



IMPLEMENTATION OF SERVICE BASED BUSINESS MODEL APPLICATION IN TOBACCO PRODUCTS INDUSTRIAL AREA MANAGEMENT IN SUMENEP REGENCY

Hairul Rahman¹

Universitas KH. Bahaudin Mudhary Madura, Sumenep, Indonesia
hairul@unibamadura.ac.id

Siti Sa'adah²

Universitas KH. Bahaudin Mudhary Madura, Sumenep, Indonesia
siti@unibamadura.ac.id

Dewi Bela Safitri³

Universitas KH. Bahaudin Mudhary Madura, Sumenep, Indonesia
dewibela.ac-student@unibamadura.ac.id

Abstract

The main problem in this study is the effectiveness of implementing the Service-Based Business Model (MBBL) in KIHT management in Sumenep Regency. The successful implementation of this model is expected to maximize the performance of KIHT management by KIHT organizers, considering that the purpose of KIHT development is to improve excise supervision (reducing the circulation of non-excise cigarettes) and improve the regional economy. This study uses a qualitative method with data collection techniques through (1) Focus Group Discussions (FGD), (2) observation, and (3) interviews with Cigarette Entrepreneurs (PR) to be able to adjust the services needed in MBBL. Based on observations that have been made using the three research methods mentioned, the Service-Based Business Model (MBBL) in KIHT management in Sumenep Regency, KIHT organizers must provide basic services through the formation of four divisions, namely: (1) Finance and Risk Management Division, (2) HR and Personnel Division, (3) Operational and Service Development Division, and (4) Development Division (Building & Property Management).

Keywords: Service Based Business Model, Tobacco Products Industrial Area, FGD, Institutional Economics

INTRODUCTION

As one of the districts with the largest natural resource potential (Tobacco) with the best quality on Madura Island in particular and in East Java Province in general. The growth of the tobacco industry sector in Sumenep Regency in the last two years has increased quite rapidly, based on UU No 39 Tahun 2007 concerning Excise, tobacco industry products (Cigarettes) are included in the type of goods subject to excise because the amount of circulation needs to be controlled.

One of the efforts that the Sumenep Regency Government has made is the planning and implementation of the development of the Tobacco Industry Area (KIHT) which is expected to provide many benefits and advantages from the economic sector of the community, the formation of new institutions in the community, and facilitate the regional government in fostering and coordinating in the industrial area. Things that need to be anticipated in implementing KIHT management by the organizer include monitoring and evaluation activities by the appointed authorities.

As an area for concentrating industrial activities, the Tobacco Industry Area (KIHT) is equipped with various supporting facilities for the tobacco industry. The Tobacco Industry Area (KIHT) is managed by the organizer of the Tobacco Factory Agglomeration appointed based on the Decree of the Regent of Sumenep. The organizer is a legal entity in Indonesia that manages the Tobacco Industrial Zone (KIHT). Referring to the Regulation of the Minister of Finance PMK No 21 Tahun 2020 concerning the Tobacco Industrial Zone (KIHT), the establishment of the Tobacco Industrial Zone (KIHT) is intended to improve supervision and services in the field of excise and the regional economy.

The Tobacco Industrial Zone (KIHT) itself is intended for factory entrepreneurs with small and medium industrial scales. The definition of small and medium industries in this policy refers to the provisions issued by the minister who organizes government affairs in the industrial sector. The development of the Tobacco Industrial Zone (KIHT) is one way that will provide stimulation to improve the investment climate and the development of the business world which will lead to the development of the regional economy. The existence of the Industrial Zone will have a broad impact on regional economic growth through investment and increasing employment opportunities and other multiplier effects.

The development of the Tobacco Industrial Zone (KIHT) can also optimize the use of industrial land in accordance with spatial planning, and environmental management and reduce the potential for social unrest as a result of the development activities carried out. The urgency of developing industrial areas in a region is based on the fact that Indonesia's long-term development is focused on maximum economic growth by considering aspects of equitable development. To achieve this goal, one of the priority sectors to be developed is the industrial sector.

Article 20 of UU No 3 Tahun 2014 concerning industry mandates that the government needs to encourage industrial development through the development of industrial locations in the form of industrial areas. In line with this, in accordance with the mandate of Government Regulation PP No 142 Tahun 2015, every new industry established after the enactment of the regulation must be located in an industrial area. In this case, careful planning is needed and includes strategic supporting aspects of the area in the Regulation of the Peraturan Menteri Perindustrian No 35 Tahun 2010, concerning technical guidelines for industrial areas, there are 3 stages, namely the planning stage, the development stage, and the management stage as follows: (1) The planning stage consists of the preparation of a master plan, a study or location review (feasibility study or FS), an Environmental Feasibility Study or review (AMDAL) and Detailed Engineering Design (DED), (2) The development stage consists of land acquisition and physical development, and (3) The management stage consists of determining institutions, preparing the division of roles or obligations of KIHT managers in carrying out business activities. Research on the KIHT Business Model is needed for the KIHT management stage according to industrial regulations. The main problem in this study is the effectiveness of the application of the Service-Based Business Model (MBBL) in KIHT management in Sumenep.

This model is important to overcome the circulation of illegal cigarettes and increase KIHT productivity. The use of MBBL in KIHT management is still new and is an innovative step in industrial development (Mattsson & Andersson, 2019). Qualitative research will focus on observing cigarette entrepreneurs as research objects. It is expected that this research can provide a significant contribution to the development of the tobacco industry in Sumenep. MBBL is a business model that provides services to cigarette entrepreneurs in

various fields such as finance, information technology, security, and consulting (Shao et al., 2023).

REVIEW OF LITERATURE

Industry

Industry is all forms of economic activities that process raw materials and/or utilize industrial resources to produce goods that have added value or higher benefits, including industrial services (Lobo & Samaranayake, 2020).

Industrial Area

An Industrial Area is an area where industrial activities are concentrated, and equipped with supporting facilities and infrastructure developed and managed by an Industrial Area Company. The development of an Industrial Area is carried out by a business entity in the form of a legal entity established under Indonesian law and domiciled in Indonesia. The business entity as referred to in Article 6 of PP No 142 Tahun 2015, can be in the form of: a) State-Owned Enterprises or Regional-Owned Enterprises; b) Cooperatives; c) Limited Liability Companies.

The Industrial Area as referred to in Article 7 of PP No 142 Tahun 2015, is built with a land area of at least 50 (fifty) hectares in one area. Industrial Areas designated for Small and Medium Industries can be built with a land area of at least 5 (five) hectares in one area.

Excise

Excise is a state levy imposed on certain goods that have the nature or characteristics stipulated in this law. Goods declared as excisable goods as referred to in Article 2 of UU No 39 Tahun 2007, are certain goods that have the following nature or characteristics: 1) Consumption needs to be controlled; 2) Distribution needs to be monitored; 3) Use can have a negative impact on society or the environment; 4) Use requires state levies for the sake of justice and balance.

Excisable and Non-Excisable Tobacco Products

Processed tobacco products that are subject to excise are cigarettes/cigarettes as referred to in Article 5 of UU No 39 Tahun 2007, cigarettes/cigarettes are processed tobacco products made from shredded tobacco wrapped in paper by rolling, for use, without regard

to substitute materials or auxiliary materials used in its manufacture. Cigarettes consist of (1) kretek cigarettes, (2) white cigarettes, and (3) *kelembak kemenyan* cigarettes.

Clove cigarettes are cigarettes that are mixed with cloves, or parts thereof, either genuine or imitation, regardless of the amount. White cigarettes are cigarettes that are not mixed with cloves, *kelembak*, or frankincense in their manufacture. White cigarettes and clove cigarettes consist of cigarettes that are made by machines or made by other means than machines. What is meant by white cigarettes and clove cigarettes made by machine are white cigarettes and clove cigarettes whose manufacture, starting from rolling, installing filters, packaging in packages for retail sale, to attaching excise tape, is entirely or partly done by machine.

White cigarettes and clove cigarettes made by other means than machines are white cigarettes and clove cigarettes whose manufacture, starting from rolling, installing filters, packaging in packages for retail sale, to attaching excise tape, is done without using a machine. Cigarettes made from incense are cigarettes that are mixed with real or imitation incense and/or incense in their manufacture without regard to the amount. Lastly, cigars are tobacco products made from sheets of tobacco leaves, sliced or not, by rolling them in such a way with tobacco leaves, to be used, without regard to substitute materials or auxiliary materials used in their manufacture.

Processed tobacco products that are not subject to excise as referred to in Article 4, paragraph (1) of UU No 39 Tahun 2007, are sliced tobacco made from tobacco grown in Indonesia that is not packaged for retail sale or packaged for retail sale with traditional packaging materials that are commonly used, if in their manufacture they are not mixed or added with tobacco from abroad or other materials that are commonly used in the manufacture of tobacco products and/or on their packaging or the sliced tobacco is not affixed with a trademark, label, or the like.

RESEARCH METHOD

The problems to be studied by the researcher are social and dynamic problems. Therefore, the researcher chose to use a qualitative research approach method to determine how to find, collect, process, and analyze the research data. This qualitative research focuses

on the observation of Tenants (Cigarette Entrepreneurs) in the Tobacco Product Industry Area (KIHT) of Sumenep Regency. Observations were made through observation, interviews, and Focus Group Discussions (FGD). Observation is a data collection technique carried out through observation, accompanied by notes on the condition or behavior of the target object (Romadona et al., 2021). Interviews are data collection techniques carried out to obtain information in the form of oral statements about an object or event that occurred in the past, present, and future (Rahman et al., 2022).

The Focus Group Discussion (FGD) used in this study is FGD as a primary method, data comes from the exploration of social interactions that occur during the discussion process carried out by the informants involved (Marx & De Swardt, 2023). The discussion carried out concerns the interests of each stakeholder and the win-win solution desired by the stakeholders, the course of the FGD is guided by a facilitator or moderator with the speaker as the center or center of the FGD who provides material containing regulations that can be used as access and a forum to accommodate the interests of each stakeholder.

The stakeholders who attended the Focus Group Discussion (FGD) event consisted of (1) the Cooperatives, Small and Medium Enterprises, Industry and Trade Service (DKUPP) of Sumenep Regency, (2) the Regional Asset Management Agency (BPAD) of Sumenep Regency, (3) Regionally-Owned Enterprises (BUMD) of Sumenep Regency, (4) the Economic Sector of the Sumenep Regency Government, (5) the Legal Sector of the Sumenep Regency Government, (6) the Regent's Expert Staff for Legal Affairs and (7) the Team from UNIBA MADURA as the organizer of the FGD activity.

Pre-Focus Group Discussion (FGD)

According to Lam et al. (2023) before conducting the FGD, several preparations must be made by the researcher. Preparation begins by forming a team consisting of: speakers, moderators, notaries, participant liaisons, logistics providers, documentation, and others (Abuzaid & Elshami, 2024).

A speaker will act as the center of the FGD which provides material containing regulations that can be used as access and a forum to accommodate the interests of each stakeholder. The moderator will act as a trained discussion facilitator who understands the issues discussed and the research objectives to be achieved (substantive skills) and is skilled

at managing discussions (process skills). The FGD note-taker will be tasked with recording the core issues discussed and the dynamics of the group, usually assisted by a recording tool in the form of a more flexible computer or laptop.

The participant liaison has the role of someone who knows the participants, contacts them, and ensures that the participant liaison has participant participation. Logistics providers in the FGD are people who help the FGD run smoothly with the provision of transportation, rest needs, consumption, accommodation (if needed), incentives (can be money or goods and/or souvenirs), documentation tools, and so on. In the last part of the FGD team, documentation is needed, namely, someone who documents the FGD activities and documents: taking pictures, recording (audio/video), and ensuring that the documentation tools, especially the recorder, are running during and after the FGD takes place.

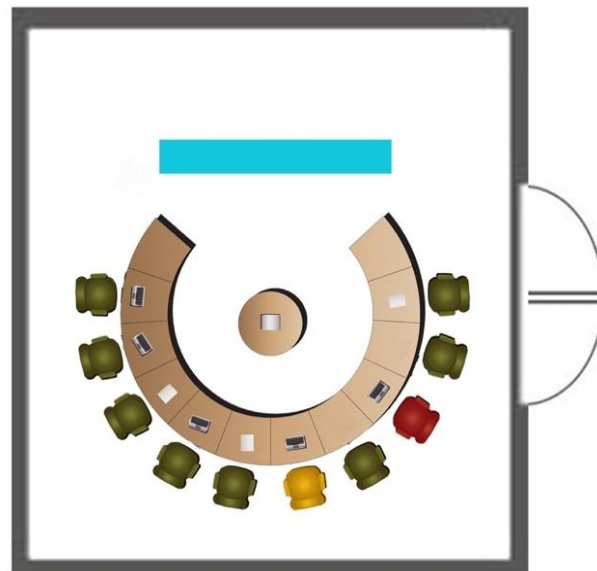


Figure 1
Discussion Room Layout, Focus Group Discussion (FGD) Activities

Next, in the pre-FGD stage, namely determining the place and time for the FGD. The arrangement of the place should consider the comfort factor of the FGD participants so that the atmosphere can be more conducive. The third stage of the Pre-FGD is logistical preparation, in the FGD, logistics are needed which can be in the form of incentives to attract the attention of discussion participants (Duboz et al., 2022).

Providing incentives is also a form of gratitude from the researcher because the FGD participants are willing to take the time and thought to express their opinions in the FGD. If necessary, from the beginning, it is stated in the invitation regarding what incentives they will receive if they come and are active in the FGD. Regarding the form and amount, of course, it is adjusted to the resources owned by the researcher. Generally, incentives can be in the form of money or souvenirs (Balasubramaniam, 2019). In this study, the researcher prepared incentives in the form of transportation money for discussion participants who attended as a form of gratitude from the researcher for the discussion participants.

The fourth stage in the pre-FGD requires determining the number of FGD participants. In FGD, the number of participants is an important factor that must be considered. According to several literatures on FGD such as Balasubramaniam (2019) and Lam et al. (2023), it is stated that the ideal number of FGD participants is 7-11 people. However, on the other hand, some statements suggest a smaller number of FGD participants, namely 4-7 people Lam et al. (2023) or 6-8 people (Balasubramaniam, 2019). In this study, the maximum number of FGD participants was set at 20 people from various stakeholders, this aims to provide interesting variations in answers and answers that will be more in-depth and objective. The next stage is the recruitment of FGD participants. The participants selected must be determined based on their homogeneity or heterogeneity. Determination of homogeneity or heterogeneity of participants is based on the initial purpose of the research (Balasubramaniam, 2019).

The last stage of Pre-FGD is compiling a list of questions. Balasubramaniam (2019) in his book entitled Focus Group Discussion states that the questions created must be in accordance with the following aspects: (i) Research objectives, (ii) The purpose of holding the FGD, (iii) The type of information to be obtained from the FGD process, (iv) Questions with simple language and clear meaning, and (v) Questions should be tested first before being used.

Implementation of Focus Group Discussion (FGD)

The success of the implementation of FGD is largely determined by the skills of the moderator. The role of the Moderator in FGD can be seen from its main activities, both those that are basic and tentative. According to Abuzaid & Elshami (2024), the roles of the

moderator include several things, namely: (i) Opening the FGD process, (ii) Asking for clarification from discussion participants, (iii) Reflecting on questions and discussion topics, (iv) Motivating discussion participants, (v) Probing (digging deeper) from existing questions, (vi) Blocking and distributing to prevent any participant from being dominant and allowing others to speak, (vii) Reframing, (viii) Refocusing, (ix) Breaking up debates, (x) Utilizing pauses, (xi) Negotiating time, and (xii) Closing the FGD. In implementing an FGD, the main key to a good discussion process is the beginning. Therefore, the role of the moderator is very important in creating a relaxed but focused discussion atmosphere.

Post Focus Group Discussion (FGD)

The final stage of the entire FGD process is data analysis and report preparation. Duboz et al. (2022), suggest that researchers listen to the FGD recordings again, make verbatim transcriptions, reread the notes made by the notetaker, look for the most dominant problems in the transcript, and finally code the transcription results according to the topic or problem being researched.

RESULTS AND DISCUSSION

The right business model related to the management of the Tobacco Industrial Area (KIHT) in Sumenep Regency is the Service-Based Business Model (MBBL). The Service-Based Business Model (MBBL) is a business model that generates income by providing services to customers Tai Angus Lai (2018). The Tobacco Industrial Area (KIHT) building management service is a type of service specifically intended for the management of buildings, facilities, and supporting infrastructure in the Tobacco Industrial Area (KIHT).

Some services that can be found in the management of KIHT buildings include Business Legality Services, Cleanliness and maintenance, Security and supervision, Maintenance and repair management, Environmental and waste management, and Facility management.

Business Legality

This service includes assistance from KIHT management or KIHT organizers to assist Tenants/PRs in obtaining legal cigarette production business legality from being illegal to legal.

Cleanliness and Maintenance

This service includes cleaning and maintaining buildings in KIHT. This includes cleaning production warehouses, cleaning offices, areas around warehouses, cleaning toilets, parking areas, and other areas. This service aims to maintain cleanliness and security in the building.

Security and Supervision

This service involves arranging the security of buildings in KIHT, including arranging security systems such as CCTV, vehicle access systems, and physical supervision. Security and supervision can also involve guarding buildings and arranging security around the industrial environment.

Maintenance and Repair

This service includes maintenance and repair of facilities in KIHT buildings. Including supporting facilities such as CCTV, roads, toilets, production warehouses, management buildings, electricity, lighting, piping, fire extinguishers, parking lots, and waste treatment facilities. The goal is to maintain smooth operations and prevent possible production disruptions.

Environmental and Waste Management

This service includes environmental and waste management at KIHT, including production waste management, chemical waste management, and other waste management in accordance with applicable regulations.

Facility Management

This service includes management of public facilities at KIHT such as space management, parking arrangements, food and beverage facilities arrangements, and management of other public facilities. The goal is to ensure sterilization of the production warehouse area, efficient use of facilities, and increase employee comfort and productivity.

KIHT Management Scheme

The management of the Tobacco Industrial Area (KIHT) begins with the appointment of the KIHT Organizer as the manager, this appointment is carried out directly by DISKOPERINDAG through a Decree (SK) with the provisions of the applicable rules

and conditions and the specified time limit, the Decree (SK) is made after the completion of all stages of the selection held.

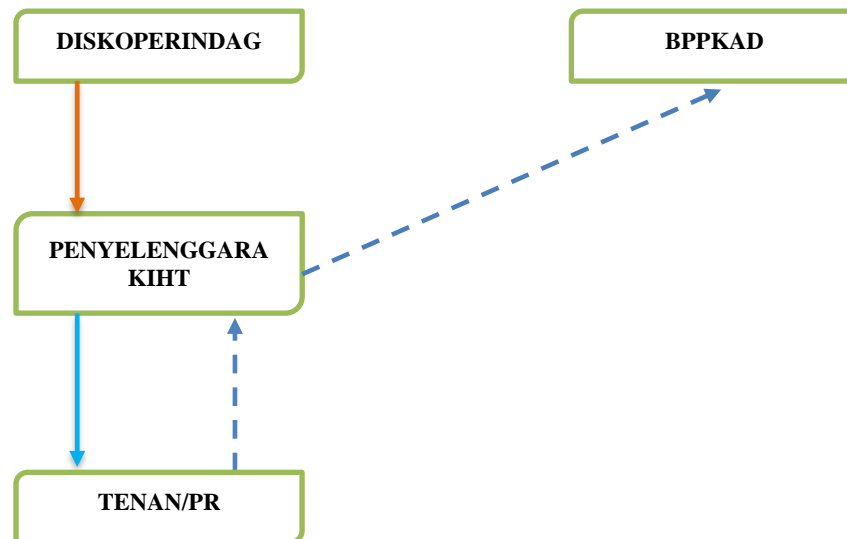


Figure 2
KIHT Management Scheme

The KIHT organizer as the manager also conducts a selection of several Tenan or Cigarette Factory (PR) entrepreneurs who wish to register as Tenan of the Tobacco Product Industrial Area (KIHT) Warehouse, then the party who passes the selection receives a Decree (SK) with the provisions of the applicable rules and conditions and the specified time limit, the Decree (SK) is made with the knowledge of the Head of the DISKOPERINDAG Service after all stages of the selection are completed. Figure 2 explains the flow of payment of KIHT building rent by Tenan to the cooperative as the manager of the KIHT building, then the cooperative as the manager who is given the right to collect rental fees pays the rental fee to the Regional Revenue, Financial Management and Asset Agency (BPPKAD), the rental fee paid will be recorded as Regional Original Income (PAD).

Organizer Management Structure

To organize KIHT management based on the initial objectives that have been set, namely improving excise supervision (reducing the circulation of non-excise cigarettes) and improving the regional economy, KIHT organizers must be able to meet the basic needs required by tenants or cigarette entrepreneurs (PR) through the provision of services to tenants.

The provision of various services by KIHT organizers has been detailed in this Service-Based Business Model (MBBL). To fulfill these services, KIHT organizers form an Organizational Structure consisting of legislative management and executive management, legislative management is referred to as the Supervisory Board, while executive management consists of the Chairperson of KIHT, Secretary of KIHT, Finance and Risk Management Manager, HR and Personnel Manager, Operational and Service Development Manager, Development Manager (Building & Property Management). Each division in KIHT executive management is led by a manager.

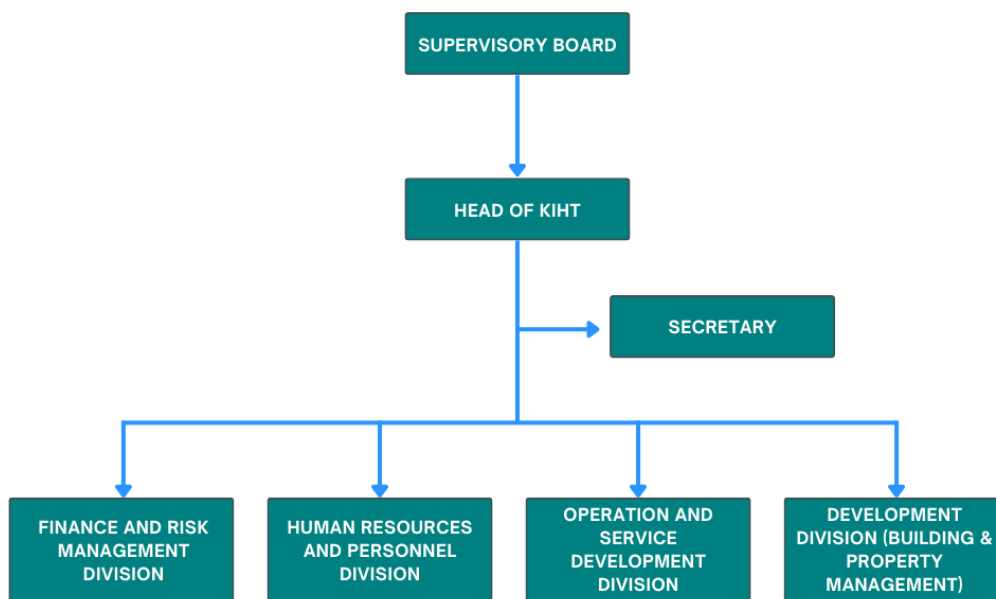


Figure 3
Organizational Structure of the Tobacco Industrial Area (KIHT) Organizer

The following are the Duties and Authorities of the KIHT Organizer organizational apparatus:

KIHT Supervisory Board

The KIHT Supervisory Board has the following duties and authorities: (1) Determine the acceptance and rejection of prospective employees and dismissal of employees in accordance with applicable provisions, (2) Request and obtain all necessary information from KIHT Executive Management and other related parties, (3) Obtain periodic reports on business developments and performance of KIHT Executive Management and other related parties, (4) Provide approval or rejection of budget plans submitted by KIHT Executive

Management, and (5) Can temporarily dismiss employees (Executive Management) or inactive by stating the reasons.

Head of KIHT

The Head of KIHT has the following duties and authorities: (1) Determining KIHT Management policies, (2) Preparing development plans, work plans, and annual budgets, (3) Holding coordination meetings (quarterly) and annual meetings, (4) Appointing and dismissing the Secretary, Treasurer and/or Manager with the approval of the Supervisory Board, (5) Appointing and dismissing workers based on laws and regulations, (6) Making KIHT Warehouse rental agreements with Tenan and approved by the Supervisor, and (7) Terminating KIHT Warehouse rental agreements for Tenan who violate cooperation rules by the Chairperson approved by the Supervisor.

KIHT Secretary

The KIHT Secretary has the following duties and authorities: (1) Carrying out secretarial duties, including correspondence and archiving, related to all KIHT activities, (2) Responsible for the preparation, administration, distribution, and storage of minutes and copies of KIHT meeting minutes, (3) Preparing meetings between Executive Management and Executive Management with Supervisors, (4) Coordinating with Managers to facilitate the implementation of KIHT management, (5) Preparing the Work Plan and Budget for Executive Management and Supervisory Management, and (6) Carrying out other duties.

Manager Finance and Risk Management

Manager Finance and Risk Management has the following duties and authorities: (1) Planning and budgeting and preparing short-term and long-term financial plans, (2) Managing cash flow, financial reporting, and financial risk management, (3) Identifying and analyzing each risk to determine the cause, impact, and possible solutions, (4) Developing and implementing appropriate risk strategies and/or controls, (5) Conducting audit risk management to ensure compliance with standards and best practices, and (6) Providing assistance to Tenan in calculating taxes and Excise reporting, as well as calculating the minimum profit that must be achieved in production.

Manager Human Resources and Personnel

Manager Human Resources and Personnel has the following duties and authorities:

(1) Planning and implementing HR needs, (2) Finding and recruiting employees, (3) Conducting employee selection and acceptance, (4) HR development and training, (5) Managing employee performance, (6) Managing employee punishment and benefits, (7) Managing industrial relations, and (7) Implementing applicable labor laws and regulations.

Operation and Service Development Manager

The Operation and Service Development Manager has the following duties and authorities: (1) Managing the movement of goods and materials required for service operations, (2) Ensuring that the services provided meet the established quality standards, (3) Ensuring that all operational activities comply with applicable regulations and standards, (4) Monitoring operational performance, identifying and resolving problems, and making continuous improvements and enhancements, (5) Conducting market research and analysis and developing new products and services that can meet customer needs and increase the company's competitiveness, and (6) Assisting Tenan in taking care of permits, business legality or document legality related to business permits.

Manager Development (Building & Property Management)

Manager Development (Building & Property Management) has the following duties and authorities: (1) Conducting market research and feasibility analysis of new construction or renovation projects, (2) Planning and budgeting construction in the KIHT area, (3) Monitoring and supervising the implementation of construction projects to ensure they are in accordance with plans and budgets, (4) Conducting inspections and testing to ensure building quality, (5) Managing rentals and ensuring compliance with rental agreements, (6) Providing documentation and reports related to construction projects and property management, (7) Establishing regulations and standards that apply in the construction and management industry.

CONCLUSION

CONCLUSION

Service-Based Business Model (MBBL) is a business model that generates revenue by providing services to customers. Some of the services that can be found in the

management of KIHT buildings include Business Legality, Cleanliness and maintenance, Security and supervision, Maintenance and repair management, Environmental and waste management, and Facility management.

KIHT organizers in carrying out KIHT management tasks have an organizational structure consisting of legislative management and executive management, legislative management is referred to as the Supervisory Board, while executive management consists of the Head of KIHT, KIHT Secretary, Manager Finance and Risk Management, Manager Human Resources and Personnel, Operation and Service Development Manager, Manager Development (Building & Property Management).

REFERENCES

- Abuzaid, M. M., & Elshami, W. (2024). Voices from the field: A qualitative exploration of sonography professionals in the United Arab Emirates through focus group discussions. *Radiography*, *30*(3), 834–839.
- Anjarsabda Wira Buana, Miftahal., Moh. Subhan ZA, Akmalur Rijal, Mohammad Toha, Sherif Juniar Aryanto. (2023). Strategi Entrepreneur KH Abdullah Mujib Hasan dalam Meningkatkan Value Santri. *Akademika*, *17*(2), 114-125. <https://doi.org/10.30736/adk.v17i2.1835>
- Balasubramaniam, V. C. (2019). Focus Group Discussions. In R. N. Subudhi & S. Mishra (Eds.), *Methodological Issues in Management Research: Advances, Challenges, and the Way Ahead* (pp. 93–108). Emerald Publishing Limited.
- Duboz, A., Mourtzouchou, A., Grosso, M., Kolarova, V., Cordera, R., Nägele, S., Alonso Raposo, M., Krause, J., Garus, A., Eisenmann, C., dell'Olio, L., Alonso, B., & Ciuffo, B. (2022). Exploring the acceptance of connected and automated vehicles: Focus group discussions with experts and non-experts in transport. *Transportation Research Part F: Traffic Psychology and Behaviour*, *89*, 200–221.
- Isbahi, M. B. (2023). Factors Influencing Purchase Behavior: Consumer Interest, Price, and Product Quality (Literature Review HRM). *Danadyaksa: Post Modern Economy Journal*, *1*(1), 18–36. <https://doi.org/10.69965/danadyaksa.v1i1.6>
- Lam, J., Aldridge, R. W., Blackburn, R., & Harron, K. (2023). Recording and analysing ethnicity in public health research: A bibliographical review and focus group discussions with young migrants and refugees in the UK. *The Lancet*, *402*, S63.
- Lobo, S., & Samaranyake, P. (2020). An innovation management assessment framework. *Benchmarking: An International Journal*, *27*(5), 1633–1656.

- Marx, J., & De Swardt, C. J. (2023). An interactive qualitative analysis of academics' views of a competency-based undergraduate qualification in risk management. *Qualitative Research in Financial Markets*, 15(3), 471–494.
- Mattsson, L.-G., & Andersson, P. (2019). Private-public interaction in public service innovation processes- business model challenges for a start-up EdTech firm. *Journal of Business & Industrial Marketing*, 34(5), 1106–1118.
- Peraturan Menteri Perindustrian No 35 Tahun 2010. (2010). In *Peraturan Menteri Perindustrian Republik Indonesia Nomor 35 Tahun 2010 Tentang Pedoman Teknis Kawasan Industri*.
- PMK No 21 Tahun 2020. (2020). In *Peraturan Menteri Keuangan Republik Indonesia Nomor 21 Tahun 2020 Tentang Kawasan Industri Hasil Tembakau*.
- PP No 142 Tahun 2015. (2015). In *Peraturan Pemerintah Republik Indonesia Nomor 142 Tahun 2015 Tentang Kawasan Industri*.
- Rahman, H., Heriqbaldi, U., & Romadona, F. B. (2022). Impact of Corruption Index to Indonesian Rubber (Hs-4001) Export. *Media Trend*, 17(1), 263–272.
- Romadona, F. B., Wibowo, W., & Rahman, H. (2021). Analysis of The Effect of Remittance on Economic Growth in Developing Countries East Asia and Pacific Region. *Media Trend*, 16(2), 162–173.
- Shao, J., Aneye, C., Kharitonova, A., & Fang, W. (2023). Essential innovation capability of producer-service enterprises towards circular business model: Motivators and barriers. *Business Strategy and the Environment*, 32(7), 4548–4567.
- Tai Angus Lai, C. (2018). Designing Service Business Models for the Internet of Things: Aspects from Manufacturing Firms. *American Journal of Management Science and Engineering*, 3(2), 7.
- UU No 3 Tahun 2014. (2014). In *Undang-Undang Republik Indonesia Nomor 3 Tahun 2014 Tentang Perindustrian*.
- UU No 39 Tahun 2007. (2007). In *Undang-Undang Republik Indonesia Nomor 39 Tahun 2007 Tentang Perubahan Atas Undang-Undang Nomor 11 Tahun 1995 Tentang Cukai*.