

THE SUCCESS OF CENTRAL JAVA EXPORT MSMEs THROUGH EFFECTIVENESS OF SEMARANG FTA CENTER CONSULTATION

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Abstract

This research is aimed at testing the effectiveness of the Semarang FTA center consultation on the success of Central Java MSME exports. The problem in this research is the low effectiveness of the Semarang FTA Center program in providing assistance regarding the success of MSMEs in Central Java in carrying out export activities, this is shown by the small number of MSMEs that have successfully exported, namely 35 MSMEs out of 589 MSMEs that have received consultation. In this research, the research object is related to the problems to be studied, namely the effectiveness of the Semarang FTA center consultation on the success of Central Java MSME exports. The MSMEs studied are MSMEs in Central Java that already carry out exports. These empirical findings indicate that the consultation that MSMEs expect is more about financing and sales communication with external parties. The obstacles experienced by the Semarang FTA Center in the Central Java MSME policy to successfully export are: a. The lack of knowledge of MSMEs regarding legalities such as taxpayer identification numbers (NPWP) and several regulations, b. difficult access to obtain financing from banks and financial institutions. c. lack of assistance for MSMEs in improving quality, product competitiveness, governance and company management. d. Production area problems, including the lack of product standards, are an obstacle for MSMEs to penetrate the global market. e. marketing problems. MSMEs have limited information regarding market opportunities, minimal promotion, and limited digital and financial literacy.

Keywords: Effectiveness, Export Barriers, Success of MSMEs.

INTRODUCTION

Indonesia has natural resources and human resources that have great potential to drive the national economy. This potential not only meets national needs but is also able to meet foreign demand. Increasing exports and investment is the main key to national economic growth, it cannot only rely on domestic consumption. To increase exports, it is necessary to explore the potential and develop export markets in traditional and non-traditional countries through the formation of trade agreements. Increased exports must be implemented to maintain the competitiveness of Indonesian products (Indrawati et al, 2020).

As stated in the legislation of the Republic of Indonesia Number 7 Tagun 2014 relating to Trade, an understanding is obtained regarding the definition of exports which are classified as an activity of leaving goods from a customs area. And related to exporters are individuals, whether individuals or institutions or business entities in the form of legal entities or not, that carry out export activities. The function of exports is to provide foreign exchange for the country, increase national production, absorb labor, grow the national economy and improve the welfare of society (Indrawati et al, 2020).

Indonesia's trade balance in 2018 and 2019 experienced a deficit of USD 8.7 billion (2018) and USD 3.2 billion (2019). However, in 2020 and 2021 Indonesia's trade balance experienced a trade surplus of USD 21.74 billion (2020), USD 35.34 billion (2021) and USD 54.46 billion (2022). During the Covid pandemic, Indonesia's trade balance experienced its

highest surplus in the last 4 years. Demand for Indonesian products from abroad was very high during that period.

Micro, Small and Medium Enterprises (MSMEs) are classified as a business group that has proven to be able to maintain its existence during a crisis in the nation's economy. Indrawati et al (2020) provide an explanation that the number of MSMEs in this nation shows a real increase, where this can lead to the opening of large numbers of job opportunities and ultimately will play a role in efforts to increase people's income and also provide encouragement to the development of the economic sector and generally contributing to the process of realizing national stability and also specifically contributing to the process of realizing economic stability. Changing conditions require MSMEs to be able to adapt. Some examples are adaptation during the pandemic and digitalization that occurred. MSMEs are required to be able to adapt themselves to the changes that occur and technological innovation is an appropriate solution in the process of adapting to existing changes.

The number of MSMEs in Central Java is very large, reaching 4 million. This is an extraordinary economic force and most of the MSME players are in the local market. The contribution of MSMEs (Micro, Small and Medium Enterprises) in exports is still low, namely 15.65%. Compared to neighboring countries, Indonesia is still far behind, for example Singapore (41%), Thailand (29%) or China (60%). The government's efforts to provide assistance to MSMEs so that they can advance to become extraordinary exporters, starting from making the existing licensing process easy, providing cheap and easy financing facilities, export training, opening the widest possible access to foreign markets, promotion abroad, etc. Everything is carried out so that Indonesian products are better known abroad.

MSMEs that want to become exporters need extra thought to ensure that their products can be sold to foreign markets. There are many weaknesses of MSMEs that need to be addressed so that they are ready to export. Among them are little information about the market, weak competitive ability, limited marketing reach, types of marketing that are dominated by offline or conventional, limited networks, unbalanced product sustainability and quality, product standards that are not yet in line with market or customer desires, limited human resources, facilities and capital.

Export marketing performance is closely related to the results to be achieved by a business entity, where this is the impact of the strategy implemented by the business entity. Keelson and Polytechnic (2014) revealed that export marketing performance can be caused by the influence of capability factors from the existing network in the business management process. A network which is described as an effort to establish contact with other individuals or organizations, can also be classified as an individual resource and a network which is classified as a solution in using its internal resources. This network is also a variable that is considered to have great importance for all types of business entities, especially in relation to the fact that the economic environment will become more competitive. This network will increasingly be considered crucial because it makes it easier for a business entity to obtain information, markets, resources and technology. The business network that helps MSMEs to be better prepared to face the era of globalization is the FTA (free trade agreement).

FTA (Free Trade Agreement) is a free agreement that a nation implements together with another nation, where this is caused by the presence of international trade liberation. The Indonesian state as part of the international community has signed various trade agreements both in the fields of goods and services, as well as various other agreements, which are still in the form of free trade agreements or FTAs (Free Trade Agreement). The FTA Center was formed based on Presidential Decree No. 79 of 2017 which is a pilot project from the Ministry of Trade of the Republic of Indonesia. The establishment of the FTA Center in Semarang in August 2020 followed other cities that had been established 5 years ago, namely Jakarta, Surabaya, Bandung, Medan and Makassar.

The FTA Center aims to provide useful public services to become a center for consultation, outreach and advocacy regarding the use of free trade agreements. Apart from that, the FTA Center provides information and benefits of free trade as well as providing export assistance and training to new export candidates. The FTA Center is a member of the Director General of PEN and is connected with the Trade Attache and Indonesia Trade Promotion Center (ITPC) throughout the world. The Semarang FTA Center service area covers Central Java Province. However, this does not rule out the possibility of serving other areas. The main target of the Semarang FTA Center is business actors, especially MSMEs, who are export-oriented and support the development of the Central Java region.

The Semarang FTA Center was formed when the Covid pandemic hit Indonesia. The FTA program adapts to these conditions. MSME consultation and assistance is mostly carried out online or via zoom. This results in less than optimal socialization and consultation with business actors. Some business people want to meet in person. Promotional, exhibition and trade activities also cannot be carried out directly. Everything is carried out online. Currently, the Covid pandemic is starting to gradually decline so that economic growth is starting to be seen in MSMEs, especially export activities. Since its establishment in August 2020 to February 2023, the Semarang FTA Center has provided consultations to 589 MSMEs and 35 MSMEs have successfully exported.

Table 1 Data on the number of MSMEs who consulted with the FTA Center Semarang and the number of MSMEs who successfully exported.

No	Year	Number of MSMEs consulted	Number of MSMEs successfully exported
1	Aug 2020	67	5
2	2021	226	7
3	2022	254	21
4	February 2023	42	3
	Total	589	36

Table 1 above shows a data phenomenon, where only 35 MSMEs were successful in exporting out of 589 MSMEs that had been given consultations, apart from that During its 3

years of existence, an average of 12 MSMEs have successfully exported. This shows the gap phenomenon, where the target for the Semarang FTA Center is to produce 25 exporters each year. This raises a problem, namely the low effectiveness of the Semarang FTA Center program in providing assistance regarding the success of MSMEs in Central Java in carrying out export activities.

Networking capabilities through the FTA program can be successful by looking at several factors. According to Chege and Wang (2020), there have been many previous studies available which explain that innovation technology in the entrepreneurial sector has great potential in the business development process and networks which have an impact on increasing export marketing performance. Caloffi et al (2018) explain that customers in playing their role have the hope that innovation can play a big role which in the end can cause them to have high loyalty to the existence of their business entity or organization. Prasanna et al (2019) state that innovation can also provide a competitive advantage to a business entity and increase the value of its products, which will cause resources to increase their function in obtaining the products produced.

Currently, we still find various MSME actors who have limitations in carrying out innovation, one of which is technological innovation. On the other hand, innovation is the key to success in developing a business while facing existing competition, especially in the readiness of MSMEs to face globalization, how MSME products are suitable for marketing abroad. Apart from not being innovative enough in terms of production, technology and marketing, many small business actors still do not know that technological innovation will have a positive effect on improving the quality of export marketing performance, so the role of FTA (free trade agreement) is needed in encouraging innovation to be implemented so that products offered is acceptable and competitive in the global market. Departing from these problems, several questions emerged to analyze the effectiveness of the Semarang FTA center consultation on the success of Central Java MSME exports.

The problem in this research is the low effectiveness of the Semarang FTA Center program in providing assistance regarding the success of MSMEs in Central Java in carrying out export activities, this is shown by the small number of MSMEs that have successfully exported, namely 35 MSMEs out of 589 MSMEs that have been given consultation.

Based on these problems, the research carried out this time focuses on discussing the effectiveness of the Semarang FTA center consultation on the success of Central Java export MSMEs by discussing the research questions below.

1. How effective is the consultation provided by the Semarang FTA Center in the Central Java MSME export policy?
2. What are the obstacles experienced by the Semarang FTA Center in the Central Java MSME policy to successfully export?

LITERATURE REVIEW

Theory of Reasoned Action (TRA)

An understanding was gained that the Theory of Reasoned Action (TRA) model is used in the process of learning individual attitudes. Studies in social psychology show that

an individual's intention towards a certain attitude is classified as something that determines whether or not the individual will carry out that attitude (Ajzen and Fishbein, 1975). TRA provides an explanation that the feeling of self-confidence in an individual can have an influence on attitudes and social norms, where this will provide changes in the form of desire to behave well which is demonstrated or occurs automatically in the attitudes shown by the individual concerned. This theory also confirms the role of an individual's intentions in determining whether an attitude will occur. TRA has two main variables of attention, namely: (1) attitudes towards individual behavior and (2) norms which are subjective and associated with behavior. from the individual.

Success of MSMEs

MSMEs are productive business opportunities owned by individuals or individual business entities that meet the criteria for micro businesses as regulated by law. Small businesses are productive economic business opportunities that stand alone, which are carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or are part, either directly or indirectly, of medium or large businesses that meet the criteria. small businesses as intended in the law.

Micro, Small and Medium Enterprises or what are called MSMEs are an important part of the economy of a country or region, and this is also the case in Indonesia. MSMEs have a very important role in the nation's economy, such as economic growth, poverty reduction, economic democratization, job creation, strengthening local economic structures, as well as a series of social targets in national development. The MSME industrial sector is believed to be a sector that can lead other sectors in an economy towards progress. Empowering Micro, Small and Medium Enterprises (MSMEs) is a strategic step in improving and strengthening the economic basis of life for the majority of Indonesian people, especially through providing employment opportunities and reducing the poverty gap.

The success of one's own business can be marked by an increase in sales, an increase in production, an increase in profits and a business that is always growing (Arlianto, 2014). To achieve this success cannot be separated from the hard work of the individuals in it. Appropriate policies and managerial decision making are the keys to the success of MSMEs

Effectiveness of the FTA (Free Trade Agreement) program

The Asian region is classified as a region where the economic conditions of all the countries in it have become the center of world attention starting in the 1990s. It was found that many countries emerged and were dubbed the Asian Tigers, for example China, Japan, Singapore, South Korea, India, Taiwan, including Indonesia. All of these countries come from the regions of South Asia, East Asia and Southeast Asia where many regional organizations are found. However, it cannot be denied that the East and Southeast Asia regions are regions that are progressing very rapidly, especially in relation to economic development, which can be seen from GNP, GDP, as well as the level of trade between regions which is added by the provision of trade liberalization in the region. The opposite

also applies, where progress in economic development in the Central and South Asian regions tends to be invisible even though there are organizations aimed at strengthening economic cooperation (Putri, 2014).

Studies related to negotiations and implementing regional cooperation are crucial, especially those related to economic regionalism. Regional liberalization efforts in the process of increasing interdependence between each country in one region, many of which occurred in the 1990s, as well as the process of forming the AFTA trade area in Southeast Asia, NAFTA in North America, SAFTA in South Asia, as well as various other collaborations. This organization is useful as a means of interpreting the national interests of the various countries that are its members, for example the prosperity of all its members because with this free trade agreement it will cause various small countries to try to specialize their products and in the end they can compete with various countries. others in the region (Putri, 2014).

The world economy, which has continued to develop since the end of the 20th century, has resulted in increasingly open trade relations between each country, where this is indicated by the short process of flowing goods and services between each country. Based on the opinion of several economic experts, trade between each country should be allowed to be free and subject to the smallest possible tariffs. This is based on the opinion which states that trade liberalization will bring benefits to all countries participating in trade as well as to the world and will also increase prosperity even more if a comparison is made with the absence of trade. Apart from increasing the distribution of prosperity between each country, free trade will also increase the amount of world trade and the efficiency of the economic sector. Oktaviani et al, (2010) explained that trade liberalization will lead to increased efficiency in the use of domestic resources and market access to other countries. From this, a country will try to open itself to trade with other countries.

The increase in trade volume is caused by the FTA which is expected to have a double influence on all aspects of this nation's economy. Even though from a macroeconomic point of view, trade liberalization will lead to increased economic performance, the influence of trade liberalization at the sectoral economic level, the distribution of household income and the regional economy can produce results in the form of different implications. From a theoretical perspective, industries with relatively low levels of security basically have a large level of preparation, especially in the industrial development process as a response to the challenges of trade liberalization. Furthermore, industries that do not have competitiveness will experience various obstacles, especially when facing international trade competition (Oktaviani et al, 2010).

Keelson and Polytechnic (2014) define the effectiveness of the FTA program as "the ability to carry out integrated cooperation between two or more parties (MSMEs and FTA) that is harmonious, synergistic, systematic, integrated and has the aim of uniting business potential in generating optimal profits." A network which is described as an effort to establish contact with other individuals or organizations, can also be classified as an individual resource and a network which is classified as a solution in using its internal resources. This network is also a variable that is considered to have great importance for all

types of business entities, especially in relation to the fact that the economic environment will become more competitive. This network will increasingly be considered crucial because it makes it easier for a business entity to obtain information, markets, resources and technology.

According to Keelson and Polytechnic (2014) information and social networks are seen as having great importance in forming a business entity. Apart from that, it also has an interest in the success and sustainability of the related business entity. Although all business entities play a role in formal or informal networks, larger business entities certainly have more possibilities in creating long-term cooperative structures, and small business entities tend to involve themselves in contracts that are more personal or mutual. provide benefits. Technological learning and various other types of operational learning can occur in formal or informal networks.

Keelson and Polytechnic (2014) stated that "this network is of interest to a business entity, especially in relation to 4 things, namely managerial issues, where this is of interest to the business entity related to determining strategies in establishing relationships with other organizations, business activity problems, problems technology, in this case the network can directly enrich and prevent development and finally, namely the relationship problems that exist with customers. This kind of network can rely on contact and trust between individuals so that it can provide complementary resources and also reduce the risk of dangerous behavior and also reduce costs in the transaction process. Various models in the development of regional innovation systems are aimed at obtaining explanations regarding what can create innovative behavior between each economic actor, managerial party, employees and the marketing mix and directly with institutions and structural connections, where both parties require stimulation of behavior. the innovation.

Referring to various understandings regarding business networking capabilities through the FTA program, measurement of the FTA program effectiveness variable is carried out using the various indicators below. Networking capabilities with friends, business relations, work partners, government, non-governmental organizations, financial institutions, large business entities, small business entities or with other MSMEs.

METHOD

This research is classified as qualitative research. As is understood, qualitative research is a stage of study that obtains results in the form of data and is descriptive in the form of written words or statements from various individuals where observations can be carried out (Moleong, 2007). The focus of this research is the effectiveness of the Semarang FTA center consultation on the success of Central Java export MSMEs from the perspective of export MSME actors. Data analysis was carried out based on field research whether: one or more than one site. So, when an analyst wants to carry out data analysis, he must first examine whether the data collection has been carried out on one site or two sites. This research was carried out at one site, namely at the FTA Center Semarang.

Object of research

In this research, the research object is related to the problems to be studied, namely the effectiveness of the Semarang FTA center consultation on the success of Central Java export MSMEs. The MSMEs studied are MSMEs in Central Java that already carry out exports.

Data analysis technique

According to Miles and Huberman in Moleong (2007:308), basically this data analysis is based on the paradigm view of positivism. Data analysis was carried out based on field research whether: one or more than one site. So, when an analyst wants to carry out data analysis, he must first examine whether the data collection has been carried out on one site or two sites. This research was carried out at one site, namely at the FTA Center Semarang. The steps for analyzing data are as follows

RESULTS AND DISCUSSION

Effectiveness

Respondents were of the opinion that buyers wanted relief in terms of financing, namely by credit, this was a problem for MSMEs so that in order to attend training there were obstacles in financing buyers. Another obstacle is language because MSMEs must know what buyers want, here training is needed so that the agreement between both parties does not experience misinformation. Where the goods delivered do not match what the buyer ordered, the temporary solution for MSMEs is to use the Google Translate facility to minimize language barriers, here the role of FTA is needed in providing assistance. It is also necessary to protect FTA representatives abroad so that they can help with the obstacles faced by MSMEs. MSMEs also hope that the government will provide tools that comply with standards, the tools used are still simple so that MSMEs can compete with products from the country. others to improve the quality of products or goods exported. BI Checking which is implemented by the government as a condition also makes things difficult for MSMEs. MSMEs can overcome problems related to financing, MSMEs understand how to get LC from licensing to getting credit assistance.

The trade exhibition provided is very helpful for MSMEs, especially in terms of distribution because at trade exhibitions, MSMEs can meet new potential buyers or potential buyers. Apart from that, business matching from the FTA program is very good for MSMEs because it can be used as a means to enlarge the export market. So the training provided is quite helpful where MSMEs have great hopes for business matching because they are the spearhead of all MSMEs for selling.

MSMEs also really need training. By following training, MSMEs can directly export to foreign markets. Application in field training is very useful, with training MSMEs become familiar with their knowledge products. The training provided should use easy language with lessons that are easy to understand. MSMEs need to be supported by training in marketing their products to international markets. Visitors who come to MSMEs can do so online and offline, with the support of tourist destinations from MSME locations, foreign tourists can become buyers.

Respondents also thought that the most effective part of training is how to provide accurate information regarding buyers, so FTA needs to provide real information that MSMEs will ultimately get a real market, so it's not just misinformation or theory, even though in the end the export process is itself requires theories and knowledge, but this can be done through training organized by FTA, but there is one thing that is most effective, namely the offer to MSMEs that MSMEs are interested in real buyer information and are still active, which is now what is called the attraction of MSMEs from The market is needed because MSMEs already have a product, so all that remains is the market.

MSMEs really need training, especially for new MSMEs, but for MSMEs that have been involved in the trade sector for a long time, the most important thing is support to develop international markets, such as information regarding foreign countries or buyers that in Semarang there are superior products that are suitable, suitable and good product quality. Training is needed on how MSMEs can compete overseas. Apart from that, MSMEs also need assistance and communication between buyers and intermediaries because with intense communication buyers will always remember MSME products.

The FTA program is very important and useful for MSMEs, but what is more important is training and mentoring, because with training, MSMEs as prospective exporters or initial exporters will feel like there is someone to help them, become more confident and not be afraid of mistakes because there is a team The FTA Center is able to direct and provide recommendations for more appropriate choices. The training provided by FTA is good and comprehensive from the beginning until getting buyers, how MSMEs carry out standardization of products requested by buyers in custom and custom buyers, how MSMEs open up negotiation opportunities with buyers, right up to the deal, until closing, all of that has been backed up already. given lessons starting from mentoring and training itself. The point is education, mentoring and training itself.

Respondents were of the opinion that what was needed to increase the effectiveness of the FTA program was mediation carried out by FTA regarding delivery times, tenor times, availability of production equipment, financing. HR training provided by FTA is given more frequently, so that HR competency is also able to compete in the international market. program effectiveness. Necessityimproving materials during training such as improving product packaging, product specifications, product innovations that are adapted to market trends and needs. Apart from that, FTA can also help MSMEs in obtaining new production machines to speed up production results and production quality.

FTA needs to encourage MSMEs toParticipating in business matching and trade exhibitions, so that MSMEs meet more potential buyers, increase networking and speed up closing with buyers. MSMEs also need support from the FTA and the Ministry of Trade in assistance in international markets.

There is a need to increase the effectiveness of the FTA program through machine financing. MSMEs cannot afford the price of machines, so MSMEs use traditional machines but are inferior to factories in terms of selling price and product quality. Necessitytechnological assistance, collaboration between entrepreneurs and academics.

Academics can help MSMEs in modifying machines that were originally fully manual to become automatic or even robotic.

Obstacle

Respondents were of the opinion that the obstacles to increasing exports were weak competitiveness, MSMEs were unable to compete in terms of product quantity, timeliness in production because the machines used were relatively simple so that the quality produced and the prices offered were less able to compete with those produced by factories. MSMEs only capitalize on the trust of buyers. The bottleneck is in the raw materials, to increase capacity requires a lot of raw materials, actually this side can be separated into two, the raw materials do come from breeders, livestock have difficulties in terms of high food costs, high costs of medicines, and the quality of DOD. There needs to be assistance to obtain raw materials, apart from helping MSMEs, it also helps livestock farmers to survive.

The obstacles felt are related to information and promotion, here the role of FTA is really needed by MSMEs, if there is an opportunity and opportunity, FTA can mediate to hold exhibitions abroad. FTA needs to have its own stand, FTA can be known in the world. FTA has a coffee child. In essence, FTA can help promote MSME products abroad through exhibitions. Regulations that frequently change every time there is a change in policy makers are also very obstructive. Regulations are not laws, if the laws are the same, but regulations replacing laws or PERPU often change, existing laws are still in effect but the PERPU often changes. MSMEs hope that licensing will be made easier. The obstacle is that these two exporters are often blind to applicable regulatory issues.

The obstacles to increasing exports lie with competitors. When competitors have products, there will definitely be competitors. Competitors improvise with each other on their selling prices, some have good quality at low prices, some have large volumes but low prices, or there are fewer and fewer buyers. The most important obstacle is competition itself. Looking for a buyer is easier than facing challenges from competitors, because there is a business opportunity for people on the one hand. Getting a buyer is difficult. So far, there are FTAs or PPIs offering to get buyers, but there is an opportunity for someone to sell. What do you need a buyer for? If there is no problem with buyers, what is difficult is making the existence of a business stable, developing is much more difficult than getting buyers because in the end getting buyers and existing will not be easy for other suppliers to do.

The obstacle to increasing exports is capital, because capital for MSMEs is very limited, if there are conditions where buyers ask for more products than usual, for example usually in 1 month send 2 containers, then because the goods are good and are able to maintain good quality control, then buyers ask additional orders and that affects the very limited production capacity of MSMEs. The second obstacle is the human resources factor, perhaps, if raw material resources are currently no problem, but human resources are one of the obstacles, which is related to trust, it is not easy for me to trust someone to be able to do valuable export work. and the risks are the same.

CLOSING

Conclusion

1. The effectiveness of the consultation provided by the Semarang FTA Center in the Central Java MSME policy for successful exports is: the consultation that MSMEs expect is more on financing and sales communication with outside parties. MSMEs' lack of knowledge in understanding export-import procedures is a factor causing consultations with the FTA to be ineffective. The tool created as a response to existing problems is the FTA Center Service Guide E-Book. This e-book prototype was created as a result of research that prioritized user needs.
2. The obstacles experienced by the FTA Center Semarang in the Central Java MSME policy to successfully export are:
 - a. MSMEs' lack of knowledge regarding legalities such as taxpayer identification numbers (NPWP) and several regulations, related to export and import restrictions, business permits, trade, food certification, halal certification, and the high cost of certification are also obstacles.
 - b. Difficult access to obtain financing from banks and financial institutions. MSMEs tend to have limited collateral and capital so they are faced with high interest rates. Apart from that, the loan application process and time is long, as well as minimal bookkeeping.
 - c. Minimal assistance for MSMEs in improving quality, product competitiveness, governance and company management.
 - d. Production area problems include the lack of product standards which is an obstacle for MSMEs to penetrate the global market. There are inconsistencies in production and there is no sustainability of quality and products.
 - e. Marketing problems. MSMEs have limited information regarding market opportunities, minimal promotion, and limited digital and financial literacy.

Suggestion

In increasing the effectiveness of consultations carried out by FTA, then it is necessary to create an FTA Center Service Manual. The first step is to understand user needs and wants. The second step is defining the problem. The third step generates as many new points of view and ideas as possible. Solution ideas that can be used to overcome various problems that have been previously defined. The fourth step in design thinking is creating a Prototype. This prototype can test the ideas and designs that have been created. Finally, in this fifth stage, tests or testing will be carried out. The testing phase will also produce valuable feedback to see the success rate of the Prototype and improve the performance of the Prototype. The distribution step that can be taken is distribution via various FTA Center platforms. Distribution can take the form of digital content or guidebooks containing information guides. The social media that already exist at the FTA Center include WhatsApp, Email, Website, Instagram and various other FTA social media. Distribution can also be done directly through FTA Center Experts to business actors. The solution is to make the e-book design as simple as possible, use simple (not too many) and clear colors, create

simple features so that people can understand it, design the e-book with a neater and more organized structure, create an easy-to-read information display and understand, and make the material concise and to the point.

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