

Quadruple Helix As A Business Communication Model Of Jakarta MSME Assistance

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Abstract.

Objective:

The objective of this study is to examine the implementation of the quadruple helix business communication strategy for digitizing MSMEs in Jakarta. Specifically, the study aims to assess the effectiveness of the strategy in increasing awareness and understanding of digitalization among MSME players and to evaluate its impact on the development of digital skills and capabilities. This study adopts a qualitative research method. The qualitative component involves conducting interviews with key stakeholders, including government officials, academics, business representatives, and MSME players. These interviews aim to gather insights into their perceptions and experiences regarding the quadruple helix strategy and its implementation in MSME digitalization efforts. The quadruple helix business communication strategy is a collaborative approach involving government, academics, business people, and society to achieve common goals. This strategy is particularly relevant in the context of digitizing micro, small, and medium enterprises (MSMEs) in Jakarta, as it can enhance awareness and understanding among MSME players regarding the importance of digitalization. Additionally, this strategy can help MSME players develop their digital skills and capabilities. The implementation of the quadruple helix business communication strategy in Jakarta's MSME digitalization efforts is coordinated by HIPMIKINDO, which serves as a communication hub connecting the government, academics, and MSME players. Rather than acting as an initiator, HIPMIKINDO positions itself as a collaborator among the four main stakeholders, forming a quadruple helix framework for effective communication.

Keywords: Quadruple Helix, Business Communication Model, and Jakarta MSME.

I. INTRODUCTION

Digitalization is one of the keys to increasing the competitiveness of MSMEs in the era of globalization. However, the digitalization of MSMEs also faces a number of challenges, one of which is the lack of understanding and digital skills of MSME players. In fact, digitalization is one of the important keys for MSMEs (Micro, Small and Medium Enterprises) to be able to survive and develop in the modern era. With digitalization, MSMEs can expand markets, increase efficiency and increase competitiveness. In Indonesia, the digitalization of MSMEs still faces various challenges, one of which is the lack of understanding and digital skills of MSME players. This is caused by various factors, including: the low level of digital literacy among Indonesian people, limited access to digital technology and the lack of availability of digitalization training and assistance. To overcome these challenges, an effective business communication strategy is needed. Business communication strategies can be used to increase the digital understanding and skills of MSME players, as well as increase public awareness about the importance of digitalizing MSMEs. Micro, Small and Medium Enterprises (MSMEs) are the backbone of the Indonesian economy. MSMEs contribute around 60% of Indonesia's Gross Domestic Product (GDP), and absorb around 97% of the workforce. In the current digital era, MSMEs are required to adapt to developments in digital technology. Digitalization can help MSMEs to expand markets, increase efficiency and increase competitiveness. However, the digitalization of MSMEs still faces various challenges, one of which is the lack of understanding and digital skills of MSME players. To overcome this challenge, an effective business communication strategy is needed.

One of the business communication strategy approaches that can be used to encourage the digitalization of MSMEs is the quadruple helix approach. This approach involves strategic collaboration between four parties, namely government, academics, MSME players, and HIPMIKINDO (Indonesian Micro, Small and Medium Entrepreneurs Association). By paying attention to the role of these four components, this research can provide information about the quadruple helix business communication strategy that can be used to encourage the digitalization of MSMEs and can provide recommendations for

increasing the effectiveness of the quadruple helix business communication strategy in encouraging the digitalization of MSMEs. In a historical context, there is the triple helix concept which was first developed by Etzkowitz & Leydesdorff (1995) and has been widely known for increasing innovation in small industries. Current developments show that the triple helix concept, which is a collaboration between government, entrepreneurs and academics, has been proven to be able to increase innovation in the creative industry. It is hoped that each of these roles and collaboration between government and entrepreneurs can increase creativity and innovation. The important role of innovation and creativity is the basic capital for the creative industry to be able to develop further. The triple helix concept has also been widely adopted in several countries to increase innovation in small industries. Stated by Müller et al. (2009) creative industry is an industry that operates in the field of products and services that are able to provide added value for creativity and knowledge. Unlike conventional industries, which depend on capital, raw materials and location, creative industries focus on creativity and knowledge.

For this reason, adding the role of the community to the triple helix collaboration will provide further support and positive influence for the growth and development of innovation and creativity in the creative industry. The quadruple helix concept is a development of the triple helix concept by integrating the roles of academics, entrepreneurs, government and society into creative and knowledge activities. Mulyana (2014) in his research stated that the quadruple helix concept is a solution for developing creativity, innovation and technology for the creative industry. Discussion regarding creativity and innovation performance in the creative industry with the support of the quadruple helix is still unclear and still very limited. Currently the Indonesian government is always trying to improve the quality of human resources in the creative industry so that they are more innovative, creative and proactive so that they can move in an innovation-based economy so that support from all parties is needed, namely the government together with academics, entrepreneurs and community support who are members of the quadruple helix to increasing the growth of Indonesia's creative industry. The quadruple helix terminology is an elaboration between the government which acts as a regulator and facilitator of digitalization for MSMEs. The government can issue policies and programs that support the digitalization of MSMEs, as well as provide infrastructure and access to financing. Academics act as providers of digital education and training for MSME players. Academics can develop curricula and educational programs that suit the needs of MSMEs. MSMEs are the objects of digitalization. MSME players need to be equipped with adequate digital understanding and skills so they can utilize digital technology to develop their businesses.

HIPMIKINDO acts as a communication bridge between the government, academics, MSME players and the wider community. HIPMIKINDO can educate the public about the importance of digitalizing MSMEs, as well as promoting the success of digitalizing MSMEs. For this reason, the research question can be determined: "What is the quadruple helix business communication strategy by HIPMIKINDO in digitalizing MSMEs in Jakarta?" It is hoped that this research can contribute to the understanding of the quadruple helix business communication strategy in digitalizing MSMEs. The results of this research can be used to increase the effectiveness of the quadruple helix business communication strategy, so that it can encourage the digitalization of MSMEs more effectively and efficiently. There are previous researches on the helix concept, among others: 1) "The Concept of Quadruple Helix Collaboration and Quintuple Helix Innovation as Solutions for Post Covid 19 Economic Recovery" oleh Rahma Wahdiniwati, et al (Wahdiniwati et al., 2022). The COVID-19 pandemic has had a serious impact on the health, economy, transportation, and other industrial crises. The implementation of the lockdown or PSBB has disrupted the operations of various economic sectors. The purpose of this research is to describe the concept of the Quadruple Helix collaboration and the Quintuple Helix Innovation model as part of the collaboration, innovation, and synergy initiatives between multi actors to help find solutions in an effort to recover the national economy after COVID-19 in implementing government policies. The research method used is the descriptive qualitative method using secondary data from various works of literature, such as books, articles, and home pages to access information data relevant to the Quadruple Helix collaboration concept, namely government, academia, company, and society.

The analysis technique was carried out by descriptive analysis. Based on the research results, it can be seen that the Quadruple Helix collaboration concept is a solution for national economic recovery which can refer to the structure, process, input, and output. The Quintuple Helix Innovation model views more comprehensively the importance of adaptability and the suitability of interactions with social environmental conditions in every process from the structure, the process itself, input and output along with its evaluation. 2) "Improving Regional Economy Using the Quadruple Helix Approach" oleh Sulikah, et al (Sulikah et al., 2021). The Small-Medium Scale Industries (SMIs) is the leading sector that has proven able to absorb labor which is contributed to economic development in North Maluku Region. The potential of SMIs in North Maluku has a very strong probability to develop, so be able to compete with other regions in Indonesia, especially in eastern Indonesia. Consequently, in this paper, we purposed to describe and analyze the development of SMIs in North Maluku and the roles and relationships among actors through the quadruple helix (QH) model approach. This article used literature research methods with a qualitative descriptive approach and systematic review. We found that the SMIs have increased year on year in terms of both the number of SMIs and the labor, however, it has less contribution on GDRB. The government involvement in SMIs development through QH can increase innovation and open opportunities to improving regional economy by increasing the number of SMIs, manpower, and SMIs productivity. Aspects of culture / local wisdom that develop in the community can encourage the successful implementation of collaboration.

3) "Hexa Helix: Collaboration of Quadruple Helix and Quintuple Helix Innovation as a Solution for Post-Covid-19 Economic Recovery", by Deri Firmansyah, et al (Firmansyah et al., 2022). The COVID-19 pandemic has had a serious impact on health, economy, transportation and other industrial crises. The implementation of the lockdown or PSBB clearly has an impact on the disruption of the operations of various economic sectors. This study aims to describe the concept of the Quadruple Helix collaboration and the Quintuple Helix Innovation model as part of collaboration, innovation and synergy initiatives between multi-actor to help find solutions as an effort to recover the national economy after COVID-19 in its implementation Government regulations. The qualitative descriptive method was chosen by using secondary data from various literatures such as books, articles, home pages to access information data relevant to the concept of Quadruple Helix collaboration, namely government, academics, companies and the community. The analysis technique is done by descriptive analysis. The findings show that the concept of Quadruple Helix cooperation is a national economic recovery solution that can refer to the structure, process, inputs and outputs. The Quintuple Helix Innovation model sees more comprehensively the importance of adaptability and suitability of interactions with social environmental conditions in every process starting from the structure, the process it self, inputs and outputs and their evaluation. Hexa Helix as a qualitative synthesis of QH and QHI was carried out by considering the involvement of the role of MSMEs. The novelty of this research is the point of view used. These three previous studies focused more on the management aspect, while this research focuses more on the strategic side of business communication.

II. THEORETICAL FRAMEWORK

2.1. Business Communication Theory

Business communication theory is a framework used to understand communication processes in a business context. This theory can help business people to communicate effectively with various parties, such as employees, consumers, suppliers and investors. There are various business communication theories that can be used, each with a different approach and focus. Some commonly used theories include:

- a. Transactional communication theory (Wardyaningrum & Hutomo, 2022). This theory focuses on the interaction between the sender and recipient of the message. This theory argues that communication is a process of exchanging information and meaning.
- b. Persuasive communication theory (Abas et al., 2020). This theory focuses on efforts to influence other people. This theory argues that communication can be used to change other people's attitudes, beliefs, or behavior.

- c. Organizational communication theory (Thelen & Formanchuk, 2022). This theory focuses on communication in an organizational context. This theory argues that communication is an important part of organizational effectiveness.

In its application, business communication theory can be used for various purposes, such as:

- a. Increase communication effectiveness (Rachmanta et al., 2016). Business communication theory can help business people to communicate more effectively with various parties.
- b. Increase understanding of communication (Setiawati et al., 2019). Business communication theory can help business people to understand the communication process more comprehensively.
- c. Develop a communication strategy (Akhmad, 2015). Business communication theory can help business people to develop effective communication strategies to achieve business goals.

A company uses transactional communication theory to develop an employee training program. This training program aims to increase employee understanding of how to communicate effectively with customers. A non-profit organization, for example, can use persuasive communication theory to raise funds. These organizations use various communication strategies, such as advertising and social media, to influence people to donate money (Dessy Kurniawanti & Hendrawan, 2017). A company can also use organizational communication theory to improve collaboration between departments. The company holds regular interdepartmental meetings to discuss joint projects. So, business communication theory is an important tool for business people to communicate effectively and achieve business goals. It contains a collection of concepts, assumptions and propositions that explain how communication occurs and is used in a business context. Business communication theory can be used to understand various aspects of business communication, such as internal communication, external communication, marketing communication, and interorganizational communication (Kangean & Rusdi, 2020).

2.2. Approaches in Business Communication

Business communication theories can be classified based on various approaches, such as the functional approach, transactional approach, and constructivist approach. The functional approach sees business communication as a process that has certain functions, such as information functions, persuasion functions, entertainment functions, and integration functions. The transactional approach views business communication as a process that involves the mutual exchange of information and meaning between two or more people. The constructivist approach views business communication as a process that creates a shared reality between two or more people (Srivastava, 2020).

2.3. Business Communication Patterns

Explanations of business communication patterns can be seen from several theories, including:

- a. Two-way communication theory by Wilbur Schramm (Prasetyo & Rachmawati, 2016). This theory emphasizes the importance of effective communication in business, namely communication that can produce mutual understanding between the sender and recipient of the message.
- b. Persuasive communication theory by Carl Hovland. This theory explains how communication can be used to influence the attitudes and behavior of other people (Supartha & Sintaasih, 2017).
- c. Marketing communication theory (marketing communication theory) by Philip Kotler (Putri, A. M., dan Ruliana, 2019). This theory explains how communication can be used to promote products or services to consumers. This theory studies communication used to promote products or services to consumers. This theory focuses on how communication can influence consumer perceptions about products or services, as well as how communication can encourage consumers to buy the product or service.
- d. Interorganizational communication theory by William Evan (Pranawukir, 2021). This theory explains how communication occurs and is used between two or more organizations.

2.4. Business Communication Objectives

Business communication theory is a set of concepts, principles and theories used to understand and explain communication processes in business. Business communication theory can be used to increase the effectiveness of communication in business, both within the organization and in relationships with external parties. Business communication theory can be used for various purposes, such as: understanding how communication occurs and is used in a business context, increasing the effectiveness of communication and

developing effective communication strategies (Indah et al., 2020). The application of business communication theory in the business world can provide significant benefits, such as: increasing understanding and trust between employees, consumers and other stakeholders, increasing productivity and work efficiency. Apart from that, it can increase sales and profits. Therefore, understanding business communication theory is very important for business people (Supartha & Sintaasih, 2017). Business communication theory is also related to public communication theory.

Public communication theory studies communication used to convey messages to a wide audience. This theory focuses on how communication can influence public opinion, as well as how communication can encourage social change. Patterns in public communication can occur in various business elements. Governments use organizational communication theory to develop effective communication programs to promote economic development. Companies use marketing communications theory to develop effective advertising campaigns to increase sales of their products. Non-profit organizations use public communication theory to increase public awareness of social issues. By understanding and applying business communication theory, business people can improve the effectiveness of their communications and better achieve their business goals (Abdurrahman, 2018). Business communication objectives can be grouped into two categories, namely: a) Internal objectives, namely communication objectives aimed at parties internal to the organization, such as employees, management and shareholders. b) External goals, namely communication goals aimed at parties external to the organization, such as consumers, suppliers and the government (Andriani, 2020).

2.5. Business Communication Strategy

Business communication strategy is the process of planning and implementing effective communication to achieve business goals. Business communication strategies must be carefully designed to ensure that the communications carried out can reach the right target audience and produce the desired results (Kangean & Rusdi, 2020). A business communication strategy consists of several key elements, namely: 1) communication objectives. The purpose of communication is what the communication wants to achieve. Communication goals can be informative, persuasive, or integrative. 2) Target audience. The target audience is the person or group the communication wants to reach. The target audience must be clearly identified so that the communication carried out can be effective. The target audience is the person or group aimed at by a business communication message. Target audiences can be grouped based on demographic, psychological, or behavioral characteristics. 3) Communication channels. The communication channel is HIPMIKINDO which is used to convey messages. The communication channel chosen must be appropriate to the target audience and communication objectives. 4) Communication messages. Communication messages are information that you want to convey to the target audience. Communication messages must be clear, concise and easy to understand. 5) Evaluation of communication. Communication evaluation is a process for measuring the effectiveness of communication that has been carried out. Communication evaluation is important to ensure that the communication carried out has achieved its objectives (Gordon-Isasi et al., 2021).

An effective business communication strategy must meet the following criteria:

- a. Specific, namely business communication objectives must be specific, measurable, achievable, relevant and time-limited.
- b. Relevant, namely business communication objectives must be relevant to overall business objectives.
- c. Coordinated, namely the various elements in the business communication strategy must be well coordinated.
- d. Flexible, that is, business communication strategies must be flexible and can be adapted to changing situations (Rachmanta et al., 2016).

A non-profit organization that wants to increase public support for its programs can use public communication strategies that include social media campaigns, mail campaigns, and direct campaigns. Companies can improve employee morale by using internal communications strategies that include employee meetings, recognition programs, and informal communications (Mahida et al., 2019). By developing effective business communication strategies, business people can increase the effectiveness of

their communications and better achieve their business goals. Therefore, the series of plans and actions used to achieve organizational goals must be carefully designed to ensure that business communications run effectively and efficiently (Supartha & Sintaasih, 2017).

III. METHODS

This research uses a qualitative approach with a case study research method (Fadli, 2021). Data was collected through in-depth interviews, observation and document analysis methods. Data was collected through in-depth interviews with various parties involved in digitizing Jakarta's MSMEs, namely the government, academics, MSME actors, and HIPMIKINDO. Data was also collected through direct observation at the Jakarta MSME digitalization location, namely at the KSBI (Indonesian Congregational Success Community) MSME community which has a Secretariat Office in the Jagakarsa Area, South Jakarta. The Association of Indonesian Micro, Small and Medium Entrepreneurs (HIPMIKINDO) is an organization that oversees MSMEs in Indonesia. HIPMIKINDO has an important role in encouraging the digitalization of MSMEs in Indonesia, one of which is through the quadruple helix business communication strategy. The qualitative data that has been collected needs to be analyzed to obtain research results. Qualitative data analysis can be carried out using various methods, including: inductive method, deductive method and grounded theory method (Luthfiyah, 2020).

IV. RESULTS AND DISCUSSION

In the context of digitalization of MSMEs, the quadruple helix business communication strategy can be implemented in three stages, namely:

- a. Stage 1: Education and Training. This stage aims to improve the understanding and digital skills of MSME players. Education and training can be carried out by the government, academics, or the business community (HIPMIKINDO).
- b. Stage 2: Infrastructure Support. This stage aims to provide the digital infrastructure needed by MSMEs, such as internet access, hardware and software, and technical training. Infrastructure support can be provided by the government or the business community (HIPMIKINDO).
- c. Stage 3: Establishment of a Digital Ecosystem. This stage aims to create a digital ecosystem that supports the growth of MSMEs. This digital ecosystem can include e-commerce platforms, marketplaces and digital financial institutions.

The government, in this case the Ministry of Cooperatives and MSMEs, has held free or subsidized digital education and training programs for MSME players. This program is held offline or online. Academics can also develop curricula and digital learning programs that suit the needs of MSMEs. The business community (HIPMIKINDO) can provide support and assistance to MSMEs in the digitalization process. Implementing the quadruple helix business communication strategy in digitizing MSMEs in Jakarta can increase the digital understanding and skills of MSME players, as well as provide the necessary digital infrastructure and ecosystem. In this way, Jakarta MSMEs can become more competitive and empowered in the digital era. The business communication pattern in question has formed a circle of 4 components. The government can collaborate with academics to develop MSME digitalization training programs. This training can provide the skills and abilities needed by MSMEs to use digital technology. The government and business players can work together to develop digital platforms that support MSMEs. This platform can help MSME players to market their products and services online. Academics can work together with MSMEs to develop curricula that are relevant to digitalization needs. This curriculum can help MSMEs improve their skills and abilities in using digital technology.

By implementing the quadruple helix business communication strategy, the digitalization of Jakarta MSMEs can run more effectively and efficiently. This will encourage the growth and competitiveness of MSMEs in Jakarta. The government can collaborate with academics to develop a digital education curriculum for MSMEs. The curriculum can include material on the use of digital technology for marketing, production and financial management. The government can work together with HIPMIKINDO to educate the public about the benefits of digitalizing MSMEs. This education can be carried out through various

HIPMIKINDO channels, such as television, radio, official HIPMIKINDO, and print HIPMIKINDO. The government can work together with MSME players to develop digitalization assistance programs. This program can provide guidance and support to MSMEs in implementing digital technology in their businesses. The effectiveness of the quadruple helix business communication strategy in digitizing MSMEs in Jakarta has been able to build:

- a. Strong commitment and support from all parties involved.
- b. Alignment of programs and activities of all parties involved.
- b. Regular evaluation and improvement.

With commitment, support, alignment and good evaluation, the quadruple helix business communication strategy has become the key to the success of digitalizing MSMEs in Jakarta.

Furthermore, quadruple helix business communication continues to develop in the direction of:

- a. Marketing communications strategy. Marketing communication strategies are used to promote products or services to consumers. This strategy uses various communication channels, such as advertising, publicity, and public relations. This is done in the process of mentoring MSMEs by academics.
- b. Internal communications strategy. Internal communication strategies are used to communicate with employees within the organization. This strategy is used to convey information, build motivation, and create a positive company culture. This was done between the management of the HIPMIKINDO secretariat and the KSBI (Group of Indonesian Community Success) community.
- b. Crisis communication strategy. Crisis communication strategies are used to handle crises that affect the business. This strategy is used to convey accurate and consistent information to the public, as well as manage image. This is done by all components involved in quadruple helix business communications.

4.1. Quadruple Helix Business Communication Strategy by HIPMIKINDO in Digitalizing MSMEs in Jakarta

The Association of Indonesian Micro, Small and Medium Entrepreneurs (HIPMIKINDO) is an organization that oversees MSMEs in Indonesia. HIPMIKINDO has an important role in encouraging the digitalization of MSMEs in Indonesia, one of which is through the quadruple helix business communication strategy. Quadruple helix is an approach that involves strategic collaboration between four parties, namely the government, academics, MSME players, and HIPMIKINDO. This approach can be used to achieve common goals that are difficult for one party to achieve alone. In the context of digitalization of MSMEs, the quadruple helix approach can be used to increase the effectiveness of communication and collaboration between the various parties involved. This can encourage the transfer of knowledge and technology, as well as increase public awareness about the importance of digitalizing MSMEs.

For those, HIPMIKINDO implements a quadruple helix business communication strategy through various programs and activities, including:

- a. Collaboration with the government. HIPMIKINDO collaborates with the government to develop policies and programs that support the digitalization of MSMEs. HIPMIKINDO is also involved in socializing and disseminating these policies and programs to MSME players.
- b. Collaboration with academics. HIPMIKINDO collaborates with academics to develop digital education curricula and programs for MSMEs. HIPMIKINDO is also involved in providing digital training and mentoring for MSME players.
- c. Collaboration with MSME actors. HIPMIKINDO collaborates with MSME players to develop digital platforms and applications that support MSMEs. HIPMIKINDO is also involved in advocacy and solving problems faced by MSMEs in digitalization.
- d. Digital campaign. HIPMIKINDO is carrying out a digital campaign to educate the public about the benefits of digitalizing MSMEs. This campaign was carried out to increase public awareness about the importance of digitalizing MSMEs.
- e. MSME Assistance. By partnering with BNSP (National Professional Certification Agency), Hipmikindo has provided assistance to MSMEs to implement digital technology in their businesses. This assistance is carried out to help MSME players overcome challenges in implementing digital technology.

4.2. The Effectiveness of Quadruple Helix Business Communication Strategy

HIPMIKINDO's quadruple helix business communication strategy has demonstrated its effectiveness in encouraging the digitalization of Jakarta's MSMEs. This can be seen from the increasing understanding and digital skills of MSME players, as well as the increasing number of MSMEs utilizing digital technology. HIPMIKINDO's quadruple helix business communication strategy has also succeeded in increasing the understanding and digital skills of MSME players in Jakarta. The results of this research show that MSME actors who took part in the digital training program by HIPMIKINDO have better digital understanding and skills than MSME actors who did not take part in the training. Meanwhile, HIPMIKINDO's quadruple helix business communication strategy has also succeeded in increasing the number of MSMEs that utilize digital technology. Based on data from the Ministry of Cooperatives and SMEs, the number of MSMEs using HIPMIKINDO social to market their products increased from 32.5 million in 2020 to 35.6 million in 2021. This increase cannot be separated from HIPMIKINDO's role in educating MSME players about the importance of utilizing technology (Misnan & Barizki, 2021).

V. CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusion

The quadruple helix business communication strategy is a business communication strategy that involves four main components, namely government, academics, business people and society. This strategy aims to achieve common goals through collaboration and mutual benefit. In the context of digitizing MSMEs in Jakarta, the quadruple helix business communication strategy can be applied to increase awareness and understanding of MSME players about the importance of digitalization. Apart from that, this strategy can also help MSME players to develop their skills and abilities in using digital technology. The business communication strategy is planned and implemented by HIPMIKINDO which acts as a communication node between the government, academics and MSME players. However, HIPMIKINDO does not position itself as the initiator, but rather positions itself in four parallel poles that collaborate with each other, so that the business communication strategy used can be called a quadruple helix.

Several important elements that are of concern in implementing quadruple helix communication in digitizing MSMEs in Jakarta are as follows:

- a. Clear and effective communication. Clear and effective communication is the key to the success of a quadruple helix business communication strategy. The government, academics, business people and society can have the same understanding of the goals and objectives of digitalizing MSMEs.
- b. Close collaboration. Close collaboration between the four main components of a quadruple helix business communication strategy is essential to achieving common goals. The government, academics, business people and society can work closely together to develop and implement MSME digitalization programs.
- c. Effective outcome measurement. Effective results measurement is important to ensure that the quadruple helix business communications strategy is on track. The results measured include changes in behavior and attitudes of MSME actors towards digitalization.

5.2. Suggestion

- a. The needs to be close coordination and cooperation between the four stakeholders. Good coordination and cooperation will facilitate the process of planning, implementing and evaluating business communication strategies.
- b. The needs to be a deep understanding of the needs and challenges of MSMEs. A deep understanding will help in developing effective business communication strategies.
- b. The needs to be regular evaluation and feedback. Evaluation and feedback will help in improving business communication strategies to make them more effective.

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