



Commitment, Competence, and Partnership Model for Culinary MSMe Entrepreneurs In Bogor City

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Abstract

Research Aim: This study aims to analyze the commitment and competency levels of culinary MSMEs in Bogor City amidst intense competition and rising operational costs.

Approach: Using a descriptive analysis method, the research was conducted for forty-five days from August to October 2023 on culinary MSMEs in Bogor City, applying simple random sampling to collect primary data.

Research Findings: The results show that both commitment and competency levels of culinary MSME actors are very high. The main strength of these MSMEs lies in their growth orientation through horizontal integration strategies, which enhance business sustainability and competitiveness.

Theoretical Contribution/Originality: This study contributes to MSME development theory by emphasizing the role of commitment and competency as key determinants of success. It also introduces a positioning map for culinary MSMEs in Bogor City, highlighting their comparative advantages.

Practitioner/Policy Implication: The findings suggest that policymakers and business practitioners should strengthen partnership programs and collaborative initiatives to optimize the high commitment and competency levels of MSMEs, thereby improving competitiveness and resilience.

Research Limitation: This research focuses solely on culinary MSMEs in Bogor City within a specific period (August–October 2023), limiting the generalizability to other regions or sectors.

Abstrak

Tujuan Penelitian: Penelitian ini bertujuan untuk menganalisis tingkat komitmen dan kompetensi UMKM kuliner di Kota Bogor di tengah persaingan yang ketat dan meningkatnya biaya operasional.

Pendekatan: Penelitian ini dilakukan selama empat puluh lima hari, mulai Agustus hingga Oktober 2023, terhadap UMKM kuliner di Kota Bogor dengan metode pengambilan sampel acak sederhana.

Temuan Penelitian: Hasil penelitian menunjukkan bahwa tingkat komitmen dan kompetensi pelaku UMKM kuliner sangat tinggi. Kekuatan utama UMKM ini terletak pada orientasi pertumbuhannya melalui strategi integrasi horizontal, yang meningkatkan keberlanjutan dan daya saing bisnis.

Kontribusi Teoritis/Orisinalitas: Penelitian ini berkontribusi pada teori pengembangan UMKM dengan menekankan peran komitmen dan kompetensi sebagai penentu utama keberhasilan. Penelitian ini juga menyajikan peta posisi UMKM kuliner di Kota Bogor, yang menyoroti keunggulan komparatif mereka. Implikasi bagi.

Praktisi/Kebijakan: Temuan ini menunjukkan bahwa para pembuat kebijakan dan praktisi bisnis perlu memperkuat program kemitraan dan inisiatif kolaboratif untuk mengoptimalkan tingkat komitmen dan kompetensi UMKM yang tinggi, sehingga meningkatkan daya saing dan ketahanan.

Keterbatasan Penelitian: Penelitian ini hanya berfokus pada UMKM kuliner di Kota Bogor dalam periode tertentu (Agustus–Oktober 2023), sehingga membatasi generalisasi ke wilayah atau sektor lain.



Introduction

Micro, Small and Medium Enterprises (MSMEs) are one of the driving forces of the Indonesian economy. With a labor absorption rate of 97%, MSMEs contribute significantly to the country's GDP—57% as reported by Bank Indonesia (2022). In line with national development goals, the expansion of MSMEs is expected not only to create employment but also to stimulate growth in related sectors, especially tourism. Among the many MSME subsectors, culinary businesses stand out due to their cultural appeal and potential to attract domestic and international tourists.

Culinary tourism has emerged as a key element in tourism development. Tourists increasingly seek authentic and local food experiences as part of their travel. Culinary experiences provide a strong cultural connection between visitors and destinations [1], [2]. As such, food becomes not only a consumption activity but also a cultural product that shapes destination branding [3], [4]. In countries like Scotland and Wales, food is even used strategically to connect communities with business development. In Indonesia, the culinary sector is vibrant, offering a wide array of unique food options ranging from traditional street food to upscale dining. According to the Minister of Industry, Airlangga Hartanto, the growth of the food and beverage industry continues to increase. Data from the Central Statistics Agency (BPS) shows that the average growth rate of culinary businesses is 1.48%, which is higher than the average growth for culinary MSMEs (0.98%).

Bogor City, located in West Java, is an example of a region with immense culinary potential. Known as the "City of Rain," Bogor is also recognized as a "culinary city" due to the abundance and diversity of its culinary MSMEs. According to the Head of the Bogor City Cooperatives and MSMEs Office, there are over 23,000 registered culinary MSMEs in the city. The local government also provides strategic support through the development of culinary centers across 14 key locations. Famous culinary products such as taro, "roti unyil," and many others further reflect the city's branding efforts, [5], [6].

Despite these opportunities, culinary MSMEs in Bogor face several critical challenges. Increased operational costs and labor wages have put pressure on business sustainability. In addition to external competition, culinary MSME actors are required to continuously enhance their competence and adapt through innovation. Competence itself refers not only to technical skills but also to managerial and strategic capabilities [7], [8]. According to [9], competence includes personal traits, social roles, and abilities that enable superior performance. These qualities are especially important in knowledge-based and highly competitive sectors such as culinary businesses.

Improving the quality of human resources is therefore crucial. Competent culinary entrepreneurs can be developed through formal education in hospitality or tourism and through ongoing business training. Moreover, business partnerships are vital to sustain growth, [10]. Several models of business partnerships such as subcontracting, franchising, agency, and core-



plasma partnerships offer ways for MSMEs to access broader markets, gain technical knowledge, and ensure business continuity. According to Law No. 9 of 1995, general trading patterns and franchising also play a role in linking small enterprises with larger market structures, enhancing both efficiency and economic empowerment, [11].

However, current research on culinary MSMEs in Bogor mostly emphasizes external factors such as marketing, infrastructure, or access to finance, with little focus on the internal strengths of MSME actors. This presents a gap in understanding how personal commitment and competence influence MSME development and their ability to form strategic partnerships.

This study contributes by providing a unique position map of culinary MSME actors in Bogor City based on their levels of commitment and competence—internal dimensions that are often overlooked in previous research

However, existing studies on culinary MSMEs in Bogor City tend to focus on external challenges such as marketing, finance, or infrastructure support, with limited attention given to internal factors like entrepreneurs' personal commitment and competence. This creates a research gap in understanding how these internal dimensions influence MSME development and partnership potential.

This study contributes by providing a unique positioning map of culinary MSME actors in Bogor City based on their levels of commitment and competence, an internal dimension often overlooked in previous research which mostly focused on external aspects such as marketing or financial performance.

Statement of Problem

The culinary MSME sector in Bogor City faces increasing competition, operational costs, and labor wages. To maintain and enhance competitiveness, culinary business actors need to improve their competence and innovate. This requires quality human resources, which can be developed through education in hospitality, tourism, or related fields. Additionally, effective government support and partnerships are crucial to help these MSMEs address these challenges and leverage opportunities in the tourism industry.

Research Objectives

This research aims to analyze the current competence levels of culinary MSME actors in Bogor City and evaluate the impact of increased operational costs and labor wages on these businesses. Furthermore, it seeks to identify the role of innovation in enhancing the competitiveness of culinary MSMEs, examine the effectiveness of current government support and partnerships, and propose strategies to improve human resource quality in the sector.



Lastly, the study will suggest business partnership models that could enhance efficiency and resource synergy among culinary MSMEs. **Method**

This research uses descriptive analysis, data obtained through primary data and secondary data. Primary data was obtained using questionnaires, interviews, observations and holding *Focus Group Discussion (FGD)*. Secondary data was obtained from various available literature and obtained from various related parties involved such as MSMEs, the Tourism Office, and SKPD. The population in this research is culinary business actors in the city of Bogor. The sampling method used is *simple random sampling*. In this research, two types of questionnaires were distributed, the first questionnaire aims to assess the profile of culinary MSMEs and the second questionnaire aims to generally assess the extent of the development of culinary MSMEs in the research area in terms of the profile of leading culinary MSME entrepreneurs based on commitment and competency. This study adopts a quantitative descriptive approach. The data analysis technique used is descriptive statistics presented in tables and percentages. The conceptual framework refers to the relationship between commitment, competence, and MSME partnership development in the culinary sector.

Results and Discussion

Culinary MSMEs are one of the implementations of realizing the vision and mission of the West Java Government's flagship program 2018–2023 to carry out innovation that provides added value in order to increase progress in life, especially in the economic sector. MSMEs have a role in increasing the productivity and economic competitiveness of a prosperous and just society through the use of digital technology and collaborative innovation, this is in accordance with the mission to be achieved by the West Java provincial government. The existence of a culinary business can stimulate business actors to be able to innovate which can lead to economic growth and can attract tourists to visit the area. The development of culinary MSMEs in West Java is currently increasing, for example several regions that have typical regional food are increasingly competing to produce delicious and delicious flavors. In terms of numbers, every year, the number of culinary MSMEs in West Java increases. For example, the Deputy Chief Marketing Officer of Blibli.com stated that the increase in products produced by MSMEs in West Java in 2019 increased by 120% over the same period in 2018, where the largest products came from culinary and fashion (tempo.co). In the development of the world of MSMEs in West Java, there are several SKPDs that are actively involved, some of these SKPDs include the Department of Trade, the Department of Industry, the Department of Cooperatives and Micro, Small and Medium Enterprises, the Department of Industry, the Indonesian Cooperative Council (Ministry of Cooperatives and Business Small and Medium Enterprises of the Republic of Indonesia, 2015).



Nowadays, young people of the millennial generation are starting to pursue businesses in the culinary sector, they see this as an opportunity to earn income. The millennial generation is starting to be actively involved in the culinary world, this cannot be separated from the millennial lifestyle which is consumerist and makes culinary a lifestyle. This statement is proven by the attention of the Minister of Tourism, to form it *Milenial Tourism Corner* as a medium to introduce culinary delights as a supporting factor for the progress of the tourism industry. According to him, around 60% of the money coming into the tourism industry comes from culinary. So, the relationship between tourism and culinary is close. This research is generalized into three types of business sectors, such as snacks, drinks and staple foods. The majority of business actors sell snacks with a percentage of 84.62% with some examples of products sold being super spicy pentol balado, pempek palembang, various market snacks, chips, sweets, seblak, ladu food, bitter melon chips, shredded chilies, fried anchovies, sales, and so on. As many as 12.82% of business actors sell drinks, the drinks sold are yoghurt, juice and herbal drinks, while the remaining 2.56% sell staple foods such as opening restaurants or food stalls. The majority of business actors sell snacks because they are easy for consumers to carry and consume and the prices are affordable and match the taste offered. The existence of businesses in the culinary sector also introduces a region through the culinary offerings it offers, this is in accordance with the opinion of [12] who explain that culinary is an important element of a brand image, which shows the existence of a mutualistic relationship between the culinary industry. and tourism. Confirmed by [13], that culinary is recognized as a promotional tool and *positioning* an effective destination to attract tourists to the area.

In running a culinary business, business actors must have knowledge of what is meant by culinary. Understanding the important components that are determining factors in the success of the business they run as explained by [14] who states that a business actor must understand and know all aspects related to the culinary business he runs. For example, [14] added that a business actor must have and know the basics of business management to be able to carry out business management, such as creating a business plan, business organization, controlling and taking into account the administration of the business he is running. According to [14], another factor that business actors must have is knowing how to compete. A business actor must be able to explain the strengths, weaknesses, opportunities and threats to his business. Business actors must have this for the sustainability of the business they run. To run a business in the culinary sector, capital alone to cook food and drinks is certainly not enough.

The focus of this research is aimed at one city that has a long history in the culinary world, namely the city of Bogor. Discussing knowledge, of course, cannot be separated from education. Judging from the educational level of the respondents in this study, the largest result was that the respondents' educational level was high school graduates at 52.38%, followed by undergraduate education at 38.10%, undergraduate and diploma 3 education at 9.52%. In general, business people in the city of Bogor have fulfilled the 12-year compulsory education



program as capital when they go directly into the world of work, so that the abilities they have in accepting something new are expected to be easily accepted and applied to the culinary business they are pursuing. In accordance with [15] opinion, in the current hyper-competitive era based on science, education is considered as one of the supporting factors in increasing competence. The education obtained by business actors can become capital in increasing the competence of business actors. One of the competencies in question is how to organize and plan the culinary business they are involved in.

Businesses run by culinary business actors in the city of Bogor are not without obstacles. The obstacles experienced by culinary business actors are generally problems that are often encountered, namely capital, permits, long bureaucracy, the process of making a halal certificate which takes a long time, as well as the government's lack of attention to carrying out supervision of MSMEs with limited training and development programs for culinary business actors.

Commitment and Competence of Culinary Business Actors in Bogor City

Based on the research results, it was found that the commitment and competence of culinary business actors in the city of Bogor were in quadrant category III. Culinary business actors in Bogor City have a very committed commitment with a percentage of 96.88% and very competent competence with a percentage of 92.71%. With these results, it is hoped that culinary business actors in Bogor City have enormous potential to be developed in order to run culinary MSMEs and can become mentors for other culinary MSME entrepreneurs. These results indicate that the high levels of commitment and competence serve as a strong foundation for further development of the culinary MSME sector. Policymakers and support institutions should now focus on facilitating targeted programs such as digital marketing training, business model innovation, and scalable partnerships. With a well-structured support system, highly committed and competent actors can evolve into local champions who mentor other MSMEs, contribute to regional branding, and expand into larger markets. In addition, strong internal qualities must be complemented with external enablers such as financial access, digital platforms, and continuous government facilitation. In the city of Bogor itself, it is increasingly easy to find culinary shops which can be an added value for tourists who want to visit the city of Bogor. The city of Bogor, which was originally known as the City of Talas, is now starting to find many other culinary delights that can provide satisfaction for tourists.

Strengths of Culinary MSMEs and Culinary Attraction of Culinary Business Actors in Bogor City

Based on the research results, it can be seen that the strength of Culinary MSMEs and Culinary Attraction in the City of Bogor are in the growth category through horizontal integration. These results are based on analysis results which show percentages of 93.54% and 83.48%



respectively. This means that culinary business actors in the city of Bogor are at a growth stage that tends to be strong and horizontal, both in terms of the strength of culinary MSMEs and their attractiveness which concentrates on vertical integration. In this category, it is best to implement a coaching model by expanding market networks, production facilities and developing technology, both internally and externally, by collaborating with other companies in similar types of business to expand networks and markets.

Table 1. Expectations of Culinary Entrepreneurs, Performance of Culinary Entrepreneurs, Mainstay Culinary Entrepreneurs, and Potential Resources in the City of Bogor

Culinary MSME Builder	Hopes of Culinary MSME Actors	Performance of Culinary UMKM Coaches	Information
Finance Sector	Ease of access to capital, simplify the loan process, and monitor the use of funds	Improvements in culinary businesses are more effective so they can increase assets	-
Production Field	Directing new product innovation, developing business strategies.	Piracy of works is considered a free promotional medium	-
Marketing Field	Market analysis, access to consumers	There has been no real socialization	-
HR field	Regular and integrated training is carried out	There has not been any guidance and training that can support it	-

Source: Processed by Researchers

Bogor City Culinary MSME Actor Partnership Model

Based on the results of research that has been carried out, culinary business actors in Bogor City are still generally independent. They rely on their own abilities from upstream to downstream processes, because according to several sources, they are confused about how to start a partnership process.

Based on these reasons, culinary business actors in Bogor City still use conventional methods. Considering the variety of culinary businesses in the city of Bogor, the partnership pattern of relationships with partners is considered suitable to be implemented in the city of Bogor.



Bearing in mind that this partnership was built by culinary entrepreneurs with suppliers without limiting the creative side of culinary entrepreneurs.

Conclusion

Based on research results, the commitment and competence of Bogor City Culinary MSME actors is in the criteria of very committed with a percentage of 96.88% and a very competent level of competence with a percentage of 92.71%. The superior MSMEs, the attractiveness and strength of Culinary MSMEs in Bogor City are in the growth category through horizontal integration, which is shown by the respective percentages of 93.54% of the strength of Culinary MSMEs and 83.48% of the culinary attractiveness of culinary business actors in Bogor City. The supervisory network through the partnership pattern of Bogor City Culinary MSME actors, in the financial sector there is no easy access to capital, in terms of production there is no direction for new product innovation and preparation of business strategies, in the marketing sector there is no market analysis and adequate access. to consumers, and from a human resources perspective, integrated training activities have not been maximized. Based on the results of research that has been carried out, culinary business actors in Bogor City are still generally independent. They rely on their own abilities from upstream to downstream processes, because according to several sources, they are confused about how to start a partnership process.

The findings of this research have several practical implications. First, stakeholders and policymakers should leverage the high levels of commitment and competence by designing programs that focus on business scaling, innovation, and collaborative networks. This can strengthen the role of MSMEs in tourism and regional economic development. Second, future research may explore similar studies in other cities or sectors, or expand the model to include digital literacy, sustainability indicators, or gender-based business characteristics. Such research would offer a broader perspective on MSME empowerment strategies in diverse contexts.

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