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Collaborative Governance in Reviving MSMEs in the Post-Pandemic Covid-19: Pacitan Regency Case Study

Muhammad Eko Atmojo^{*}, Awang Darumurti¹, Nita Ariba Hanif¹

¹ Governmental Science Study Program, Universitas Muhammadiyah Yogyakarta, Indonesia

*Email Correspondence: muhammadekoatmojo05@gmail.com

ABSTRACT

The purpose of this study is to find out how big the role of the government and the government's response to realizing policies that favor MSME actors. This study uses the Qualitative Data Analysis Software (QDAS) method with the help of Nvivo12 Plus tools. The data source for this research comes from primary data and secondary data taken through interviews, observation, and documentation techniques. This research data processing uses a Crosstab Query to help visualize data and analyze Twitter data. Data analysis in this study uses the interactive model technique which begins with data coding as the reduction stage, data visualization, and drawing conclusions as the final findings. The results of the study can be concluded that the Pacitan Regency Government provides assistance to MSMEs through collaboration with various stakeholders. Where this collaboration begins with the identification of problems that hinder the development of MSMEs in Pacitan Regency. Where the collaboration that exists with the private sector, BUMN and other stakeholders is still focused on marketing issues, but for other problems, it has not been widely collaborated and managed between partners and the Pacitan Regency Government.

Keywords: Collaboration, SMEs, stakeholders

ABSTRAK

Tujuan penelitian ini adalah untuk mengetahui seberapa besar peran pemerintah dan respon pemerintah dalam mewujudkan kebijakan yang berpihak pada pelaku UMKM. Penelitian ini menggunakan metode Qualitative Data Analysis Software (QDAS) dengan bantuan alat Nvivo12 Plus. Sumber data penelitian ini berasal dari data primer dan data sekunder yang diambil melalui teknik wawancara, observasi, dan dokumentasi. Pemrosesan data penelitian ini menggunakan Crosstab Query untuk membantu memvisualisasikan data dan menganalisis data Twitter. Analisis data dalam penelitian ini menggunakan teknik model interaktif yang diawali dengan pengkodean data sebagai tahap reduksi, visualisasi data, dan penarikan kesimpulan sebagai temuan akhir. Hasil penelitian dapat disimpulkan bahwa Pemerintah Kabupaten Pacitan memberikan pendampingan kepada UMKM melalui kolaborasi dengan berbagai pemangku kepentingan. Dimana kerjasama ini diawali dengan identifikasi permasalahan yang menghambat perkembangan UMKM di Kabupaten Pacitan. Dimana kerjasama yang terjalin dengan swasta, BUMN dan stakeholder lainnya masih terfokus pada isu pemasaran, namun untuk permasalahan lainnya belum banyak kerjasama dan dikelola antara mitra dengan Pemerintah Kabupaten Pacitan.

Kata Kunci: Kolaborasi, UKM, stakeholder

INTRODUCTION

Countries around the world have had to respond to the COVID-19 pandemic with limited information and a lot of uncertainty. Not only that, but the COVID-19 pandemic has also changed the social fabric of society. One of them is in community economic activities.

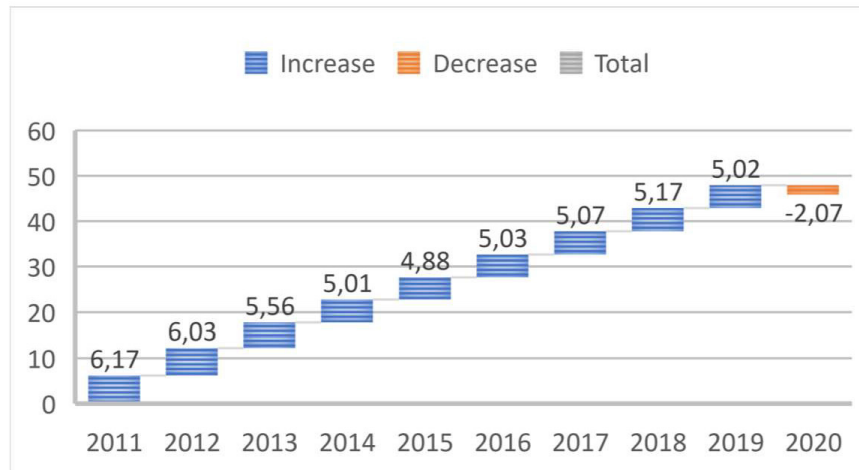


Figure 1. Indonesian's Economic Growth (2011-2020)

Source: bps.go.id (2021)

Figure 1 shows Indonesia has had stable economic growth for several years. In 2011 economic growth was 6.17%, in 2012 6.03%, in 2013 5.56%, and have a stable percentage till 2019. However, in 2020 Indonesia's economic growth decreased cause of the social distancing policy during the pandemic covid-19. This policy aims to minimize the spread of covid-19 although it had impacted several sectors, one of them being economic. Restrictions on outdoor activities, restrictions on holding association activities, and temporary closure of tourist destinations have an impact on reducing the productivity of community mobilization which contributes to driving the economy.

Government should be making programs to increase economic growth, one of them is reviving Micro, Small, and Medium Enterprises (MSMEs). MSMEs are sectors that have an important and large role in national economic growth. According to (Emiliani et al., 2021) MSMEs from the perspective of the global economy have an important role in economic development and growth. Not only that, but MSMEs also influence increasing the gross domestic product (GDP) in Indonesia in facing the industrial era.

Due to the COVID-19 pandemic, MSMEs are the worst sector, where around 96% of MSMEs experienced a negative impact on their business and 75% of them experienced a decline in product sales (Charismanur, Ningtiyas Wulan Puspita, & Nurdiyah, 2021). So,

this needs the role of the government to be able to encourage MSME actors to survive amid COVID-19 and also as a national economic recovery. In 2020 as a measure to overcome the impact of COVID-19 on the national economy, the government created a national economic recovery program (PEN) as stated in Perpu 1/2020. This program can have a positive impact, one of which is on the MSME business sector, where the MSME business sector can survive and increase its productivity (Marginingsih, 2021).

The MSME sector can also be said as a sector that can survive the uncertainty of conditions during a crisis, this is like in 1998, when the country experienced an economic crisis, and the small sector was able to survive (money.kompas.com, 2020). But on the other hand, with the uncertainty of conditions like today, MSME actors also need to be observant in making every decision and the government can also be responsive. Conditions like today require dynamic capacity for business actors themselves (Teece, 2018) to be able to adapt, find the right solution to solve problems creatively and innovatively, be able to innovate to be able to keep up with change.

The regional government considers that economic recovery efforts are steps that are in line with the ongoing Covid-19 pandemic, one of them is the Pacitan district government. The Pacitan government seeks economic improvement through empowering MSMEs. Pacitan MSMEs have proven to be able to survive during the Covid-19 pandemic when other sectors experienced a decline. His contribution has proven to be able to maintain Pacitan's economy amid a pandemic at 1.84%, while East Java Province's economic growth has decreased to -2.39% at the same time (Sumodiharjo, 2021). Even though they can survive during a pandemic, MSMEs are hampered in the product marketing process as long as social distancing policies are implemented (halopacitan.com, 2020). The marketing transformation of MSME products needs to be initiated to maintain the existence of MSMEs during the Covid-19 pandemic which has played a big role in Pacitan's economic development.

This is also influenced by the existence of social restrictions, and the closure of the tourism sector, resulting in a reduction in the amount of production and the amount of product marketing. Therefore, MSME needs responsiveness from the local government itself to be able to maintain the existence of MSMEs during the COVID-19 pandemic. During the COVID-19 pandemic, the problems faced by MSME actors were related to capital and product marketing (DetikNews, 2021).

To be able to encourage MSMEs in facing conditions of uncertainty, the government and MSME actors need to synergize. The government continues to pursue strategies to support government policies in improving the economy. In addition, MSME actors are also required to be able to innovate and be adaptive in facing the challenges of today's industrial world. Therefore, this study aims to determine the response of the government,

government policies and the government in increasing competitiveness in post-pandemic covid-19 in Pacitan Regency.

RESEARCH METHOD

This research uses a qualitative method with a case study approach. The data collection technique in this study uses documentation techniques with data sources from the mass media and previous studies that are relevant to the research theme. This study also uses social media twitter as additional data taken from the BUMN Twitter account, namely @rumahbumn_pct, because Rumah BUMN is one of the actors who play a role in optimizing the marketing of MSME products in Pacitan. @rumahbumn_pct is a twitter account managed by a state-owned enterprise to empower MSMEs, especially in optimizing digital marketing. Rumah BUMN operate in several areas, one of which is in Pacitan District. In processing the data, this study uses the assistance of Nvivo12 Plus tools in the form of crosstab and social media analysis to facilitate the presentation of data visualization findings.

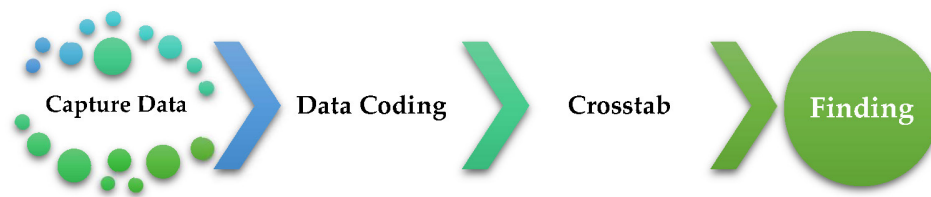


Figure 2. Data Processing through Nvivo12 Plus

Source: Author, 2022

The data analysis technique in this study uses the interactive model technique developed by (Miles, Huberman, & Saldaña, nd) consisting of three stages, namely data reduction, data presentation and conclusion drawing.

RESULTS AND DISCUSSION

Collaborative Governance

According to Anseel through collaborative governance theory, public sector institutions together with stakeholders develop strategies to increase the value of public services in the hope that these strategies can have a positive impact on the community. This study will discuss collaborative governance based on the theory developed by (Ratner, 2012) namely Collaborative Governance and Action Planning. This theory has three stages of collaborative governance, namely Identifying Obstacles and Opportunities, Debating Strategies for Influenced, and Planning Collaborative Action.



Figure 3. Theory of Collaborative Governance and Action Planning (Ratner, 2012)
Source: Judge, Suwitri, Larasati, & Dwimawanti (2021)

In discussing collaborative governance on optimizing MSMEs in Pacitan, this research focuses on the Collaborative Governance and Action Planning theory developed by (Ratner, 2012) which consists of three stages, namely Identifying Obstacles and Opportunities, Debating Strategies for Influenced, and Planning Collaborative Action. This theory applies collaborative governance to an action that is carried out based on the opportunities and problems encountered as a basis for making strategies or alternatives to overcome them.

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Identifying Obstacles and Opportunities

This stage is the listening stage, where the actors involved in the collaboration identify problems that hinder as well as opportunities that can be exploited (Irawan, 2017). Opportunity in this case is an aspect that allows it to be a solution to existing obstacles. In this case, each stakeholder has the same role to complement each other to overcome the obstacles faced. The collaborative governance established by the Pacitan Regency

Government with the private sector in empowering Pacitan MSMEs to advance to class also encountered several obstacles as follows:

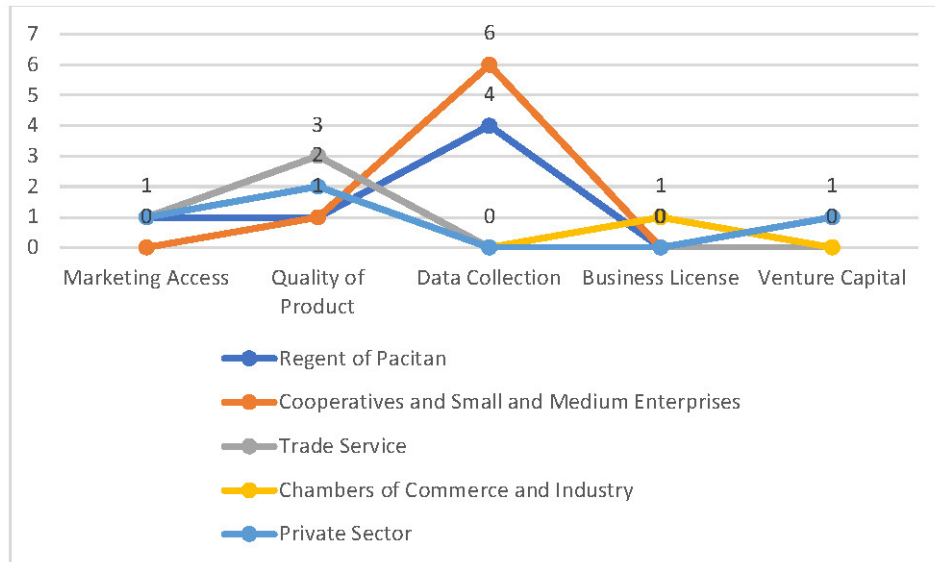


Figure 4. Barriers to MSME Empowerment in Pacitan

Source: Data Analysis Using Nvivo12 Plus, 2022

Based on mass media data processed using Nvivo12 Plus tools, it shows that in empowering MSMEs to move up a class in Pacitan, they face several obstacles such as data collection, product quality, access to marketing, access to capital, and licensing. There was also the involvement of several actors who also identified obstacles in empowering MSMEs to advance, such as the Regent of Pacitan, the Pacitan Trade Office, the Pacitan Cooperatives and SMEs Service, the Chamber of Commerce and Industry (KADIN) and the private sector.

The picture above shows that the most inhibiting problem is the problem of collecting MSME data which is stated by the Pacitan Cooperatives and SMEs Service that data collection is still a crucial problem in empowering MSMEs to advance to class. The reason is that invalid MSME data will hinder the provision of assistance and training, especially if the MSMEs are fictitious. Barriers related to MSME data collection were also identified by the Regent of Pacitan who stated that MSME data collection was a very crucial aspect to finding out MSMEs that had advanced to class or had not graduated. MSME data collection is an important aspect in the implementation of programs or activities as a guideline regarding the suitability of the needs of business actors with the planned program or activity (Sari et al., 2022). (Prabowo & Syafirullah, 2018) stated the need for optimizing MSME information systems to facilitate MSME management such as MSME data

collection, facilitating MSME consultation, and MSME clustering. Proper classification also makes it easier for local governments to determine policies.

The obstacle faced in empowering MSMEs to advance to the next level in Pacitan is product quality. The quality of MSME products is one of the aspects of improving and sustainable MSMEs, even the problem of product quality was mentioned by several actors such as the Regent of Pacitan, the Pacitan trade office, the Pacitan cooperative, and UKM service, and the private sector. According to Mai in (Bhambri & Rani, 2021) product quality and product impression are one of the determinants of customer satisfaction with a product. Sugiono S. & Pratama, WW in (Prayitno et al., 2022) reinforce that business actors must improve the quality of products and services so that business actors can provide products according to consumer needs. In improving product quality, MSME actors must have insight into entrepreneurial orientation and customer orientation to improve the performance of competitive MSMEs (Suprpto et al., 2020).

The urgency in improving product quality and quantity innovation, including service innovation, is one of the efforts to improve marketing performance (Nurhilalia et al., 2019), where marketing access is still one of the problems of Pacitan SMEs to develop. The limited market access for MSME actors is triggered by several factors such as the lack of product branding, marketing techniques that are still conventional, the lack of identification of market tastes in the national and international arena, low product marketing managerial, limited knowledge of MSME actors regarding international marketing (Suhaili & Sugiharsono, 2019). Limited access to capital is also an obstacle for MSMEs in Pacitan to develop, as research (Candraningrat et al., 2021) proves that financial accessibility for MSME actors has a significant impact on business capital development. This is following the entrepreneurial finance theory which states that an increase in business capital, both internal and external, which is balanced with an increase in good entrepreneurial management will improve the performance of MSMEs (Sahela et al., 2021). Therefore, the government needs to synergize with various agencies such as banks to support the accessibility of capital for MSME actors (Dahliah, 2022).

Legality according to Khofifah (Yudha et al., 2022) plays an important role in business development, especially for MSME actors, and will make it easier for them to access assistance facilities from banks and the government. However, the implementation of policies related to business legality through the OSS system makes it difficult for MSME actors to process their permits because of the lack of socialization regarding the importance of registering business licenses through OSS which triggers MSME actors' non-compliance in processing business legality (Purnawan & Adillah, 2020). In addition, the problem of business legality for MSME actors is also triggered by the rigidity of licensing requirements which are the background for the lengthy process of establishing the legality.



Figure 5. New Businesses Registered by Counties

Source: World Bank Official Data, 2019

The figure above shows that Indonesia is the country with the lowest intensity of business registration compared to other countries. In 2019 Indonesia passed a very small number of businesses, which was less than 18 thousand businesses compared to other countries which could reach 291,000 business registrations. Rigid policies on business legality can certainly be evaluation material for the government, plus business legality is also one of the requirements for accessing assistance from the government and banks. Systematics of business legality that is not addressed will affect the development of MSMEs along with limited access to facilities that cannot be reached because they are hampered by business legality requirements. The problems of product quality, access to marketing, and MSME capital indicate that MSMEs need a conducive environment accompanied by optimal collaboration from various stakeholders (Sofyan & Fantini, 2021).

Debating Strategies for Influenced

Debating Strategies for Influenced is the second stage in government collaboration which is intended to develop strategies to overcome existing problems. At this stage, there is communication between stakeholders about the identified barriers including discussions on effective steps to overcome these problems (Hakim et al., 2021). In short, this stage is a discussion session to support the resolution of the problems that occur. The strategy carried out by the Pacitan Regency Government in seeking MSMEs to advance to class is to intensify assistance based on identified problems.

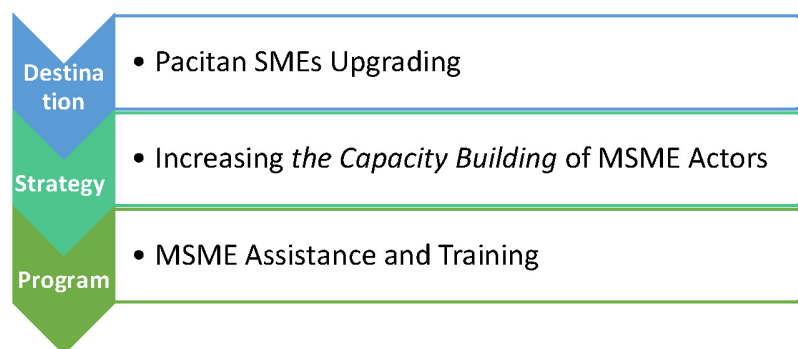


Figure 6. Strategies for Overcoming MSME Problems in Pacitan

Source: Author, 2022

To make Pacitan MSMEs advance, the Pacitan district government formed a strategy in the form of increased capacity building for MSME actors in their area. This effort is important considering that the main actor in the progress of MSMEs is the MSME actors themselves, therefore increasing the HR of MSME actors is the most accurate strategy in the MSMEs' main capital to advance to class. The formation of this strategy was also based on the problems that were identified at the Identifying Obstacles and Opportunities stage, where the main problems that hindered Pacitan SMEs from advancing to class were data collection, product marketing, and product quality.

Planning Collaborative Action

Planning collaborative action is the third stage in collaborative governance which refers to planning collaboration and cooperation (Rizkiandini, 2022). This stage is carried out after the obstacles are identified and discussions on the formulation of strategies to overcome the problems. Planning collaborative action means that stakeholders plan in implementing each strategy that has been discussed previously (Sunu A. Retno, Warsono Hardi & Retno Sunu Astuti, Hardi Warsono, 2020).

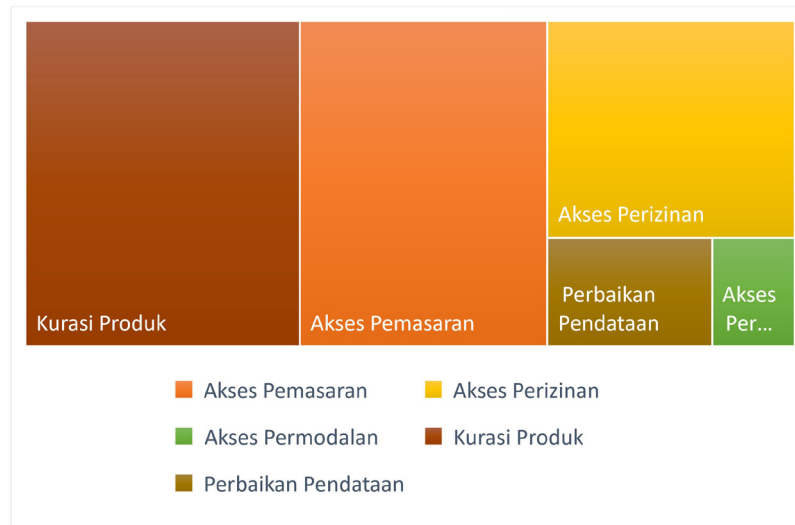


Figure 7. The form of MSME Assistance in Pacitan
Source: Data Analysis Using Nvivo12 Plus, 2022

Based on processed secondary data taken from mass media reports, it shows that the capacity-building plans carried out in assisting MSMEs in Pacitan are mostly focused on assisting product quality (36%) and marketing access (36%). This assistance effort is following the main problems faced by MSMEs in Pacitan based on the identification of problems carried out by stakeholders. To overcome the problem of MSME product quality in Pacitan, MSME product curation activities were held. MSME product curation is a process of selecting registered MSME products before the product enters the product export process. At this curation stage, the product will be tested for quality, feasibility, and packaging to increase the selling power of MSME products in Pacitan. MSME assistance is also carried out to optimize access to product marketing. This assistance is useful for expanding the marketing of MSME products both through conventional and digital marketing. The export of MSME products is also one of the goals in the efforts of MSMEs to move up a class in Pacitan. In addition, MSME assistance was also carried out in facilitating access to licensing (21%), improving MSME data collection (7%), and access to capital (4%).

Implementation of Collaborative Governance Assistance of Pacitan SMEs

In implementing the capacity-building strategy for MSME actors in Pacitan, the Pacitan Regency Government synergizes with stakeholders to optimize MSME assistance. The following are the collaborations established by the Pacitan Government in increasing the capacity building of MSMEs in Pacitan:

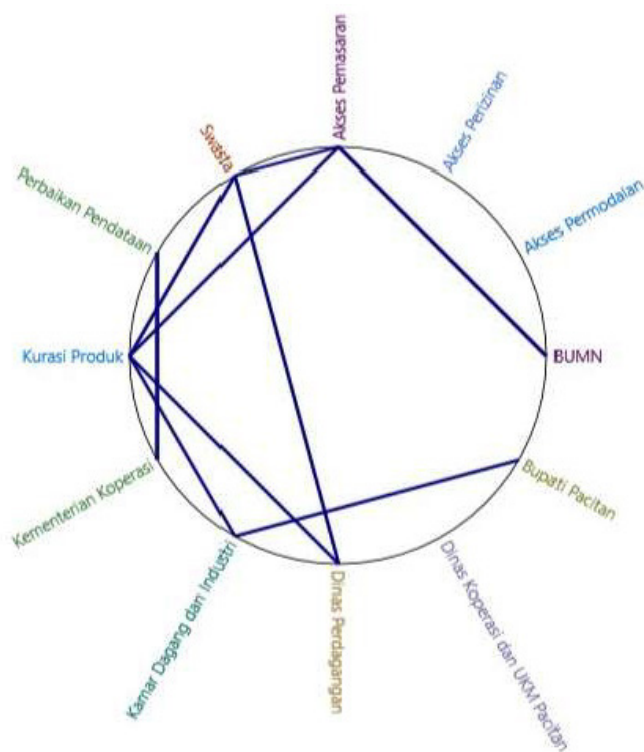


Figure 8. Stakeholders in Pacitan SMEs Assistance

Source: Author, 2022

Based on the identification of problems that hinder Pacitan SMEs from advancing to class, there are several problems that the Pacitan district government must pay attention to, such as the low validation of data collection for SMEs, problems with marketing access for MSME products, quality assurance and quality of MSME products, obstacles in licensing and capital. In overcoming the problem of collecting data on MSMEs, the Pacitan district government collaborates with the Ministry of Cooperatives and SMEs which will assist in the census of MSME data collection. The MSME data collection census is an activity initiated by the Ministry of Cooperatives and SMEs together with the Central Statistics Agency (BPS) and the Office in charge of Cooperatives and MSMEs throughout Indonesia, one of which is the Pacitan Cooperatives and SMEs Service. The implementation of this activity is based on several regulations such as Government Regulation (PP) Number 7 of 2021 concerning the convenience, protection, and empowerment of cooperatives and MSMEs (KUMKM) Article 55 which mandates the need for a single MSME database coordinated by the Ministry of Cooperatives and SMEs. This is also stated in Presidential Regulation (Perpres) Number 39 of 2019 concerning One Indonesian Data as a Government Data Governance Guide to producing accurate, credible, up-to-date, and integrated data.

This activity is held in stages from 2022 to 2024 with a target of collecting data on 65 million KUMKM in 2024 (Hidayat, K., 2022). For the number of MSMEs in Pacitan itself, so far 27 thousand MSMEs have been recorded, which is the result of data collection carried out independently by the Pacitan Regency Government (pacitanku.com, 2022). Through the census of MSME data collection assisted by the Ministry of Cooperatives and SMEs, it will certainly make it easier for the Pacitan Regency government to find out whether the 27 thousand MSMEs are proven valid. A large number of MSMEs in Pacitan can also indicate the potential for Pacitan economic growth which is led through MSMEs in it. The results of the census of MSME data collection are expected to create integrated information so that it can be the basis for forming, monitoring, and evaluating programs launched by the government to empower MSMEs (BPS PR, 2021). A reliable and credible MSME data collection census also deals with the problem of the lack of effective performance of cooperatives and MSMEs so far.

The next problem faced by the Pacitan MSMEs is the quality and quality of the MSME products themselves. Quality management plays an important role in improving operational performance, financial and non-financial performance for MSMEs (Jatmiko et al., 2021). In overcoming this problem, the Pacitan district government synergizes with several stakeholders such as the Pacitan Cooperatives and SMEs Service, Pacitan Trade Service, Chamber of Commerce and Industry (KADIN), State-Owned Enterprises (BUMN) and the private sector, namely Alfamart. Some of these stakeholders collaborate in *upgrading* Pacitan MSME products through the product curation they organize. MSME product curation is a process of maintaining value and quality and managing MSME products so that they can be developed sustainably. The Pacitan Cooperatives and UKM Service collaborated with KADIN to initiate product curation under the auspices of the East Java curation house. The criteria for curating MSME products consist of the legality of the product that is given a distribution permit by the authorized department, the quality of the product or service that can support the fulfillment of needs, attractive product packaging to give a positive impression on the brand and quality of the MSME product. The East Java curation house has 4 curators who will assess Pacitan MSME products in order to increase their selling value and be able to penetrate the market both offline and online because they have competitive qualities.

The curation of MSME products is also carried out by the Pacitan Trade Office in collaboration with PT. Sumber Alfaria Trijaya, Tbk (Alfamart) by providing retail management training and curating Pacitan MSME products. The product curation carried out includes packaging, content and other aspects that can help MSME products pass the product display selection at Alfamart. This curation activity can also be a forum for MSME actors to improve product quality and packaging while expanding the marketing of MSME products through Alfamart. In this case, Alfamart as a private party collaborates with the Pacitan Regency Government in helping curate MSME products as well as helping

to market MSME products, considering that marketing access is also still a problem that prevents Pacitan MSMEs from advancing to class. Assistance for Pacitan SMEs in providing access to marketing is also carried out by several other stakeholders, as follows:

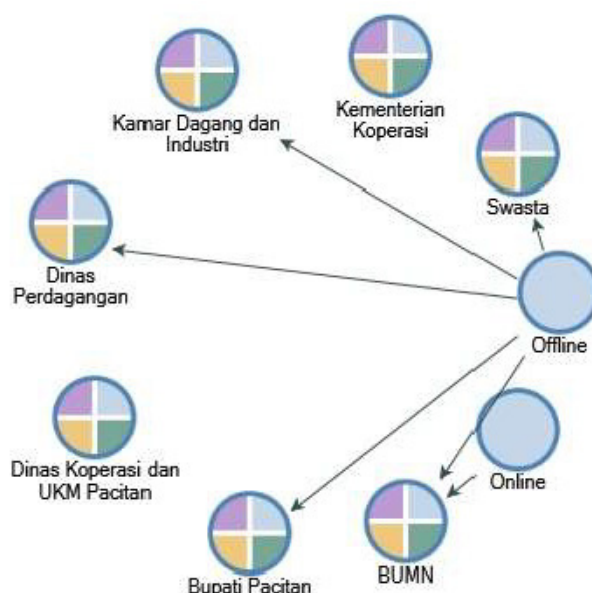


Figure 9. Assistance in Pacitan MSME Marketing Access
 Source: Author, 2022

Marketing assistance for Pacitan MSME products is carried out by providing online and offline marketing access. Assistance in offline marketing access is carried out by the Pacitan Trade Office in collaboration with Alfamart through the provision of MSME product displays that will be distributed to all Alfamart branches. The hope is that people in other areas can enjoy and reach Pacitan MSME products that are available at the nearest Alfamart. The provision of MSME product displays at Alfamart can increase competitive MSMEs in improving the quality of their products in order to penetrate the selection of product curation for display at Alfamart. KADIN also provides assistance to access marketing of Pacitan UMK products by curating MSME products to meet export product standards so that Pacitan MSME products can penetrate the global market. MSMEs will also be classified based on product legalization to determine the grade of MSMEs that will be adjusted to their marketing targets.

Assistance in providing online marketing access is also carried out by the Pacitan Regency Government in collaboration with fellow OPDs and third parties through the establishment of the pacitanmall.id marketplace. This marketplace was first released in 2018 which is intended as a forum for marketing Pacitan MSME products as well as a place to learn how to operate a marketplace.

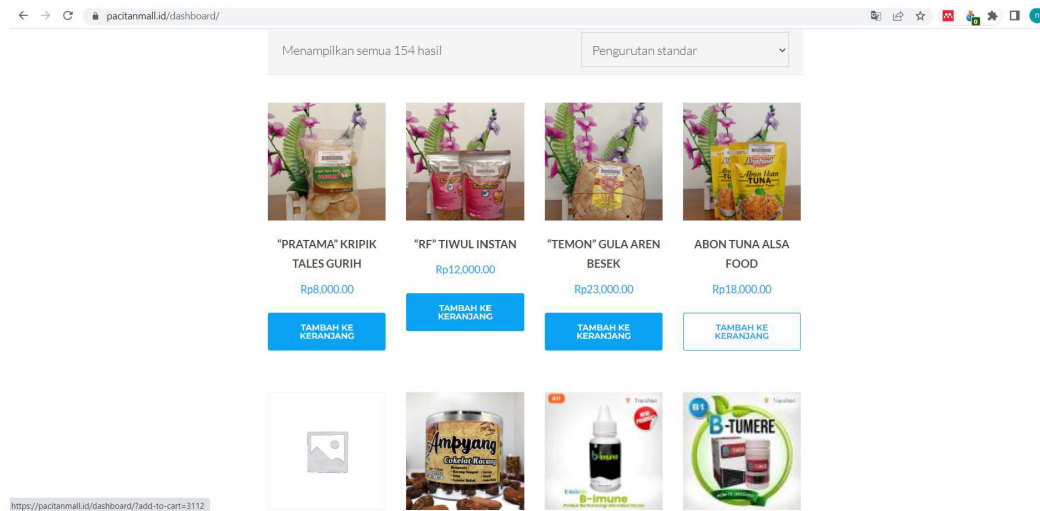


Figure 10. Marketplace display pacitanmall.id
Author, 2022

The system in pacitanmall.id is like the system in the marketplace in general which provides a catalog of MSME products in the form of product photos and descriptions equipped with transaction facilities in it. However, this marketplace still needs development and socialization so that SMEs in Pacitan are interested in joining it. So far, only about 200 MSME actors in Pacitan have joined this marketplace, which indicates that the Pacitan Regency Government needs to intensify the implementation of this marketplace as an effort to digitize Pacitan MSEs. The involvement of e-commerce in the marketing of MSME products not only provides an opportunity for MSMEs to enter the international chain, but also allows MSME actors to sell their products in the global arena via the internet (Tavengerwei, 2018) .

The digitization of Pacitan SMEs in online marketing is also carried out through empowerment activities led by SOEs. The state owned enterprise (BUMN) which is the main actor in this assistance is the State Electricity Generator (PLN) by establishing Rumah BUMN Pacitan in October 2019. One of the activities that is intensified by the Pacitan BUMN Home is holding the socialization of the UMKM Digital Market (PaDi) application initiated by the Ministry of BUMN. PaDi UMKM was released on August 17, 2020 which is intended to bring together UMKM and BUMN to actualize and encourage the efficiency of BUMN spending transactions on UMKM, as well as expand UMKM in accessing financing through the assistance of the Himbara Bank. This marketplace, which can be accessed through the website and application, was developed by the nine SOEs involved, such as Telkom as an aggregator of PaDi MSMEs along with eight other SOEs, namely Pupuk Indonesia, Pertamina, Bank Rakyat Indonesia (BRI), Permodalan Nasional Madani

(PNM), Pegadaian, Wijaya Karya and Wasita Karya (Telkom.co.id, 2020). In addition, Rumah BUMN Pacitan also provides assistance in product photos and business consultations so that Pacitan MSME products can penetrate a wider market.

In carrying out its action as one of the promoters of empowering Pacitan MSMEs to advance, BUMN also optimizes it through its twitter account @rumahbumn_pct. This twitter account is used to publish Pacitan SMEs which can be seen from the conversation activities in it.

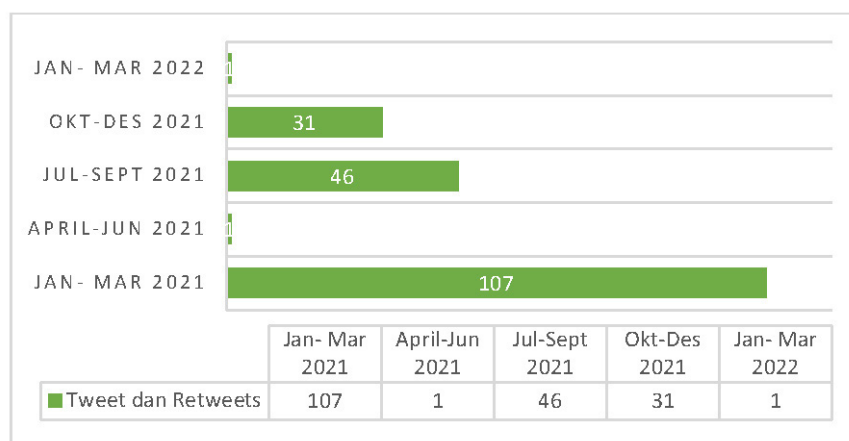


Figure 11. Twitter Conversation Activity of the Pacitan State Owned Enterprise
Source: Data Analysis Using Nvivo12 Plus, 2022

The picture above shows that the conversation activity on @rumahbumn_pct has a fluctuating graph. In the first Quarter of 2021 (January-March) this account looks very active until it reaches 107 conversations. Here’s an excerpt taken from a conversation in the first quarter of 2021:

“The Documentation of the MSME Taxation Education Workshop with the Pacitan State Owned Enterprise and the Ponorogo KPP Pratama. Tuesday, 09 March 2021 #classpajak #seminarpajak #workshoppajak #learningpajak #brevetpajak #akuntansi #konsultanpajak #infokarier #pegawaipajak #workshoppajak #seminarjakarta <https://t.co/Q4coAIAc6C> @rumahbumn_pct”

“Let’s join the FB Ads Success Strategy Workshop for MSMEs with Coach Fianda & Pacitan BUMN Home. FREE fees aka FREE and Open to the public, guys because the quota is limited, let’s register yourself via WhatsApp at 085 231 424 464 / 0852 5971 8249 <https://t.co/V0z5xpA3bm> @rumahbumn_pct”

The quote above shows how @rumahbumn_pct has made efforts to empower Pacitan MSMEs through persuasive publications to attract MSME actors to be involved in it. This conversation has a positive value considering the importance of social media involvement in optimizing a promotion, including promotional activities. Information that is easily accessible via twitter is certainly the reason for the Pacitan BUMN House to make it easier through its twitter account. However, the intensity of conversations through the @rumahbumn_pct account dropped drastically in the second quarter (1 conversation) although it increased again in the third quarter (46 conversations) and fourth (31 conversations) in 2021. In the first quarter of 2022 (1 conversation) it showed the inactivity of this account, especially in publish MSME assistance activities in Pacitan which of course this can be an evaluation material for the stakeholders involved in it.

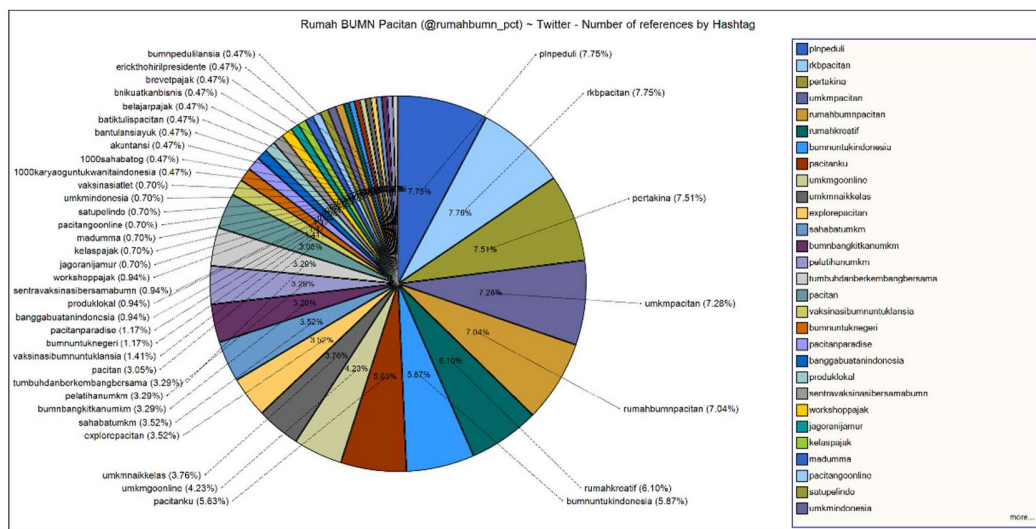


Figure 12. Hashtags on the Pacitan BUMN Home Twitter
 Source: Data Analysis Using Nvivo12 Plus, 2022

The @rumahbumn_pct account also optimizes the publication of Pacitan UMKM assistance through hashtags on its twitter account. The purpose of using this hashtag will be to make it easier for Twitter users to find a discussion context through the keywords that are used as hashtags. The most used hashtags @rumahbumn_pct are #plnpeduli (7.75%), #rkbpacitan (7.75%), #pertakina (7.51%), #umkmpacitan (7.26%), #rumahbumnpacitan (7.04 %). Some of these hashtags mostly involve the word “Pacitan” which indicates that this hashtag is expected to be a publication media related to MSME assistance carried out in Pacitan. This is in line with research (Budnik et al., 2019) which states that hashtags can provide navigation for social media users to find publications related to certain topics quickly and easily. Hashtags can be a medium for promoting

products and services through social media. Hashtags are also a medium of communication between users and can refer to an invitation to an activity through promotions on social media (Ovchinnikova, 2021) . The more intensity the hashtag percentage also reflects how massively the information is disseminated and becomes the public's attention, especially twitter users. Meanwhile, in overcoming the problem of access to capital and licensing, it seems that not many innovations or collaborations have been carried out.

CONSLUSION

In empowering Pacitan MSMEs to advance to class, the Pacitan Regency Government provides assistance to MSMEs through collaboration with various stakeholders. This collaboration begins with the identification of problems that prevent Pacitan SMEs from advancing to class, namely problems in marketing access, product quality, lack of validation of UMKM data, access to capital and business licensing. However, in collaboration with stakeholders such as fellow Pacitan OPDs, SOEs and the private sector, it seems that they only focus on problems of access to marketing, product quality and data collection for SMEs. Some of these problems are pursued by establishing a *capacity building strategy* for MSME actors in Pacitan through assistance organized by each stakeholder. Meanwhile, problems related to access to capital and licensing have not seen any innovations or strategies planned to overcome these problems.

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