

Review Of Entrepreneurial Literacy For Optimizing MSME Business Strategy In The Religious Tourism Area Of Sunan Ampel Tomb Surabaya

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Abstract. *In this era of globalization, business challenges are increasingly complex along with technological developments and global market access. Entrepreneurial literacy is the main key in dealing with this dynamic, where a good understanding of business strategy is essential for business continuity. Religious tourism areas such as the Tomb of Sunan Ampel Surabaya have great potential as tourist destinations and centers of community economic activity. However, MSMEs in the region are faced with various challenges, such as intense competition, lack of entrepreneurial literacy, and lack of effective business strategy implementation. Ideally, MSMEs in the region should have a high level of entrepreneurial literacy and be able to optimize their business strategies to increase competitiveness and local economic contribution. This study aims to investigate business strategies that can be applied by MSMEs in the religious tourism area of Makam Sunan Ampel Surabaya, by considering entrepreneurial literacy as the main foundation. This research makes a new contribution by examining the relationship between entrepreneurial literacy and MSME business strategies in religious tourism areas, adding insight into the specific context of Sunan Ampel Tomb Surabaya. This research has high urgency because it provides a foundation for the development of MSMEs in the region, increasing their competitiveness, and at the same time supporting the development of religious tourism in Surabaya. This research use descriptive qualitative approach. The research subjects involved MSMEs. Data collection was carried out through observation, interviews and documentation. Data analysis involves data reduction, display, and inference, with triangulation used to ensure validity. The results of research, observations, and interviews show that the research emphasizes the need to improve MSME entrepreneurial literacy in the Religious Tourism Area of Sunan Ampel's Tomb. Effective training and mentorship, with more than 70% of MSMEs involved, encourages business adaptation to uncertainty. Collaboration with entrepreneurship experts and the business community plays an important role. The integration of technology and business networks supports sustainable business growth and supports local tourism. This study summarizes effective strategies to increase entrepreneurial literacy, strengthen the contribution of MSMEs, and safeguard cultural heritage.*

Keywords: *Business Strategy; MSMEs; Entrepreneurial Literacy.*

INTRODUCTION

In an era of widespread globalization, businesses are faced with increasingly complex challenges, especially along with technological developments and easier access to global markets. The development of information and communication technology has significantly changed the business landscape, creating new opportunities but also creating new pressures for business actors. Increasingly open market access globally allows businesses to compete on an international level, but at the same time, fierce competition and rapid market dynamics make managing a business even more challenging (Cai et al., 2021; Memon et al., 2021).

At the local level, religious tourism areas, such as the Tomb of Sunan Ampel Surabaya, stand out as tourist destinations that have great potential to support the economic development of the local community. The existence of religious tourism areas not only creates tourism

opportunities, but also becomes a significant center of economic activity. This potential spans a wide range of sectors, including trade, handicrafts, culinary, and services, which together form a vibrant local economic ecosystem (Arwab et al., 2022; Swangjang & Kornpiphat, 2021; Wang et al., 2019).

However, despite the region's great potential, MSMEs around Makam Sunan Ampel Surabaya face various challenges that can limit their growth and contribution to the local economy. Intense competition among MSMEs, both similar and other sectors, is one of the main obstacles faced by local businesses (Belyaeva et al., 2020; Ghemawat, 2002; S. D. Lestari et al., 2020). These challenges can relate to competitive pricing, product innovation, and marketing strategies to attract tourists.

Based on preliminary observations, the main problems faced by MSMEs in religious tourism areas, especially around the Tomb of Sunan Ampel Surabaya, can be decomposed into a series of complexities that include several critical dimensions. First of all, there is a low level of entrepreneurial literacy among local businesses. Their low understanding of the basic concepts of entrepreneurship, financial management, and business development strategies hinders the innovation and growth potential of MSMEs.

Furthermore, lack of understanding of effective business strategies becomes a significant obstacle for business actors. Limited understanding of potential market identification, risk management, and the use of technology as marketing tools can reduce the competitiveness of MSMEs in an increasingly complex and rapidly changing market. Last but not least, the constraints of market access and adequate marketing are serious problems. A number of MSMEs may face difficulties in reaching a broad market or may be limited in implementing effective marketing strategies to attract the attention of tourists or potential customers. These factors can result in dependence on local markets, increasing the risk of growth stagnation and limited expansion opportunities (Analysis et al., 2022; Denton, 2020; Sutisna et al., 2020).

By delving deeper into this problem, there is a need to understand the interrelationships between these aspects and find holistic solutions. Low entrepreneurial literacy not only affects business strategies, but can also be an obstacle in overcoming market access and marketing constraints (Budiono et al., 2021; Fleming et al., 2022; Hunter, 2019). Therefore, solving this problem requires a comprehensive approach, which includes increasing entrepreneurial literacy, strategic guidance in business development, and support in overcoming practical obstacles related to market access and marketing.

Through the Entrepreneurial Literacy Strategy, it is an important key that opens the door to the world of innovation, creativity, and economic growth (Fatima & Bilal, 2020; Lynch et al., 2021; Wang et al., 2019). In the course of the era of globalization and technological development, a deep understanding of the concept of entrepreneurship is not just a skill, but an urgent need (Nuseir et al., 2020; Wardi et al., 2019). In everyday life, entrepreneurial literacy plays a stimulative role in stimulating innovation and creativity. Entrepreneurial literate individuals tend to see opportunities in every challenge, create new ideas, and look for creative solutions to solve problems. They become not only passive spectators in business life, but also the main drivers behind economic development.

The importance of entrepreneurial literacy is not only limited to the individual level. At the community level, this literacy becomes an instrument of empowerment that excites individuals to take initiative, manage risk, and build businesses (Bahena-Álvarez et al., 2019; Islam, 2019; Nurcholida et al., 2022). In this context, entrepreneurial literacy is the main driver in the growth and formation of Micro, Small and Medium Enterprises (MSMEs), which play a crucial role in the economic ecosystem. Amidst dynamic business maneuvers, entrepreneurial literacy helps reduce the risk of business failure. A good understanding of business management, marketing strategies, and financial aspects not only opens up better business opportunities but also protects business people from potential risks that could destroy their business.

An understanding of business and entrepreneurship is a sought-after value for companies, even for those working within large organizations (Gouvea et al., 2021; Ratten, 2019; Wibowo et al., 2022). Those who are entrepreneurically literate tend to bring different perspectives and are able to adapt to rapid changes in the work environment. In the social dimension, entrepreneurial literacy has a positive impact on the development of social responsibility. Entrepreneurial-literate business people are often more aware of the social and environmental impacts of their business activities. They can integrate sustainability values and contribute positively to the surrounding community.

Overall, entrepreneurial literacy is not just a skill, but an essential foundation in building a dynamic, innovative, and sustainable economy. By promoting entrepreneurial literacy, individuals and communities can face the future more confidently and proactively, forming empowered communities and innovating.

In the midst of the beauty and solemnity of the Tomb of Sunan Ampel Surabaya Religious Tourism Area, dozens of Micro, Small and Medium Enterprises (MSMEs) are striving to understand and improve their business strategies. (Budiono et al., 2021; S. D. Lestari

et al., 2020). For them, these steps are the main key to ensuring business continuity and growth amid increasingly fierce competition and changing market dynamics. The low level of entrepreneurial literacy is the initial challenge faced by MSME players in the region. However, they did not give up easily. Through a journey of gaining knowledge and experience, local entrepreneurs seek to understand the basic concepts of entrepreneurship, business management, and business development strategies. Awareness of the importance of this understanding is becoming increasingly real, as it can open the door to innovation and better competitiveness.

Business strategy improvement is also seen as a means to offer something more than just a product or service (Bivona & Cruz, 2021; Santoso, 2020). MSME players are trying to diversify their products and services to create a unique experience for visitors. By providing interesting variations, they hope to attract the attention of visitors who come to feel the spiritual beauty of this religious tourism area.

Not only that, an improved business strategy also includes marketing optimization efforts. MSME players learn to better understand their target market, formulate more effective marketing strategies, and utilize digital technology to increase their business exposure (Rehman & Anwar, 2019; Sharma et al., 2020). This move not only helps in achieving a larger market share but also contributes to the positive image of the tourist area.

Through a focus on business strategy, MSME players are also committed to improving the quality of their services. Employee training, implementation of best business practices, and response to customer feedback are all part of their steps towards providing better and more satisfying services. The measures also include better financial management. MSME players understand that efficient financial management is the key to avoiding waste, increasing profitability, and providing sustainability for their business (Adeola et al., 2019; Jatmiko et al., 2021; Morgan, 2012).

However, the efforts of MSME players are not just about business. In essence, they participate in building business resilience and empowering local communities. These efforts not only stimulate local economic growth but also create job opportunities and improve the welfare of the surrounding community. By improving their business strategies, MSME players in the Makam Sunan Ampel Surabaya Religious Tourism Area strive to open the door to a brighter future. They are not only local businesses, but also an integral part of the fascinating and high-value religious tourism experience for visitors (Holmlund et al., 2020; Olson et al., 2021; Setyawati et al., 2023).

In the exploration of the diversity of research in the realm of entrepreneurial literacy and MSME business strategies, it is clear that the Tomb of Sunan Ampel Surabaya still holds a knowledge gap that needs to be explored more deeply. Currently, the research literature has not fully touched comprehensively on aspects of entrepreneurial literacy and business strategies implemented by MSMEs in this religious tourism area. This research gap can be found in the imbalance of available information. Entrepreneurial literacy, which is the main foundation for entrepreneurs in managing their businesses, still requires further exploration in the context of religious tourism areas, especially the Tomb of Sunan Ampel. The lack of research detailing the level of entrepreneurial literacy among MSME actors in the region makes it challenging to develop appropriate education policies and programs to improve their understanding.

In addition, the lack of research detailing the business strategies implemented by MSMEs at the Tomb of Sunan Ampel Surabaya is a reflection of the vagueness of existing information. Unique business strategies that may be adopted by MSME players in this religious tourism environment need to be identified and further analyzed in order to provide effective guidance for local entrepreneurs. This research is designed to make a substantial contribution in the current understanding of the close relationship between entrepreneurial literacy and business strategies adopted by Micro, Small and Medium Enterprises MSMEs in religious tourism areas, with a specific focus on the Tomb of Sunan Ampel Surabaya. Within this innovative framework, this study seeks to fill a knowledge gap that is clearly visible in the current research literature.

The excellence of this research lies in a deep approach to the relationship between entrepreneurial literacy and business strategies in specific religious tourism areas. The tomb of Sunan Ampel, as a famous religious tourism destination, became a unique and special context for this investigation. The region has a rich history and high spiritual value, providing a foundation for local MSMEs to develop business strategies that combine cultural values and spirituality.

In the specific context of Sunan Ampel's Tomb, entrepreneurial literacy is placed as a key element that forms the foundation of MSME business strategies. How understanding the concept of entrepreneurship influences the selection and implementation of business strategies, especially in the face of market dynamics and changes in the business environment, is the main focus of this study.

The high urgency of this research is not only theoretical but also practical, considering the crucial role of MSMEs in the local economy and their impact on the development of religious tourism in Surabaya. Religious tourism areas, especially around the Tomb of Sunan

Ampel, are the center of attention and pilgrimage destinations for various groups, and therefore, the success of MSMEs in developing effective business strategies is important to support tourism growth as well as the local economy.

In addition, this research has a significant impact in increasing the competitiveness of MSMEs. By understanding in detail the relationship between entrepreneurial literacy and business strategy, MSME actors can identify strengths and weaknesses in their operations. This opens up opportunities to improve efficiency, adopt best practices, and introduce innovations that can improve their competitiveness at local as well as national levels. Furthermore, this research also supports the development of religious tourism in Surabaya. By strengthening MSMEs in religious tourism areas, this research can help create a more dynamic and sustainable business ecosystem. Better quality products and services from local MSMEs can provide a more memorable experience for visitors, enrich the attractiveness of tourist destinations and create a positive impact on the local economy.

The urgency of this research arises because it provides concrete contributions and evidence-based solutions to the development of MSMEs and religious tourism in Surabaya. With a focus on aspects of entrepreneurial literacy and business strategy, the research is not only an academic project, but also a practical guide that can shape the future of the region's economy and tourism.

The results of the study are expected to provide practical guidance for MSME actors, government, and related parties to increase entrepreneurial literacy and implement effective business strategies in the religious tourism area of Makam Sunan Ampel Surabaya, with a positive impact on local economic growth and community welfare.

THEORETICAL

The theoretical overview outlined in this study comes from a number of relevant previous studies, as the basis for the theoretical framework, determination, and analysis of the study as follows

Entrepreneurial Literacy

Entrepreneurial literacy, in the context of this study, can be defined as a collection of knowledge, skills, and attitudes possessed by individuals or business people related to understanding and applying entrepreneurial concepts in their business activities (Hasan et al., 2020; Wardana et al., 2023; Winarno & Wijijayanti, 2018). This operational definition involves several key dimensions that include understanding the basic concepts of entrepreneurship, the ability to identify business opportunities, knowledge of risk management,

expertise in planning and managing business finances, as well as the ability to adapt to changes in the market and business environment. In the dimension of understanding the concept of entrepreneurship, entrepreneurial literacy includes knowledge of essential aspects such as opportunity identification, innovation, and business development strategies. Entrepreneurial literate individuals have a deep understanding of how to run a business, understand the market, and capture new opportunities (Cholid Mawardi & Kodir Djaelani, 2022; Kusumadewi & Sulistyowati, 2022; Rakib et al., 2020; Yanto et al., 2022).

In addition, entrepreneurial literacy also includes the ability to identify business opportunities that are relevant to the surrounding environment. It includes sensitivity to changing market trends, customer needs, and innovation potential that can differentiate a business from competitors. Risk management is becoming an integral part of entrepreneurial literacy, considering that business always involves uncertainty. Entrepreneurial literacy measures the ability of individuals or business people to identify, measure, and manage risks that may be faced in their business operations (Ardila et al., 2021; Jenita et al., 2022; M. D. Lestari et al., 2020; Maroufkhani et al., 2018; Nugroho, 2020).

Business Strategy

The operational definition of MSME business strategy in the context of this study can be explained as an approach or action plan used by Micro, Small and Medium Enterprises MSMEs in the Religious Tourism Area of Makam Sunan Ampel Surabaya to achieve their business goals. MSME business strategy includes a set of decisions and actions designed to optimize limited resources, increase competitive advantage, and respond to market dynamics and the business environment (Belyaeva et al., 2020; Mittal et al., 2021; Rietveld et al., 2019; Zainal et al., 2018). In the marketing dimension, MSME business strategy includes determining the right target market and developing an effective marketing plan. This includes understanding customer needs, developing strong branding, and utilizing optimal distribution channels to reach target audiences.

MSME business strategy also involves choosing a business model that is in accordance with the characteristics and market potential in Religious Tourism Areas. This may involve a choice between focusing on mass production or maintaining the uniqueness and authenticity of the product to appeal to a specific market segment (De & Zanca, 2018; Delmas & Pekovic, 2018; Rezaei Soufi et al., 2019). Resource management, including finance and labor, is also the focus of MSME business strategies. This includes wise allocation of funds, efficient inventory management, and development of workforce skills to fit business needs (Björklund et al., 2020; Hamad et al., 2018; Latif et al., 2019). Furthermore, adaptation to market and

technological changes is an important aspect of MSME business strategy. The skills to identify new opportunities, respond to policy changes, and integrate technological innovation become essential parts of adaptability.

In essence, the business strategy of MSMEs at Makam Sunan Ampel reflects holistic efforts to achieve sustainable growth, provide added value to customers, and contribute to the local economic and tourism ecosystem. This operational definition provides a strong conceptual framework for analyzing and evaluating MSME business strategies in this religious tourism area in the context of in-depth research.

MSMEs

Micro, Small and Medium Enterprises MSMEs in Religious Tourism Areas, especially in the context of the Tomb of Sunan Ampel Surabaya, can be described as a group of businesses with a relatively small, medium or micro operational scale operating around and related to these religious tourism destinations. MSMEs in this region cover various business sectors, such as culinary, local handicrafts, souvenirs, transportation, and other tourism support services.

The dimensions of the operational scale, MSMEs in the religious tourism area of Sunan Ampel's Tomb are characterized by relatively small, medium, or micro sizes. This scale reflects the capacity of businesses to meet the needs of local and tourist markets with great flexibility, making it an integral part of the business ecosystem around religious tourism destinations (Latifah et al., 2021; Octasyilva et al., 2022; Sultan & Sultan, 2020). MSMEs in the region can also be identified through their business orientation which is closely related to the tourism and cultural industries. This includes businesses related to the provision of local specialties, traditional handicrafts, local tour guides, as well as transportation services that support the sustainability of tourist visits (Efendi et al., 2020; Kurniawan et al., 2023; Singh, 2019). In this case, MSMEs in religious tourism areas are also recognized by their involvement in maintaining and living the cultural and spiritual values inherent in the Tomb of Sunan Ampel. They become a vehicle for spreading local heritage, creating authentic experiences for visitors, and contributing to the preservation of local traditions.

MSMEs in religious tourism areas are defined by their strategic role in advancing the local economy. They create job opportunities, empower local communities, and contribute to sustainable economic growth (Aritonang et al., 2023; Irman et al., 2021; Ogheneogaga Irikefe & Isaac Opusunju, 2021; Official et al., 2019). This operational definition highlights the complexity and diversity of MSMEs in Surabaya's Sunan Ampel Tomb Religious Tourism Area, providing a relevant conceptual basis for further research and analysis of their contribution to local economic and tourism sustainability.

RESEARCH METHODS

This research uses a qualitative approach with a phenomenological study design to gain an in-depth understanding of the understanding of Entrepreneurial Literacy in improving MSME Business strategies in the Sunan Ampel Tomb Religious Tourism Area, Surabaya City. The research location in the city of Surabaya in the religious tourism sector is MSME actors in the Sunan Ampel Tomb area, taking into account the innovation and creativity of MSME actors in the Sunan Ampel Tomb Religious Tourism Area. The data sources include primary data in the form of interviews and observations of key informants, namely the coordinator of the MSME actors in the Sunan Ampel Religious Tourism Area, 2 young and old MSME actors in the religious tourism area and an additional informant, namely the cemetery caretaker. Five informants were selected using purposive sampling techniques. Secondary data was obtained from entrepreneurship books, previous research articles, and research subject business documents.

The research data validation procedure uses triangulation through participant observation, in-depth interviews and documentation. Data analysis was carried out using the Miles and Huberman model which includes data collection, reduction, presentation and drawing conclusions. Checking the validity of the data uses credibility, transferability, dependability and confirmability tests. Research stages include pre-field work, data collection, data analysis, evaluation, and report preparation.

RESULTS AND DISCUSSION

Result

Overview of the object of study

Based on research data skunder, it can be conveyed that the tomb of Sunan Ampel, located in the Ampel area, Surabaya, East Java, plays a central role in Indonesia's history and religion as a holy place and pilgrimage visited by Muslims from various directions. This tomb became a symbol of the greatness of Sunan Ampel, or Raden Rahmat, one of the nine saints known as Walisongo, who had a major role in the spread of Islam on the island of Java in the 15th century. Sunan Ampel, who hailed from the Kingdom of Demak, was not only a Sufi scholar and founder of the Demak Sultanate, but also a figure who played a significant role in uniting Islamic teachings with local Javanese culture. The tomb of Sunan Ampel became a place full of blessings and spirituality, where Muslims made pilgrimages to pray, seek guidance, and celebrate blessings.

This tomb complex not only holds high historical and religious values, but also has other historical buildings, such as the Ampel Mosque which is one of the oldest mosques in Surabaya. This mosque becomes a place of worship and a center of religious activities that contribute to the life of the surrounding community. As a holy place, Sunan Ampel's Tomb is also known for several mystical or spiritual events that are considered as a sign of Sunan Ampel's existence. The mysterious sound of the call to prayer, the light seen at night, the inexplicable fragrant aroma, and supernatural experiences become the stories attached to this place, adding to its specificity and appeal. The tomb of Sunan Ampel is not only a pilgrimage destination, but also a cultural tourist attraction that invites visitors to dive into the richness of Javanese history, religion, and culture. This tomb plays an important role in preserving Indonesia's cultural heritage and spirituality, making it a place not only to worship, but also to soak in the beauty of noble values and local wisdom. Sunan Ampel's tomb became an integral part of Indonesia's precious identity and cultural heritage, passing down a message of peace, tolerance, and wisdom that continues to be respected by the surrounding community and visitors.

Discussion

Based on observations and results of interviews with informants. Through the participatory observation method, researchers were actively involved in the daily activities of MSME actors in the Sunan Ampel Tomb Religious Tourism Area, Surabaya. Observations were carried out by observing sales processes from opening to closing, following a description of the results of the research

How to Increase Entrepreneurial Literacy in MSME actors in the Religious Tourism area of Sunan Ampel's Tomb in Surabaya City

Increasing the entrepreneurial literacy of MSME actors in the Makam Sunan Ampel Religious Tourism Area can be a strategic effort to empower them, increase business competitiveness, and support local economic growth (Fleming et al., 2022; Parameswari et al., 2021). Here is the statement from the informant:

In one year, usually in the MSME community Sunan Ampel tourist area organizes entrepreneurship training and workshops periodically to provide an in-depth understanding of the concepts of entrepreneurship, business planning, financial management, marketing, and business development strategies. Of these activities, +70% and above MSME players were officially registered (W/I/002/MN.01)

The results of the interview are in line with several studies that state that entrepreneurial literacy, in the context of this study, can be defined as a collection of knowledge, skills, and

attitudes possessed by individuals or business people related to understanding and applying entrepreneurial concepts in their business activities (Hasan et al., 2020; Wardana et al., 2023; Winarno & Wijijayanti, 2018). This operational definition involves several key dimensions that include understanding the basic concepts of entrepreneurship, the ability to identify business opportunities, knowledge of risk management, expertise in planning and managing business finances, as well as the ability to adapt to changes in the market and business environment. In the dimension of understanding the concept of entrepreneurship, entrepreneurial literacy includes knowledge of essential aspects such as opportunity identification, innovation, and business development strategies. Entrepreneurial literate individuals have a deep understanding of how to run a business, understand the market, and capture new opportunities (Cholid Mawardi & Kodir Djaelani, 2022; Kusumadewi & Sulistyowati, 2022; Rakib et al., 2020; Yanto et al., 2022). In addition, other informants also gave the following explanation:

Often here involves entrepreneurial experts, business practitioners, or related stakeholders in delivering material so that participants can obtain knowledge from competent sources. Build a mentorship program that connects MSME actors with mentors who have experience and knowledge in the field of entrepreneurship. Provide direct assistance to help MSME actors apply entrepreneurial concepts in their business context. (W/I/002/AF.02)

I as a key judge provide facilities, Provide literature resources, which are easily accessible for MSME actors, Develop cooperation with local educational institutions, such as universities or training institutions, to create special entrepreneurship education programs that can be accessed by MSME actors. Facilitate knowledge exchange between business and education to create relevant curricula. Encouraging MSME players to engage in business networks and collaborations, both on a local and national scale. Organizing networking events and business meetings that can increase opportunities for cooperation between MSME players and support the exchange of experiences. (W/II/004/GA.05)

Through the Entrepreneurial Literacy Strategy, it is an important key that opens the door to the world of innovation, creativity, and economic growth (Fatima & Bilal, 2020; Lynch et al., 2021; Wang et al., 2019). In the course of the era of globalization and technological development, a deep understanding of the concept of entrepreneurship is not just a skill, but an urgent need (Nuseir et al., 2020; Wardi et al., 2019). In everyday life, entrepreneurial literacy plays a stimulative role in stimulating innovation and creativity. Entrepreneurial literate individuals tend to see opportunities in every challenge, create new ideas, and look for creative

solutions to solve problems. They become not only passive spectators in business life, but also the main drivers behind economic development.

The importance of entrepreneurial literacy is not only limited to the individual level. At the community level, this literacy becomes an instrument of empowerment that excites individuals to take initiative, manage risk, and build businesses (Bahena-Álvarez et al., 2019; Islam, 2019; Nurcholida et al., 2022). In this context, entrepreneurial literacy is the main driver in the growth and formation of Micro, Small and Medium Enterprises (MSMEs), which play a crucial role in the economic ecosystem. Amidst dynamic business maneuvers, entrepreneurial literacy helps reduce the risk of business failure. A good understanding of business management, marketing strategies, and financial aspects not only opens up better business opportunities but also protects business people from potential risks that could destroy their business.

Integrate technology in entrepreneurship training, such as e-learning platforms, webinars, and mobile applications to facilitate access and learning. Encourage the use of technology in MSME business operations, such as online marketing, inventory management, and digital financial systems. Organizing incentive programs, such as awards or financial assistance, to encourage outstanding MSME actors in applying entrepreneurial concepts. Facilitate MSME actors' access to funding sources, such as business loans or other financial assistance programs. Organizing a continuous monitoring and evaluation system to measure the impact of the implemented entrepreneurial literacy program. Collect feedback from MSME actors to understand the success of the program and make adjustments if needed. (W/II/004/GA.05)

Implementing these strategies sustainably can help create an environment that supports the improvement of entrepreneurial literacy of MSME actors in the Makam Sunan Ampel Religious Tourism Area, giving them better tools to manage and grow their businesses successfully.

Efficiency of Entrepreneurial Literacy in Improving Business Strategy for MSME players in the Religious Tourism area of Sunan Ampel's Tomb in Surabaya City

The efficiency of entrepreneurial literacy plays a crucial role in raising the degree of business strategy of MSME actors in the Religious Tourism Area of Sunan Ampel Tomb, Surabaya City. This factor not only impacts the improvement of individual business performance, but also has the potential to contribute significantly to local economic growth and community empowerment around the region. In the results of this study, several crucial

aspects of entrepreneurial literacy efficiency need to be emphasized, as conveyed by the following informant:

Here, the average understanding of entrepreneurial literacy of MSME players to conduct a more careful market analysis. Because it is still conventional, not picking up the ball, I think it is necessary to identify consumer needs and preferences more accurately, so as to be able to adjust their products or services more precisely on target. (W/III/008/UT.01)

I still need to involve commensurate and mature business planning. I can formulate a long-term vision, set measurable goals, and design marketing strategies accordingly. In order to create a solid foundation for sustainable business growth. (W/III/008/HT.03)

MSME business strategy also involves choosing a business model that is in accordance with the characteristics and market potential in Religious Tourism Areas. This may involve a choice between focusing on mass production or maintaining the uniqueness and authenticity of the product to appeal to a specific market segment (De & Zanca, 2018; Delmas & Pekovic, 2018; Rezaei Soufi et al., 2019). Resource management, including finance and labor, is also the focus of MSME business strategies. This includes wise allocation of funds, efficient inventory management, and development of workforce skills to fit business needs (Björklund et al., 2020; Hamad et al., 2018; Latif et al., 2019). Furthermore, adaptation to market and technological changes is an important aspect of MSME business strategy. The skills to identify new opportunities, respond to policy changes, and integrate technological innovation become essential parts of adaptability.

In essence, the business strategy of MSMEs at Makam Sunan Ampel reflects holistic efforts to achieve sustainable growth, provide added value to customers, and contribute to the local economic and tourism ecosystem. This operational definition provides a strong conceptual framework for analyzing and evaluating MSME business strategies in this religious tourism area in the context of in-depth research.

The aspect of entrepreneurial literacy that focuses on finance enables MSME actors to manage their financial resources more carefully. By making accurate financial projections, they can take data-driven decisions to improve business efficiency and profitability. MSME actors who have entrepreneurial literacy can understand the role of technology in improving operational efficiency. They can integrate relevant technology solutions, such as digital inventory management systems or online marketing platforms, to improve their competitiveness. Entrepreneurial literacy provides a deeper look into the development of effective marketing strategies. MSME players can explore their creativity in building brands,

targeting the right market segments, and utilizing various marketing channels to reach a wider audience.

The efficiency of entrepreneurial literacy can be seen from the ability of MSME actors to collaborate and build strong business networks. Through participation in local and national business communities, they can gain support, collaboration opportunities, and resources that support the growth of their businesses. Entrepreneurial literacy provides an in-depth understanding of uncertainty and change in the business environment. Literately efficient MSME players can better identify risks, anticipate market changes, and change their strategies according to evolving dynamics.

MSME actors who have superior entrepreneurial literacy can form skilled and engaged teams. They are able to clearly communicate the vision and mission of the business to employees, provide clear responsibilities, and empower the team to make the maximum contribution to the success of the business. In the context of the Tomb of Sunan Ampel Religious Tourism Area, the efficiency of entrepreneurial literacy is an important foundation for the development of micro, small and medium enterprises. Improving business strategies through mastery of entrepreneurial literacy creates opportunities for MSME players to not only survive in the market, but also to develop and have a positive impact on the local business ecosystem.

MSMEs in religious tourism areas are defined by their strategic role in advancing the local economy. They create job opportunities, empower local communities, and contribute to sustainable economic growth (Aritonang et al., 2023; Irman et al., 2021; Ogheneogaga Irikefe & Isaac Opusunju, 2021; Official et al., 2019). This operational definition highlights the complexity and diversity of MSMEs in Surabaya's Sunan Ampel Tomb Religious Tourism Area, providing a relevant conceptual basis for further research and analysis of their contribution to local economic and tourism sustainability.

CONCLUSION AND SUGGESTION

Conclusion

In an effort to strengthen business competitiveness and support economic growth in the Makam Sunan Ampel Religious Tourism Area, this study highlights the importance of increasing entrepreneurial literacy of Micro, Small and Medium Enterprises (MSMEs). The local MSME Association regularly organizes entrepreneurship training, reaching more than 70% of official MSME actors. Mentorship, collaboration with entrepreneurial experts, and participation in the business community have proven effective in improving business literacy

and strategy. The success of MSME players in facing uncertainty and adapting to market changes confirms the importance of entrepreneurial literacy. Continuous support, including technology integration and business networking, is key in developing sustainable businesses and supporting local tourism. Overall, this research provides a basis for the development of entrepreneurial literacy in the region, strengthening the contribution of MSMEs, and safeguarding cultural heritage and tourism.

Suggestion

Further research in the religious tourism area of Sunan Ampel's Tomb can be focused on deepening the understanding of entrepreneurial literacy and business strategies in MSME actors. First, research can analyze the real impact of entrepreneurial literacy implementation on MSME business performance, including increasing income, business sustainability, and competitiveness in the market. Second, it is important to investigate supporting and inhibiting factors, such as government policy support and local cultural constraints.

Furthermore, the research focus can involve a more in-depth analysis of the collaboration model between MSMEs and local educational institutions, with an emphasis on developing relevant entrepreneurship education programs. Research can also explore the influence of MSME business strategies on the tourism sector, including their impact on increasing tourist visits and empowering the local community. It is also important to compare entrepreneurial literacy among MSME sectors and evaluate innovative technology-based training models. The study of youth engagement and in-depth evaluation of mentorship programs can be areas of research that provide new insights. All aspects of this research are expected to make a significant contribution to advancing MSMEs in religious tourism areas, creating sustainable empowerment models, and encouraging local economic growth more effectively.

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