

**IMPLEMENTASI KEBIJAKAN PENGEMBANGAN USAHA MIKRO
DALAM MENINGKATKAN DAYA SAING UMKM KUE LAMPAM DI
DESA BERAKIT KABUPATEN BINTAN**

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ABSTRAK

Penelitian ini menganalisis implementasi kebijakan pengembangan usaha mikro dalam meningkatkan daya saing UMKM Kue Lampam di Desa Berakit, Kabupaten Bintan. Penelitian bertujuan mendeskripsikan pelaksanaan kebijakan berdasarkan enam variabel model implementasi Van Meter dan Van Horn (1975), yaitu standar dan sasaran kebijakan, sumber daya, komunikasi antarorganisasi, karakteristik agen pelaksana, disposisi pelaksana, serta kondisi lingkungan sosial, ekonomi, dan politik, sekaligus mengidentifikasi faktor pendukung dan penghambatnya. Teori daya saing Michael Porter digunakan sebagai perspektif pelengkap dalam menganalisis daya saing produk. Penelitian menggunakan metode kualitatif dengan pendekatan deskriptif. Pengumpulan data dilakukan melalui wawancara mendalam terhadap lima informan, yaitu Kepala Diskoperindag, pendamping UMKM, Sekretaris Desa Berakit, serta ketua terdahulu dan bendahara Kelompok Usaha Bersama (KUBE) Kue Lampam, yang dilengkapi dengan observasi nonpartisipan dan studi dokumentasi. Hasil penelitian menunjukkan bahwa implementasi kebijakan telah berhasil pada aspek administratif, seperti pemenuhan legalitas usaha, tetapi belum optimal pada aspek yang paling menentukan daya saing. Standar kebijakan bersifat umum dan tidak diarahkan secara khusus pada wilayah atau produk tertentu, sehingga status produk unggulan Kue Lampam belum disertai dukungan anggaran. Sumber daya dinas masih terbatas, baik dari segi jumlah maupun kompetensi teknis di bidang pangan. Komunikasi antarorganisasi berlangsung melalui banyak tingkatan birokrasi sehingga informasi mengenai program belum tersampaikan secara utuh dan merata kepada seluruh pelaku usaha. Struktur organisasi yang terbatas menyebabkan program bersifat seragam dan cenderung menjangkau UMKM yang telah mapan. Disposisi pelaksana relatif positif, tetapi belum didukung pemahaman yang mendalam terhadap karakteristik produk. Kondisi lingkungan, khususnya keterbatasan bahan baku kelapa tua, menjadi faktor penghambat utama. Penelitian ini menyimpulkan bahwa UMKM Kue Lampam mampu bertahan karena dukungan sosial dan politik di tingkat desa, tetapi sulit berkembang akibat keterbatasan bahan baku serta belum tersedianya intervensi kebijakan yang spesifik sesuai karakteristik produk.

Kata kunci: implementasi kebijakan, pengembangan usaha mikro, daya saing, UMKM, Kue Lampam

**IMPLEMENTATION OF MICROBUSINESS DEVELOPMENT POLICIES
TO ENHANCE THE COMPETITIVENESS OF LAMPAM CAKE MSMEs IN
BERAKIT VILLAGE, BINTAN REGENCY**

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ABSTRACT

This study analyzes the implementation of micro-enterprise development policy in enhancing the competitiveness of the Kue Lampam MSME in Berakit Village, Bintan Regency. The study aims to describe policy implementation based on the six variables of the Van Meter and Van Horn (1975) implementation model, namely policy standards and objectives, resources, inter-organizational communication, the characteristics of implementing agencies, the disposition of implementers, and social, economic, and political conditions, as well as to identify its supporting and inhibiting factors. Michael Porter's competitiveness theory is employed as a complementary perspective in analyzing product competitiveness. This study uses a qualitative method with a descriptive approach. Data were collected through in-depth interviews with five informants, namely the Head of Diskoperindag, an MSME facilitator, the Secretary of Berakit Village, and the former chairperson and the treasurer of the Kue Lampam Joint Business Group (KUBE), supplemented by non-participant observation and documentation study. The results show that policy implementation has succeeded in administrative aspects, such as fulfilling business legality, but has not been optimal in the aspects most decisive for competitiveness. Policy standards are general and are not specifically directed at particular regions or products, so that Kue Lampam's flagship-product status is not yet accompanied by budgetary support. The agency's resources remain limited, both in quantity and in technical competence in the food sector. Inter-organizational communication passes through many bureaucratic levels, so that information about the programs has not been conveyed fully and evenly to all business actors. The limited organizational structure results in uniform programs that tend to reach established MSMEs. The implementers' disposition is relatively positive but is not yet supported by an in-depth understanding of the product's characteristics. Environmental conditions, particularly the limited availability of mature coconuts as raw material, constitute the main inhibiting factor. This study concludes that the Kue Lampam MSME is able to survive due to social and political support at the village level, but finds it difficult to develop because of raw-material constraints and the absence of a policy intervention tailored to the product's specific characteristics.

Keywords: policy implementation, micro-enterprise development, competitiveness, MSME, Kue Lampam