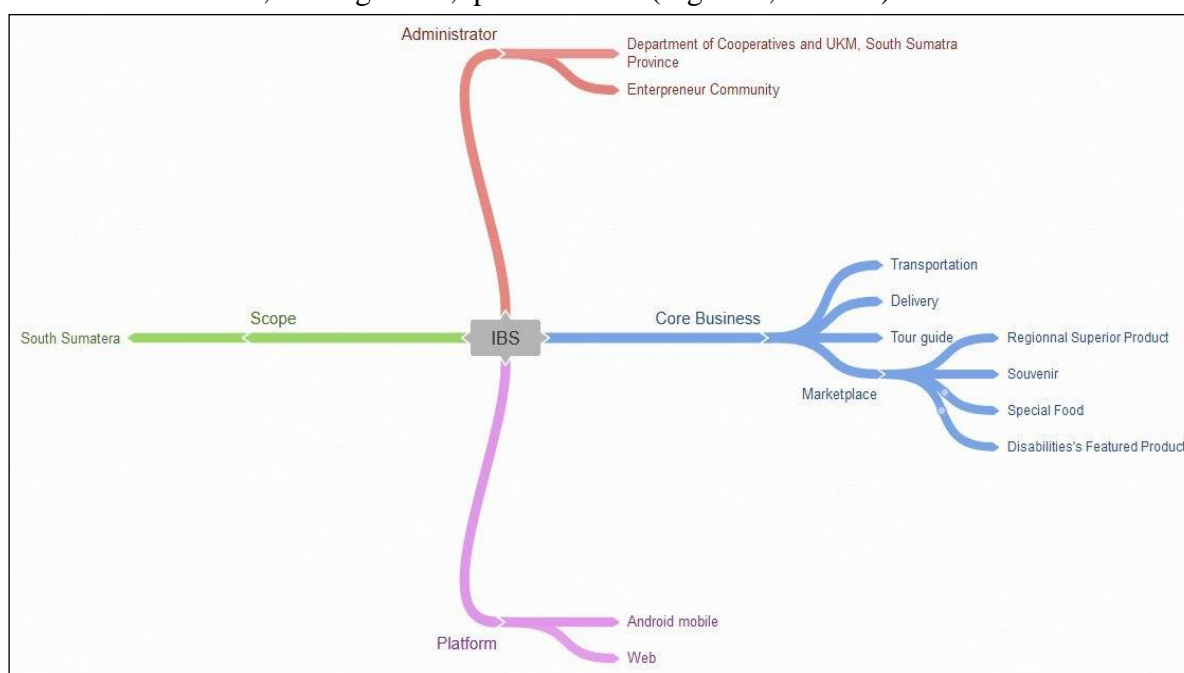
A system that is built and developed must be supported by government policy. Therefore, it is very possible to build and develop a startup that can become a hybrid approach to become a pilot for the development of a government service system. Law Number 25 of 2009 concerning Public Services regulates the principles of good governance which are the effectiveness of government functions itself. Public services carried out by government or effective corporations can strengthen democracy and human rights, promote economic prosperity, create social cohesion, reduce poverty, increase environmental protection, be wise in the use of natural resources, deepen trust in government, and maintain public administration.

In order to realize Law Number 25 of 2009, SPBE was issued, an Electronic-Based Government System regulated in Presidential Regulation Number 95 of 2018 concerning Electronic Based

Government Systems. Presidential Decree 95/2018 concerning Electronic-Based Government Systems was signed by President Joko Widodo on October 2, 2018 and promulgated in the State Gazette of the Republic of Indonesia Year 2018 Number 182 by Menkumham Yasonna H. Laoly on October 5, 2018 in Jakarta. The attachment to Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems discusses the National Electronic Based Government System Master Plan as one of the national development missions in accordance with the mandate of Law Number 17 of 2007 concerning the National Long-Term Development Plan or Rencana Pembangunan Jangka Menengah (RPJP) of year 2005-2025. The rule is described to create a competitive nation. This mission can be carried out through the development of the state apparatus which includes institutions, management, public

services, and human resources or Sumber Daya Manusia (SDM) of the apparatus.

The provincial government needs to take an innovative step by implementing not only services in a one-stop e-government system but also in the G2B (Government to Business) service model in the form of a one-stop government startup, while still paying attention to integration and interoperability. Thus, as with e-government systems, government startups still need a better architecture for integration and interoperability between these government startup components, applications and services. The IBS model, which was initiated by the South Sumatra Province Cooperatives and SMEs Office, uses the hybrid approach, which combines the interests of the South Sumatra Province Cooperatives and SMEs Office and the interests of other agencies related to the development of SMEs and Cooperatives (Figure 2, Table 1).



Source: [36]

Figure 2. IBS System Core Business

We also arrange the findings related to the comparison of IBS model with other startup products. Table 1 are the core business specifications for IBS startups with other startups.

Table 1. Comparison of IBS with Other Startup Products

Product	Scope			manager/administrator			Core Business							Platform		
	local	national	asia	government	private	community	transportation	delivery	tour guide	Market place	payment	booking	means of payment	iOS	android	web
Gojek	v	v	v	x	v	x	v	v	x	x	v	v	v	v	v	x
Traveloka	v	v	v	x	v	x	x	x	x	x	v	v	x	v	v	v
Bukalapak	v	v	x	x	v	x	x	x	x	v	v	v	x	v	v	v
IBS	v	x	x	v	x	v	v	v	v	v	x	x	x	x	v	v

Source: [36]

This startup system will integrate cooperative managers and SME players who are driven by the regional/provincial governments, in this case the South Sumatra Province Cooperatives and SME Office, which distinguishes it from other startups managed by the private sector which are clearly profit oriented. Because the typical manager is the regional apparatus organization or Organisasi Perangkat Daerah (OPD) so that the core business of the IBS System is emphasized on the marketplace, transportation, delivery, and tour guides. It can promote and market products and/or services while it is also iconic to all the local wisdom of South Sumatra Province. The IBS marketplace is aimed at the promotion and sale of Regional Leading Products (South Sumatra specialties and food) and Featured Products with Disabilities.

This system has never existed before in Indonesia, which connects the tourism sector, cooperatives, and SMEs to offer products and/or services so that their function can be declared as online services and government operations. The Department of Cooperatives and SMEs can directly monitor the development and performance of the cooperative and SMEs development. Likewise, cooperation with other related agencies and agencies, such as: Health Service, Halal Product Guarantee Agency (BPJPH), Food and Drug Administration, Industry and Trade Service, Tourism and Culture Office, Social Service, and others. The agencies are involved in implementing the IBS system, directly and indirectly. The agencies are a form of crowdsourcing system, namely a distribution to solve a problem and also a win-win solution process. The IBS system startup model with a hybrid approach can be described in Figure 3.

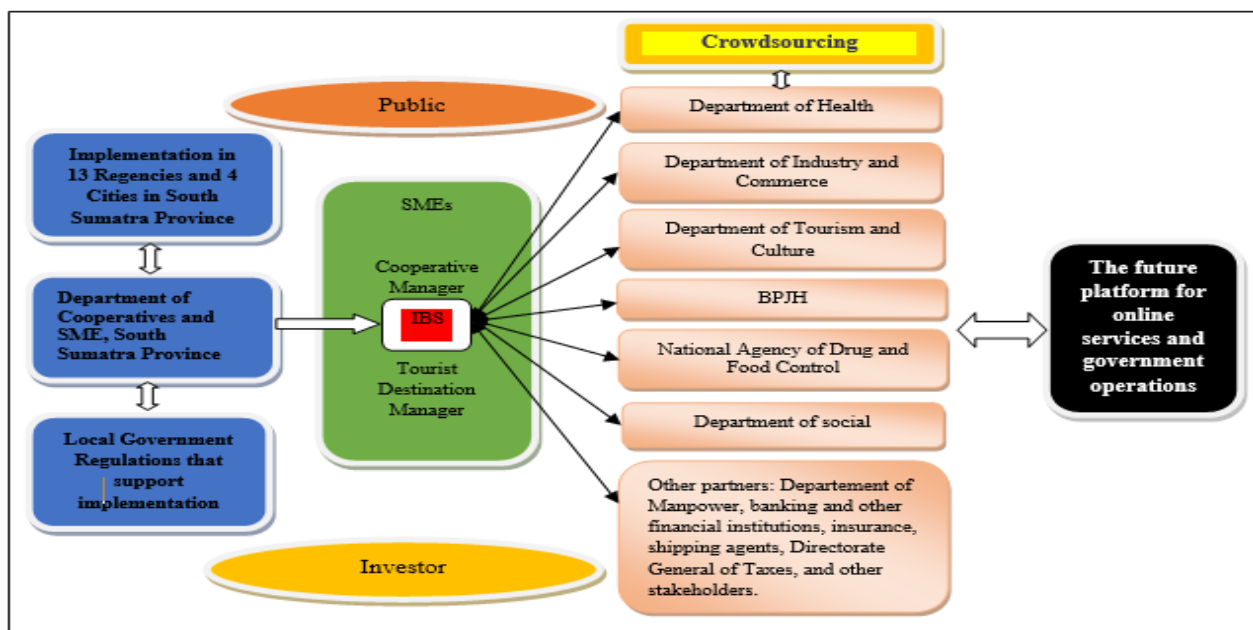


Figure 3. The IBS Startup Model of the South Sumatra Province Cooperatives and SME Service with a Hybrid Approach

Hybrid approach in the development and growth of the IBS system using the XP software development method to produce an application can be accessed by the wider community with research objects in the province of South Sumatra. Development focuses on development on the user side of the general public (front end) based on Android operating system mobile and on the side of the administrator user (back end) web-based to manage service content that will be accessed by the general public. Therefore, it is necessary to build a network infrastructure that includes: development of a service server, database server, and server security. The model produced in the first stage, in the second year, is extended to research objects for the provincial scale by building big data infrastructure. The purpose of big data development is as a means for future

system development capable of meeting the needs of the provincial government. In the future, it is expected that IBS big data will be formed and integrated with the system in government agencies or other related institutions so that it can become a single sign-on (SSO) for users, both business actors and ordinary users (customers). The most important thing at this time is that the South Sumatra Province Cooperatives and SMEs Service can improve service performance and target the development of SMEs and cooperatives in South Sumatra. The IBS system can be a superior startup product owned by the South Sumatra Province Cooperative and SMEs Office in the future and can become a recommendation for national policies in the management of fostered SMEs and cooperatives. The following is a picture of the IBS development flow in Figure 4.

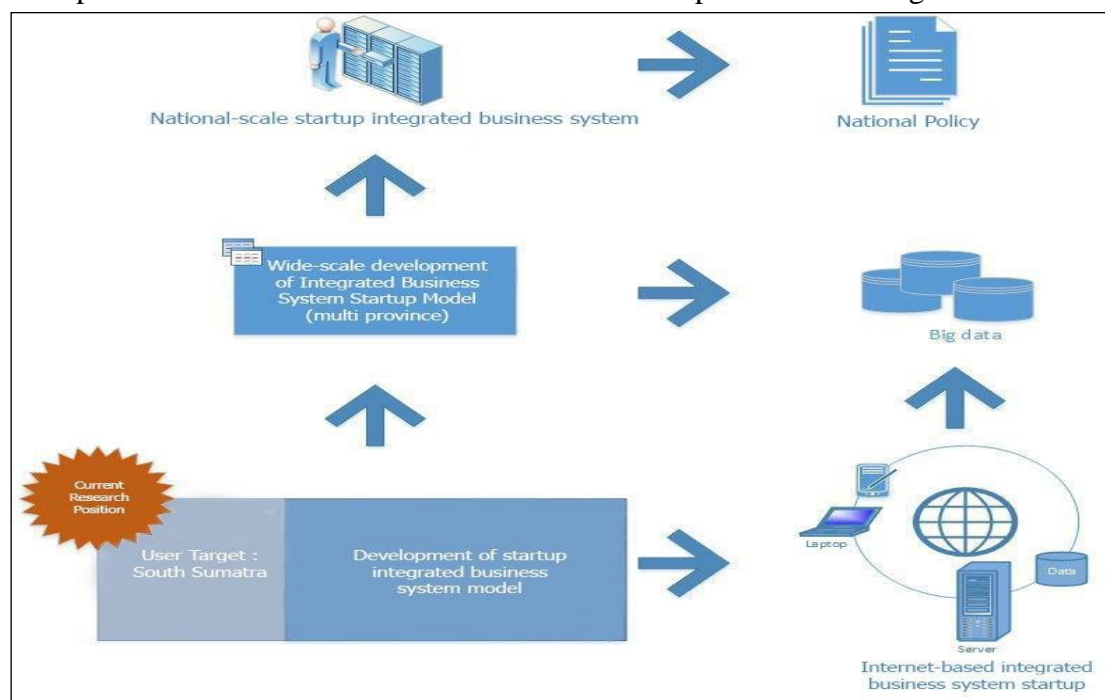


Figure 4. IBS Development Flow

The development of startups initiated by the government with the hybrid approach will have an impact on increasing the turnover of SMEs and opportunities for new methods of cooperative management that have been carried out conventionally. Likewise, the impact of ease in promoting and increasing the number of domestic and foreign tourist visits to various tourist

destinations in the districts / cities of South Sumatra Province. The Provincial Government, in this case the Office of Cooperatives and SMEs, will more easily monitor the development and performance of SMEs and cooperatives in real time, accurately, and support government decision making. The government will also have integrated data that can be used by all parties involved in

improving government services. The power of integrated data will also support the Electronic Based Government System.

So, the IBS model initiated by the Provincial Government with the Hybrid approach can be a collaborative solution between related parties in the government environment to form an ecosystem that accelerates the achievement of performance targets and provides better public services. This collaboration also forms crowdsourcing, which is a capability that comes from the support of related parties which will certainly make efforts bigger, faster, and the results are broader and have a big impact. SMEs and cooperative managers can become more independent and have competitiveness and of course have the ability to face the challenges of the 4.0 era.

Conclusion

Government startups in the business sector that are implemented with the hybrid approach, which are intended for SMEs, cooperative managers, and tourist destination managers, can be a solution for online services and government operations. A hybrid approach is needed to create solutions for increasing the turnover of business actors, increasing business competitiveness, and managing cooperatives that are open to digitalization.

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