

MICRO, SMALL MEDIUM ENTERPRISE'S COLLABORATION: FACILITATED AND MANAGED BY COLLABORATIVE PLATFORM

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ABSTRACT

This research aims to find out how collaborative platforms can provide benefits in developing MSMEs in Indonesia amidst the challenges that must be faced in this era of increasingly rapid digital development. Analysis was carried out by conducting a systematic literature review. There were ten articles regarding collaborative platforms from 2013-2023 which had been filtered from Google Scholar and indexed by Scopus. In addition, Vosviewer was used to see the relationship between the terminology "collaborative platform" and "Small and Medium-sized Enterprises". It was found that there is a fairly strong relationship between the terms "platform", "collaboration", "SMEs", and "urban governance". The results of the literature review show that collaborative platforms can support increasing the efficiency and productivity of MSMEs.

Keyword: Collaborative Platform, MSMEs, Collaborative Governance, Economic Growth

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play an important role in the Indonesian economy. Although not a large class of business, the existence of MSMEs is able to contribute to the increase in Gross Domestic Product (GDP) and employment in Indonesia (Tambunan, 2023). Indonesian MSME in 2023 touched a figure of around 66 million and the size of the MSME contribution to the Indonesian economy reached IDR 9,580 trillion or equivalent to 61% of the Gross Domestic Product (GDP) (Kadin Indonesia, 2024). Even so, MSMEs in Indonesia are still often faced with various problems and challenges, especially in dealing with technological developments in the digital era. Among these are the limited ability of MSME to optimize digital technology and digital literacy (Institute for Development of Economics and Finance (INDEF), 2024; Lisnawati, 2023; Soehandoko, 2023), many MSMEs are still unable to compile bookkeeping reports and financial administration digitally (Lisnawati, 2023), limited access to marketing where the ability of MSMEs to meet product standardization often hinders the desire of MSMEs to expand digital-based export markets (Institute for Development of Economics and Finance (INDEF), 2024; Lisnawati, 2023; Soehandoko, 2023), limited access to finance (Soehandoko, 2023) and complex, costly, and time-consuming cross-border business regulations and procedures (Lisnawati, 2023).

In developing countries, the government is considered to have all the necessary resources to provide optimal protection for the sustainability of MSME businesses (Najib, 2023). To support the growth and sustainability of MSME businesses, the Indonesian government facilitates various initiatives and mentoring programs (Sari et al., 2023). Policy socialization, technical assistance, and management and marketing training are important steps taken by the government. In terms of financing and capital, the government provides the Kredit Usaha Rakyat (KUR) program, grants, foreign aid, and fiscal incentives (Lathifa, 2024; Tambunan, 2023). To improve the capacity and competitiveness of MSMEs, the government facilitates various mentoring and training such as

digitalization training, financial literacy, and mentoring through various programs such as the Kartu Prakerja (Pre-Employment Card) and the Gerakan Nasional Literasi Digital (National Movement for Digital Literacy). These training programs help MSMEs to adapt to technological developments and improve the quality of their products (Kementerian Koordinator Bidang Perekonomian Republik Indonesia, 2022, 2023). This aims to enable MSMEs to participate in the global value chain and increase their contribution to the national economy (Kementerian Koordinator Bidang Perekonomian Republik Indonesia, 2023).

However, it should be noted that the level of dependence of MSMEs on the government can be very high (Najib, 2023). If MSMEs are overly dependent on subsidies or aid, they may be less motivated to develop self-initiatives or take the necessary risks to expand their businesses independently. Thus, it requires the contribution of support from various parties incorporated into an integrated program platform to strengthen and improve the quality of MSMEs (Ariyanti, 2023). In recent years, the development of information and communication technology has opened up new opportunities for MSMEs to overcome these challenges (Institute for Development of Economics and Finance (INDEF), 2024).

The need to overcome barriers can actually encourage the desire to collaborate, synergize and share resources (Proulx & Gardoni, 2023). Collaborative platforms are technology-based systems that enable the integration of various parties, such as producers, consumers, and service providers, to interact and work together in one digital ecosystem (Chris Ansell & Gash, 2018). A sustainable public-private partnership model should be collaborative and align with public and private interests (Winickoffi et al., 2021). Collaborative platforms can accommodate MSMEs to integrate with various elements. Collaboration between MSMEs and marketplaces is expected to expand marketing access for domestic MSMEs (Kompas.com, 2024).

MSMEs can benefit from the impact of collaborative governance through collaborative platforms, such as improving the organization and capacity of MSMEs, facilitating access to more advanced production technologies, increasing market accessibility, encouraging the provision of business development services, the ultimate goal is to create business opportunities for MSMEs and encourage community members to take on new roles and responsibilities in improving the dynamics of suburban residential neighborhoods (Chris Ansell & Gash, 2018; Haveri & Anttiroiko, 2023). Collaborative platforms can also help remove long-standing barriers between the government, business and non-profit sectors and accelerate the spread of innovative ideas that can determine success in solving problems (Nambisan, 2009). These benefits demonstrate the strong influence of collaborative platforms on the contribution of MSMEs to increase Gross Regional Domestic Product (GRDP) and indirectly Gross Domestic Product (GDP).

The purpose of this research is to find out how collaborative platforms are used to improve or deepen collaborative governance in MSME services and how they benefit MSMEs themselves. The existence of this research is part of the development of research on the concept of governance in the public administration literature. This article presents a systematic literature review of several articles on the benefits of platforms for MSMEs from 2013 to 2023 taken from Google Scholar indexed by Scopus.

LITERATURE REVIEW

Collaborative Governance

Ansell and Miura (2020) argue that there are three widely recognized developments in the public administration and governance literature. First, governance is increasingly recognized as decentralized or distributed. Second, as governance becomes more decentralized and distributed, leadership becomes more indirect, facilitative, and intermediary. Third, there is a growing appreciation that the public sector needs to actively manage planned and emergent change and public sector innovation has become a prominent topic (Christopher Ansell & Miura, 2020).

Ansell and Gash (2018) suggest that collaborative governance generally refers to "processes and structures in public policy decision-making and management that involve the active participation of multiple parties across boundaries of public institutions, levels of government, and the public, private, and civic sectors". Collaborative governance ensures broader involvement in decision-making beyond mere consultation (Winickoffi et al., 2021).

Collaborative Platform Framework

Collaborative frameworks aim to facilitate peer-to-peer collaboration and knowledge exchange, serve as an action platform for multi-stakeholder coordination and cooperation, and bring public, private, intra- and non-governmental actors together for a specific purpose (International Renewable Energy Agency, 2022). Collaboration also implies that non-government policy makers will have a real responsibility for policy outcomes as well (Chris Ansell & Gash, 2008).

Nambisan (2009) suggests that collaboration requires a certain set of practices and systems referred to as platforms. Platforms, as described by Ansell and Gash (2018), create either spaces or interfaces to facilitate the interaction of different skills, resources, knowledge or needs. By facilitating the matching of interests, by creating standardized technology interfaces or communication forums or by creating cross-functional teams (Chris Ansell & Gash, 2018). The objectives of platforms include creating value for partners, promoting open access, technology development, delivery of products, services and standards, helping to identify target users and/or customers, as well as outlining processes to achieve objectives, and attempting to reconcile conflicting objectives (Winickoffi et al., 2021).

Collaborative platforms are organizations or programs specifically designed to support and facilitate collaborative projects or networks (Chris Ansell & Gash, 2018). Collaborative platforms do not follow a particular strategy but develop alternative strategies - reflecting the diversity of actors involved and their interests (Winickoffi et al., 2021). In addition to supporting existing collaborations, these platforms also play an active role in creating and customizing new collaborations in response to emerging challenges and opportunities (Chris Ansell & Gash, 2018). Collaborative platforms as convergence spaces bring together diverse elements ranging from actors, disciplines, and technologies (Winickoffi et al., 2021). Collaborative platforms can be utilized to replicate collaborative governance on a larger scale and can also be used to extend the reach of a particular collaboration over time (Chris Ansell & Gash, 2018).

Current Condition of MSMEs

Basically, MSMEs can be categorized based on the amount of business capital when they were established. If the business capital reaches a maximum of one billion rupiah (excluding the land and building where the business is located), it is categorized as a Micro Business class. Businesses with a business capital of more than one billion rupiah up to five billion rupiah are categorized as Small Enterprises. Enterprises with a business capital of more than five billion rupiah up to ten billion rupiah are categorized as Medium Enterprises. Larger than this, it becomes

the Large Business class (Kadin Indonesia, 2024). The evolution of MSMEs is divided into three stages, namely MSME 1.0, MSME 2.0, and MSME 3.0 (Almeida et al., 2022). This evolution concept can describe the development of MSMEs from traditional to digital models that occur in MSMEs in Indonesia. In the initial phase of MSME 1.0, MSME businesses are still traditional with conventional business processes. The main focus lies on local production and physical distribution. Many MSMEs still rely on manual or semi-manual production methods and operate with simple management structures. Upon entering phase 2.0, MSMEs began to adopt simple technology, such as the use of technology for bookkeeping and basic management. Awareness of the importance of branding and more structured marketing also begins to increase. The MSME 3.0 stage describes the transformation of Micro, Small and Medium Enterprises (MSMEs) in the digital era, which is the third stage of MSME evolution. Based on data obtained from the Ministry of Cooperatives and SMEs, the number of MSMEs in Indonesia that enter the digital ecosystem continues to increase every year. The target of MSMEs entering the digital market for 2023 set by the Ministry of Cooperatives and MSMEs is 24 million and increased to 30 million for 2024 (Kadin Indonesia, 2024).

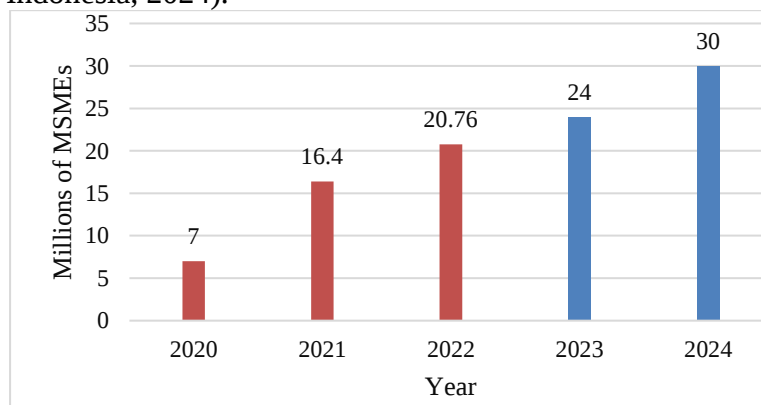


Figure 1. Number of Indonesian MSMEs entering the Digital Ecosystem (2023 and 2024 are the targets)
(Source: Kadin Indonesia, 2024)

So, in 2024, the Indonesian government then accelerated the increase in the adoption of digital technology for MSMEs as a form of support for MSME in optimizing the use of digital platforms for their businesses (Biro Humas Kementerian Kominfo, 2024).

METHODOLOGY

The purpose of this article is to document the current knowledge on public service collaboration, especially in the scope of Micro, Small, and Medium Enterprises (MSMEs) through collaborative platforms. The research questions that have been formulated by researchers are as follows:

1. The important role of collaborative platforms in service delivery/governance.
2. Collaborative platform as a strategy to improve the quality of MSMEs.

A systematic search of journal articles was conducted through the Systematic Literature Review (SLR) research method. This method is used to answer research questions in a more structured and objective way (Rother, 2007). A systematic and structured approach was taken by the authors in searching, evaluating and integrating the results of various research articles relevant to the topic under study. This is done by identifying and selecting studies that fit certain criteria, extracting relevant data from these studies, and then systematically analyzing and presenting the results (Valverde-Berrocso et al., 2020).

The author conducted a systematic search for research articles in May 2024, through the Scopus database using Haring's Publish or Perish (PoP) tool. The literature search steps taken by the author are to get the API key from Scopus first, then search the literature in the PoP application by entering the keywords "collaborative platform" and "Small and Medium-sized Enterprises (SMEs)" using the search by keywords feature, and limiting the search to 200 papers only. The article search resulted in 102 journal articles, 6 book chapters, 82 conference papers, 1 editorial, 5 erratums, 2 notes, and 2 review articles.

Then the author conducts literature exclusion by only selecting articles, and taking articles based on the order of the most citations/cites and citations per year/per year. The author only takes articles that discuss platforms, collaborative platforms, collaboration governance, and increasing Small and Medium-sized Enterprises (SMEs). After making the selection, as a result, 10 articles were obtained which will be analyzed using the SLR method.

Data visualization is carried out by the author in the next stage. The author uses two different techniques to visualize the data which aims to prove the connectivity between the development of collaborative platforms in the world and its relation to improving the quality of MSMEs.

1. Mapping 10 selected journal articles in table form, by conducting in-depth review analysis. The findings will be compared from each article to draw a comprehensive conclusion.
2. The author downloaded article data from the Scopus database by exporting data in the form of Comma Separated Value (CSV). The search results were reviewed based on conformity with the predetermined term criteria, then visualized using the VOS Viewers application. The data visualization will display the relationship lines and their strength between the keywords contained in the 10 articles, so that it can conclude the connectivity pattern between the collaborative platform and the quality of MSMEs.

RESULTS AND DISCUSSION

Details of the ten research studies were extracted and included in a summary table (Table 1), which included the research focus, methodology and key findings relevant to digital platforms for MSMEs. A quality assessment of the studies was conducted (Table 2), followed by a narrative review of the study results. The format of the platform and the benefits of the platform for MSMEs were the main focus.

Author (Year), Article Type	Research Focus	Sample, Research Design, Analysis	Key Findings Relevant to Digital Platform for SMEs
Formentini, Lolli & Toni (2013), academic peer reviewed full journal paper.	Designing and implementing a web platform to support SMEs in collaborative product development.	Experimental, multi-methods research comprising, mainly using action research methodologies. Studied the characteristics of the platform. References to multi literature. This research provides a Design Process Workflow for platform utilizations.	Platform format – Development of an ICT platform, called iCommunity, which constitutes the backbone and the foundation upon which to build an ecosystem of innovation, that helps SMEs. Benefit for SMEs – (1) Effectively coordinate the collective intelligence within the context of new product development; (2) Collaboratively create and design modular products.
Zahoor et al. (2020), academic peer reviewed full journal paper.	Collaboration and internationalization of SMEs based on geographical and industrial context.	Systematic Literature Study (SLR) as a method to draw conclusions based on the results of a study of 105 articles. The end goal of this paper is to create a theoretical synthesis. Integrating institutional frameworks, entrepreneurial activities, and both material and immaterial resources to address environmental challenges in the context of SMEs.	Platform format – Integrates a discussion of platforms supporting SMEs in several countries, categorized by geographical context. These evaluations have pinpointed several factors that moderate the connection between antecedents and outcomes, categorized as firm-level, network-level, and environmental-level moderators. Benefit for SMEs – This paper discusses possible cooperation schemes among SMEs globally to enable global trade (exports and imports). This study has reshaped the extent and range of SME expansion into international markets. During a crisis, formal and informal collaboration can enhance the resilience of SMEs and facilitate access to external funding for international expansion.

Author (Year), Article Type	Research Focus	Sample, Research Design, Analysis	Key Findings Relevant to Digital Platform for SMEs
Journeault, Perron & Vallieres (2021), academic peer reviewed full journal paper.	The collaborative roles of stakeholders in supporting the integration of sustainability in SMEs	Qualitative research, with a sample of 100 SMEs based in Quebec, Canada. The selection process involved consulting various sources such as chamber of commerce databases, local authority records, and government websites.	Platform Format – The objectives of this study were to investigate the primary collaborative roles that various stakeholders can fulfill in promoting the adoption of sustainability practices within SMEs, such as: (1) The trainer, (2) The analyst, (3) The coordinator, (4) The specialist, and (5) The financial provider. Benefit for SMEs – This study is useful to provide a mapping of stakeholders roles for SMEs development.
Haveri & Anttiroiko (2023), academic peer reviewed full journal paper.	Urban platform as a mode of governance typically examines how digital platforms and technology enabled for solutions are utilized to facilitate public interest.	Qualitative research. This research focuses on the use of urban platforms, such as Koklaamo (SMEs support), Demola, and HRI. Comparing these platforms by hierarchy, market, and network. Keeping in mind the essential components of platforms in economic activities proves advantageous, as they contribute to defining the criteria for the ideal model of a platform.	Platform Format – Koklaamo served as an open innovation and experimentation platform focused on user-centered and agile co-creation. Benefit for SMEs – It primarily aimed to generate business prospects for SMEs and inspire community members to adopt new roles and responsibilities in enhancing the vibrancy of the suburban residential locality.
Cottrino, Sebastian & Gaya (2021),	Developed collaborative knowledge transfer platform to support SMEs's	Literature review as a method to construct knowledge transfer patterns between SMEs using the	Platform Format – The Industry 4.0 HUB platform is an integration platform that helps SMEs to transfer knowledge to each other as part

Author (Year), Article Type	Research Focus	Sample, Research Design, Analysis	Key Findings Relevant to Digital Platform for SMEs
academic peer reviewed full journal paper.	competitiveness and productivity.	integration of the Industry 4.0 HUB platform.	of knowledge management. Benefit for SMEs – Provides facilities to SMEs in the form of a database for knowledge storage to improve their processes, products, and services using digital technologies, and they will provide access to technical expertise and experimentation.
Gu & Yang (2022), academic peer reviewed full journal paper.	How platform enterprises facilitate collaboration innovation and support digitization to provide complementary innovation.	Qualitative approach, single-case studies focused on vertical excavation of the phenomenon. Ding Talk as a digital platform to help a dairy SMEs company called ADOPT A COW.	Platform Format – Ding Talk promoted ADOPT A COW to achieve various innovations in the business model and established an online self-operated channel for it. Ding Talk has been supplemented and improved in the dairy sector, and to a certain extent, ADOPT A COW has become an embedded dairy sub-platform, providing complementary innovation for Ding Talk. Benefit for SMEs – Traditional SMEs initially achieve basic digital transformation by digitizing their work processes, resulting in significantly improved management efficiency. These enterprises proactively pursue the advanced stage of digital transformation, which involves transforming their business models. As a result, profits are increased.
Martin & Reyes (2023), academic peer	A collaborative learning platform for corporate training of SMEs can serve	Mix-method, transversal, and field-based data research. Explains how a Learning	Platform Format – A Learning Management System (LMS) is specialized software designed to create, distribute, and manage

Author (Year), Article Type	Research Focus	Sample, Research Design, Analysis	Key Findings Relevant to Digital Platform for SMEs
reviewed full journal paper.	as a valuable tool for increasing SMEs productivity by empowering employees.	Management System (LMS) organizes corporate training for SMEs workers and stakeholders. Also, categorize the trainees to help maximize training output.	educational content. Advanced LMS's empower educators to consolidate and develop centralized educational materials used to the specific needs of trainees. Benefit for SMEs – The LMS platform was leveraged to help trainees from SMEs choose a learning path, adjusted to their knowledge level classification (based, intermediated, or advanced).
Proulx & Gardoni (2023), academic peer reviewed full journal paper.	Identify the main challenges of collaboration faced on the business model canvas by manufacturing SMEs when harnessing the collaborative platform.	Design research, using Business model canvas. Discussions using design both descriptive & perspective. The authors try to map the advantages of collaboration between SMEs using the business model canvas. At the end, they provide solutions and suggestions for problems that occur in SMEs.	Platform Format – Explains that platforms for SMEs can be used to facilitate collaboration between enterprises. The use of a business model canvas is needed to determine future business strategies. The use of tools such as Trello is used to make business strategies and activities more efficient and systematic. Benefit for SMEs – Using collaborative platform can make communication more efficient between partners to developed the value of SMEs and makes it easier for enterprises to implement their business strategy.
Ansell & Gash (2018), academic peer reviewed full journal paper.	Collaborative platforms can effectively and efficiently serve as a governance strategy.	Text and opinion, comparing between each platform in terms of effectiveness and efficiency to support government business goals. Integrating the concept of	Platform Format - Collaborative platforms concept is one way to think about how collaborative governance is being promoted and facilitated as a generic policy instrument involving the agenda, distinctive logics, structure, and strategy aspects.

Author (Year), Article Type	Research Focus	Sample, Research Design, Analysis	Key Findings Relevant to Digital Platform for SMEs
		collaborative governance into business processes.	Benefit for SMEs - SMEs can get the benefit by the impact of collaborative governance in the form of digital platforms, such as: (1) Enhancing the organization and capacity of SMEs; (2) Enabling easier access to enhanced production technologies; (3) Enhancing market accessibility; (4) Promoting the provision of business development services.
Temmerman, Veeckman & Ballon (2021), academic peer reviewed full journal paper.	Exploration platform for collaborative urban governance.	Experimental research. Using a case study to explain social innovation in urban governance. An experiment using a platform that helps neighborhood social life in Brussels, Belgium, to map community functions and interactions as well as the usefulness of the platform to facilitate government policy networking.	Platform Format – A collaboration platform called “Brussels by us” with the implementation of the “living lab methodology” model, which integrates aspects of Brussels society to improve the efficiency of policy-making and policy networking of the local government. Benefits for SMEs – Collaborative platform represents the ecosystem of urban local brings the entrepreneur’s scope to enlarge and evolve.

Table 1. Overview of Research Studies and Articles including Research Design and Findings
(Source: Processed by the Author, 2024)

Author (Year), Article Type	The Relation Between The Article Content and The Research Topic	Methodological Framework		Methodological Consistency of Results/Discussion	Overall Study Quality
		Technical Rigor and/or Theoretical Approach	Validity, Reliability, and Objectivity		
Formentini, Lolli & Toni (2013), academic peer reviewed full journal paper.	High	High	High	High	High
Zahoor et al. (2020), academic peer reviewed full journal paper.	High	High	High	High	High
Journeault, Perron & Vallieres (2021), academic peer reviewed full journal paper.	Medium	High	High	High	High
Haveri & Anttiroiko (2023), academic peer reviewed full journal paper.	High	High	High	High	High
Cottrino, Sebastian & Gaya (2021), academic peer reviewed full journal paper.	High	High	High	High	High
Gu & Yang (2022), academic peer reviewed full journal paper.	High	High	Medium	High	High
Martin & Reyes (2023), academic peer reviewed full journal paper.	High	High	Medium	High	High
Proulx & Gardoni (2023), academic peer reviewed full journal paper.	High	High	Medium	High	High
Ansell & Gash (2018), academic peer reviewed full journal paper.	High	High	High	High	High
Temmerman, Veeckman & Ballon (2021), academic peer reviewed full journal paper.	High	High	High	High	High

Table 2. Quality Assessment of the Research Studies Reviewed
(Source: Processed by the Author, 2024)

Overview of the Studies Presented

Based on the results of the review, studies or discussions about collaborative platforms are still minimal so the literature on the topic is still limited. There are ten research articles presented in the table. A total of four studies used a case study research design (Gu & Yang, 2022; Haveri & Anttiroiko, 2023; Journeault et al., 2021; Temmerman et al., 2021), two other studies used a mixed-method research design (Martin & Reyes, 2023) and multi-method (Formentini et al., 2013), and one study used the business model canvas (Proulx & Gardoni, 2023). Two research articles used literature review for the research they conducted (Cotrino et al., 2021; Zahoor et al., 2020). And, one article is a study that combines theoretical literature and empirical cases (Chris Ansell & Gash, 2018).

Research Quality

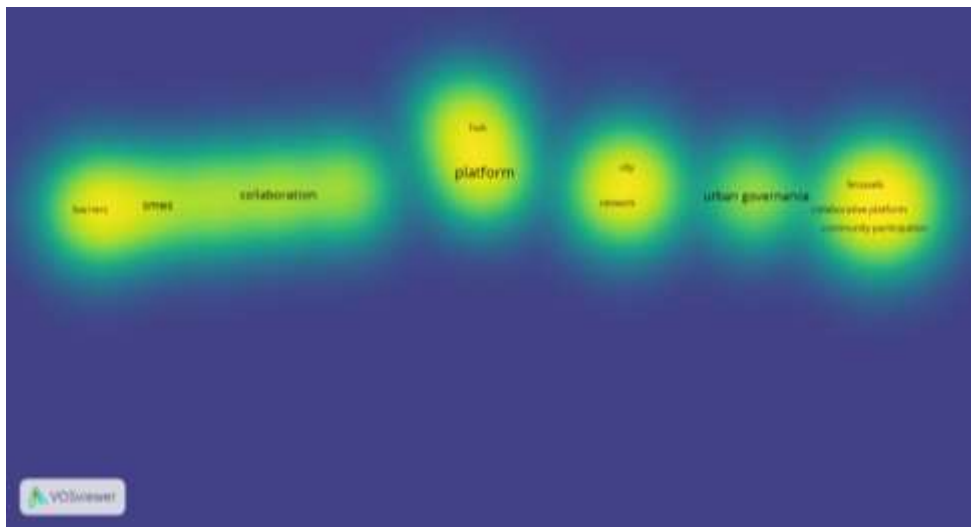
The quality of the research is then seen from several aspects, namely the relationship between the article content and the research topic, technical accuracy/theoretical approach, validity, reliability, and objectivity, as well as methodological consistency of the results or discussion. Overall, the ten articles presented are high quality research (Chris Ansell & Gash, 2018; Cotrino et al., 2021; Formentini et al., 2013; Gu & Yang, 2022; Haveri & Anttiroiko, 2023; Journeault et al., 2021; Martin & Reyes, 2023; Proulx & Gardoni, 2023; Temmerman et al., 2021; Zahoor et al., 2020). This is because these articles have gone through a screening process to ensure that the articles obtained can support the research topic.

Research Focus Trends

From the perspective of research focus trends, the author tries to prove the connectivity between the terms "Collaborative Platform" and "Small and Medium-sized Enterprises (SMEs)" in the scientific literature published through the Scopus database. Figure 2 shows that there is a considerable relationship between "platform", "collaboration", "SMEs" and "urban governance" through the Vosviewer tool, in network visualization. "Platform" is the dominating term in connecting connectivity (evidenced by the connectivity of a total of 77 links), in addition to the development of literature that tends to be recent and can expand the scope or other branches of literature studies (Figure 3). The terms influenced in the context of this research tend to be associated with the context of "collaboration", "SMEs" and "urban governance". Furthermore, in the density visualization (Figure 4), the research trends also show that the connectivity of the research trends continues to grow until the trend of "collaborative platform", which is marked by a yellow color gradation (turn-in or often discussed). This proves that the connectivity from the perspective of the scientific literature on the development of collaborative platforms and their relation to SMEs in various countries, can be said to be quite strong and interesting to be studied more deeply in terms of research trends.



Figure 1. *Network Visualization*
(Source: Processed from Vosviewer, 2024)



Result Findings

Traditional MSMEs can achieve basic digital transformation by digitizing their work processes, which significantly improves management efficiency (Gu & Yang, 2022).

Collaborative platforms can strengthen business ecosystems. Ansell and Gash (2018) identified the benefits of collaborative platforms in the form of improved organization and capacity of MSMEs, easier access to better production technologies, increased market accessibility, and provision of business development services. Temmerman, Veeckman, and Ballon (2021) highlighted that collaborative platforms represent local urban ecosystems that enable entrepreneurs to expand and thrive. It provides space for MSMEs to innovate and adapt quickly to changes in the business environment (Temmerman et al., 2021).

Collaborative platforms can make communication between partners more efficient, which in turn can increase the value of MSMEs and make it easier to implement their business strategies (Proulx & Gardoni, 2023). Journeault, Perron, and Vallieres (2021) state that collaborative platforms are useful for mapping the roles of stakeholders in MSME development. This helps MSMEs understand and leverage the various contributions of different stakeholders, which can support growth and innovation.

Collaborative Platform and its Link to MSME Collaborative Governance

Collaborative platforms and MSMEs are two contexts that are interrelated and can influence each other. The involvement of the role of platforms from the context of MSMEs can create opportunities in increasing sales competitiveness, in addition to explaining that the quality of human resources of MSMEs is slowly increasing as seen from the knowledge aspect (from the readiness of MSMEs for the digitization process) on the Human Development Index (HDI), which directly affects the success or performance of a region.

Thus, platforms in the context of MSMEs can work together as tools to achieve sustainable development of the quality of individual MSMEs or even go further in reaching an increase in the turnover of their businesses, which in aggregate can increase the growth of the regional economy in an inclusive manner. The potential of platforms as a strategy for MSMEs management is broader than the concept of platforms for governance and public administration. Platforms as instruments or tools emphasize cooperative relationships that include 3 (three) main pillars, including: government, private sector, and society. The existence of a collaboration platform study highlights the characteristics of cooperation between stakeholders through a technology utilization system or digitalization system. This condition shows that collaborative governance is ultimately a step to formalize the involvement of non-governmental institutions in a particular forum to meet the limitations of various government needs through a process of mutual and deliberative agreement. Primarily, in responding to the failure of governance from upstream to downstream.

Platform Implementation in the Context of MSMEs in Indonesia

Based on the findings from the literature review, in the context of MSME (Micro, Small, and Medium Enterprises) services, collaborative platforms have an important role to optimize the services provided to MSMEs in Indonesia. Collaborative platforms enable close integration between government, private sector, academia, and communities. Collaborative platforms are digital tools or systems that enable various parties to communicate, share information, and work together more effectively and efficiently. The use of collaborative platforms in this context helps create the conditions that enable effective collaboration, by removing communication barriers and ensuring all parties have access to the same information.

In addition, collaborative platforms also play a role in improving the quality of MSMEs in Indonesia. This refers to research findings that emphasize that the presence of collaborative platforms can be a place for MSMEs to run management learning (LMS) tailored to the level of knowledge of MSME actors (Martin & Reyes, 2023) and a platform for knowledge transfer (Cottrino et al., 2021). Thus, to face the challenges of technological advances in the digital era, MSMEs in Indonesia can improve their skills and competencies so that they are more

developed and qualified. Jakarta, can be said to be one of the best practices of utilizing the role of a widely viewed platform in this case since 2017 known as the Jakarta Entrepreneur. Jakarta Entrepreneur is a platform for the creation, facilitation, and collaboration of MSME development through entrepreneurial ecosystems, such as start-ups, educational institutions, and financing institutions so that MSME can have entrepreneurial skills and independence and have the opportunity to achieve their success, which refers to Peraturan Pemerintah Nomor 2 Tahun 2020 concerning Integrated Entrepreneurship Development (PKT), through the facilitation of 7 steps of Pasti Akan Sukses (PAS) which consists of access to registration, training, mentoring, licensing, marketing, financial reporting, and capital for MSME in Jakarta.

CONCLUSION

The role of MSMEs in the Indonesian economy is very important. The existence of Micro, Small and Medium Enterprises (MSMEs) activities is one of the business sectors of the community economy whose development scale is able to influence regional, national, and even international economies and development. However, in responding to the era of digital technology development, there are still several challenges that must be faced by MSMEs in Indonesia, both internal and external challenges that can hinder the improvement of quality and turnover. Among these challenges are the limited ability of MSME to maximize digital technology, limited access to marketing, and complicated and time-consuming business procedures. These challenges actually open up opportunities for the Indonesian government to provide integrated services as an effort to assist and improve the quality of Indonesian MSMEs so that they are able to adapt and increase their sales turnover. Such integrated services can be realized in the form of a collaborative platform. Thus, the platform is present as an instrument or tool that is expected to trigger an increase in business turnover as a form of development and empowerment of MSME actors.

It is hoped that this scientific literature review on the connectivity between platforms and MSMEs can be used as a basis for formulating and implementing similar policies thoroughly and evenly in the territory of Indonesia, not only focusing on money oriented but impact based on aspects of mutualism as studied by the author in this article. Because the development of MSMEs is a necessary condition to encourage economic growth. The existence of MSMEs is an important pillar for the development of a country. If MSMEs rise, the economy will be leveraged.

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