

IMPLEMENTASI STRATEGI PENGEMBANGAN USAHA OLEH DINAS KOPERASI DAN UMKM KABUPATEN SIAK

IMPLEMENTATION OF BUSINESS DEVELOPMENT STRATEGIES BY THE COOPERATIVE AND MSME OFFICE OF SIAK REGENCY

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Abstrak: Perkembangan sektor usaha mikro, kecil, dan menengah (UMKM) di Kabupaten Siak menunjukkan dinamika yang belum seimbang, di mana usaha mikro masih mendominasi sementara pertumbuhan usaha kecil dan menengah berlangsung relatif lambat. Kondisi ini menuntut adanya strategi pengembangan yang terarah, komprehensif, dan berkelanjutan dari pemerintah daerah. Penelitian ini bertujuan untuk mendeskripsikan serta menganalisis implementasi strategi pengembangan usaha yang dilaksanakan oleh Dinas Koperasi dan UMKM Kabupaten Siak, sekaligus mengidentifikasi faktor-faktor pendukung yang memengaruhi efektivitas pelaksanaannya. Pendekatan penelitian menggunakan metode kualitatif dengan paradigma fenomenologis deskriptif. Pengumpulan data dilakukan melalui wawancara mendalam, observasi langsung, dan telaah dokumentasi, dengan informan utama yang terdiri atas pejabat dinas terkait dan pelaku UMKM. Hasil penelitian menunjukkan bahwa implementasi strategi pengembangan usaha diwujudkan melalui beberapa program utama, antara lain pelatihan peningkatan kapasitas, fasilitasi pemasaran berbasis digital, serta pendampingan terkait legalitas usaha dan sertifikasi halal. Dukungan anggaran tersedia dan berperan dalam menjaga keberlangsungan program, meskipun belum sepenuhnya memadai untuk perluasan cakupan sasaran. Adapun faktor pendukung implementasi meliputi komitmen kelembagaan, kemudahan akses prosedural, dan partisipasi aktif masyarakat. Hasil penelitian ini menegaskan bahwa strategi pengembangan usaha telah berjalan namun belum optimal dalam mendorong peningkatan kelas UMKM di Kabupaten Siak, sehingga diperlukan penguatan perencanaan, skema kolaborasi, serta perluasan jangkauan program ke depan.

Kata Kunci: *Implementasi, Strategi, UMKM*

Abstract: *The development of micro, small, and medium enterprises (MSMEs) in Siak Regency demonstrates an uneven dynamic, in which micro enterprises continue to dominate while the growth of small and medium enterprises remains relatively slow. This condition necessitates the implementation of targeted, comprehensive, and sustainable development strategies by the local government. This study aims to describe and analyze the implementation of business development strategies carried out by the Department of Cooperatives and MSMEs of Siak Regency, as well as to identify the supporting factors that influence their effectiveness. The research employs a qualitative method with a descriptive phenomenological approach. Data were collected through in-depth interviews, direct observations, and document reviews, involving key informants consisting of relevant department officials and MSME actors. The findings show that the implementation of development strategies is realized through several key programs, including capacity-building training, digital marketing facilitation, and assistance related to business legality and halal certification. Budgetary support is available and contributes to sustaining the programs, although it remains insufficient to broaden their coverage. Supporting factors include institutional commitment, procedural accessibility, and active community participation. Overall, the study concludes that the implemented strategies have been running but are not yet optimal in advancing MSMEs to a higher level, indicating the need for strengthened planning, collaborative mechanisms, and broader program outreach in the future.*

Keywords: *Implementation, Strategy, MSMEs*



INTRODUCTION

MSMEs (Micro, Small, and Medium Enterprises) are defined as businesses owned and managed by an individual or a group of individuals with specific levels of wealth and income. A Micro Enterprise is a productive business owned by an individual or an individual business entity with very small-scale characteristics according to micro-enterprise criteria. A Small Enterprise is a standalone productive business that is not a part or branch of a medium or large enterprise and meets small business criteria. Meanwhile, a Medium Enterprise is a standalone productive business that is not affiliated with a small or large enterprise and possesses net assets or annual sales values within the limits set for the medium enterprise category (Law No. 20 of 2008).

Table 1. MSME Classification Data

Ukuran Usaha	Aset	Omset
Usaha Mikro	Minimal 50 Juta	Maksimal 300 Juta
Usaha Kecil	>50 Juta-500 Milyar	>3Juta-2,5 Milyar
Usaha Menengah	>500 Juta-10 Milyar	>2,5-50 Milyar

Source: Law No. 20 of 2008

With these clear definitions and criteria, business actors can easily identify their business position and access various development facilities and programs that align with their business scale. This classification serves as an essential reference for business grouping in Indonesia, assisting the government in formulating targeted policies and empowerment programs for each MSME category.

Siak Regency, located in Riau Province, is not only renowned for its tourism beauty but also possesses great potential in developing micro, small, and medium enterprises (MSMEs). The benefits of MSMEs for the national economy include creating job opportunities, serving

as the largest contributor to domestic production value, and providing effective solutions to address the economic challenges of the lower and middle classes. Other benefits of MSMEs for the regional economy include increasing income, providing entrepreneurial experience, reducing unemployment rates, and developing community potential (Khoiruddin et al., 2023). In Siak Regency, MSMEs play a significant role as a support system for the local economy.

Micro, small, and medium enterprises are vital pillars in driving the regional economy, including in Siak Regency, which has shown significant growth in the number of business actors. Data on MSME development indicates that the most drastic increase occurred during the 2019 to 2020 period, when the number of micro-enterprises surged from 2,325 to 15,771 units. This spike confirms the dominance of micro-enterprises in the regional economic structure and demonstrates a high level of community dependence on this sector. However, this quantitative increase has not been fully accompanied by an improvement in quality or a transformation toward small and medium-scale enterprises.

MSME development programs are one method to strengthen public purchasing power. In the long term, these efforts function as a buffer or a safety valve against potential monetary crises. The development of MSMEs holds a highly strategic role in accelerating the national economy. This is because MSME business activities encompass nearly all business sectors, which in turn provide a significant contribution to efforts aimed at increasing income, particularly for low-income groups (Hamzah A., 2022). The local government, through the Cooperative and MSME Office of Siak Regency, has implemented various development programs, one of which is the facilitation of standardization for MSME actors.

In 2022, it was recorded that 365 MSMEs received assistance for the



Business Identification Number (NIB), and this figure increased significantly to 7,172 MSMEs in 2023. The halal certification program initiated in 2023 also showed progress, growing from 26 to 52 MSMEs by 2024. Despite this positive growth, there were still 21,361 micro-business actors who had not been reached by standardization facilitation as of 2023, indicating the need for a more targeted expansion of the program.

The performance achievements of the Cooperative and MSME Office of Siak Regency in 2023 also showed quite favorable results. The indicator for the number of micro-business actors achieved 100 percent of the target (70 out of 70 actors), while the indicator for increasing quality micro-business products exceeded the target at 118 percent (190 out of 160 products). The average indicator achievement reached 109 percent, reflecting the program's success in encouraging product quality improvement. Nevertheless, these achievements do not yet fully represent the overall success of MSME development.

In the field, many MSME actors still lack legal standing, have not utilized digital marketing, and remain unable to consistently improve product quality. This condition indicates a gap between the planned strategy and the actual implementation. These issues serve as an important basis for examining how the business development strategy is executed by the Cooperative and MSME Office of Siak Regency.

From a theoretical perspective, strategy is a series of long term managerial decisions that serve as a basic framework for coordinating organizational activities and responding to environmental dynamics (Wheelen & Hunger in Susanto et al., 2024). Strategy implementation, according to Hunger and Wheelen, is realized through programs, budgets, and procedures designed to turn plans into concrete actions

(Ardhiansyah & Suryawati, 2022). The success of its implementation depends heavily on organizational effectiveness in managing resources and precision in adapting to environmental changes (Sudiantini, 2022). Based on this framework, this research aims to describe and analyze the implementation of business development strategies and identify supporting factors that influence their operational effectiveness. Using a qualitative approach with a descriptive phenomenological method, this study presents an empirical overview of the dynamics of MSME development strategy implementation at the regional level. The research findings are expected to contribute to strengthening policies, expanding program coverage, and developing more comprehensive strategies to encourage MSMEs to move up to the next level.

METHOD

This research utilizes a qualitative approach with a descriptive phenomenological research type. This approach was selected to obtain a profound understanding regarding the implementation of business development strategies conducted by the Cooperative and MSME Office of Siak Regency, as well as the experiences of MSME actors as program beneficiaries. The unit of analysis in this study is the implementation process of business development strategies, which includes training programs, marketing facilitation, legality assistance, and halal certification.

Research informants were selected using a purposive sampling technique. The informants consist of employees of the Cooperative and MSME Office of Siak Regency involved in the formulation and execution of programs, along with MSME actors who are beneficiaries of the business development programs. The research was conducted in Siak Regency, with the primary locus at the office of the



Cooperative and MSME Office and the business locations of the MSME actors. The research period was carried out throughout the year 2024.

Data collection techniques include in-depth interviews, observation, and documentation. Interviews were conducted using a semi-structured interview guide to obtain information regarding the implementation of strategies and the informants' experiences. Observations were performed on program execution and MSME activities. Documentation was used to examine secondary data such as MSME profiles, program reports, and policy documents. Data were analyzed using the Miles and Huberman interactive analysis technique, which encompasses data reduction, data display, and conclusion drawing/verification.

HASIL DAN PEMBAHASAN

1. Implementation of Business Development Strategy by the Cooperative and MSME Office of Siak Regency

Hunger and Wheelen (2003) explain that strategy implementation consists of three main aspects, namely programs, budgets, and procedures. These three aspects are interrelated and support one another to ensure that the formulated strategy can be effectively applied in the field. With an integrated relationship between these three elements, strategy execution can proceed in a more directed manner and achieve the objectives set by the organization. The implementation of the business development strategy by the Cooperative and MSME Office of Siak Regency is carried out through these three primary aspects: activity programs, budgets, and implementation procedures.

a. Programs

The implementation of the strategy, specifically the programs conducted by the Cooperative and MSME Office of Siak Regency, is realized through five complementary main programs: facilitation

of Micro-Enterprise Licensing, micro-enterprise recovery, facilitation of government goods/services procurement, provision of promotional spaces, and training and capacity building for MSME human resources.

First, the Micro-Enterprise Licensing facilitation program includes the issuance of Business Identification Numbers (NIB) and halal certification through direct assistance in collaboration with the Indonesian Ulema Council (MUI) to ensure compliance with religious standards and product quality. This halal certification is intended for food products, beverages, slaughtering services, and the equipment used in the slaughtering process, thereby increasing consumer trust and product competitiveness in the market. It also covers raw materials, food additives, and processing aids for food and beverages. With halal certification, MSME products can enhance consumer confidence and gain access to formal markets and government assistance programs. Furthermore, the Cooperative and MSME Office of Siak Regency plays a role in streamlining the licensing process for micro-enterprises by simplifying existing bureaucracy. Although there has been a percentage increase in the number of micro-enterprises successfully obtaining official permits, it is vital to examine whether this ease of access is balanced by a sufficient understanding of existing regulations among business actors.

Second, the micro-enterprise recovery program, wherein the office provides assistance in the form of training and business equipment such as carts, production tools, and raw materials. This program is highly beneficial for small-scale business actors to return to operating independently and productively. The Cooperative and MSME Office of Siak Regency distributed capital assistance to 300 micro-enterprises. The execution of this recovery program has shown positive results, where 70% of the micro-enterprises receiving assistance were able to maintain their existence. Based on the findings, the



provision of this assistance aims to increase business capacity and expand marketing reach. This aligns with a statement from a micro-business actor who received a meatball cart assistance, stating that this support helped the continuity of the business.

Third, the facilitation of government goods and services procurement. In 2024, the Cooperative and MSME Office distributed assistance in the form of equipment and materials for meatball production to 66 recipients across all districts in Siak Regency. In 2025, the assistance received by business actors consisted of tools and materials, specifically sewing machines for technical skills and meatball-making tools for 56 recipients. The Cooperative and MSME Office has also facilitated government procurement by involving local MSMEs, where 40% of the total procurement originated from local MSMEs. Based on the findings, such assistance programs have proven effective in strengthening the position of MSMEs in the local economy while improving the welfare of the actors. The involvement of MSMEs in government procurement can provide significant economic benefits. However, the challenges faced by MSMEs in meeting quality and quantity standards must be taken seriously.

Fourth, the Provision of Promotional Spaces and Small Business Development in Public Infrastructure. The Cooperative and MSME Office has provided promotional spaces for business actors during events such as the JKPI and the Provincial MTQ, where approximately 30 products were curated and brought by the office to these events. The provision of promotional spaces in public infrastructure has increased small business visibility, with 60% of business actors reporting an increase in brand recognition. By utilizing public facilities in a planned and directed manner, the local government can build an inclusive and sustainable business

ecosystem. Additionally, providing space for promotion serves as an educational and development tool to strengthen the capacity of business actors. Through activities such as product exhibitions, bazaars, training, and business assistance, MSMEs are encouraged to continue innovating and improving product quality to compete in local and national markets.

Fifth, Training and Capacity Building for MSME Human Resources. In 2024, the training sessions held by the Cooperative and MSME Office of Siak Regency included craft training for 30 people, traditional massage training for 30 people, and meatball production training for 66 people. In 2025, technical sewing training was planned, although it has not yet been conducted. Through education and training programs, the Cooperative and MSME Office has succeeded in improving the capacity and competence of MSME human resources. This serves as a strategic tool to enhance product quality and the professionalism of MSME actors. In the view of Hunger & Wheelen, training is a supporting program that reinforces the implementation of the main strategy. These activities focus not only on providing technical skills but also aim to foster awareness among business actors regarding the importance of quality and business standards. Thus, business actors are expected to improve the quality of their products and services to compete more effectively in the market.

The strategy implementation conducted by the Cooperative and MSME Office of Siak Regency has proceeded well and covers relevant strategic aspects. The programs are aligned with Hunger & Wheelen's strategy implementation theory, which posits that strategy must be realized through concrete action, capacity building, and regulatory and facility support. However, program coverage remains limited due to the high number of MSMEs that have not yet obtained legality or

training. This is consistent with Edward III's theory, which emphasizes that resources, communication, and the characteristics of the target group significantly determine the success of policy implementation.

Table 2. Budget Ceiling of the Cooperative and MSME Office of Siak Regency 2024

Activity Name	Budget Allocation (Rp)	Realization (Rp)
Facilitation of micro-enterprise licensing	Rp 188.156.600	Rp 265.950.000
Micro-enterprise recovery	Rp 1.399.969.000	Rp 287.679.000
Facilitation of government goods/services procurement	Rp 812.500.000	Rp 812.500.000
Provision of promotional spaces and small business development	Rp 152.979.000	Rp 251.729.000
Competency improvement for MSME human resources	Rp 331.878.200	Rp 536.231.200

Source: Cooperative and MSME Office of Siak Regency (2025)

The data indicates differences between budget allocation and realization in several programs conducted by the Cooperative and MSME Office of Siak Regency in 2024. The micro-enterprise recovery program experienced a significant budget reduction of Rp 1,112,290,000 from the initial allocation of Rp 1,399,969,000, resulting in a realization of Rp 287,679,000. This suggests that the program was not implemented as expected, which could be attributed to technical constraints, low participation from MSME actors, or other external factors. On the other hand, several activities showed budget realizations that exceeded the initial ceiling. For instance, the program for improving the understanding and competency of MSME

human resources through education and training saw an increase of Rp 204,353,000, while the provision of promotional spaces and small business development in public infrastructure increased by Rp 98,750,000. These increases indicate a greater need than previously estimated for efforts to enhance the capacity of MSME actors and business support facilities.

In an interview, an official from the Planning and General Sub-department explained that the budget discrepancy occurred due to differences between the initial estimated needs and the actual realization in the field. Initial planning estimated a larger number of MSME actors, yet this figure was not met during implementation. This condition highlights the need for data-based budgeting that is more accurate to ensure that projected needs remain realistic.

The findings regarding the dynamics of budget allocation and realization align with public policy implementation theory, which emphasizes that the availability of resources, particularly the budget, is a key factor in the successful implementation of a strategy. The magnitude of the budget cut in the micro-enterprise recovery program shows a gap between planning and execution, which may be caused by insufficient socialization or a lack of interest among MSME actors. Conversely, the increased realization in training and promotion programs indicates a rising demand among business actors for capacity development and market access. Based on this, the budget management by the Cooperative and MSME Office of Siak Regency appears to be adaptive and responsive to field conditions.

Furthermore, the pattern of budget changes demonstrates that realization depends not only on internal efficiency but also on adaptive responses to existing needs and opportunities in the field. In regional financial management, this condition illustrates that budgets are dynamic and require flexibility so that MSME empowerment programs can address



evolving economic challenges.

b. Procedures

Procedures are defined as a series of steps required in the execution of a program to ensure compliance with prevailing regulations. Based on the research findings, the Cooperative and MSME Office of Siak Regency has implemented systematic and accessible procedures for MSME actors. These implementations are outlined in Standard Operating Procedures (SOP) and technical guidelines that refer to Ministry of Home Affairs Regulation Number 52 of 2011, Ministry of PAN-RB Regulation Number 35 of 2012, and Siak Regent Regulations regarding Organizational Structure and Work Procedures (STOK). The implementation of these procedures can be categorized into three core stages: identification and selection of MSMEs, program execution, and monitoring and evaluation.

1. Identification and Selection of MSMEs

The initial stage begins with data collection of MSME actors through the MSME Information System, proposals from sub-districts or villages, and field verification by the MSME Commitment Making Officers (PPK). The selection of assistance recipients is conducted using criteria such as business type, productivity levels, legality readiness, and socio-economic status. One of the priorities for recipients includes MSMEs categorized under extreme poverty based on the Siak Regent Decree Number 506 of 2023. This data-driven approach ensures that the program is well-targeted and aligns with the principles of distributive justice.

2. Program Execution

The execution stage includes training activities, entrepreneurship mentoring, licensing facilitation, provision of business equipment assistance, and halal certification. The process starts from the submission of documents, field surveys,

and determination of recipients, through to the distribution of assistance. Field findings indicate that the procedures are transparent, structured, and received positive responses from MSME actors. For instance, business actors who received meatball cart assistance stated that the stages from application to handover were clear and easy to understand, accompanied by guidance regarding business legality. Similar findings were observed in the halal certification process, where MSME actors reported that the procedures were fast and encountered minimal obstacles, ranging from document collection to kitchen surveys conducted by the Provincial LPPOM MUI team.

This streamlined workflow demonstrates that the Office has executed an implementation strategy that integrates administrative aspects with empowerment. In addition to physical assistance, legality mentoring strengthens the position of MSME actors within broader market chains. Consequently, the procedures are not only short-term oriented but also function as instruments for long-term competency improvement.

3. Monitoring and Evaluation

Monitoring is conducted periodically using indicators such as the number of MSMEs provided with legality facilitation, participants attending training, halal certification achievements, increases in turnover, and the physical and financial realization of the program. Evaluations are performed to ensure the effectiveness of assistance utilization and compliance with program objectives. Field inspections ensure that the provided business facilities are used according to their intended purpose. The Cooperative and MSME Office of Siak Regency also possesses an SOP for MSME Protection Facilitation, which involves the following activities:

- a. Planning the implementation of protection facilitation for MSMEs within the Production Section,



- conducted by the Functional Officer for Entrepreneurship Development.
- b. Inventorying data on MSME actors, conducted by the MSME PPK.
 - c. Conducting internal meetings led by the Functional Officer for Entrepreneurship Development.
 - d. Organizing meetings or socialization sessions between MSMEs and standardization agencies as well as institutions that issue MSME permits, approved by the Head of Division.
 - e. Assigning mentors to assist in the processing of permits, approved by the Head of Division.
 - f. Preparing field result reports to be submitted to the Head of the Production Section, conducted by the Functional Officer for Entrepreneurship Development.
 - g. Reporting to the Head of the MSME Division regarding field results as material for the implementation monitoring report.
 - h. The Head of the MSME Division reports to the Head of the Office regarding the results achieved in MSME mentoring in the form of a report book to be signed or authorized by the Head of the Office.
 - i. Subsequently, documenting or archiving materials as document and archive assets for the Production Section, conducted by the Administration and Documentation Manager as evidence of activities.

In its execution, the Cooperative and MSME Office of Siak Regency establishes simple procedures that are easily accessible to MSME actors. However, this ease of access needs to be accompanied by a profound understanding among MSME actors regarding the importance of formalization and the benefits obtained, enabling them to utilize available facilities optimally for their business development.

The strategy implementation procedures applied by the Cooperative and MSME Office of Siak Regency have met the principles of effective policy

implementation according to Mazmanian and Sabatier, namely the existence of clear objectives, a strong implementation structure, and monitoring mechanisms. Field findings show that clear procedures, data-based selection, and continuous mentoring are vital factors supporting the successful execution of the strategy. Nevertheless, the implementation has faced primary challenges related to the level of understanding among MSME actors concerning the importance of legality and certification.

2. Supporting Factors for the Implementation of MSME Development Strategy in Siak Regency

In the process of implementing the MSME development strategy in Siak Regency, several crucial and influential supporting factors exist. These factors originate not only from the local government's internal environment but also from the MSME actors' surroundings and support from various institutions interacting directly in the field.

a. Commitment and Active Role of the Office

The commitment of the Cooperative and MSME Office of Siak Regency serves as the primary driver in strategy implementation. This is evident through various direct actions taken by the Office, such as conducting field visits, organizing technical training, and providing assistance. Additionally, business actors feel more attended to due to the direct mentoring provided by office staff when they apply for assistance or certification. This policy is reflected in budget allocations, training programs, certification facilitation, and the provision of facilities for business actors. In an effort to support MSME development, the Siak Regency Government demonstrates strong commitment through various implemented policies and programs.

Based on field findings, it is apparent that the Siak Regency

Government, through the Cooperative and MSME Office, has a clear commitment to supporting the growth of micro, small, and medium enterprises (MSMEs). This support is provided through the execution of various programs designed according to the needs of business actors, such as skills training to improve human resource capabilities, provision of business equipment to strengthen production processes, and halal certification facilities aimed at increasing market access and competitiveness.

Furthermore, budget support is a vital factor in the implementation of the MSME development strategy. Without funding from the local government, it would be difficult to optimally carry out training programs, business facility assistance, and halal certification facilitation. The availability of a budget indicates the local government's commitment to driving the MSME sector's growth as part of strengthening the community economy. Although the available funds are relatively limited as they must fulfill various needs in other sectors, the government continues to strive to ensure that the core needs of MSME actors are met. This support includes skills training, cart assistance for business actors, and facilitation to obtain halal certification. This shows that despite budgetary constraints, the government remains seriously focused on MSME development so that the sector can continue to grow and provide a positive contribution to the regional economy.

b. Ease of Administrative Procedures

Many MSME actors expressed that the methods for obtaining assistance, training, and certification are very easy and uncomplicated. The required administrative prerequisites are simple, such as a photocopy of the national identity card (KTP) and completing business information forms. Some business actors even mentioned receiving direct assistance from the office staff until the process was completed. This ease of access makes

business actors feel valued and more confident in participating in the programs offered by the local government.

Field findings indicate that the government endeavors to facilitate MSME actors' access to available programs through a simple registration process. Business actors only need to prepare basic documents, such as their KTP and a business statement letter. Furthermore, registration can currently be done online or with the help of assistants at the sub-district level. This effort demonstrates the government's commitment to ensuring that existing programs are accessible to small business actors, especially those who may experience difficulties in handling administration directly.

The registration process for training organized by the office is considered easy and does not burden the participants. Informants initially thought there would be many requirements, yet it turned out that only a KTP was the primary requirement. Additionally, the presence of office personnel ready to assist in filling out forms makes the registration process even easier. This creates a good impression on business actors, as they feel well-attended and facilitated. This ease also encourages more MSME actors to participate in training, allowing government programs to be delivered more effectively and accurately.

c. Involvement of MSME Actors

Success in development strategies depends not only on the government's role but also on the extent to which MSME actors are willing to participate actively. Their involvement in training, receiving guidance, and applying what they have learned is key to the program's sustainability. This enthusiasm demonstrates the awareness of business actors to progress.

Field findings reveal that MSME actors show high interest and commitment in attending the training sessions held by the office. They attend not merely as



participants but also actively pay attention to the materials and attempt to apply them in practice. This spirit proves that the implemented training programs provide tangible benefits to business actors. It also signifies that program success depends not only on the organizers but also on the motivation and desire to learn and develop. With enthusiasm from both parties, MSME empowerment programs can produce more optimal and sustainable impacts.

d. Support from the Surrounding Environment and Consumers

In addition to internal government and MSME factors, external support in the form of community and consumer trust is a very important aspect. A supportive social environment will accelerate the acceptance of MSME products in the market. Moreover, after obtaining halal certification and improving quality, consumers feel more confident in purchasing local products.

Based on the findings, it is known that halal certification holds significant value beyond mere administrative requirements. The halal label provides an additional level of trust to consumers, making them feel secure and confident in purchasing products from MSMEs. This serves as an extra advantage that can enhance the product's image and sales. The support provided by the community for halal certified products also shows the vital role of consumers in the success of this program. With halal certification, MSME actors are not only able to improve product quality but can also strengthen their business position in the market. This certificate builds consumer trust, making the products more easily accepted, which ultimately drives business growth and sustainability.

The presence of halal certification has a positive impact on the businesses being run. Business actors experience an increase in consumer trust after their products obtain the halal label. Some consumers even visit specifically to ensure that the products indeed possess a halal certificate. This condition shows that halal

certification does not merely fulfill administrative requirements but also becomes an essential part of increasing sales and expanding market share. Consumer trust then becomes the primary motivation for business actors to continue developing their businesses.

The presence of support from the social environment and consumers not only assists in marketing but also strengthens the resilience of MSMEs in facing market competition. This factor ultimately reinforces government efforts and business actors' involvement, thereby creating a stronger ecosystem for MSME development in Siak Regency. These supporting factors indicate that the implementation of the business development strategy for MSMEs by the Cooperative and MSME Office of Siak Regency has been designed not only based on strategic plans but also in response to the real needs of the business community. The combination of ease of access, institutional support, and active government involvement serves as the fundamental basis driving the success of the programs in the field.

CONCLUSION

Based on the research results regarding the Implementation of the Business Development Strategy by the Cooperative and MSME Office of Siak Regency, it can be concluded that the implementation has generally proceeded well through various coaching programs such as entrepreneurship training, business legality assistance, halal certification facilitation, and marketing support through exhibition activities. These programs contribute to increasing the capacity and independence of MSME actors, although their scope remains limited due to budget and resource constraints. The implemented procedures are considered clear, accessible, and helpful for business actors in following every stage of the activities. The execution of this strategy is also reinforced by the commitment of the office, the ease of



administrative procedures, the participation of MSME actors, and support from the environment and consumers. Nevertheless, the strategy implementation is not yet optimal in encouraging MSMEs to move up to the next level. Therefore, strengthening in terms of funding, program innovation, and expansion of targets is required so that MSME development efforts in Siak Regency can produce a more optimal increase in quality and competitiveness.

Furthermore, it is recommended that the Cooperative and MSME Office of Siak Regency expand the reach of coaching programs by increasing training, legality mentoring, and halal certification facilitation so that more micro-business actors can obtain benefits. An increase in budget allocation is necessary to ensure programs run more optimally and are well-targeted, accompanied by the simplification of procedures and more evenly distributed socialization to facilitate service access for MSME actors. Additionally, the strengthening of supporting factors should be conducted by improving employee competence in MSME technical mentoring and expanding cooperation with external institutions such as banks, certification bodies, and universities so that the implementation of business development strategies can be more effective and capable of encouraging MSMEs in Siak Regency to move up to the next level.

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