
STAKEHOLDER ENGAGEMENT ANALYSIS OF ONE VILLAGE ONE PRODUCT (OVOP) MOVEMENT IN ACEH, INDONESIA

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Abstract: *This study aims to investigate and analyse the challenges of stakeholder engagement in establishing the centre (or Sentra in the local language) of OVOP Banda Aceh. This study employs 26 key stakeholders of OVOP Banda Aceh and utilises an online survey to obtain stakeholders' perspective towards the 14 variables related to the challenges of stakeholder engagement. This study reveals that the 14 variables considered not occur during the establishment of Sentra OVOP. However, the key stakeholders highlighted 4 considerations for improvement related to government support, funds scheme support, program sustainability, and stakeholder engagement approach. Since OVOP Banda Aceh is a government initiative, this study recommends to clearly defined the concept and stakeholders' role early at the program initiation stage. Thus, minimise the risk in project communication while achieving the project goals.*

Keywords: *One Village One Product (OVOP), Sentra OVOP, stakeholder engagement, stakeholder group, key stakeholders*

Introduction

Fostering regional economic activities through community development program has become an interesting topic in many developing countries. Generally, the programs are initiated by the government in coordination with regional officer, third party institutions (i.e. university, local or national private organizations), and the community itself. The objective is to promote local entrepreneurship and improve community's welfare, thus allowing the country to contribute to poverty alleviation.

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The most well-known economic-based community development program among developing countries is One Village One Product (OVOP) movement. The movement was first introduced by the former governor of Oita Prefecture in Japan namely Mr. Morihiko Hiramatsu with the intention to reduce a number of young people in the area to migrate to major cities for work by establishing and developing the local SMEs (Murayama & Son, 2012). The movement was designed to stimulate economic growth in rural areas (particularly Japanese mountainous rural areas) by supporting residents in enhancing the value of their local products, tourism, and culture thus contribute to establish employment opportunity (Ueda, 2012).

Japan's model of OVOP subsequently spread throughout Asia, Africa and America with the intention to reduce poverty and wage gaps by revitalizing regional economy (Kurokawa, 2012). The movement is adopted and adapted into each country's own models which allow them to develop and implement the movement based on the government structure and policy, social and economic situation, resources and capabilities. Kurokawa et al. (2010) highlighted that OVOP in developing countries is different concerning fundamental objective, initiator, actors other than the initiator and OVOP groups, qualification for participation, technical assistance, financing, and marketing. Another difference is the emphasize on economic instead of social aspect, hence social purposes such as women empowerment and equality for disabled people to improve living quality have received less attention (Kurokawa et al., 2010).

Following the establishment of OVOP in several countries including Indonesia, the movement provides not only positive results but also challenging situation. due to its diversity, OVOP experiences a common challenge which in common to be a lack of know-how collaborative work within stakeholders to obtain comprehensive information towards available resources and services to support local resource limitation (Aizono, 2012; Kurokawa et al., 2010). This circumstance emphasizes the importance of stakeholder engagement to convey key initiatives from national level (government) to local people. Specifically in Banda Aceh, ce through OVOP Banda Aceh Progress Report (2017) stated that the implementation of OVOP was challenging due to no uniformity of perceptions and definitions towards important variables contained in OVOP. To further discuss the implementation of OVOP in Indonesia and the challenges that had occurred, an investigation study has been undertaken in OVOP Banda Aceh, to include discussions about stakeholder engagement practices in establishing the centre of OVOP in the selected villages.

Literature Overview

Initial OVOP movement in Japan

One Village One Product (OVOP) movement is one of regional development projects that was originally established in Oita Prefecture Japan in 1979. The movement was introduced by Mr. Morihiko Hiramatsu, the former governor of the prefecture, to solve social problems within the area. Mr. Hiramatsu intended to reduce a number of young people in the area to migrate to major cities for work by establishing and developing the local SMEs (Murayama & Son, 2012). The movement embedded three core principles

into its activities. First principle is “Think Globally, Act Locally”; refers to utilising local resources and develop unique products/services (Ueda, 2012) which should be appealed globally and reflects the local culture (Mukai & Fujikura, 2015). The second one is self-reliance and creativity; refers to products/services which describe basic characteristics of entrepreneurship (Ueda, 2012). And the last one is human resource development; refers to community’s obligation to enhance their skills and knowledge in order to improve their business activity, to cope with the changing market environment (Ueda, 2012), and allow both local leader and participants to overcome problems (Mukai & Fujikura, 2015).

Japan’s model of OVOP shows that OVOP concept to improve regional revitalization could be done as simple as producing regional products which linked to outstanding ideas (Murayama & Son, 2012). The concept focuses more on social values instead of economics one, hence prevents the community to be individualist, creates powerful motivation, as well as encourages village community to keep staying in their village (The Ministry of Cooperatives and SME Republic of Indonesia, 2014). The concept of combining a simple method with outstanding ideas creates a unique characteristic of OVOP, making it sustained and possible to be expanded and adopted by other countries (Murayama & Son, 2012).

The Development of OVOP Movement in Indonesia

The OVOP movement has attracted several countries to adopt and adapt the movement, particularly developing countries. However, the implementation was adjusted in accordance to government structure, current economic situation, capabilities and resources available in the country. Kurokawa et al. (2010) highlighted that OVOP in developing countries is different concerning fundamental objective, initiator, actors other than the initiator and OVOP groups, qualification for participation, technical assistance, financing, and marketing. Another difference is the emphasize on economic instead of social aspect, hence social purposes such as women empowerment and equality for disabled people to improve living quality have received less attention (Kurokawa et al., 2010).

Indonesia began to implement OVOP movement in 2007 following a Presidential Decree (No. 5/2008) regarding “Focus of Economic Program 2008-2009.” Directorate General of Small and Medium Industry the Ministry of Industry Republic of Indonesia defines OVOP Indonesia as SMEs/industries which have consistent partnership with state-own institution and gaining sustainable assistance from the government. To undertake OVOP Indonesia into regional level, the Minister of Industry Republic of Indonesia translated the presidential decree into Ministerial Decree (No. 78/M-IND/PER/9/2007) regarding “Enhancement of Effectiveness in Development of Small and Medium Industry (IKM) through OVOP Approach”. Therefore, almost every province (region) in Indonesia, particularly rural areas, has established the movement and gained government support for the implementation. The overall objectives of OVOP Indonesia are to (Wardoyo, 2016):

1. Develop local products as main commodities that are potential for local and international market,
2. Develop and enhance quality and added value of products, thus local SMEs/industries have capability to compete with imported products in and out of the country, and
3. Increase the income of local people.

Several key successes have been highlighted from the implementation of OVOP Indonesia, which comprise of strong commitment from central and local governments, collaboration between institutions (such as universities and government agencies), large markets share (both domestic and international), adequate number of local resources (raw material) and human resources, growth of information technology, and promising economic growth (Ministry of Cooperatives and SME Republic of Indonesia, 2014).

OVOP and Stakeholder Engagement

The OVOP movement involves a number of stakeholders in its activities. These stakeholders rely a-great-deal on partnership in delivering the movement (Claymone & Jaiborisudhi, 2011). Li (2007) stated that stakeholders are any individuals or groups which can affect and or affected by the objectives, performances, and achievements of organizations and/projects. Stakeholders may lead their perspectives and power to be a threat or opportunity (Gibson, 2000) and affected any activities within an organization and/project positively or negatively (Eyiah-Botwe et al., 2016). Bourne (2006) stated that understanding the needs and concern of each stakeholder about particular activity (project) and its success criteria is essential in creating successful (project) relationships. Therefore, the application of stakeholder engagement is required to allow organizations to develop and maintain ongoing relationships as well as to provide early warning systems to recognize possibly existing issue among stakeholders which might interfere the organizations (Bourne, 2006).

In OVOP (Oita) Japan, a number of OVOP stakeholders made use of dialogues and networking, and local leadership formation (through after work school) to promote OVOP through culture, sport and tourism (Claymone & Jaiborisudhi, 2011). Both government and community worked collaboratively in carrying out the movement thus, created a community-government relationship and a synergy between their efforts in the movement. Community built sense of ownership to the movement by discovering local resources, producing marketable products and selling them through market channels, adding value to local products, sharing and utilizing OVOP knowledge for regional vitalization. Whilst, government assisted community in overall OVOP implementation by providing incentive and developing markets, promoting OVOP systemization, providing funds for technology development, and encourage sustainable human resource development (Murayama & Son, 2012). The synergy in this relationship reflected the existence of stakeholder engagement in Japan's.

OVOP Thailand also shows the existence of stakeholder engagement in the movement, where in stakeholder engagement provides significant relation to OVOP principles.

OVOP Thailand promotes the core principle of self-reliance and creativity through community's ability, commitment and collaborative work to build knowledge based on real-world experiences (Denpaiboon, 2012). Furthermore, in Banda Aceh (Indonesia), OVOP movement established the key stakeholder group and stated their roles (Table 1) in the OVOP Technical Guidance Book which was published by The Ministry of Industry of The Republic of Indonesia. The book highlights that each stakeholders need to divide clear role and initiative collaborative commitment and activities amongst stakeholders to strengthen nation's SMEs/industries by forming Sentra OVOP (OVOP Technical Guidance Book, 2012).

Methodology

Data Collection

This study involves key stakeholders of OVOP Banda Aceh as shown in Table 1. The key stakeholders undertake value addition to the movement and their involvement in the study provides a range of perspectives to achieve the purpose of the study. To obtain stakeholders' perspectives on the challenges of stakeholder engagement, the study uses an online survey which consists of 14 variables (Table 2) which were collected from the literatures and previous studies about community-based development projects/programs which have similar nature with OVOP movement. Technically, the survey employs the Likert scale of 5 level (strongly disagree to strongly agree) to assist respondents in providing their respond. Respondents have to respond all variables in the survey and are suggested to respond a "neutral" answer (level 3) in case of unsure responding.

Table 1: Key Stakeholder Groups

No.	Stakeholders	Roles	
1	City Government of Banda Aceh	<ol style="list-style-type: none"> 1. Major Office of Banda Aceh 2. Department of Manpower and Industry 3. City Development and Planning Agency 4. Department of Cooperatives SMEs and Trade 5. Department of Food Crop, Agriculture, Marine, and Fishery 6. Department of Tourism 7. Department of Village Community Empowerment 	Provides a range of perspectives on how OVOP movement is implemented following the central government's (Government of Indonesia) policy and regulation, convey key message of the movement, and provides supports to the entire activities within the movement
2	Task force team (CCiS)	Management staff of CCiS, to include academicians and researchers of the university	Provides a range of perspectives on how the group assists government in implementing the OVOP movement

No.	Stakeholders	Roles
3	Beneficiary	Provides a range of perspectives on how community engagement has been undertaken within the movement thus contribute to effective program implementation
	1. Community of Sentra Coffee Powder	
	2. Community of Sentra Processed Fish Product	
	3. Community of Sentra Embroidery	

Table 2: Challenges in Stakeholder Engagement based on Literature

No.	Challenges
1	A lack of and/ineffective stakeholder involvement (particularly community as the beneficiaries) prior to OVOP initiation and implementation, in which important to understand and create same perception concerning project success criteria.
2	Low stakeholder coordination in delivering information related to the availability of resources and services that can support local resources limitation (i.e. subject matter experts, internet access, adequate infrastructure, etc.).
3	A lack of know-how collaborative work within stakeholders concerning OVOP support systems.
4	Low stakeholder encouragement towards active participation of women group (i.e. single parent women, widowed, divorced women) and vulnerable people (i.e. people with disability, unemployed, low income family) in OVOP.
5	Low quality and values of stakeholder participation upon OVOP deliverables.
6	Low effort to point out the differences between work methods and willingness to work collaboratively.
7	Low stakeholder coordination in making sure that information of each OVOP criteria is comprehensive and consistent.
8	Imbalance between OVOP fundamental objectives with stakeholders' interests.
9	A lack of transparency and accountability in decision making activities made by stakeholders.
10	Low informal skills in dealing with multiple stakeholders' and their interests effectively.
11	Difficulties in implementing good project governance which provides clarity of responsibility, accountability, lines of communication, and decision making.
12	A lack of effort in developing and sustaining good working relationships amongst stakeholders, particularly in designing and delivering the right solutions.
13	Difficulties in embedding the sense of program ownership and its outcomes into stakeholders mind, particularly to the community as the beneficiaries.
14	A lack of effective stakeholder management method which applied to incorporate stakeholders' view of OVOP and the impact on stakeholders' everyday lives.

Data Analysis

This study uses literature review based analysis which aims to reflect other countries' experiences in delivering OVOP movement, particularly on stakeholder engagement activities in a form of involvement, participation, contribution, and consultation. The

analysis also looks at the application of stakeholder engagement in community-based development projects/programs which have similar nature with OVOP movement. In addition, this study applies a case study method to investigate the challenges of stakeholder engagement in OVOP Banda Aceh. The intention of conducting the case study in Banda Aceh is motivated by the fact that the city is the first local government within Aceh Province which implemented the OVOP movement, thus contribute to document the experience of OVOP Banda Aceh during its implementation.

Results and Discussion

The online survey were distributed to 30 respondents however, only 26 responded. The other 4 respondents couldn't make their time due to tight schedule and work commitment. Early in this study, there are 14 challenges of stakeholder engagement (refers Table 2) that have been identified through the literature review of other countries' experience while implementing the OVOP movement, and also from the literature review of the application of stakeholder engagement in community-based development projects in general.

However, the survey shows that the average respondents' responded disagree with the 12 challenges and neutral to 2 challenges, meaning that the challenges obtained from the literature review were considered not exist in OVOP Banda Aceh, particularly for the activity of establishing Sentra OVOP. Based on the survey, the study obtained a set of rating for stakeholder engagement challenges as shown in Table 3. The mean value represents the average value of the statement of challenge that the respondents select on the survey. The rating shows that the most challenging activity in delivering the program is the difficulties in embedding the sense of program ownership and its outcomes into stakeholders mind, particularly to the community as the beneficiaries. While, the least challenging activity is low stakeholders encouragement towards active participation of women group (i.e. single parent women, widowed, divorced women) and vulnerable people (i.e. people with disability, unemployed, low income family) in OVOP.

Table 3: Report Summary of Stakeholder Engagement Analysis

Statements of challenges	Mean value	Rating
Difficulties in embedding the sense of program ownership and its outcomes into stakeholders mind, particularly to the community as the beneficiaries.	3.27	1
Imbalance between OVOP fundamental objectives with stakeholders' interests.	3.08	2
A lack of and/ineffective stakeholders involvement (particularly community as the beneficiaries) prior to OVOP initiation and implementation, in which important to understand and create same perception concerning project success criteria.	2.92	3
A lack of effective stakeholder management method which applied to incorporate stakeholders' view of OVOP and the impact on stakeholders' everyday lives.	2.88	4

Statements of challenges	Mean value	Rating
Difficulties in implementing good project governance which provides clarity of responsibility, accountability, lines of communication, and decision making.	2.88	5
A lack of know-how collaborative work within stakeholders concerning OVOP support systems.	2.85	6
Low stakeholder coordination in making sure that information of each OVOP criteria is comprehensive and consistent.	2.77	7
A lack of effort in developing and sustaining good working relationships amongst stakeholders, particularly in designing and delivering the right solutions.	2.77	8
Low informal skills in dealing with multiple stakeholders' and their interests effectively.	2.77	9
Low stakeholder coordination in delivering information related to the availability of resources and services that can support local resources limitation (i.e. subject matter experts, internet access, adequate infrastructure, etc.).	2.69	10
Low quality and values of stakeholder participation upon OVOP deliverables.	2.65	11
A lack of transparency and accountability in decision making activities made by stakeholders.	2.58	12
Low effort to point out the differences between work methods and willingness to work collaboratively.	2.54	13
Low stakeholders encouragement towards active participation of women group (i.e. single parent women, widowed, divorced women) and vulnerable people (i.e. people with disability, unemployed, low income family) in OVOP.	2.19	14

Moreover, based on the survey, this study generates a list of information about existing challenges of stakeholder engagement in OVOP Banda Aceh and categorized it into 4 aspects as shown in Table 4.

Table 4: The Category of Stakeholder Engagement Challenges

No.	Category	Statements
1	Government support	a. Requires more preparation and additional knowledge of OVOP implementation OVOP before the program started.
		b. Requires more support on regulation to allow government official to perform their tasks and deliver OVOP activities accordingly.
		c. Lack of production house to support packaging for SMEs/industries products.
		d. Lack of expert team, time, communication, and action in the field.
2	Fund scheme support	a. Limited budget to develop and support the activities within OVOP.

No.	Category	Statements
		b. SMEs/industries require fund support to continue developing their product.
3	Program sustainability	a. No sustainability in the Sentra OVOP to continuously develop OVOP activities independently.
4	Engagement approach	a. Lack of coordination and participation from village's officials in supporting SMEs/ industries activities within OVOP.
		b. Requires a better coordination between related departments within the city government of Banda Aceh structure
		c. Lack of government's involvement in OVOP.
		d. Low awareness from SMEs/industries to involve in the OVOP movement.
		e. Not all stakeholders involving in OVOP movement provide their support for OVOP activities.
		f. Stakeholders are required to unify their objective and have common purposes in delivering OVOP.

The discussion of the results is given through answering the study objectives as follows:

Objective 1: Identify The challenges of Stakeholder Engagement

The survey revealed that the average respondents' responded disagree to 12 challenges variables and neutral to 2 challenges variables, in which defines that the challenges obtained from the literature and previous studies were considered not exist during the activity of establishing Sentra OVOP Banda Aceh. Even though key stakeholders mentioned about lack of engagement approach, such as stakeholders' participation, coordination and involvement, key stakeholders focused more on challenges related to government support, fund scheme support and program sustainability.

Objective 2: Identify a Better Approach

Overall, the way to address the challenges within stakeholders are interrelated. Through strengthening stakeholders engagement, stakeholders could create positive communication and relationship thus enable SMEs to obtain adequate government support and funds scheme support, as well as improve and maintain on-going activities as well as minimize the risk of failure.

Based on the challenges highlighted by the key stakeholders in objective 1, this study identifies the following approaches which also refer to literatures and previous studies.

1. Local government needs to state particular supports provided, clearly and early in the OVOP implementation, thus avoid misunderstanding to deliver OVOP objectives. Key stakeholders have to be aware that government role in providing adequate and continuous supports is critical to obtain program achievement (Okura, 2007) and to maintain sustainability of the movement for local revitalization

(Matsui, 2012). Government needs to socialize the program widely to obtain more SMEs to join and state their superior products. As Borbolla-Albores & Reyes-Mercado (2022) mentioned that the more socialized SMEs are, the more resilient they appear, while the less socially oriented SMEs are, less resilient and more resistant to adaptation.

2. Key stakeholders considered that fund scheme support from the government for OVOP activities is limited and rigid, which then affected the overall implementation of OVOP, including program continuity. To deal with this circumstance, OVOP Banda Aceh may adopt initiative from OVOP Japan, where in local community obtained funds scheme from local banks and cooperatives. To support local SMEs to be eligible to obtain the bank's loan, the government has to provide technical and sales skills (Hiramatsu, 2007 in Kurokawa, 2012), thus allowing the SMEs to strengthen both their products and management.
3. To overcome the challenges in program sustainability, the key stakeholders could refer to OVOP principle of self-reliance and creativity. Stakeholders could initiate local networking events which allow them to exchange information, experiences and ideas (Claymore & Warenil, 2012; Matsui, 2012) thus improve activities in the Sentra. Also, the networking events will enable SMEs learn about various aspects of doing business such as processing, book-keeping, costing, marketing (Ueda, 2012). Marketing is one of mediating factors of SMEs' abilities to respond to market' needs, explore product innovation, and increase market competitiveness (Hanfan, 2021).
4. Promotes strong commitment and positive communication to deliver OVOP activities would overcome low existing stakeholder engagement approach. As stated by Bourne (2016) that having positive communication and relationship could motivate stakeholders to contribute, participate and involve because they have to and have willingness to do it

Objective 3. Recommendations for Future OVOP Activities within the Region

Based on the findings, this study develops recommendations for future OVOP activities as well as to maintain on-going activities in the Sentra OVOP Banda Aceh. The recommendations are:

1. Ensuring that every stakeholder has sufficient understanding and knowledge of OVOP concept early in the OVOP initiation. OVOP is unique considering its characteristic which allow SMEs to gain government support yet independent in developing ideas to improve their business. Key stakeholders have to treat OVOP differently with other social movement or community-based development programs.
2. Clearly defined the role of government in the movement. Key stakeholders have to understand the OVOP principles particularly the self-reliance and creativity, and human resource development. Minimize government intervention in the program implementation would enable community to build "sense of ownership" to improve their business. Community act as the main actor to deliver ideas and ways to

develop their resources, while government provides necessary supports required by the community.

3. Develop a stakeholder engagement strategy. A strategy needs ability, expertise, resources, and commitment to be executed properly. Having an engagement strategy in place will assist key stakeholders to act strategically thus minimize failure and inconsistency action which not align with the strategy. Engagement strategy also needs commitment to motivate stakeholders to have willingness to act strategically. Stakeholder group is suggested to avoid higher managerial ownership which most likely cause detrimental effect on program values due to misuse of corporate resources for managerial personal benefits (Suriawinata & Nurmawati, 2022).

Findings of this study reveal that the challenges encountered by stakeholders' groups in OVOP Banda Aceh are different with other countries' experiences. The stakeholders' groups, who are the respondents of this study, highlighted that the challenges of stakeholder engagement in establishing OVOP activities and/Sentra in OVOP Banda Aceh are not only about stakeholder engagement approach but also related to government support, funds support and program continuity. Respondents highlight that these three challenges are interrelated each other. At this point, the perspective of stakeholders' groups aligns with the statement of Matsui (2012) that government supports along with local community management will assist the sustainability of local community development.

Conclusions

Essentially, OVOP movement holds undeniable great potential for government and local community in generating employment in a vibrant local economy amidst the globalization. This study briefly cover the implementation of OVOP movement world widely and collect information on how the application of stakeholder engagement existed in the movement. Further, the study investigate whether OVOP Banda Aceh experienced the same situation with other countries in delivering OVOP movement.

Given the circumstance that every project (or program) is unique, and so do the implementation of OVOP movement in Banda Aceh, this study reveals a gap between OVOP Banda Aceh and other countries' experiences while implementing the movement, particularly in establishing the Sentra OVOP. Key stakeholders of OVOP Banda Aceh focus more on government support, fund scheme support and program sustainability while still mention about low stakeholder engagement approach. Therefore, this study recommends OVOP Banda Aceh to refer back to OVOP principles to overcome the challenges of stakeholder engagement. Also important for key stakeholders to be aware of their role in the movement and occupied sufficient understanding towards the concept of OVOP movement.

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