JURNAL AKTA
Volume 13 No. 1, March 2026
SINTA 2,
Decree No. 164/E/KPT/2021

Strategic Adaptation of Micro, Small, and Medium Enterprises (MSMEs) to Business Competition Regulation Dynamics

Melki T. Tunggati[1)], Sri Olawaty Dj Suaib[2)], Aurelia Laura Quartia Po'oe[3)], Andriansyah[4)]
[1)]Universitas Bina Taruna Gorontalo, Indonesia, Email: melkitunggati@gmail.com
[2)]Universitas Bina Taruna Gorontalo, Indonesia, Email: 86sriolawati@gmail.com
[3)]Universitas Bina Taruna Gorontalo, Indonesia, Email: aurelialaura26@gmail.com
[4)]Universitas Bina Taruna Gorontalo, Indonesia, Email: andri20042005@gmail.com

Abstract. *This study aimed to analyze the strategic adaptation of Micro, Small, and Medium Enterprises (MSMEs) in responding to the dynamics of business competition regulations within the context of digital economic transformation, as well as to evaluate the effectiveness of these adaptation strategies. The research employed a normative-empirical legal research method with a juridical-sociological approach. Primary data were collected through in-depth interviews, observations, and focus group discussions involving MSME actors, government officials, and relevant stakeholders, while secondary data consisted of laws and regulations, academic journals, policy documents, and official reports. The collected data were analyzed qualitatively using a triangulation technique to ensure data validity and analytical depth. The novelty of this research lay in the formulation of an integrative adaptation strategy model for MSMEs, which combined regulatory intelligence, digital–traditional hybridization, resilient collaboration, and sustainable innovation as key pillars in addressing regulatory and competitive pressures. The findings demonstrated that, despite limited understanding of business competition regulations, MSMEs were able to maintain resilience and achieve business growth through adaptive strategies supported by a strong local ecosystem, including government support, digital infrastructure, and social capital. The study concluded that effective adaptation to business competition regulation dynamics required not only legal compliance but also the ability of MSMEs to integrate regulatory awareness with digital capability development and collaborative networks. These findings emphasized the importance of responsive and inclusive policy frameworks oriented toward MSME empowerment in order to create healthy, fair, and sustainable business competition in the digital era.*

Keywords: *Adaptation; Competition; Digitalization; MSMEs; Regulation.*

1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) constitute the backbone of the Indonesian economy and play a strategic role in national economic development. Empirical data show that MSMEs contribute approximately 61% of Indonesia's Gross

Domestic Product (GDP), equivalent to Rp9,580 trillion, and represent around 99% of total business units nationwide (Oktaviani Tarru & Eirene Tarru, 2024). In addition, MSMEs absorb a significant proportion of the labor force, making them a key pillar in employment creation and poverty alleviation (Yusuf dkk., 2022). Given this strategic position, the sustainability and competitiveness of MSMEs are closely linked to the effectiveness of legal and regulatory frameworks governing business activities.

In a legal context, MSMEs are regulated by Law Number 20 of 2008 concerning Micro, Small, and Medium Enterprises, Government Regulation Number 7 of 2021 concerning Ease, Protection, and Empowerment of Cooperatives and MSMEs, and Law Number 5 of 1999 concerning the Prohibition of Monopolistic Practices and Unfair Business Competition. These regulations create a fair business environment, but their complexity in the digital era demands that MSMEs adapt to remain competitive and compliant. Morris and Schindehutte's strategic adaptation theory explains three crucial components: capacity to adapt (ability to respond to change), degree of adaptation (actual level of adjustment to business concepts), and adaptation strategies (specific approaches such as product modification, target markets, and operations) (Morris dkk., 2005). Morris emphasizes that adaptability depends on the entrepreneur's characteristics and learning capacity, not just the initial business concept. In the context of dynamic regulations, the success of MSMEs is determined by their ability to adjust core business elements, value propositions, customer segments, and value chains to align with regulatory demands while maintaining digital competitiveness.

Recent developments in Indonesia demonstrate significant policy shifts related to MSME digitalization and regulatory harmonization to support the investment climate. Digitalization capabilities, defined as the ability to manage and utilize digital resources to maximize business performance, have become increasingly important for MSMEs (Langelo dkk., 2024). The adoption of digital platforms has been shown to enhance marketing effectiveness and expand customer reach through improved information disclosure (Wulandari dkk., 2023). The government’s target to digitalize 30 million MSMEs by 2024 reflects a strong policy commitment to transforming this sector (Isdarmadji, 2024). As of December 31, 2024, approximately 30.18 million MSME units were registered with the Ministry of MSMEs, while in 2023 the sector involved around 66 million business actors, contributing 61% of GDP and absorbing 117 million workers, or 97% of the national workforce (“UMKM Indonesia,” t.t.). Regulatory classifications based on business capital, as stipulated in Government Regulation Number 7 of 2021, have direct implications for MSMEs’ operational strategies, particularly in taxation, licensing, and access to government programs.

At the regional level, Gorontalo Province provides an important empirical context for examining MSME adaptation to regulatory dynamics. Located in the northern part of Sulawesi Island, Gorontalo consists of six regencies and is known for its rich natural and cultural resources (Saputra dkk., 2024). Despite its economic potential, Gorontalo is also recognized as one of the provinces with relatively high poverty rates in Indonesia (Habie, 2023). The number of MSMEs in Gorontalo increased from 105,509 units in 2024 to 118,826 units by September 2025, indicating positive growth trends. Nevertheless, MSMEs in this region face persistent challenges, including low levels of business legalization only around 21% possess complete permits limited access to digital technology, and inadequate understanding of business competition regulations. Most MSMEs operate at the micro scale, particularly in food processing, Karawo embroidery, and traditional crafts, reflecting substantial but underutilized economic potential (Gorontalo, t.t.).

Several previous studies have examined MSME adaptation to regulatory and policy changes, yet important gaps remain. Research by Yeni and Inzani emphasized the role of strategic adaptation in improving MSME performance but did not sufficiently address long-term resilience in the context of continuously evolving regulations (Yeni & Inzani SI, 2021). Other studies have highlighted the role of regulations, such as fintech regulation, in supporting innovation and consumer protection (Suryadarma & Faqih, 2024), as well as MSME vulnerabilities during crisis-driven regulatory changes, such as those experienced during the COVID-19 pandemic (Chairunnisa & Dharmawan, 2023). However, these studies tend to focus on specific regulatory sectors or short-term responses, leaving a gap in understanding how MSMEs develop integrated and sustainable adaptation strategies in response to the dynamics of business competition regulations.

This research gap indicates the need for a comprehensive analysis that integrates regulatory dynamics, digital transformation, and MSME strategic behavior. In particular, limited attention has been given to how MSMEs adapt strategically to business competition regulations over time and how such adaptation influences business sustainability and competitiveness, especially at the regional level. Addressing this gap is crucial to assess whether competition regulations function effectively as instruments of empowerment or merely as compliance burdens for MSMEs.

Based on this background, this research aims to analyze and identify adaptation strategies implemented by MSMEs in Gorontalo Province in facing the dynamics of business competition regulations, evaluate the effectiveness of these strategies in supporting business performance and competitiveness, and formulate an effective and sustainable adaptation strategy model for MSMEs in Gorontalo Province in responding to changes in business competition regulations in Indonesia in the era of digital trade based on best practices from successful business actors. Theoretically, this research contributes to the development of a conceptual framework for MSME strategic adaptation to changes in business competition regulations. Practically, this research provides relevant policy insights for local governments and guidance for MSME actors in developing adaptive and sustainable business strategies amidst the ever-changing business competition regulatory environment.

2. RESEARCH METHODS

This study employed a normative-empirical legal research method, which combined the analysis of legal norms with empirical facts in society to examine the strategic adaptation of Micro, Small, and Medium Enterprises (MSMEs) to business competition regulation dynamics. This approach was used to bridge the gap between *das sollen*—the normative objectives of competition law and *das sein* the actual implementation of such regulations in MSME business practices. Normative analysis focused on laws and regulations governing business competition, while empirical analysis examined how these legal norms were understood and applied by MSMEs in practice (Christiani, 2015). The research adopted a juridical-sociological approach, viewing law as a social institution that interacted dynamically with economic behavior and business realities. Through this approach, the study analyzed how business competition regulations influenced MSME behavior, adaptation strategies, and compliance patterns within a digital economic environment (Maulida dkk., 2022). This research was descriptive-analytical in nature, aiming not only to describe existing legal and empirical conditions but also to interpret and analyze their implications for MSME sustainability and regulatory effectiveness (Risnawaty, 2023). The data used in this study consisted of primary and secondary data. Primary data were collected through in-depth interviews, direct observations, and focus group discussions involving MSME actors, government officials, and relevant stakeholders selected using purposive sampling to represent various business scales and sectors. Secondary data included laws and regulations, academic journals, government reports, and relevant policy documents related to business competition and MSME development. Data collection techniques were conducted using structured and semi-structured instruments to ensure consistency and depth of information. Data analysis was carried out qualitatively using a triangulation approach to enhance data validity and analytical reliability. This triangulation involved cross-checking information obtained from different sources and methods to develop a comprehensive understanding of the legal phenomena studied (Rohaya dkk., 2023). The analysis process included content analysis of regulatory frameworks, data reduction, data presentation, and the formulation of conclusions to identify patterns of MSME adaptation strategies and to evaluate their effectiveness in responding to the dynamics of business competition regulations.

3. RESULTS AND DISCUSSION

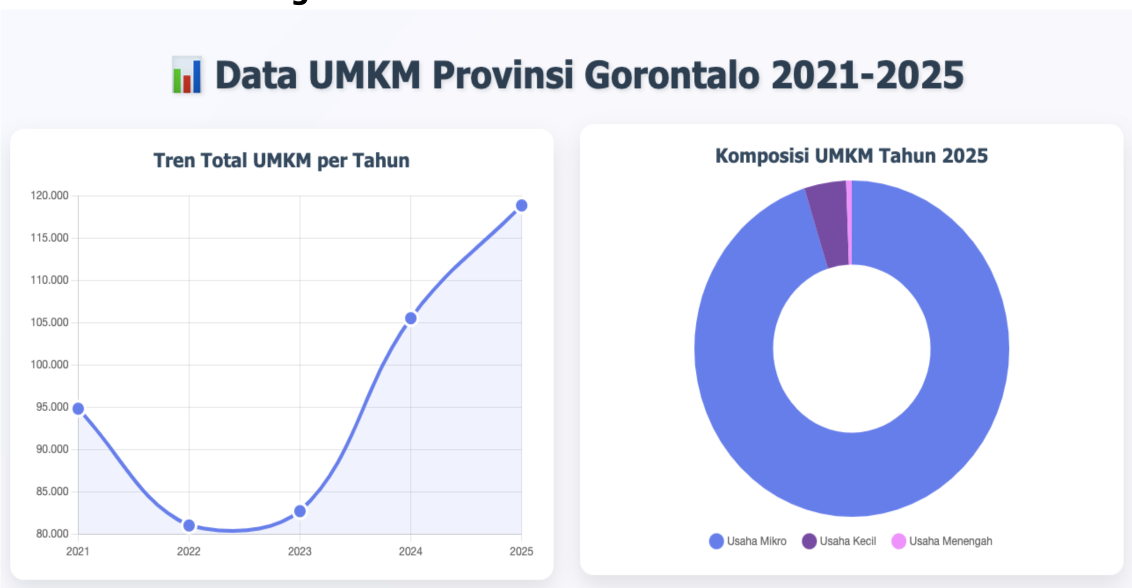
A Micro, Small, and Medium Enterprise (MSME) strategy is defined as a comprehensive plan designed to achieve specific goals in the face of market challenges and business competition. In the context of the national economy, MSMEs hold a strategic position due to their significant contribution to gross domestic product and employment creation (Soviyana dkk., 2022). Therefore, the formulation of effective MSME strategies becomes essential to ensure business sustainability amid increasing competitive pressure. In practice, MSME strategies generally focus on identifying and optimizing internal strengths while addressing existing weaknesses. Strategic planning enables MSMEs to respond proactively to changing market conditions and regulatory challenges by aligning internal capabilities with external demands. One commonly used analytical tool in MSME strategic formulation is SWOT analysis, which assists business actors in understanding their competitive position and determining appropriate strategic directions (Yuliaty dkk., 2020). Through this approach, MSMEs are encouraged to leverage strengths to capture market opportunities while simultaneously developing adaptive capacities to mitigate potential threats arising from business competition and regulatory dynamics (Astuti R dkk., 2023).

On the other hand, to face global competition, MSMEs need to adapt more modern marketing strategies. For example, using digital platforms and social media to promote products and reach a wider consumer base. By adopting digital technology, MSMEs can increase their visibility and competitiveness amidst intense business competition (Santi dkk., 2024) (Setyahuni & Oktoriza, 2023). Business competition regulations also have an impact on Micro, Small, and Medium Enterprises (MSMEs) in Indonesia which are increasingly complex, because these regulations can affect market access, competitive ability, and business sustainability. Law No. 5 of 1999 concerning the Prohibition of Monopolistic Practices and Unfair Business Competition aims to create healthy business competition, but there are challenges in its implementation, especially for MSMEs who are often hampered by a lack of understanding and access to information regarding these regulations (Ningsih, 2019).

One of the positive impacts of competition regulations is the protection of MSMEs from monopolistic practices and unfair competition that can harm them. With oversight from the Business Competition Supervisory Commission (KPPU), businesses are expected to operate in a fairer and more transparent environment (Rohmat, 2022). The existence of competition law, particularly that overseen by the Business Competition Supervisory Commission (KPPU), has a significant impact on the sustainability of MSME businesses amidst the challenges they face, including the crisis caused by the COVID-19 pandemic in previous years (Asmah & Rompegading, 2021). Business networks and healthy competition, under a strong regulatory umbrella, significantly influence the development of MSMEs. Competition regulations not only serve to prevent unfair practices but also encourage innovation and collaboration among small businesses (Herman & Nohong, 2022). Meanwhile, regulations such as Law No. 5 of 1999 govern various aspects of business competition, but they also need to be reviewed in the context of the rapidly evolving digital market. Many aspects of the regulations have not fully accommodated the challenges of the digital era. The demand for stricter oversight and regulatory adjustments is becoming increasingly urgent to maintain fair competition among business actors, including MSMEs (Prasetyo dkk., 2024).

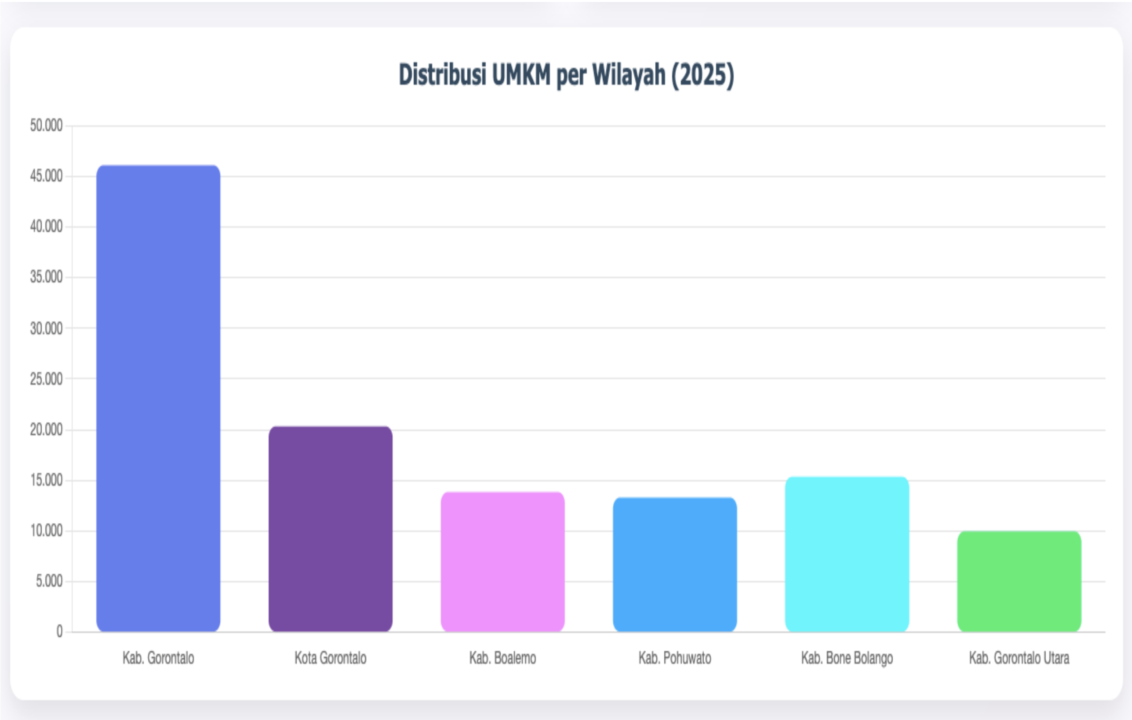
Gorontalo Province is an administrative entity strategically located on Sulawesi Island with a geographical area of 75.59 KM², making it a compact region but with great potential for regional economic development. Administratively, Gorontalo Province is divided into six autonomous regions, each with its own characteristics and advantages, namely Pohuwato Regency, Boalemo Regency, Bone Bolango Regency, Gorontalo City as the center of government, Gorontalo Regency, and North Gorontalo Regency. The dynamics of the people's economy through the Micro, Small and Medium Enterprises (MSMEs) sector in Gorontalo Province display a very enchanting diversity and reflect the richness of local culture, with a spectrum of businesses that span from the delicious regional culinary industry, high-value handicrafts that inherit ancestral traditions, the fashion industry that combines modern touches with local wisdom, to daily necessities trading activities that are the backbone of the community's economy (Pantu dkk., 2023).

Diagram 1. MSME Data for the 2021-2025 Period



In Gorontalo Province, based on data summary for the last 5 (five) years 2021-2025, there has been a good increase, although there was a decline in 2022. Based on data on MSMEs in Gorontalo Province for the period 2021-2025 obtained from the Cooperatives, SMEs, Industry and Trade Office of Gorontalo Province, there was an interesting growth dynamic where the total number of MSMEs decreased from 94,829 units (2021) to 81,042 units (2022), but then recovered and grew rapidly to reach 118,826 units (2025) with an average growth rate of 5.8% per year during that period. This pattern indicates a restructuring or validation of data in 2022 which was then followed by sustainable growth. Micro-enterprises dominate with a 95.2% share (113,032 out of 118,826 units) in 2025, growing 50.2% from 2022, while small businesses remain relatively stagnant at around 5,000 units and medium-sized businesses only grow minimally from 674 to 679 units, indicating challenges in developing business scale. Regionally, Gorontalo Regency leads with 46,086 units (38.8% of the provincial total) and the highest growth of 53.5% from 2022-2025, followed by Gorontalo City with 40.1% growth, while other regions such as Bone Bolango Regency show significant growth of 94.2% from 2022-2025, indicating an increasingly even distribution of people's economic activities but still needing special strategies to encourage the transformation from micro-enterprises to a larger scale.

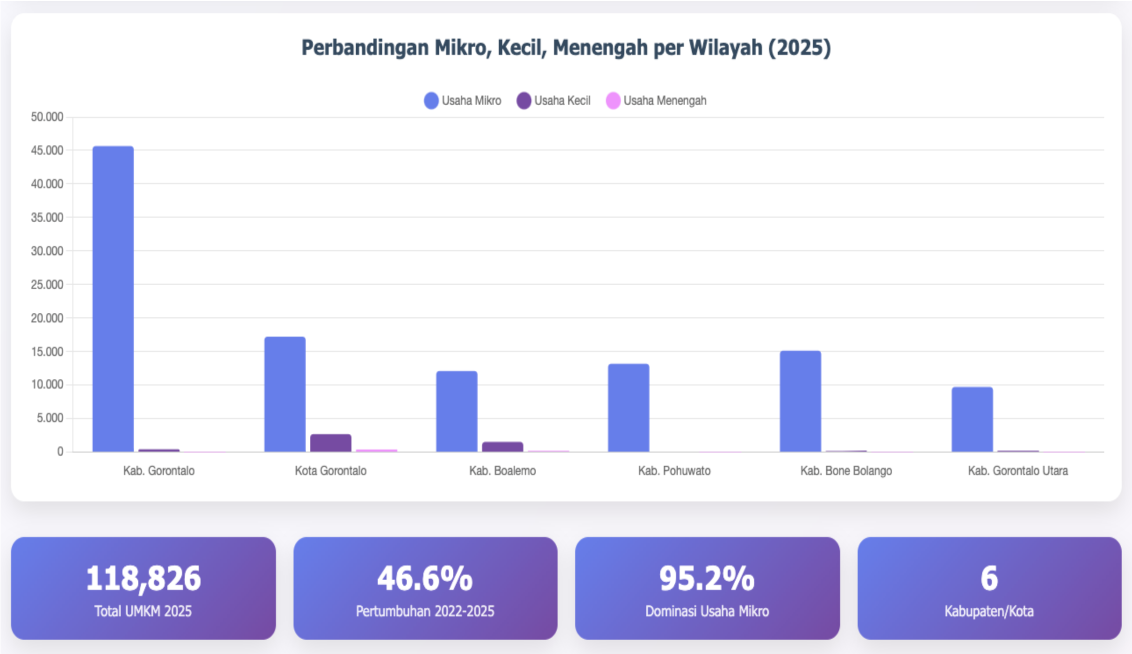
Diagram 2. Distribution of MSMEs per Region (2025)



Based on the distribution diagram of MSMEs per region in 2025, significant disparities in the distribution of MSMEs in Gorontalo Province are visible, with Gorontalo Regency absolutely dominating with approximately 46,086 MSME units, almost double that of Gorontalo City, which is in second place with approximately 20,319 units. Four other regions, namely Bone Bolango Regency with 15,338 units, Boalemo Regency with 13,839 units, Pohuwato Regency with 13,290 units, and North Gorontalo Regency, show a relatively even distribution with around 9,954 MSME units, although at the lowest figure. This phenomenon indicates a concentration of people's economic activities in Gorontalo

Regency, which is likely driven by geographic factors, infrastructure, market access, or more conducive development policies. While this disparity also indicates a great potential for more equitable MSME development in other regions to create more balanced and inclusive regional economic growth.

Diagram 3. Comparison of Micro, Small, and Medium Enterprises by Region (2025)



Based on the comparative diagram of MSME categories per region in 2025, the absolute dominance of micro-enterprises is visible throughout Gorontalo Province with a share of 95.2% of the total 118,826 MSMEs, while small and medium enterprises have a very limited proportion. Gorontalo Regency leads with around 45,655 micro-enterprises, followed by Gorontalo City with 17,227 units, and four other regencies, namely Bone Bolango Regency with 15,138 micro-enterprise units, Pohuwato Regency with 13,184 micro-enterprise units, Boalemo Regency with 12,102 micro-enterprise units, and North Gorontalo Regency with 9,726 micro-enterprise units. Interestingly, Gorontalo City shows a different pattern by having a relatively significant number of small businesses of around 2,692 units compared to other regions which only have hundreds of small businesses, while medium-sized businesses are almost invisible throughout the region with a total of only 679 units at the provincial level. This pattern indicates that despite the impressive 46.6% growth of MSMEs during the 2022-2025 period, the structure of the people's economy is still heavily dominated by micro-enterprises with limited scale, indicating the need for transformation and capacity building programs to encourage "upgrade" from micro-enterprises to small and medium-scale enterprises, especially optimizing the potential of Gorontalo City as a center for the development of more advanced small businesses.

3.1. The Impact of Business Competition Regulation Dynamics on the Operational Sustainability and Competitiveness of MSMEs in Indonesia with a Case Study in Gorontalo Province

Economic transformation, especially with the shift to a green economy and digital penetration, has demanded a more adaptive and modern legal framework to address monopolistic practices and ensure fair business competition (Siddiq & Rahman, 2025). In this context, the increasingly globally integrated economic conditions and the emergence of new challenges in the digital sector emphasize the need to revise Law Number 5 of 1999 to respond to contemporary issues and harmonize national regulations with international and ASEAN guidelines (Habib dkk., 2022). Currently, the regulations that serve as the basis and foundation for regulating business competition in Indonesia still refer to Law No. 5 of 1999 concerning Monopolies and Business Competition. However, in 2020, the government and legislative institutions prepared a Draft Law (RUU) on Business Competition in response to evolving issues in competition law, particularly those that will usher in a new era for regulating business competition activities and practices.

In the realm of legal politics, studies examining the historical development and political dynamics behind business competition regulations show that the discussion of a new bill is not merely a response to the failure of the old law, but rather a strategic need to uphold substantive justice and prevent the practices of corruption, collusion, and nepotism (KKN) which often accompany the concentration of power in the economy (Hidayat, 2017). This legal reform must include a normative and extraterritorial approach that can expand the scope of legal protection, thereby overcoming obstacles in monitoring international transactions and the takeover of assets by foreign entities that impact domestic market dominance (Wahjuni, 2019). Not only in terms of extraterritorial protection, but also locally, these regulatory changes must be able to protect the interests of small-scale business actors such as MSMEs.

In the Academic Manuscript of the Bill on the Prohibition of Monopolistic Practices and Unfair Business Competition, it will have an important impact on MSMEs, especially in the aspect of protection from the domination of large business actors. The substance of this bill emphasizes the prohibition against the abuse of bargaining positions that are detrimental to MSMEs, while strengthening the provisions in Law Number 20 of 2008 concerning MSMEs, where the government is obliged to foster a healthy partnership climate (Article 7 paragraph (1) letter d) and gives the KPPU authority to supervise partnership patterns such as core-plasma, subcontracting, or franchising (Article 36 paragraph (2)). Thus, the existence of this bill not only strengthens the legal instruments for MSMEs to avoid exploitation, but also opens up space for the creation of fairer and more balanced competition between small and large business actors.

Legally, this regulation aligns with the mandate of Article 33 of the 1945 Constitution concerning economic democracy oriented toward the welfare of the people. Protection for MSMEs is expected to encourage equal business opportunities, strengthen competitiveness, and reduce inequality in market structures. However, the effectiveness of this bill is largely determined by the institutional capacity of the KPPU (Commission for Competition Commission) to enforce competition law and the ability of MSMEs to utilize available protections. In other words, this bill provides a more solid legal basis for MSMEs to thrive in a healthy business climate, but still requires policy synergy, courage in law enforcement, and increased capacity of MSMEs to ensure that this protection is truly felt.

Based on field data from 118,826 MSMEs in Gorontalo Province in 2025, it was found that the majority of business units (67%) are engaged in the trade and services sector with characteristics based on local resources such as fisheries, corn farming, and traditional crafts. Of the 150 respondents spread across 5 regencies and 1 city (25 respondents each), 86% or about 129 MSME units stated that they did not understand the implications of Law No. 5 of 1999 on their business operations, indicating a significant gap in regulatory understanding.

Despite the low level of regulatory understanding, the implementation of competition regulations has shown a significant positive impact on the operational sustainability of MSMEs in Gorontalo Province, particularly in protecting against monopolistic practices by large distributors and suppliers. Data shows that of 150 MSME respondents, 92.67%, or approximately 139 MSMEs in the trade sector, experienced improved access to raw materials and products at more competitive prices following the implementation of stricter supervision by the Business Competition Supervisory Commission (KPPU). These efforts to tighten supervision include not only increasing the KPPU's internal capacity but also adjusting regulations and procedures to facilitate preventive and responsive actions against monopolistic practices and unfair business competition (Putra dkk., 2024) (Asmah, 2021) (Ande Aditya Iman Ferrary dkk., 2023).

Legally, the KPPU is given the authority as regulated in Article 36 of Law No. 5/1999 to supervise business actors to prevent monopolistic practices or unfair business competition, which in Government Regulation Number 44 of 2021 concerning the Implementation of the Prohibition of Monopolistic Practices and Unfair Business Competition (PP No. 44/2021), is reaffirmed in Articles 2 and 3. Sanctions that can be imposed by the KPPU are in the form of administrative actions as regulated in Article 6 of PP No. 44/2021, including cancellation of agreements (Article 7), termination of violating business activities (Article 9), termination of abuse of dominant position (Article 10), and imposition of a fine of at least IDR 1 billion and a maximum of 50% of net profit or 10% of total sales (Article 12). In addition, the objection and cassation mechanisms for KPPU decisions are regulated in Articles 19–20 of PP No. 44/2021, so that KPPU supervision has a clear, measurable, and accountable legal basis (*PP No. 44 Tahun 2021*, t.t.) (*UU No. 5 Tahun 1999*, t.t.).

On the other hand, MSMEs processing fish and agricultural products reported improvements in the distribution chain, where previously they often faced monopsony practices from large buyers. Based on an interview with Irawaty Farid Malik, the owner of PT. Griya Abon Ikan DLira, which operates in the food/fish processing business and is located in Dulamayo Village, Bongomeme District, Gorontalo Regency, said, "One of the biggest difficulties we experience is the monopsony practices of large buyers. They often act as the sole buyer and set prices unilaterally. As a result, we are forced to sell products at low prices, even though production costs are quite high. This makes profit margins very thin and often not commensurate with the effort and capital expended. The impact is quite noticeable, because this condition makes it difficult for us to grow and increase production capacity. When prices are suppressed, MSMEs' room for maneuver is limited. We can only survive, but it is difficult to expand the market or innovate."

NeedIt is understood that the concept of monopsony refers to a market condition where there is only one main buyer who has the power to determine prices and transaction conditions, thus having a negative impact on the welfare of supply actors such as workers or suppliers of goods (Alderman & Blair, 2024) (Azar & Marinescu, 2024). Regulations regarding monopsony acts are regulated in Article 18 of Law Number 5 of 1999 concerning the Prohibition of Monopolistic Practices and Unfair Business Competition. This article emphasizes that business actors are prohibited from controlling the receipt of supplies or being the sole buyer of goods and/or services in the relevant market which may result in monopolistic practices and/or unfair business competition (paragraph 1). Furthermore, a business actor is considered to be committing a monopsony if one business actor or one group of business actors controls more than 50% of the market share of a particular type of goods or services (paragraph 2).

The weakness of the monopsony regulation in Law No. 5 of 1999 (Article 18) is the very limited provisions on the aspect of market control above 50% as a single indicator of monopsony, making it difficult to detect the practice of abuse of bargaining power that is more subtle and widespread in markets with many large buyers but not a single one. This law also does not regulate in detail the prevention or protection mechanisms for small suppliers (for example, farmers, fishermen, or MSMEs) who often become victims of price pressure from dominant buyers. In addition, the formulation of norms still tends to be general and emphasizes more on the formal aspects of agreements or market control, so that the implementation of supervision by the KPPU faces challenges in proving monopsony practices that are complex, hidden, and often wrapped in formally legitimate business contracts.

Regarding operations, of the 150 respondents, 65.33%, or approximately 98 respondents, indicated an increase in operational costs related to administrative compliance, particularly in the documentation and reporting required to maintain business transparency. The response to this increase in compliance costs has driven the transformation of Gorontalo's MSME competitiveness through several innovative adaptation mechanisms. First, of the 150 MSMEs, 79.33%, or approximately 119 MSMEs, have implemented product innovation using the concept of business diversification. This concept involves optimizing the use of existing resources to generate multiple revenue streams, so that if one line of business experiences a decline in performance, the business as a whole can still survive (Hidayat, 2023). The purpose of this concept is to avoid dependence on a single market segment that is vulnerable to the dominance of large players. At the micro, small, and medium enterprise (MSME) scale, product diversification has been shown to increase sales through the use of social media and modern marketing strategies (Adhitya dkk., 2022) (Pramestari dkk., 2025). Second, there was a 98% increase in digital technology adoption, or approximately 147 out of 150 MSME respondents, particularly for e-commerce and digital marketing, in response to increasingly open competition. Gorontalo's traditional craft MSMEs, in particular, demonstrated improved product quality and standardized production processes, enabling them to compete not only in local but also regional markets. These results indicate that regulatory dynamics, while posing initial challenges, ultimately drive increased capacity and competitiveness of MSMEs.

3.2. Adaptation Strategies Developed and Implemented by Successful MSMEs in Gorontalo Province in Facing the Dynamics of Business Competition Regulations, Especially Regarding the Development of Digital Trade

Economic dynamics have also undergone significant shifts due to digital transformation. MSMEs, as the backbone of the national economy, have benefited from the integration of digital technologies, enabling them to optimize business operations and reach a wider market through digital commerce (Ab dkk., 2024). The development of digital commerce, accelerated by the COVID-19 pandemic, has fundamentally changed the competitive landscape in Indonesia, including in regions like Gorontalo Province that were previously relatively isolated from the influence of the digital economy. Competition regulations, initially designed to address conventional monopolistic practices, must now adapt to the realities of digital platforms that create complex and multidimensional competitive dynamics. Internet penetration in Gorontalo is projected to reach 72.41% in 2025, a significant increase from 64.36% in 2024. This increase aligns with the government's commitment to equitable digital infrastructure and the expansion of telecommunications services by operators (databoks.katadata.co.id, t.t.), but also faces competition from national and regional e-commerce platforms with superior capital and technological strength. In this context, the ability of MSMEs to develop effective adaptation strategies is a key determinant of their survival and growth in a regulated digital economy ecosystem.

Field research on 150 MSMEs in Gorontalo Province that successfully survived and thrived during the 2022-2024 period identified three main adaptation strategies that have been consistently implemented. The first strategy is distribution channel diversification, with 90%, or approximately 135, of the surviving MSMEs combining traditional offline sales with multiple digital platforms such as WhatsApp Business, Facebook Marketplace, and national marketplaces like Shopee and Tokopedia. The second strategy is product specialization based on local advantages, with 97.33%, or approximately 146 respondents, focusing on products that are difficult to imitate or replace by large platforms, such as Gorontalo's signature smoked skipjack tuna, karawo crafts, and organic agricultural products. Third, 57%, or approximately 86 MSMEs, developed horizontal collaboration strategies by forming joint business groups or digital cooperatives to share marketing and logistics costs.

The implementation of these adaptation strategies demonstrates an interesting pattern in responding to regulatory pressures from business competition, particularly anti-monopoly regulations and consumer protection in e-commerce. Successful MSMEs demonstrate superior capabilities in navigating compliance with Minister of Trade Regulation No. 50 of 2020 concerning Electronically Integrated Business Licensing Provisions and Government Regulation No. 80 of 2019 concerning Electronic Trading (Melki T. Tunggati, 2024). They developed a simple documentation and reporting system that meets regulatory standards, with 60.67%, or approximately 91 out of 150 respondents, utilizing mobile applications for tax and licensing administration. More importantly, surviving MSMEs demonstrated adaptive capabilities in interpreting and exploiting regulatory loopholes that provide special protection for micro and small businesses, such as the turnover threshold for Taxable Entrepreneurs (PKP) and the ease of licensing through the Online Single Submission (OSS). This strategy allows them to enjoy regulatory protection while remaining competitive in an increasingly open digital arena.

Regarding the turnover threshold for Taxable Entrepreneurs (PKP), the provisions of the Value Added Tax (VAT) Law stipulate that the current annual gross turnover limit of IDR 4.8 billion is the minimum threshold for entrepreneurs to be confirmed as PKP and collect VAT. This provision is not regulated directly in the Business Competition Law, but is closely related to the principle of level playing field maintained by Law No. 5 of 1999 and

Government Regulation No. 44 of 2021. The turnover threshold serves to prevent competitive distortions: large-scale businesses are required to collect and remit VAT, while micro- and small businesses with turnover below the threshold receive administrative convenience and a lighter tax burden. Thus, this tax policy supports the principle of equal business opportunity (Articles 2–3 of Law 5/1999), because the tax burden is adjusted to business capacity and thus does not become an entry barrier for new players. On the other hand, large businesses attempting to split up their businesses to avoid VAT-paying business entities (PKP) status may be subject to scrutiny by the KPPU, as such practices have the potential to constitute unfair competition strategies (e.g., avoidance of obligations that provide an unreasonable cost advantage). Therefore, the VAT-paying business entity turnover threshold complements competition regulations by balancing the tax burden and encouraging fair competition across business scales.

Meanwhile, the ease of licensing through the Online Single Submission (OSS) is linked to business competition regulations, especially after the improvement of Law No. 5 of 1999 through Law No. 11 of 2020 concerning Job Creation, which became the basis for the birth of Government Regulation No. 44 of 2021, which then the Job Creation Law with Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation and strengthened by Law No. 6 of 2023 concerning the Stipulation of the Job Creation Law. The OSS system functions as an integrated electronic business licensing platform that allows businesses to obtain a Business Identification Number (NIB) and other business permits quickly and in an integrated manner. In the context of business competition, this ease of OSS licensing supports the principle of equal market access as mandated by Articles 2–3 of Law No. 5/1999, because every business actor, whether large, medium, or small, is given the same, transparent, and risk-based licensing procedures. This prevents administrative obstacles that could create entry barriers or market domination by a handful of players, and provides the KPPU with a basis to ensure that accelerated licensing is not exploited for monopolistic or monopsony practices. Thus, the OSS serves as a supporting instrument for creating a healthy competitive climate through simplification and standardization of business permits, without discrimination, and under KPPU supervision in accordance with Government Regulation No. 44 of 2021 and derivative provisions of the Job Creation Law.

An in-depth analysis of adaptation mechanisms shows that the success of Gorontalo's MSMEs lies not solely in their adoption of digital technology, but rather in their ability to integrate traditional strengths with modern digital tools. For example, Karawo craftsman SMEswho have successfully used social media for storytelling about their cultural heritage, thus creating a unique value proposition that is difficult to duplicate by competitors who do not have local cultural roots. As interviewed by Mrs. Hasana M. Duka, the owner of Isna Karawo in Sejahtera Village, South Bulango District, Bone Bolango Regency, she said, "We see social media as an effective way to tell stories about karawo, not just sell products. From the beginning, we emphasized that each karawo motif has a meaning and a long history of Gorontalo culture. Through photos, videos of the manufacturing process, and the stories behind each pattern, we invite people to understand that buying karawo means helping to preserve cultural heritage. The storytelling approach has a positive impact. Consumers are not only interested in the product, but also in the cultural values we share. They feel an emotional connection and are proud to wear something with a story. This adds a selling point that cannot be compared with mass-produced or imitation products. Storytelling makes our value proposition unique and difficult for competitors who do not have local cultural roots to imitate. They may be able to copy the design, but they cannot copy the story, process, and our closeness to Gorontalo traditions. That is what gives our products their appeal and premium price."

The success of Gorontalo's MSMEs, which combine traditional wisdom with digital technology, also demonstrates an adaptation to the legal framework of Government Regulation Number 80 of 2019 concerning Electronic Commerce (PMSE), which emphasizes that digital commerce must be conducted with the principles of good faith, trustworthiness, and accountability (Article 3) and prioritizes domestic products to enhance competitiveness (Article 12). Article 15 requires business actors to have business permits through integrated electronic licensing, supporting MSMEs to utilize digital platforms legally, while Article 26 demands the protection of consumer rights and compliance with business competition regulations, ensuring the integration of cultural values with technology remains ethically and legally based. Furthermore, Article 77 emphasizes the government's role in development, including improving human resource competencies and promoting domestic products, which is relevant for Gorontalo's MSMEs, which uphold local cultural heritage as a traditional advantage and combine it with digital marketing and transactions to create unique and sustainable value propositions.

From the perspective of the Minister of Trade Regulation (Permendag) Number 50 of 2020 concerning Provisions for Business Licensing, Advertising, Guidance, and Supervision of Business Actors in Trade Through Electronic Systems. This regulation emphasizes the obligation of PMSE business actors to obtain business permits through the OSS (Articles 3–6), so that MSMEs that market traditional cultural products online must be registered and legal. Articles 21–24 emphasize prioritizing domestic products, increasing competitiveness, and facilitating the promotion of local products, supporting MSMEs that emphasize local cultural values such as weaving or traditional Gorontalo crafts. In addition, Articles 16–19 regulate honest and non-misleading electronic advertising, which is important for MSMEs when narrating their cultural heritage through social media. Guidance and supervision by the government to improve human resource competency and product promotion (Articles 31–32) strengthen the position of MSMEs so that the integration of traditional advantages with modern digital tools is not only legally valid but also highly competitive in national and global markets.

Meanwhile, Law Number 5 of 1999 concerning the Prohibition of Monopolistic Practices and Unfair Business Competition, emphasizes that every business actor has the right to equal opportunities to do business (Article 2 and Article 3 letter b). The integration of local wisdom with digital platforms encourages innovation without giving rise to monopolistic practices prohibited by Article 17 or abuse of dominant positions prohibited by Article 25, while ensuring that MSMEs are not trapped in closed agreements (Article 15) or division of territory (Article 9) that hinder competition. Article 50 letter h even exempts small businesses from some provisions, providing space for MSMEs to be creative and strengthen their competitiveness based on local culture while utilizing digital technology in a healthy and sustainable manner.

Similarly, local culinary businesses have also developed digital pre-order systems that optimize their production cycles while maintaining the quality and freshness of their products, which are their competitive advantage. According to an interview with Mr. Tune Harun, the owner of the Tuna Gula Merah (Red Sugar Tuna) business in Karya

Murni Village, Paguyaman District, Boalemo Regency, he said, "Initially, we often faced inventory issues—sometimes overproduction, resulting in leftovers, and sometimes shortages when demand spiked. With digital pre-orders, we can accurately predict order quantities before starting production. We open ordering schedules through the app and social media. Consumers order and pay in advance, then we produce according to the ordered quantities. This process ensures all fresh ingredients are used on time, so products arrive to customers in the best condition. Material waste is drastically reduced, production costs are more efficient, and quality and freshness are maintained. This becomes our competitive advantage because customers know the products are always fresh and made to order." Data shows that 92%, or around 138 MSMEs that implemented this hybrid strategy, experienced an average increase in turnover of 2-4 million during the study period, compared to those that relied solely on traditional channels or completely switched to digital without maintaining their traditional advantages.

Local culinary entrepreneurs are developing a digital pre-order system to optimize production cycles and maintain product quality in line with Government Regulation Number 80 of 2019 concerning Electronic Commerce (PMSE). Article 3 emphasizes the principles of good faith, transparency, and accountability in electronic transactions, crucial for pre-orders that rely on consumer trust. Article 15 requires businesses to have a business license through integrated electronic licensing, ensuring the legality of app-based pre-order activities. Article 26 regulates the obligation to protect consumer data and information, crucial for digital orders containing personal data. Meanwhile, Article 77 mandates the government's role in development, including training and competency development, which supports culinary MSMEs in maintaining a competitive advantage through product quality and freshness, while utilizing digital technology legally and sustainably.

On the other hand, based on the Minister of Trade Regulation No. 50 of 2020, local culinary business actors who develop a digital pre-order system are required to fulfill licensing obligations as domestic traders who conduct trade through electronic systems (PMSE) as regulated in Article 3 paragraph (1) and Article 4 paragraph (1) which requires having a business license in accordance with the provisions of the Trade Business License, especially with KBLI 4791 for retail trade via the internet as regulated in Article 4 paragraph (3). In optimizing their pre-order system, business actors must comply with the provisions of Electronic Advertising in Articles 16-20 which regulate that their digital promotions must not deceive consumers regarding the quality, quantity, and timeliness of receipt of goods as regulated in Article 19 paragraph (2) letter a, and must include information on the risks of product use in accordance with Article 19 paragraph (2) letter d. As domestic business actors, they are also obliged to support the government program in prioritizing domestic products in accordance with Article 21 and can utilize the ease of licensing facilities for Micro and Small Businesses through the OSS Institution as regulated in Article 6, while their competitive advantage in terms of product quality and freshness must be maintained through transparency of information to consumers and easily accessible complaint services in accordance with the provisions of Article 10 paragraph (2) letters c and d.

Based on Law No. 5 of 1999 concerning the Prohibition of Monopolistic Practices and Unfair Business Competition, local culinary business actors who develop a digital pre-order system by optimizing their production cycle actually demonstrate a positive adaptation to healthy business competition regulations, where this activity is in line with the principles of economic democracy in Article 2 which pays attention to the balance of business actors' interests and the public interest, and supports the objectives of the law in Article 3 letter b to create a conducive business climate through healthy competition that guarantees certainty of equal business opportunities for small business actors. The digital pre-order system as an innovation in production and marketing technology does not violate the provisions of the dominant position in Article 25 because it does not aim to establish trade conditions that prevent consumers from obtaining quality goods or limit technological development, but rather increases operational efficiency that allows them to compete healthily by maintaining competitive advantage through product quality and freshness. This activity even receives protection as a form of exception in Article 50 letter h which provides leniency for small business actors, so that optimizing the production cycle through digital technology is a legitimate business strategy and does not conflict with the spirit of the law to prevent monopolistic practices or unfair competition, as long as it does not lead to excessive market control or actions that harm competitors and consumers.

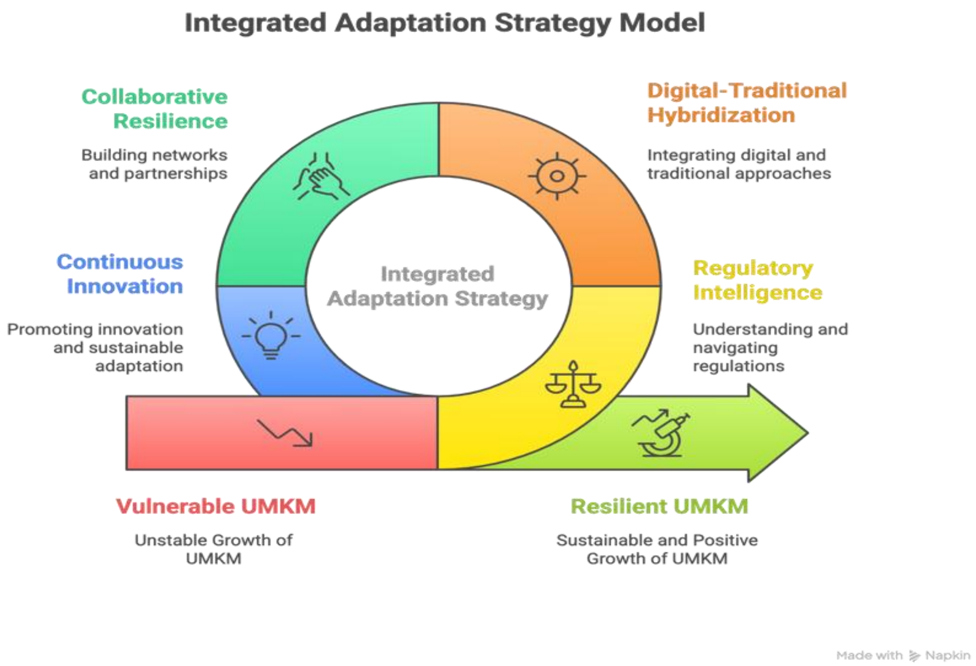
The dynamics of digital trade regulations are also driving the evolution of more sophisticated adaptation strategies, particularly in response to the strict implementation of personal data protection and digital tax policies. Successful MSMEs are developing internal capabilities to manage compliance with Law No. 27 of 2022 concerning Personal Data Protection and various new digital tax regulations, such as VAT for e-commerce transactions. MSMEs will invest in human resource training and simple information technology systems. This strategy demonstrates a mature understanding that regulatory compliance is not merely an administrative burden but can be a long-term competitive advantage by creating barriers to entry for informal competitors and providing legitimacy that increases consumer trust. MSMEs that are early adopters of regulatory compliance demonstrate greater resilience to regulatory changes and are able to capitalize on the momentum of regulatory uncertainty to strengthen their market position.

The findings of this study indicate that the successful adaptation of Gorontalo's MSMEs to the dynamics of competition regulations in the digital era cannot be separated from the context of a supportive local ecosystem. Factors such as high social capital, local government support through MSME digitalization programs, the availability of adequate digital infrastructure, and an adaptive entrepreneurial culture have created conditions conducive to innovative adaptation strategies. However, this study also identified several limitations and challenges that remain, such as limited access to funding for scaling up, a skills gap in advanced digital marketing, and dependence on external digital platforms that can unilaterally change terms of service. Strategic recommendations emerging from this research include: first, the development of local digital platforms that provide alternatives to dependence on big tech platforms; second, strengthening capacity building programs that focus on regulatory literacy and digital skills; third, the creation of a regulatory sandbox specifically for MSMEs that allows experimentation with innovative digital business models without the risk of excessive sanctions; and fourth, the development of a dedicated financing scheme for technology investment and compliance infrastructure that is affordable for MSMEs. The adaptation strategies that have proven effective in Gorontalo can serve as replicable models for other regions with similar economic and social characteristics, while also providing valuable insights for policymakers in designing regulations that are more responsive to the needs and capacities of MSMEs in the digital economy.

3.3. An Effective and Sustainable Adaptation Strategy Model for MSMEs in Gorontalo Province in Responding to Changes in Business Competition Regulations in Indonesia in the Digital Trade Era Based on Best Practices from Successful Business Actors

Based on a comprehensive analysis of 150 MSMEs in Gorontalo Province that successfully survived and experienced positive growth during the 2021-2025 period, this study identified an integrated adaptation strategy model consisting of four main pillars: Regulatory Intelligence, Digital-Traditional Hybridization, Collaborative Resilience, and Continuous Innovation. This model emerged from observing best practices consistently implemented by surviving MSMEs that were not only able to withstand regulatory pressures and digital competition but also achieved sustainable growth with an average annual increase in turnover.

Diagram 4. Strategy Model for Adapting Competition Regulations by MSMEs



The Regulatory Intelligence pillar encompasses the ability of MSMEs to proactively monitor, understand, and anticipate regulatory changes through formal and informal information networks. Successful MSMEs will have an early warning system that allows them to make adjustments before new regulations are fully implemented. The success of this model lies in the synergy between the four pillars, which mutually reinforce each other and create a sustainable, long-term competitive advantage. The Digital-Traditional Hybridization pillar is the most prominent characteristic of an effective adaptation model, where MSMEs successfully optimize their traditional competitive advantages while selectively and strategically integrating digital technology. Best practices show that some successful MSMEs do not undertake a total digital transformation, but instead adopt a selective digitization approach that maintains a human touch and local authenticity as key differentiations. For example, Karawo artisans use social media for storytelling and customer engagement, while maintaining the manual production process that is their value proposition. Local culinary entrepreneurs implement digital ordering and payment systems, but maintain traditional cooking processes and personal delivery systems that create customer intimacy. This hybrid approach results in a higher customer retention rate compared to MSMEs that are fully digital or those that are resistant to digitalization, because it successfully meets the expectations of digital convenience while maintaining an emotional connection with customers.

Collaborative Resilience, as the third pillar, demonstrates that successful MSMEs consistently develop and maintain multi-layered collaboration networks, both horizontally and vertically. Horizontally, successful MSMEs join clusters or associations that enable resource sharing, joint marketing, and collective bargaining to address regulatory challenges. They develop a mutual support system for compliance costs, where legal and technology consulting costs are shared to achieve economies of scale. Vertically, these MSMEs build strategic partnerships with suppliers, distributors, and even larger competitors to create win-win collaborations that reduce vulnerability to market disruption. The most interesting innovation is the formation of a "Digital Cooperative" that manages a shared e-commerce platform, an integrated logistics system, and a shared customer database, enabling small players to compete effectively with larger platforms while maintaining their individual brand identity and specialty products.

The Continuous Innovation pillar in this model is not limited to product innovation but rather comprehensively encompasses process innovation, business model innovation, and regulatory compliance innovation. Sustainable MSMEs demonstrate the ability to systematically conduct small-scale experimentation with low-risk, high-impact innovations that are responsive to regulatory changes and market dynamics. For example, when VAT regulations for e-commerce came into effect, successful MSMEs not only complied with the requirements but also used this momentum to upgrade their accounting systems, implement more sophisticated customer relationship management, and even develop value-added services such as consulting and training for other MSMEs. This innovation mindset enables MSMEs to view regulatory challenges as opportunities for differentiation and stronger market positioning.

These strategies are summarized in **Table 01**, which illustrates the relationship between adaptation mechanisms, regulatory dimensions, and their practical implications.

Table 01.

MSME Adaptation Strategies in Responding to Business Competition Regulation Dynamics

Adaptation Strategy	Description	Regulatory Dimension	Practical Implications for MSMEs
Regulatory Intelligence	MSMEs develop the ability to understand and anticipate changes in business competition regulations to ensure compliance and strategic alignment. This includes awareness of competition law principles and regulatory risks.	Competition regulations function as preventive instruments to avoid monopolistic practices and unfair competition, but require effective dissemination and legal literacy.	MSMEs with higher regulatory awareness tend to avoid legal violations, reduce compliance risks, and improve business sustainability in competitive markets.
Digital–Traditional Hybridization	MSMEs combine traditional business practices with digital platforms to expand market access while	Digital markets intensify competition and increase the risk of dominant platform	Hybrid strategies enable MSMEs to compete with larger firms while minimizing dependency

	maintaining operational flexibility.	behavior, requiring regulatory oversight to ensure fair competition.	on a single digital platform.
Resilient Collaboration	MSMEs strengthen cooperation through partnerships, associations, and collective business networks to enhance bargaining power.	Competition law permits collaborative arrangements as long as they do not distort market competition or create cartel behavior.	Collaborative networks improve resource sharing, market access, and resilience against unfair competition practices.
Continuous and Sustainable Innovation	MSMEs continuously innovate products, services, and business models to remain competitive in dynamic markets.	Regulatory frameworks indirectly support innovation by preventing market dominance and encouraging fair competition.	Innovation enhances MSME adaptability and long-term competitiveness amid regulatory and technological changes.

The table demonstrates that MSME adaptation is not merely a managerial response but also a legal-regulatory process shaped by competition law dynamics and enforcement mechanisms.

A longitudinal analysis of the sustainability and scalability of this model reveals several critical success factors that determine the effectiveness of implementation. First, leadership capability in the form of an adaptive entrepreneurial mindset and strategic thinking that balances short-term compliance requirements with long-term growth objectives. MSMEs with strong leadership demonstrate the ability to transform regulatory constraints into strategic advantages through creative interpretation and innovative compliance methods. Second, organizational learning capacity enables MSMEs to quickly absorb new knowledge, adapt best practices, and continuously improve operational efficiency. Third, financial resilience manifests not only in healthy cash flow but also in the ability to access alternative funding sources and manage financial risk in a volatile digital era. Successful MSMEs demonstrate better income stream diversification and more sophisticated financial planning. Fourth, stakeholder relationship management enables them to build and maintain trust with customers, suppliers, government agencies, and the community, which serves as the foundation for sustainable business operations.

This integrated adaptation strategy model has significant implications for the development of MSME policies and mentoring programs in Indonesia, particularly in regions with similar characteristics to Gorontalo. The main recommendation is the development of an ecosystem approach to MSME empowerment that focuses not only on individual business development but also on strengthening collaborative networks and shared infrastructure for regulatory compliance and digital transformation. Local governments need to develop a more proactive and user-friendly regulatory communication system, utilizing digital technology to provide real-time updates and guidance on regulatory changes. Furthermore, the development of programs that integrate traditional business skills with digital literacy and regulatory knowledge through an accessible and practical blended learning approach is needed. This model also indicates the importance of creating a regulatory sandbox or pilot program that allows MSMEs to experiment with innovative business models while remaining within a legal and compliant framework. The long-term sustainability of this model requires a continuous monitoring and evaluation system that can measure not only financial performance but also the adaptive capacity and resilience of MSMEs in facing future challenges. Implementing this model on a wider scale requires customization according to the local context and sector-specific characteristics, but the core principles and framework that have been tested in Gorontalo can serve as a foundation for replication in other regions with adaptations appropriate to the uniqueness of each region.

This research yields three main contributions: (1) An Integrated Adaptation Model comprising four strategic pillars (Regulatory Intelligence, Digital-Traditional Hybridization, Collaborative Resilience, and Continuous Innovation) that can be replicated for regions with similar characteristics; (2) Empirical findings that the success of MSME adaptation in Gorontalo does not solely depend on the adoption of digital technology, but on the ability to integrate traditional strengths with modern digital tools, creating a unique value proposition that is difficult to imitate; and (3) Ecosystem-based policy recommendations emphasizing the importance of regulatory sandboxes, local digital platforms, integrated capacity building programs, and special financing schemes for technology investment and affordable compliance infrastructure for MSMEs.

4. CONCLUSION

This study demonstrates that the strategic adaptation of Micro, Small, and Medium Enterprises to business competition regulation dynamics is not merely a managerial response but also a legal-regulatory process shaped by market structure, digital transformation, and regulatory enforcement. The findings reveal that MSMEs adopt four main adaptation strategies, namely regulatory intelligence, digital–traditional hybridization, resilient collaboration, and continuous innovation. These strategies reflect MSMEs’ efforts to align business practices with competition law norms while maintaining competitiveness in increasingly complex digital markets. The study also highlights a persistent gap between the normative objectives of business competition regulations and their empirical implementation at the MSME level. Although competition law is designed to create fair market conditions and protect weaker business actors, limited regulatory awareness, uneven access to information, and structural constraints reduce its effectiveness for MSMEs. Therefore, adaptive strategies become essential as informal mechanisms for bridging this gap. From a policy perspective, the findings suggest the need for more responsive regulatory dissemination, legal capacity-building programs, and institutional support to ensure that competition regulations function not only as control instruments but also as tools for MSME empowerment and sustainable economic development. This research has several limitations that need to be acknowledged. First, the geographical focus on Gorontalo Province limits the generalization of findings to other regions with different economic and social characteristics. Second, the research period (2021-2025) does not yet cover the long-term impact of adaptation strategy implementation, particularly regarding the sustainability of the digital-traditional hybrid model. Third, this research has not deeply examined the psychological factors and entrepreneurial behavior that influence MSMEs' willingness to adapt. For future research, comparative studies between regions will be conducted to test the replicability of adaptation models in different geographical and economic contexts, develop longitudinal studies that measure the long-term impact (5-10 years) of adaptation strategies on MSME sustainability, explore psychological dimensions and behavioral economics in MSME adaptation decisions, and assess the effectiveness of regulatory sandboxes and other policy instruments in supporting MSME innovation in the digital era.

5. REFERENCES

Journals:

Ab, N., Ahmatang, & Taufiqulrahman. (2024). Dampak Ekonomi Kerakyatan Berbasis Transformasi Ekonomi Digital. *INOVASI: Jurnal Ekonomi, Keuangan, dan Manajemen*, *20*(1), 159–169. https://doi.org/10.30872/jinv.v20i1.1704

Adhitya, B., Zumaeroh, Z., & Winarto, H. (2022). DIVERSIFIKASI PRODUK DAN EKSPANSI PEMASARAN MELALUI MEDIA SOSIAL. *WIKUACITYA: Jurnal Pengabdian Kepada Masyarakat*, *1*(1), 75–79. https://doi.org/10.56681/wikuacitya.v1i1.19

Ande Aditya Iman Ferrary, Ibrahim Fajri, Desty Anggie Mustika, Muhamad Ari Apriadi, & Eka Darojat. (2023). TRANSFORMASI REGULASI: STRATEGI HUKUM DALAM MENANGANI PRAKTIK MONOPOLI DAN PERSAINGAN USAHA TIDAK SEHAT DI ERA E-COMMERCE. *YUSTISI*, *10*(1), 344–352. https://doi.org/10.32832/yustisi.v10i1.19185

Asmah, A. (2021). Penguatan Kewenangan Komisi Pengawas Persaingan Usaha Lewat Putusan Mahkamah Konstitusi (Putusan Mk No.85/Puu-Xiv/2016). *KERTHA WICAKSANA*, *15*(1), 11–17. https://doi.org/10.22225/kw.15.1.2808.11-17

Asmah, & Rompegading, M. (2021). Implementasi Hukum Persaingan Usaha di Masa Pandemi bagi UMKM di Kota Makassar. *Jurnal Persaingan Usaha*, *1*(1), 05–15. https://doi.org/10.55869/kppu.v1i1.8

Astuti R, W. P. D., Rachmani, N. N., & Koeswandi, T. A. L. (2023). Analisis SWOT Social Enterprise Konveksi Berkah. *Jurnal Informatika Ekonomi Bisnis*, 1180–1187. https://doi.org/10.37034/infeb.v5i4.746

Azar, J., & Marinescu, I. (2024). Monopsony Power in the Labor Market: From Theory to Policy. *Annual Review of Economics*, *16*(1), 491–518. https://doi.org/10.1146/annurev-economics-072823-030431

Chairunnisa, D., & Dharmawan, A. H. (2023). Strategi Adaptasi Nafkah Merespons Kebijakan Pengendalian Pandemi Covid-19: (Kasus: Pengusaha Usaha Mikro Kecil Menengah Tegal Waru, Kecamatan Ciampea, Kabupaten Bogor). *Jurnal Sains Komunikasi dan Pengembangan Masyarakat [JSKPM]*, *6*(6), 664–682. https://doi.org/10.29244/jskpm.v6i6.1021

Christiani, T. A. (2015). Normative and Empirical Research Methods: Their Usefulness and Relevance in the Study of Law as an Object. *GATR Global Journal of Business Social Sciences Review*, *3*(4), 16–22. https://doi.org/10.35609/gjbssr.2015.3.4(3)

Habib, M., Sunlaydi, D. B., Pridasa, Y., & Sutopo, H. O. (2022). Urgensi Revisi Undang-undang Anti Monopoli Indonesia Studi Perbandingan Fair Trade Commission Jepang. *Jurnal Ilmiah Universitas Batanghari Jambi*, *22*(1), 107. https://doi.org/10.33087/jiubj.v22i1.1934

Habie, R. O. (2023). PERAN UMKM DALAM MENINGKATKAN KESEJAHTERAAN MASYARAKAT KABUPATEN POHUWATO DITINJAU DARI MAQASID SYARI'AH. *ASY SYAR'IYYAH: JURNAL ILMU SYARI'AH DAN PERBANKAN ISLAM*, *8*(1), 50–63. https://doi.org/10.32923/asy.v8i1.3696

Herman, B., & Nohong, M. (2022). Pengaruh Jaringan Usaha, Inovasi Produk, dan Persaingan Usaha Terhadap Perkembangan Usaha Mikro Kecil dan Menengah (UMKM). *JBMI (Jurnal Bisnis, Manajemen, dan Informatika)*, *19*(1), 1–19. https://doi.org/10.26487/jbmi.v19i1.18575

Hidayat, A. (2023). *DIVERSIFIKASI USAHA TANI DALAM MENINGKATKAN PENDAPATAN PETANI DAN KETAHANAN PANGAN LOKAL*. Open Science Framework. https://doi.org/10.31219/osf.io/bgpqr

Hidayat, M. F. (2017). POLITIK HUKUM PERSAINGAN USAHA DI INDONESIA. *Jurnal Cahaya Keadilan*, *5*(1), 78. https://doi.org/10.33884/jck.v5i1.913

Langelo, L., Ngangi, C. R., & Rengkung, L. R. (2024). Agro Digitalization Capability Of The Umkm Sector In Bitung City In The Era Of Digital Agro Economy. *Jurnal Agroekoteknologi Terapan*, *5*(1), 37–51. https://doi.org/10.35791/jat.v5i1.53993

Maulida, M., Akli, Z., & Nurarafah, N. (2022). PERANAN PENASEHAT HUKUM DALAM PENDAMPINGAN TERSANGKA DI TINGKAT PENYIDIKAN DITINJAU DARI UNDANG-UNDANG NOMOR 18 TAHUN 2003 TENTANG ADVOKAT (Studi Kasus Polres Kabupaten Bireuen). *REUSAM: Jurnal Ilmu Hukum*, *10*(1), 33. https://doi.org/10.29103/reusam.v10i1.8911

Melki T. Tunggati. (2024). Projection of Predatory Pricing Dispute Resolution in The Context of Business Competition Between UMKM in The Digital Economy Era Based on Win-Win Solution. *JILPR Journal Indonesia Law and Policy Review*, *5*(2), 336–348. https://doi.org/10.56371/jirpl.v5i2.216

Morris, M., Schindehutte, M., & Allen, J. (2005). The entrepreneur’s business model: Toward a unified perspective. *Journal of Business Research*, *58*(6), 726–735. https://doi.org/10.1016/j.jbusres.2003.11.001

Ningsih, A. S. (2019). Implikasi Undang-Undang Nomor 5 Tahun 1999 tentang Larangan Praktek Monopoli dan Persaingan Usaha Tidak Sehat pada Pelaku Usaha Mikro Kecil dan Menengah (UMKM). *Jurnal Penelitian Hukum De Jure*, *19*(2), 207–215. https://doi.org/10.30641/dejure.2019.V19.207-215

Oktaviani Tarru, R., & Eirene Tarru, H. (2024). Pemberdayaan Umkm Sebagai Usaha Meningkatkan Kualitas Pemasaran Produk di Lembang Tadongkon. *Jurnal Locus Penelitian dan Pengabdian*, *3*(2), 203–208. https://doi.org/10.58344/locus.v3i2.2475

Pantu, A. H., Dai, S. I. S., & Santoso, I. R. (2023). *PEMETAAN POTENSI DAN STRATEGI PENGEMBANGAN UMKM DI KOTA GORONTALO | Elastisitas: Jurnal Ekonomi Pembangunan*. https://elastisitas.unram.ac.id/index.php/elastisitas/article/view/95

Pramestari, D., Budilaksono, S., Sujatini, S., Yuliani, N., Sakti, E. M. S., & Henni, H. (2025). EDUKASI PENINGKATAN NILAI TAMBAH PRODUK MELALUI DIVERSIFIKASI STROBERI BAGI PELAKU UMKM DI DESA WISATA LEBAK MUNCANG. *Jurnal Abdi Insani*, *12*(7), 3569–3580. https://doi.org/10.29303/abdiinsani.v12i7.2686

Prasetyo, H. L., Ahmad, S., & Lutfi, A. (2024). Pengawasan KPPU Pada Pelaku Usaha Mikro, Kecil dan Menengah Dalam Persaingan Usaha Tidak Sehat di Era Digital. *Binamulia Hukum*, *13*(1), 225–237. https://doi.org/10.37893/jbh.v13i1.646

Putra, Y. S., Sardana, L., Disurya, R., Herlina, N., & Suryati, S. (2024). Peran Komisi Pengawasan Persaingan Usaha Dalam Menjaga Persaingan Usaha Sehat di Indonesia. *Syntax Literate ; Jurnal Ilmiah Indonesia*, *9*(10), 5295–5302. https://doi.org/10.36418/syntax-literate.v9i10.15415

Risnawaty, R. (2023). The Concept of Forming Shaleh Children According to Islamic Education. *International Journal Education and Computer Studies (IJECS)*, *3*(2), 42–51. https://doi.org/10.35870/ijecs.v3i2.1802

Rohaya, Y., Sumiati, D., & Komalasari, C. (2023). PUNGUTAN LIAR PADA PENYELENGGARA PENDIDIKAN DASAR DALAM PERSPEKTIF BUDAYA HUKUM.

Journal Presumption of Law, *5*(2), 171–187. https://doi.org/10.31949/jpl.v5i2.6509
Rohmat. (2022). Urgensi Pembentukan Undang-Undang Pasar Digital sebagai Instrumen Pengawasan Persaingan Usaha di Era Digital. *Jurnal Persaingan Usaha*, *2*(2), 118–126. https://doi.org/10.55869/kppu.v2i2.76
Santi, I. N., Parawangsa, I., Parani, S. B., & Lamusa, F. (2024). Eksplorasi Faktor Penghambat Adopsi Digital Marketing pada UMKM di Kota Palu. *Jurnal Media Wahana Ekonomika*, *21*(2), 207–222. https://doi.org/10.31851/jmwe.v21i2.15036
Saputra, E. K. F. E., Mopangga, H., & Santoso, I. R. (2024). PENGARUH PRODUKSI PERIKANAN TERHADAP PERTUMBUHAN EKONOMI DI PROVINSI GORONTALO. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 2476. https://doi.org/10.24843/EEB.2023.v12.i12.p15
Setyahuni, S. W., & Oktoriza, L. A. (2023). Digital Marketing Literacy: Upgrading UMKM Distro dan Clothing Sebagai Strategi Peningkatan Penjualan. *Jurnal Pengabdian Masyarakat Progresif Humanis Brainstorming*, *6*(4), 1283–1288. https://doi.org/10.30591/japhb.v6i4.5042
Siddiq, N. K., & Rahman, A. (2025). Perlindungan Hukum Terhadap Persaingan Usaha yang Adil dalam Perkembangan E-Commerce di Indonesia. *Commerce Law*, *5*(1), 32–42. https://doi.org/10.29303/commercelaw.v5i1.7199
Soviyana, K., Kamila, M., Sugiyono, N., & Adinugraha, H. H. (2022). Strategi Pemasaran UMKM Produksi Tahu Desa Batang dalam Menghadapi Persaingan Antar Pengusaha. *Journal of Social Work and Empowerment*, *2*(1), 13–26. https://doi.org/10.58982/jswe.v2i1.161
Suryadarma, F. R., & Faqih, M. (2024). Regulasi Fintech Di Indonesia: Mendorong Inovasi Dan Melindungi Konsumen Dalam Ekosistem Digital. *Jurnal Ilmiah Mahasiswa Perbankan Syariah (JIMPA)*, *4*(1), 117–126. https://doi.org/10.36908/jimpa.v4i1.320
Wahjuni, M. S. (2019). URGENSI PERUBAHAN UU NOMOR 5 TAHUN 1999 DALAM RANGKA HARMONISASI HUKUM PERSAINGAN USAHA DI ASEAN. *Jurnal Muara Ilmu Sosial, Humaniora, dan Seni*, *3*(1), 22–31. https://doi.org/10.24912/jmishumsen.v3i1.3457
Wulandari, M. C., Putro, T. R., & Prasetyani, D. (2023). Digital Adaptation to Performance of SMEs in Surakarta City, Indonesia. *International Journal of Multicultural and Multireligious Understanding*, *10*(5), 238. https://doi.org/10.18415/ijmmu.v10i5.4606
Yeni, H., & Inzani Sl, J. F. (2021). Analisis Pengaruh Strategi Adaptasi Terhadap Kinerja UMKM Di Kabupaten Mamuju. *AkMen JURNAL ILMIAH*, *18*(3), 256–266. https://doi.org/10.37476/akmen.v18i3.2041
Yuliaty, T., Shafira, C. S., & Akbar, M. R. (2020). Strategi UMKM Dalam Menghadapi Persaingan Bisnis Global. *MBIA*, *19*(3), 293–308. https://doi.org/10.33557/mbia.v19i3.1167
Yusuf, S., Seftiana, E., & Lidyah, R. (2022). Usaha Mikro Kecil dan Menengah sebagai Sendi Perekonomian Indonesia. *Journal of Regional Economics Indonesia*, *3*(2), 30–47. https://doi.org/10.26905/jrei.v3i2.9122

Books:

Alderman, B. L., & Blair, R. D. (2024). *Monopsony in Labor Markets: Theory, Evidence, and Public Policy* (1 ed.). Cambridge University Press. https://doi.org/10.1017/9781009465212

Internet:
databoks.katadata.co.id. (t.t.). *Tingkat Penetrasi Internet di 38 Provinsi Indonesia pada 2025 | Pusat Data Ekonomi dan Bisnis Indonesia | Databoks*. Diambil 1 Februari 2026, dari https://databoks.katadata.co.id/teknologi-telekomunikasi/statistik/68a5b6a1d8cbe/tingkat-penetrasi-internet-di-38-provinsi-indonesia-pada-2025
Gorontalo, D. K. D. S. P. (t.t.). *Profil dan Struktur PPID*. Diambil 1 Februari 2026, dari https://integrasi.gorontaloprov.go.id
Isdarmadji, N. Q. (2024, Agustus 7). *Kominfo Targetkan 30 Juta UMKM Adopsi Teknologi Digital pada 2024*. Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. https://www.menpan.go.id/site/berita-terkini/berita-daerah/kominfo-targetkan-30-juta-umkm-adopsi-teknologi-digital-pada-2024
UMKM Indonesia. (t.t.). *Kadin Indonesia*. Diambil 1 Februari 2026, dari https://kadin.id/data-dan-statistik/umkm-indonesia/

Regulation:
UU No. 5 Tahun 1999. (t.t.). Database Peraturan | JDIH BPK. Diambil 1 Februari 2026, dari http://peraturan.bpk.go.id/Details/45280/uu-no-5-tahun-1999
PP No. 44 Tahun 2021. (t.t.). Database Peraturan | JDIH BPK. Diambil 1 Februari 2026, dari http://peraturan.bpk.go.id/Details/161965/pp-no-44-tahun-2021

Interview:
Interviewed by Mrs. Hasana M. Duka, the owner of Isna Karawo in Sejahtera Village, South Bulango District, Bone Bolango Regency. Thursday, July 31, 2025, 10:00 AM WITA
Interview with Mr. Tune Harun, the owner of the Tuna Gula Merah (Red Sugar Tuna) business in Karya Murni Village, Paguyaman District, Boalemo Regency. Tuesday, August 12, 2025, 1:40 PM WITA
Interview with Irawaty Farid Malik, the owner of PT. Griya Abon Ikan DLira, which operates in the food/fish processing business and is located in Dulamayo Village, Bongomeme District, Gorontalo Regency. Wednesday, August 20, 2025, 09:24 AM WITA