

The Presence of CPM (Asia) in the Indonesian MSMEs: A Qualitative Study for Firm, Macroeconomic, Market vs MSME Growth

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ABSTRACT

Indonesian Micro Small and Medium Enterprises (MSMEs) contribute more than 60% to national GDP but still have persistent structural barriers that slow down sustainable growth. In many cases, limited marketing knowledge, weak brand execution, and distribution networks that stay fragmented really make it hard for these smaller businesses to plug into modern retail ecosystems. This qualitative research looks at how partnering with CPM (Asia), a regional leader in outsourced sales and marketing, can help bridge those micro level capability gaps in a more direct way. By using field salesforces, applying standardized merchandising practices, and bringing data driven insights, CPM (Asia) provides MSMEs a kind of strategic route to improve market visibility and consumer trust, while not forcing them to spend heavily on internal infrastructure costs. The study also shows that bringing in external professional expertise produces important results across multiple layers. On the firm side, MSMEs tend to gain better operational efficiency, more professional brand execution, and steadier revenue performance. On the bigger macro side, these collaborations strengthen Indonesia's broader policy directions by supporting national digital transformation, encouraging inclusive economic growth, and helping generate solid employment opportunities. This case suggests that strategic outsourcing can work as a strong lever for innovation and competitiveness, turning emerging market firms from simple survival models into more adaptive, resilient competitors.

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INTRODUCTION

MSMEs play a pivotal role in Indonesia's economic landscape, functioning as both the backbone of domestic production and the largest generator of employment. According to government statistics, MSMEs contribute more than 60 % to national GDP and absorb over 90 % of the labor force (Arif, 2024; Hidayat et al., 2025). Beyond their quantitative significance, MSMEs are also vital to inclusive growth (Anantadjaya, 2012; Anantadjaya, Djuariah, et al., 2011; Anantadjaya, Finardi, et al., 2011; Shakina & Barajas, 2020; Siregar et al., 2022), poverty reduction (Dwijendra et al., 2020; Jagustović et al., 2019), and social mobility (Fagundes et al., 2020; Naruetharadhol & Gebombut, 2020; Sobir, 2020). Yet, despite their central role in national development, Indonesian MSMEs face persistent challenges that hinder their ability to compete with larger enterprises and to fully integrate into global value chains. Issues such as limited access to finance (Sasongko & Anantadjaya, 2014), weak marketing capabilities (McKinsey & Corporation, 2024; Zhang et al., 2018), low adoption of digital technologies (Deepu & Ravi, 2021; Winata et al., 2017), and fragmented indistribution networks remain barriers to long-term competitiveness and sustainability (Bahtiar et al., 2025; Fagundes et al., 2020; Rizkita et al., 2025). In this context, the role of professional partners such as CPM (Asia) becomes highly relevant. As a leading regional provider of outsourced sales, marketing, and merchandising services, CPM (Asia) offers a model through which MSMEs in Indonesia can overcome structural constraints. By professionalizing brand execution, implementing adaptive go-to-market strategies, and introducing data-driven insights, CPM (Asia) has the capacity to bridge the gap between small enterprises and rapidly evolving consumer markets. Importantly, the integration of CPM (Asia)'s expertise with MSME development agendas yields not only firm-level benefits, such as, improved sales performance and efficiency, but also broader macroeconomic outcomes, including digital transformation, employment creation, and strengthened national competitiveness (Bhatti & Akhtar, 2025; Lazzarotti et al., 2025).

At the firm level, MSMEs often struggle to establish efficient operational systems and consistent

customer engagement (Moreira, 2025; Tabas et al., 2024). A key limitation lies in their restricted capacity to conduct systematic market research and implement structured sales strategies. As a result, many MSMEs operate reactively, responding to short-term market shifts without the ability to develop long-term adaptive strategies. By collaborating with CPM (Asia), MSMEs can access professionalized sales and marketing infrastructures that would otherwise be beyond their financial or organizational reach. CPM (Asia)'s services in field sales deployment, in-store activation, and retail merchandising allow MSMEs to enhance product visibility and consumer access while simultaneously building operational efficiency. At the macroeconomic level, empowering MSMEs through strategic partnerships contributes directly to national development goals. Strengthening MSME competitiveness supports Indonesia's vision of inclusive economic growth by enabling broader participation in the formal economy. Increased market penetration by MSMEs generates multiplier effects across supply chains, from raw material suppliers to logistics providers. Moreover, the scaling up of MSMEs through structured brand execution and adaptive strategies fosters job creation, reduces regional inequality, and enhances Indonesia's resilience to global economic fluctuations. In this sense, the role of CPM (Asia) in MSME development transcends individual business performance, contributing to broader economic and social outcomes.

Brand execution is a critical challenge for Indonesian MSMEs (Aghilar et al., 2025). Many enterprises have strong products but lack the capacity to communicate brand value effectively or to maintain consistency in customer experience. Weak branding and irregular market presence often prevent MSMEs from differentiating themselves in crowded marketplaces. CPM (Asia) addresses this gap by implementing standardized merchandising practices, ensuring product placement in competitive retail environments, and designing tailored marketing activations that reflect both local cultural preferences and broader market trends. Adaptive strategies are equally important in a consumer environment characterized by rapid change (Aghilar et al., 2025). Indonesian markets are increasingly shaped

by urbanization, demographic shifts, and digital consumption patterns. MSMEs require the ability to adapt product offerings, pricing models, and promotional tactics in response to these evolving dynamics. With CPM (Asia)'s data-driven insights and real-time performance tracking, MSMEs can adopt more agile approaches, continuously

adjusting strategies to align with shifting consumer behavior. This adaptability not only sustains competitiveness but also enables MSMEs to anticipate future trends, positioning them as proactive rather than reactive market players.

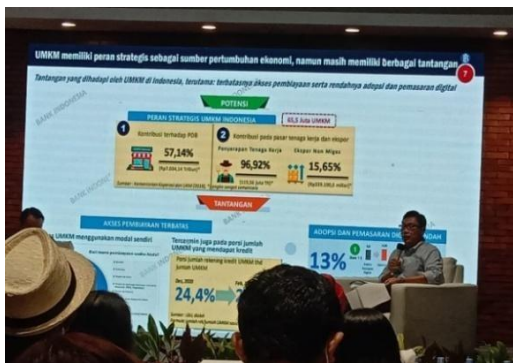


Figure 1. CPM (Asia) Event

Digital transformation (Bahtiar et al., 2025) is a central theme in Indonesia's economic agenda, particularly in relation to MSME development. While e-commerce and digital payments have expanded significantly, many MSMEs remain slow to adopt digital tools for marketing, supply chain management, and customer engagement. CPM (Asia)'s integration of technology into its service portfolio provides MSMEs with access to advanced analytics, digital activation platforms, and omnichannel marketing solutions. By leveraging these tools, MSMEs can extend their reach beyond local markets, enhance consumer targeting, and build stronger relationships through online and offline integration. At the same time, MSME development contributes significantly to employment creation. By scaling operations through improved sales and marketing execution, MSMEs generate demand for additional labor across production, distribution, and service sectors. CPM (Asia)'s role in structuring salesforces and enhancing operational efficiency indirectly stimulates labor absorption, thereby reinforcing the role of MSMEs as key drivers of job creation (Barba-Sánchez & Atienza-Sahuquillo, 2018). Moreover, by professionalizing workforce practices, CPM (Asia) contributes to skill upgrading, preparing workers for more advanced roles in digital and customer-centric industries.

The pursuit of innovation is essential for MSMEs seeking to move beyond survival mode and toward sustainable growth. Yet innovation requires not only creative product development but also supportive ecosystems for commercialization, branding, and market access (Rizkita et al., 2025). CPM (Asia) provides the enabling conditions for MSMEs to innovate by ensuring that new products can be effectively launched, promoted, and sustained in competitive markets. This environment reduces the risk associated with innovation and encourages MSMEs to experiment with new ideas and business models. Competitiveness, in turn, is achieved through a combination of innovation, market access, and efficiency (Rizkita et al., 2025). By outsourcing critical but resource-intensive functions such as sales execution and merchandising, MSMEs can achieve operational efficiency while maintaining focus on their core competencies (Fauzan & Sudrajat, 2025; Hwititi & Dumbu, 2025). CPM (Asia)'s structured systems and performance monitoring tools enhance transparency and accountability, ensuring that growth strategies are both cost-effective and results-driven. This efficiency contributes not only to firm-level profitability but also to sector-wide competitiveness, reinforcing the role of MSMEs as a cornerstone of Indonesia's economic resilience.



Figure 2. The Audience & The Committee Members for CPM (Asia)

LITERATURE STUDY

Theoretical Perspectives

MSMEs constitute the backbone of Indonesia's economy, contributing over 60% of national GDP and employing more than 95% of the workforce (Indonesia Investment, 2022; Sinaga et al., 2025; Sinha et al., 2024; Wijaya, 2025). They are critical to achieving inclusive economic development, poverty alleviation, and regional integration. However, MSMEs face structural barriers in scaling their operations, including limited access to financing, inadequate managerial capacity, weak marketing systems, and underdeveloped technological adoption (Bandyopadhyay, 2024; Sarangal & Taneja, 2024). These challenges prevent many MSMEs from moving beyond subsistence-level operations and restrict their ability to compete with larger firms in domestic and global markets. From a theoretical standpoint, the Resource-Based View underscores the importance of internal capabilities, such as knowledge, skills, and innovation, for achieving sustainable competitive advantage (Chatterjee et al., 2025; El Nemar et al., 2025). However, MSMEs typically operate with constrained resources and lack access to strategic assets such as advanced data analytics, professionalized marketing, and efficient distribution networks. Here, external partnerships with specialized service providers, such as CPM (Asia), can provide complementary capabilities, enabling MSMEs to overcome resource deficiencies (van Criekingen et al., 2025; Wang et al., 2025). Similarly, the concept of value co-creation (Nibras et al., 2025; Omland et al., 2025) highlights the potential of collaborative arrangements to generate mutual benefits. MSMEs, when integrated into service ecosystems led by professional intermediaries, can leverage expertise, technology, and networks to enhance

their competitiveness and innovation capacity (Hermawati et al., 2025; Shardzad et al., 2025).

MSME Development's Firm-Level and Macroeconomic Outcomes

At the firm level, MSME development often revolves around enhancing operational efficiency, improving market access, and increasing revenue growth. Studies emphasize that MSMEs benefit most when external support focuses on capacity-building in marketing, supply chain integration, and technology adoption (Fajarika et al., 2024; Satpathy et al., 2025). Collaborating with external providers such as CPM (Asia) can help MSMEs achieve these objectives by granting them access to professional salesforces, consumer data analytics, and systematic brand execution models. This reduces the need for MSMEs to make heavy fixed investments in capabilities that can be more efficiently outsourced. At the macroeconomic level, MSME development contributes to employment creation, poverty reduction, and regional equality. A growing body of research demonstrates that MSMEs are crucial for absorbing semi-skilled labor and generating livelihoods in both urban and rural settings (Endris & Kassegn, 2022; Satpathy et al., 2025). By expanding market reach and strengthening competitiveness, MSMEs not only create new jobs but also stimulate supply chains and generate multiplier effects across the wider economy. The involvement of service providers such as CPM (Asia) further amplifies these outcomes, as their structured processes and digital systems accelerate MSME integration into the formal economy. This, in turn, supports Indonesia's national development agenda, which prioritizes inclusive growth and digital transformation as pillars of long-term competitiveness (Coulibaly & Qureshi, 2024).

Brand Execution and the Importance of Market Presence

Brand execution remains one of the weakest aspects of MSME performance in Indonesia. Many MSMEs develop innovative products but fail to establish brand identity and consumer recognition. Research indicates that consistent brand execution is strongly correlated with market share growth and consumer loyalty, particularly in competitive retail sectors (Shams et al., 2024). Yet MSMEs often lack the managerial skills and financial resources to invest in branding strategies (Malesu & Syrovatka, 2025).

CPM (Asia) addresses this gap by offering professionalized merchandising, retail activation, and customer engagement strategies. Studies of outsourced marketing show that external providers are effective in enhancing visibility and standardizing execution across diverse markets. By leveraging CPM (Asia)'s expertise, MSMEs can ensure consistency in brand presentation while tailoring strategies to local consumer contexts (Okonkwo et al., 2023). This balance of standardization and adaptation is essential for enterprises seeking to grow in fragmented markets like Indonesia, where consumer behaviors vary widely across regions and income levels.

Adaptive Strategies in Dynamic Market Environments

The concept of dynamic capabilities (Cahaya et al., 2024; Faccin et al., 2025; D. J. Teece et al., 1997; D. J. D. Teece, 2007) is central to understanding how firms navigate uncertainty and adapt to change. For MSMEs in Indonesia, dynamic capabilities are often underdeveloped due to limited managerial training and weak exposure to global trends. Yet in environments characterized by rapid technological disruption and evolving consumer preferences, adaptability is critical for survival. CPM (Asia) provides MSMEs with mechanisms for adaptive strategy through real-time data collection, consumer insights, and performance monitoring. Literature on market responsiveness suggests that data-driven decision-making enhances a firm's ability to adjust product offerings, pricing strategies, and distribution methods (Szukits & Moricz, 2024). MSMEs, when supported by such

systems, can shift from reactive decision-making to proactive market positioning. In practice, this means being able to anticipate consumer trends, redesign marketing campaigns, or reallocate resources swiftly, ensuring resilience in volatile environments.

Digital Transformation and Employment Creation

Digital transformation has been identified as a key driver of MSME competitiveness in emerging economies. E-commerce platforms, digital payments, and online marketing are expanding rapidly in Indonesia, yet many MSMEs remain digitally excluded due to skill gaps, cost barriers, and low awareness (Creely & Blannin, 2025; HRM Handbook, 2021; Pranic et al., 2025; QDA Training, 2024; Weng et al., 2025). Integrating MSMEs into digital ecosystems requires both infrastructural support and capability development. CPM (Asia)'s digital tools, ranging from sales performance dashboards to omnichannel engagement platforms, offer MSMEs access to technologies they would not otherwise afford. Academic literature emphasizes that digital adoption by MSMEs not only improves efficiency but also expands market access, enabling firms to reach wider and more diverse consumer bases. Importantly, digital transformation also has significant implications for employment. While automation may reduce some traditional roles, the overall expansion of MSME capacity generates new jobs in logistics, customer service, and digital marketing. Thus, partnerships with organizations like CPM (Asia) can enhance both enterprise-level digital readiness and broader labor market dynamism.

Innovation, Competitiveness, and Efficiency Toward Growth

Innovation is widely recognized as a cornerstone of MSME growth (Suardana et al., 2025). However, innovation must be complemented by supportive ecosystems for commercialization, market access, and consumer adoption. In Indonesia, MSMEs often innovate at the product level but fail to commercialize effectively due to weak branding and poor distribution (Tan et al., 2025). CPM (Asia) contributes to this ecosystem by reducing the risks of innovation. By ensuring market visibility and

consumer reach, CPM (Asia) enables MSMEs to experiment with new products and business models while minimizing the risk of failure. Research on competitiveness underscores the importance of combining innovation with efficiency and resource optimization. Outsourcing functions such as sales and merchandising to specialized providers allows MSMEs to focus resources on core competencies, such as product development, while achieving efficiency in non-core functions (Kaukonen, 2025). This strategic division of labor enhances overall competitiveness and positions MSMEs for long-term growth.

Gaps and Implications from the Literature

The literature highlights several important implications for MSME development in Indonesia. First, while MSMEs are critical drivers of employment and economic growth, their ability to achieve sustainable competitiveness is constrained by resource limitations (Lans et al., 2020; Tirta & Sarti, 2021). Second, external partners such as CPM (Asia) provide complementary capabilities that can bridge these gaps, especially in branding, adaptive strategies, and digital transformation (Aghilar et al., 2025; Mertens et al., 2024). Third, the intersection of MSME development and outsourcing creates a new paradigm in which efficiency and competitiveness are co-created through collaboration (D. J. D. Teece, 2007). However, gaps remain in the academic discourse. Limited empirical studies have examined the direct impact of outsourcing models like CPM (Asia) on MSME performance in Indonesia. Most existing literature focuses on large firms or developed markets, leaving emerging contexts underexplored. Further research is needed to measure how such collaborations affect firm-level outcomes, such as; profitability, innovation capacity (Barba-Sánchez & Atienza-Sahuquillo, 2018; Indra & Anantadjaya, 2011), and macroeconomic indicators, such as; employment, productivity, inclusivity, for instance (Nielsen Consumer Survey Report, 2023). Additionally, the role of cultural factors in shaping the success of outsourced brand execution in Indonesia remains an area for deeper investigation.

METHODOLOGY

This study employs a qualitative approach to comprehensively analyze the dynamics of Indonesian Micro, Small, and Medium Enterprises (MSMEs). The research is conducted in collaboration with CPM (Asia) to ensure broad access to MSMEs and stakeholders across regions. The design specifically addresses the structural challenges of Indonesian MSMEs, namely: (a) low access to financing as many MSMEs face difficulties in obtaining formal credit due to collateral requirements, high interest rates, and limited financial literacy, (b) low digital adoption and limited digital marketing as MSMEs often lack resources, skills, and awareness to fully integrate e-commerce, fintech, and digital marketing into their operations.

These challenges are examined within a multi-level framework that integrates firm-level strategies, macroeconomic conditions, and market-level factors such as brand execution and competitiveness.

Data collection proceeds in three phases; (a) exploratory phase talks about literature review and secondary data collection on MSME financing gaps and digital adoption levels, (b) fieldwork phase discusses about surveys and interviews with MSMEs across manufacturing, trade, and creative industries, focusing on financing challenges and digital marketing barriers, and (c) validation phase to talk about FGDs with entrepreneurs, financial institutions, and policymakers to validate findings and refine strategic implications. This stepwise process ensures that both structural constraints and adaptive strategies are systematically captured.

The variables are; (a) firm-level variables to discuss about access to financing (loan approval rates, collateral requirements, financial literacy), digital adoption (use of e-commerce, digital payments, social media marketing, ERP systems), innovation (product differentiation, process improvements), and efficiency (productivity, cost reduction, supply chain optimization), (b) macroeconomic variables to discuss about GDP growth, inflation, credit distribution to MSMEs, government policies supporting MSMEs, such as; KUR, digitalization programs, and employment

creation by MSMEs, (c) market-level variables to discuss about brand execution (digital branding, customer trust, product positioning), market presence (local reach, online visibility, export readiness), and competitiveness (integration into

value chains, market share), (d) dependent variable to deal with sustainable MSME growth, measured by revenue, employment, and competitiveness indicators.

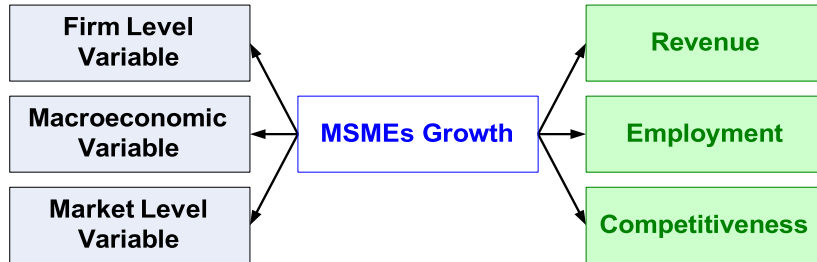


Figure 3. Framework of Thinking

In terms of the data analysis techniques is qualitative analysis. This deals with thematic content analysis of interview and FGD transcripts to identify recurring issues in financing and digital adoption, and comparative case studies contrasting digitally advanced MSMEs with digitally lagging ones to highlight adaptive strategies in dynamic environments. In terms of

validity and reliability, this manuscript uses the triangulation of survey, interview, and secondary data ensures accuracy, pilot testing of survey instruments improves reliability and clarity, and expert validation through CPM (Asia) consultations with financial experts and policymakers strengthens construct validity.



Figure 4. The Crew of Lecturers & Students of Different Campus

RESULT AND DISCUSSION

Analytical Orientation

This study employs a qualitative interpretive approach to understand how firm-level dynamics, macroeconomic pressures, brand execution, adaptive strategies, and digital transformation shape MSME competitiveness and growth. Instead of statistical generalizations, the emphasis is on rich descriptions, lived experiences, and thematic patterns derived from the perspectives of entrepreneurs, policymakers, and ecosystem actors.

Data Collection

Qualitative data are collected through; semi-structured interviews with MSME owners, managers, financial providers, and digital enablers, FGDs with entrepreneurs from diverse sectors (retail, F&B, creative industries, manufacturing), case studies highlighting successful and struggling firms to capture contrasts in adaptation and resilience, document analysis of policy papers, industry reports, and development agency insights, These multiple sources ensure that findings are grounded, contextual, and triangulated.

Analytical Strategy

The qualitative analysis is guided by established interpretive techniques designed to capture recurring narrative analysis, which constructs detailed accounts of how firms experience challenges such as low access to finance or limited digital adoption, and how they develop coping mechanisms or adaptive strategies, and triangulation, which involves comparing findings across interviews, focus group discussions, and case studies to ensure reliability and reduce researcher bias. This multi-pronged strategy ensures that the qualitative analysis not only documents MSME challenges but also uncovers the strategic pathways that firms adopt to achieve innovation, competitiveness, and sustainable growth.

Key Thematic Areas of Analysis

The qualitative review focuses on five interconnected domains:

1. Firm-Level Experiences – how MSMEs deal with financing constraints, limited resources, and efficiency challenges.
2. Macroeconomic Perceptions – how entrepreneurs interpret inflation, credit flow, and policy shifts.
3. Brand Execution & Market Presence – how firms build trust, maintain visibility, and differentiate in competitive markets.
4. Adaptive Strategies in Dynamic Markets – how entrepreneurs adjust business models, supply chains, and marketing in uncertain conditions.
5. Digital Transformation & Employment – how adoption of technology affects productivity, workforce skills, and job creation.

Deliverables

The qualitative approach produces action-oriented deliverables:

1. MSME Voices Report – a synthesis of lived experiences across financing, branding, and adaptation challenges.
2. Case Study Collection – in-depth firm profiles that illustrate both barriers and innovative strategies.
3. Policy Perspective Brief – stakeholder insights from regulators, banks, and fintechs on structural enablers and constraints.
4. Brand & Digital Insights Report – qualitative evidence of how MSMEs engage with customers and adopt digital tools.
5. Adaptive Strategy Playbook – practical lessons distilled from entrepreneurs' resilience narratives.
6. Employment Narratives – stories showing how digital adoption supports or hinders job creation.
7. Strategic Recommendations – context-specific suggestions for MSMEs, policymakers, and business support organizations.

Contribution of the Qualitative Review

Through this qualitative analysis, CPM (Asia) generates insights that:

1. Reveal hidden realities behind MSME struggles with financing and digital adoption.

2. Provide depth to understanding brand execution, competitiveness, and adaptation.
3. Offer practical lessons through real-world cases and narratives.
4. Bridge research and practice, ensuring findings are not only academic but also actionable for firms and policymakers.

Firm-Level Analysis

1. Managerial Competence and Operational Discipline

The findings indicate that MSMEs commonly face deficits in managerial competence, including weaknesses in planning, financial management, and operational control. These constraints reduce the efficiency of business processes, limit the capacity to scale, and restrict the ability to respond effectively to fluctuations in consumer demand.

Output:

MSMEs with stronger managerial systems demonstrate more stable revenue trajectories and improved workflow clarity. Those supported by CPM (Asia) exhibit better performance monitoring, consistent field execution, and higher operational discipline.

2. Workforce Capability and Human Capital Development

Human capital limitations remain a recurrent issue. Many MSMEs rely heavily on informal labor arrangements, with minimal exposure to structured training programs. This affects productivity, service quality, and the ability to adapt to new market requirements.

Output:

Employment growth is muted in MSMEs lacking adequate skill development mechanisms. In contrast, participation in CPM-led coaching and capability-building activities results in more effective task delegation and improved employee performance.

3. Digital Readiness and Technological Integration

The qualitative evidence reveals significant disparities in digital readiness across MSMEs. Enterprises relying solely on manual processes

face difficulties in marketing, sales tracking, and customer engagement.

Output:

Digital-ready MSMEs benefit from broader market access and improved revenue conversion. CPM's digital tools—such as mobile reporting systems and visibility enhancement platforms—help MSMEs strengthen their technological integration and retail presence.

Macroeconomic Analysis

1. Access to Finance and Policy Frameworks

Government financing schemes (e.g., KUR) offer structural opportunities; however, MSMEs often encounter procedural challenges, including documentation requirements and collateral constraints.

Output:

Restricted access to funding contributes to stagnant revenue growth and limited employment absorption. MSMEs with adequate financing demonstrate better production capacity and operational expansion.

2. Inflationary Pressures and Supply Chain Vulnerability

Macroeconomic instability—particularly rising input costs and logistic expenses—exerts significant pressure on MSME cost structures. Many MSMEs lack the strategic capacity to adjust pricing or reconfigure their supply chain.

Output:

High-cost sensitivity reduces profitability and market resilience. Collaboration with intermediaries like CPM mitigates these challenges by increasing sales throughput and improving demand stability.

3. National Digital Transformation Agenda

Government initiatives aimed at accelerating digital adoption have created a supportive environment for MSME modernization. However, disparities in digital literacy limit MSME participation.

Output:

Digitally integrated MSMEs show higher competitiveness and stronger revenue momentum. Enterprises unable to leverage national digital programs exhibit stagnation and reduced adaptive capacity.

to market intelligence are unable to adapt quickly.

Output:

Inadequate responsiveness results in declining competitiveness. MSMEs leveraging CPM's data-driven insights exhibit more adaptive promotional strategies and improved market positioning.

Market-Level Analysis

1. Brand Visibility, Merchandising, and Consumer Engagement

MSMEs face challenges in achieving brand consistency, shelf visibility, and effective retail communication. Without professionalized merchandising, MSMEs remain less competitive against established brands.

Output:

Weak brand execution negatively affects consumer trust and repeat purchasing behavior. MSMEs supported by CPM benefit from standardized merchandising, stronger retail visibility, and enhanced brand communication.

2. Market Access and Distribution Capabilities

Gaining entry into modern retail channels remains a structural challenge, as MSMEs often struggle to meet compliance, volume, and quality standards.

Output:

MSMEs without organized distribution networks experience slow revenue escalation. Engagement with CPM's field activation and distribution support enables more efficient retail penetration and broader market exposure.

3. Competitive Dynamics and Shifting Consumer Trends

Consumer preferences are increasingly shaped by convenience, digital engagement, and product differentiation. MSMEs lacking access

Integrated Impact on MSME Growth Indicators

1. Revenue Growth

Revenue performance improves when MSMEs combine strong internal capabilities with supportive macroeconomic conditions and effective market-level positioning. CPM's interventions amplify revenue by enhancing field execution and distribution effectiveness.

2. Employment Expansion

Employment growth is correlated with operational stability, financial readiness, and market expansion. MSMEs with structured operational support and clearer performance systems are more likely to hire additional workers.

3. Competitiveness Enhancement

Competitiveness strengthens when MSMEs successfully differentiate products, integrate digital tools, maintain consistent branding, and adapt to market signals. CPM's retail and data-driven support significantly contributes to competitiveness gains.

Overall, the evidence suggests that MSME growth is contingent upon the synergistic interplay of firm-level capabilities, macroeconomic enablers, and market-level mechanisms. CPM (Asia) serves as a strategic intermediary that bridges capability gaps and supports MSMEs in enhancing their revenue potential, employment generation capacity, and competitive strength.

Table 1. Summary for the Analytical and MSME Growth

Analytical Dimension	Key Factors Identified	Influence on MSMEs	Impact on Revenue	Impact on Employment	Impact on Competitiveness
Firm-Level	Managerial capability; operational systems;	Many MSMEs exhibit weak planning, limited control	Structured operations increase sales stability and	Better-organized firms are more willing to hire	Improved internal discipline enhances ability to compete with formal-sector

Analytical Dimension	Key Factors Identified	Influence on MSMEs	Impact on Revenue	Impact on Employment	Impact on Competitiveness
	financial literacy	systems, and inconsistent processes; CPM-supported firms show more structured operations	reduce inefficiencies	additional workers	firms
	Human capital skills; workforce competence	Skills gaps reduce productivity; CPM-led coaching enhances employee performance	Increased efficiency leads to higher sales conversion	Training improves worker readiness, supporting job expansion	Skilled labor improves product/service quality and brand perception
	Digital readiness and adoption	Low digital skills constrain marketing and sales tracking; CPM's tools support digital integration	Digital MSMEs achieve wider reach and more consistent demand	Tech-supported systems reduce workload, enabling task delegation	Digital adoption enhances agility and responsiveness to market changes
Macro-Economic	Access to financing (KUR, bank loans)	Procedural barriers limit credit access; firms with financing show stronger production capacity	Increased working capital promotes revenue expansion	Additional capital allows firms to take on more employees	Access to funds supports product upgrading and competitive positioning
	Inflation, cost fluctuations, logistics costs	Rising costs reduce margins; MSMEs struggle to adjust pricing	Cost pressures slow revenue growth unless offset by increased sales volume	Financial strain limits hiring; firms prioritize survival	Vulnerability to cost changes weakens market resilience
	National digitalization agenda	Government programs create enabling infrastructure, but MSME participation varies	Integrated firms leverage digital markets for higher revenue	Digitally engaged firms may expand teams for order fulfillment	Digital infrastructure strengthens MSME competitiveness in retail channels
Market-Level	Brand visibility, merchandising, store execution	MSMEs often present inconsistent branding; CPM enhances visibility and compliance with retail standards	Better shelf presence increases sales velocity	Enhanced visibility may lead to workforce expansion in sales/logistics	Professional merchandising strengthens brand credibility
	Market access and distribution	MSMEs face barriers to entering	Expanded distribution channels directly	Broader reach can necessitate larger teams	Structured access allows MSMEs to compete alongside

Analytical Dimension	Key Factors Identified	Influence on MSMEs	Impact on Revenue	Impact on Employment	Impact on Competitiveness
		modern trade; CPM provides structured retail access	boost revenue potential		established brands
	Competitive intensity and shifting consumer trends	MSMEs lack real-time market insight; CPM provides data-driven guidance	Adaptation to demand trends increases revenue opportunities	Firms adjusting to trends may expand labor roles (production, marketing)	Data-driven adaptation enhances strategic competitiveness

CONCLUSION AND RECOMMENDATIONS

This study demonstrates that the sustainable growth of Indonesian MSMEs—reflected in increased revenue, strengthened competitiveness, and expanded employment—is shaped by the interaction of three critical dimensions: firm-level capabilities, macroeconomic conditions, and market-level dynamics.

Firm-Level Capabilities: At the micro, among others, identifies financing constraints at the level of MSME's ability to adopt digital technology, managerial competence, and operational efficiency. all these hurdles keep MSMEs from being able to scale their production or optimize their cost structures or penetrate wider markets. Collaboration with established intermediaries like CPM (Asia) gives MSMEs access to professional salesforces, data-driven consumer insights, and standardized brand execution—capabilities that bring direct value to their market reach and revenue generation. Enhanced adaptive capacity further enables the MSME to respond actively to emerging changes in consumer demand or increased competition.

At the **macroeconomic level**, the way in which the policy environment affects Indonesia would enable KUR schemes, digital transformation initiatives, and an inclusive growth agenda as an enabling backdrop for MSME development. However, it continues to have some structural gaps, such as insufficient credit distribution for MSMEs, production costs associated with inflation, and technology exclusion in terms of access to digital.

The study highlights the fact that when MSMEs are better integrated into formal financial and digital infrastructures, multipliers accrue across sectors as they become more productive and create jobs while becoming resilient.

Weak **brand execution**, limited visibility in modern retail, and inconsistency in customer engagement constitute some of the major barriers to competitiveness at the market level. MSMEs generally compete in economically saturated sectors without having the competency to articulate value communication, merchandising, or consumer confidence. Elevate MSME market presence by leveraging professional merchandising models, omnichannel retail activation, and digital analytics made available by CPM (Asia). Better brand executions would not only boost sales but also strengthen competitiveness over the long term in narrowing markets driven more by consumers than by suppliers.

Finally, this study may such that Indonesia's trajectory towards the development of MSMEs depends on simultaneous strides at improving capabilities at micro levels, supportive macroeconomic systems, and competitive positioning in the marketplace. CPM (Asia) and other external partnerships function as strategic accelerators within this ecosystem, closing structural gaps that convert MSMEs into primarily surviving entities into those driven by innovation and responsive to market demands.

Recommendations

1. For MSMEs (Firm-Level Strengthening)

To increase revenue, competitiveness, and employment impact, MSMEs must invest attention in:

a) Capability Development: basic investment in financial literacy, costing systems, and digital marketing skills to reduce operational inefficiencies; and adoption of affordable digital tools (POS, CRM, inventory systems) to improve productivity and decision-making.

b) Strategic Outsourcing

Access a professionalized salesforce and standardized merchandising and consumer insight systems by partnering with intermediaries like CPM (Asia). Reallocate internal resources to core competencies such as product development and innovation.

c) Adaptive Market Strategies

Influence price, product mix, and promo effort adjustments according to changing consumer behaviors with data-driven insights. Dynamic capability building for readiness in crisis through product diversification in a fast-changing environment as well as flexible arrangements in the supply chain.

2. For Government and Policymakers (Macroeconomic Support)

a) Financial inclusion expansion

Widen access to MSME-targeted financing through increased penetration of KUR loans, simpler collateral requirements, and alternative credit scoring models. Forge additional strategic partnerships with banks, fintech, and non-bank credit institutions to widen access to credit.

b) Speed up Digital Transformation

Make investment in digital infrastructure for rural and peri-urban areas to narrow the digital gap. Include e-commerce literacy, cybersecurity, and digital branding in structured digital upskilling programs.

c) Improve Integration into the Market

Regulatory incentives that encourage current retail platforms to partner with SMEs should be adopted. Logistics and distribution innovations should be supported, as they are expected to lower the cost of supply chain operations for smaller enterprises.

3. For Intermediaries and Other Actors in the Ecosystem (Marketplace Competitiveness)

a) Initiatives to Build Strong Brand Execution for MSMEs

Provide merchandising support, retail activation, and consistent visual branding tailored to MSME contexts. Employ low-cost, omnichannel marketing approaches that encompass online and offline visibility.

b) Expand Consumer Insight Systems

Real-time tracking of retail data would enable MSMEs to forecast demand, stock management, and refine promotional strategies. Open shared analytics platforms for MSMEs to benefit from data-driven decision-making previously accessible only to large firms.

c) Build Innovation Ecosystems

Work with universities, incubators, and digital agencies to facilitate product development, testing, and commercialization. Create bundled service packages combining digital activation, brand execution, and adaptive strategy training.

Overall Strategic Implication

A firm is expected to see greater speed and growth in revenue, competitiveness, and job creation when both internal and external factors—the micro and macroeconomic as well as market-level mechanisms work well and supplement one another. MSMEs are therefore not solely able to grow internally, but this growth is originated from the greater ecosystem of partnerships with such intermediaries as CPM (Asia), which serves as the strategic catalyst to transform structural limitation

into long-lasting platforms for modernization, digital readiness, and sustainability.

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