

STRATEGY OF THE INVESTMENT AND ONE-STOP INTEGRATED SERVICE OFFICE (DPMPTSP) IN INCREASING BUSINESS IDENTIFICATION NUMBER (NIB) OWNERSHIP FOR MSMEs IN SUKABUMI CITY

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Abstract

Business legality is an important foundation in strengthening the position of Micro, Small, and Medium Enterprises (MSMEs) amid the ever-evolving digital economy ecosystem and public policies. However, the low rate of Business Identification Number (NIB) ownership among MSME operators remains a challenge in many regions. This study aims to analyze the strategies employed by the Investment and Integrated One-Stop Service Agency (DPMPTSP) of Sukabumi City in promoting systematic and sustainable increases in NIB ownership. The approach used is descriptive qualitative, employing Everett Rogers' innovation diffusion theory as the analytical framework, encompassing four main dimensions: innovation, communication channels, time, and social systems. The research findings indicate that public service innovations such as the SI JIMAT BOSS program (Ready to Pick Up Permits in the Community Together with OSS) have successfully brought licensing services directly to the community through a proactive approach. The effectiveness of this strategy is reflected in the achievement of 97.47% of SMEs in Sukabumi City having obtained an NIB by 2024. In addition to reducing service time, the DPMPTSP has maximized multi-platform communication channels and fostered cross-sectoral collaboration. These results indicate that adaptive, participatory, and locally-driven strategies can accelerate business legalization and strengthen the competitiveness of SMEs. This study provides practical contributions as a best practice reference for inclusive and innovation-based local licensing service management.

Keywords: Strategy, SMEs, NIB, DPMPTSP Sukabumi City, Innovation Diffusion, Public Services, Best Practice

INTRODUCTION

MSMEs play an important role in the Indonesian economy, employing more than 97% of the workforce and contributing around 60% of the national Gross Domestic Product (GDP). However, in order for MSMEs to develop legally and gain access to various public services, they need to have a Business Identification Number (NIB).

The Investment and Integrated One-Stop Service Office (DPMPPTSP) of Sukabumi City plays a crucial role in encouraging SMEs to obtain an NIB. Out of a total of 34,126 SMEs recorded in 2024, the DPMPPTSP targeted the issuance of 8,974 NIBs, but exceeded the target with 21,048 NIBs issued in a single year. Cumulatively, the number of SMEs that have obtained NIBs from 2021 to 2024 reached 33,263 units. This achievement reflects a significant increase in business legalization through effective service strategies.

Table 1. Number of MSMEs with NIB in 2021-2024 in Sukabumi City

Year	MSMEs	Have NIB	Target	Achievement
2021	639.368	1.452	100%	0,23%
2022	31.926	5.522	100%	17,29%
2023	31.926	12.215	100%	38,26%
2024	34.126	33.263	100%	97,47%

Based on data from 2021 to 2024, there has been a significant increase in NIB ownership among MSMEs in Sukabumi City. In 2021, only 0.23% of all MSMEs had an NIB. Despite a decline in the number of SMEs between 2022 and 2023, the percentage of NIB ownership surged sharply, from 17.30% to 38.26%. The peak occurred in 2024, with 97.47% of the total 34,126 SMEs having obtained an NIB, demonstrating the success of the local government's business legalization acceleration strategy. This success was supported by various factors as follows:

- a. The DPMPPTSP of Sukabumi City has successfully created an innovation in NIB processing services through the SI JIMAT BOSS (Ready to Pick Up Permits in the Community with OSS) program. This program consists of four subprograms designed to directly reach SMEs in various strategic locations, such as schools, traditional markets, modern retail outlets, and residential areas. This innovation not only accelerates the business legalization process but also provides education and guidance to SMEs to make it easier for them to access OSS-based licensing services.

Table 2. SI JIMAT BOSS Program Success Data

No	Program Name	NIB
1.	SI JIMAT BOSS GO TO SCHOOL	2.306
2.	SI JEKPPOT BOSS	7.110
3.	SI JIMAT BOSS PASAR MODIS	6.396
4.	SI JIMAT BOSS JEJAKAN TULEN	5.236
Total	-	21.048

- b. The Sukabumi City DPMPSTP successfully coordinated with local authorities through participation in public activities, provision of services at community events, and use of social media to raise awareness among MSME actors of the importance of NIBs. This approach proved effective in expanding the reach of information and encouraging MSME participation in the business legalization process. The following is documentation of the outreach activities conducted by the DPMPSTP of Sukabumi City:



Figure 1. Online and Offline Socialization Activities

- c. The Sukabumi City DPMPSTP has successfully shortened the NIB application process through an outreach program, enabling MSME players to obtain permits quickly and easily. This convenience encourages them to immediately register their businesses and gain access to various government services.

Table 3. Process of Obtaining a Business Identification Number (NIB)

No	Program Name	Before	After
1.	SI JIMAT BOSS GO TO SCHOOL	1 - 7 hari	5 - 15 menit
2.	SI JEKPPOT BOSS	1 - 7 hari	5 - 15 menit
3.	SI JIMAT BOSS PASAR MODIS	1 - 7 hari	5 - 15 menit
4.	SI JIMAT BOSS JEJAKAN TULEN	1 - 7 hari	5 - 15 menit

- d. The Sukabumi City DPMPSTP has successfully established cooperation with BPJS Ketenagakerjaan, BPJS Kesehatan, Halal Center, and the sub-district office to provide additional protection and support for MSME players.

This collaboration has increased the sense of security and trust among the community in registering their businesses through SI JIMAT BOSS.



Figure 2. Collaborative Activities in the SI JIMAT BOSS Program

This study uses Everett M. Rogers' theory of innovation diffusion, which covers four dimensions: innovation, communication channels, time, and social systems. This theory is used to analyze the DPMPTSP Sukabumi City's strategy in increasing NIB ownership by MSME players, as well as identifying the supporting and inhibiting factors in its implementation. The research findings are expected to serve as a strategic reference for other regions in strengthening the legality and sustainability of MSME businesses through public service innovation.

METHODOLOGY

This study uses a descriptive qualitative approach to examine the strategies employed by the DPMPTSP of Sukabumi City to increase NIB ownership among MSMEs. The research location is the DPMPTSP of Sukabumi City, with informants selected purposively, including the head of the agency, technical staff, and MSME actors. Data was collected through participatory observation of service activities, in-depth interviews, and documentation in the form of achievement reports and official publication media. Data analysis was conducted using the interactive model of Miles and Huberman, including data reduction, data presentation, and drawing conclusions, while validity was tested through source triangulation and technique.

RESULTS AND DISCUSSION

- a. **Strategy Of the Invesment and One-Stop Integrated Service Office (DPMPTSP) in Increasing Business Identification Number (NIB) Ownership for MSMEs in Sukabumi City**

Strategy plays a crucial role in the success of public policy implementation. The DPMPTSP of Sukabumi City has a strategic role in encouraging SMEs to obtain a Business Identification Number (NIB) as a form of business legitimacy. Through a targeted approach, the DPMPTSP has exceeded its targets and made Sukabumi City the fastest in achieving NIBs across West Java. To explain this strategy in greater detail, this study analyzes it based on four dimensions in Everett M. Rogers' theory of innovation diffusion: innovation, communication channels, time, and social systems.

b. Dimension of Innovation

According to Everett M. Rogers' (2003) theory of innovation diffusion, the success of an innovation in terms of adoption is largely determined by the public's perception of its relative advantage and compatibility. The SI JIMAT BOSS program launched by the DPMPTSP of Sukabumi City has proven to meet both of these indicators and has become one of the main factors in accelerating NIB ownership by MSMEs.

- Relative Advantage Indicator

The relative advantage of the SI JIMAT BOSS program lies in the simplification of the previously complex and time-consuming business licensing process. The DPMPTSP of Sukabumi City does not only rely on the OSS (Online Single Submission) system online, but also provides direct services in the field through a proactive approach. The program consists of four subprograms: school services (GO TO SCHOOL), traditional markets (JEKKPOT BOSS), modern markets (PASAR MODIS), and neighborhoods or public spaces (JEJAKA TULEN). With this strategy, SMEs can obtain their Business Identification Number (NIB) in 5–15 minutes, free of charge, and with direct assistance from officials.

This innovation is considered superior because it makes it easier for the public in terms of access, time, and technical understanding. The simple requirements and guidance provided throughout the digitalization process make this service more user-friendly compared to the fully online OSS system, which relies entirely on public initiative. Data from the DPMPTSP shows that 80% of all NIBs issued throughout 2024 originated from the SI JIMAT BOSS program, reflecting the overall effectiveness and superiority of this system.

The program's excellence is also reflected in its ability to reach MSME players who have not been touched by formal licensing services. Many of them who previously

found it difficult to access OSS services due to limited facilities or technical ignorance can now easily obtain business legality. The proactive approach of going directly to crowded areas or residential neighborhoods allows services to run more proactively and efficiently. As a result, SI JIMAT BOSS is not only technically superior but also socially impactful, as it bridges the access gap in service provision among micro-business operators.

- Alignment Indicator

The alignment indicator in the innovation dimension refers to the extent to which the SI JIMAT BOSS program is in line with the needs, values, and conditions of MSME actors in Sukabumi City. This program is designed to be adaptive, with flexible service hours, including weekends and outside working hours, as well as service locations placed in economic activity points such as markets, sub-districts, and schools. This approach demonstrates that innovation is not top-down, but rather built on mapping regional needs and local government participation.

In addition to flexibility, SI JIMAT BOSS also uses a simple and inclusive communication approach, making it easy for MSME players who are not yet familiar with digital systems to accept. The presence of on-site staff further strengthens public trust in government services. This alignment is further reinforced as the program is supported by central regulations through a risk-based OSS system and implemented in coordination with various local agencies, making it an integral part of a responsive and integrated public service ecosystem.

The alignment between the program's characteristics and the social reality of MSME actors is also evident in the enthusiasm and active participation of the community in every service activity. Many business owners voluntarily came when they heard about the program being implemented in their area, even encouraging their peers to join in. This demonstrates that the SI JIMAT BOSS innovation was developed based on an understanding of behavioral patterns and field needs, rather than merely an administrative policy implementation. The higher the degree of alignment, the greater the likelihood that the innovation will be widely and sustainably accepted by the community.

It can be interpreted that the innovation dimension in the SI JIMAT BOSS program demonstrates the success of the DPMP'TSP of Sukabumi City in providing superior licensing services that align with community needs. The relative advantage is

evident in the fast, simple, and proactive licensing process, enabling SMEs to obtain an NIB free of charge and efficiently. Meanwhile, the program's alignment is reflected in the flexibility of service hours, strategic locations, and an inclusive and adaptive communication approach tailored to the social conditions of the community. Supported by a risk-based OSS system and inter-agency collaboration, this innovation has proven effective in accelerating business legalization and enhancing public trust in government services.

c. Dimension of Communication Channels

Communication channels in Everett M. Rogers' theory of innovation diffusion are key components in conveying innovative messages to target audiences. Effective communication enables innovations to be not only known, but also understood and widely adopted. The DPMPTSP of Sukabumi City recognizes the importance of communication strategies in implementing the SI JIMAT BOSS program as a means to increase NIB ownership among MSME players.

This dimension analysis is divided into two main indicators, namely communication media and communication frequency.

- Communication Media Indicator

The DPMPTSP of Sukabumi City is implementing a multi-channel communication strategy to disseminate information about the innovative SI JIMAT BOSS service. The media used include government radio, local newspapers, online media, and social media such as Instagram and Facebook. Additionally, direct communication through outreach activities is also utilized to engage with the community face-to-face.

This approach is designed to reach MSME players with varying levels of digital literacy. For those who are not active on social media, information can still be accessed through RW devices, sub-districts, or direct socialization. By combining online and offline media, DPMPTSP has succeeded in building a communication ecosystem that is responsive to social conditions and encourages active involvement in the business legalization process.

The diversity of media used also strengthens the reach of the SI JIMAT BOSS program to various segments of society. Social media is effective in reaching MSME players who are active digitally, while traditional media such as radio and local

newspapers reach more conventional communities. The use of diverse information channels enables simultaneous and complementary dissemination of information, ensuring that the message about the importance of business legality is received by as many SME operators as possible, regardless of their age, education, or technological habits.

- Communication Frequency Indicator

The frequency of communication is an important factor in supporting the successful dissemination of information to the public. In the SI JIMAT BOSS program, the DPMPTSP of Sukabumi City maintains the intensity of communication through digital media and direct activities in the field. Information is conveyed regularly and repeatedly, helping the public to gradually understand the content of the message and demonstrating the consistency of government services.

The combination of online and face-to-face communication actively carried out makes this strategy not only informative but also builds closeness with MSME actors. The language used is easy to understand and accompanied by direct assistance during service, so that the community feels more confident and involved. This approach shows that high communication frequency can increase understanding and encourage participation in NIB management.

Consistency in delivering information is one of the strengths of the DPMPTSP communication strategy. Information about service schedules, activity locations, and OSS technical guidelines is repeatedly conveyed in various forms of attractive visual and narrative content. This ensures that the public is not only exposed to the information once, but also has the opportunity to understand and remember the message being conveyed. The maintained frequency of communication also reflects the government's seriousness in continuously supporting the legalization process for SMEs, rather than treating it as a one-time or ceremonial activity.

It can be interpreted that the communication channel dimension in the SI JIMAT BOSS program demonstrates the effectiveness of the DPMPTSP City of Sukabumi's strategy in disseminating innovative information widely and effectively. By combining online and offline media, and maintaining a high frequency of communication, the DPMPTSP has been able to reach SME actors from diverse digital literacy backgrounds. The communication, which is conducted regularly, is easy to understand, and

accompanied by on-site guidance, not only enhances public understanding of licensing services but also encourages active participation in NIB processing.

d. Dimension of Time

The time dimension in Everett M. Rogers' theory of innovation diffusion refers to the range and speed of the adoption process of an innovation in a social system. This includes the duration of individual decision-making in accepting innovation and the speed of collective adoption in society. In the context of the DPMPTSP of Sukabumi City, the time dimension is highly relevant because the SI JIMAT BOSS program is designed to accelerate the legalization of SMEs on a large scale in a short period of time. The two main indicators in this analysis are the duration of service provision and the speed of adoption by the community.

- Time Duration Indicator

Service duration is an important indicator in assessing the efficiency of public service innovation. Through the SI JIMAT BOSS program, the process of obtaining a Business Identification Number (NIB) for MSME players is carried out directly at the business location with a completion time of only 5 to 15 minutes. This is significantly faster than the previous approach, which required individuals to visit an office or access the system independently. This efficiency is made possible by the use of a risk-based OSS system, which simplifies the verification process for micro and small businesses.

Fast service is inseparable from a proactive strategy that facilitates access to services without disrupting business activities. The success of this program is also supported by inter-agency cooperation, such as between the Population and Civil Registration Office (Disdukcapil) and the Social Security Agency (BPJS), direct assistance during data entry, and the availability of digital devices on site. The average service time recorded at less than 10 minutes per SME demonstrates that this program is capable of providing practical and efficient solutions in licensing services.

- Speed of Adoption Indicator

The speed of adoption of the SI JIMAT BOSS program is evident from the high level of public acceptance in a short period of time since its launch at the end of 2023. Although it initially faced challenges in terms of socialization, the enthusiasm of MSME players increased rapidly after they directly experienced the benefits of fast, easy, and free services. This program has succeeded in reaching a wide audience

because it is designed to bring services closer to business locations without disrupting their economic activities.

The increase in NIB ownership from just 0.23% in 2021 to 97.47% in 2024 shows that the adoption of the program has been not only rapid but also widespread. The main factors behind this success are intensive outreach, easy access to services, and the social influence effect when other MSME players see the tangible results of the program. SI JIMAT BOSS serves as proof that a service design that is grounded and responsive to community needs can drive widespread and sustainable innovation adoption.

It can be interpreted that the time dimension in the SI JIMAT BOSS program demonstrates high efficiency and effectiveness in business licensing services. The short service duration, ranging from 5 to 15 minutes per SME, combined with a proactive approach that does not disrupt business activities, makes the program easily accessible to the public. Additionally, the program's adoption rate is reflected in the sharp increase in NIB ownership in Sukabumi City, which surged dramatically in less than a year. This success is driven by intensive outreach, streamlined processes, and a service design that adapts to the needs of SME operators, positioning SI JIMAT BOSS as an innovation capable of accelerating business legalization on a massive and equitable scale.

e. Dimension of Social Structure

The social system in Everett M. Rogers' theory of innovation diffusion includes social relationships, norms, and structures that influence the process of innovation adoption. In the context of the SI JIMAT BOSS program by DPMPSTP Kota Sukabumi, the social system is an important foundation in bridging public service innovation with the reality of society.

This dimension analysis is divided into two main indicators, namely social structure and social norms.

- Social Structure Indicators

The implementation of SI JIMAT BOSS is supported by a flexible yet coordinated organizational structure. Service teams are formed across departments within the DPMPSTP, with clear task assignments and the deployment of staff to the field based on a pre-established schedule. The program also involves actors at the local level, such as villages, RT/RW units, and the SME community. This involvement of

various stakeholders ensures that services are not only technically effective but also reach communities that have previously been underserved by licensing services.

Solid coordination between DPMPSTSP and regional apparatus strengthens the effectiveness of information distribution and accelerates the mobilization process of MSME actors in service activities. In practice, this social structure facilitates smooth service delivery in the field and ensures that the community can access services without significant administrative barriers.

The social structure that has been established also encourages the creation of a collaborative and adaptive work system. Field officers not only perform administrative tasks but also serve as a bridge between the government and the community, understanding the characteristics of the area and adapting their approach based on local conditions. The active role of community leaders, such as RT/RW chairpersons, further strengthens the program's legitimacy in the eyes of residents. With the support of a strong social structure that is integrated with the surrounding environment, SI JIMAT BOSS is able to reach a wider audience and be accepted more quickly by the target community.

- Social Norms Indicators

The SI JIMAT BOSS program is designed with consideration for the norms and customs that apply in the community. Services are provided in easily accessible locations, such as traditional markets, sub-district offices, or schools, and at times that fit in with the daily activities of MSME operators. This approach is in line with the work culture of small business operators who cannot leave their place of business for too long.

In addition, social values such as mutual cooperation, community involvement, and the role of local leaders are also accommodated in the implementation of the program. Communities are more receptive to innovation when the approach is familiar to them, non-bureaucratic, direct, and communicated in simple terms. Through open and participatory interaction, the program is accepted as part of the community's daily activities, rather than simply a formal government program.

It can be interpreted that the social system dimension in the implementation of SI JIMAT BOSS shows that the success of an innovation is greatly influenced by adaptive institutional structures and social norms that support participation. The

involvement of various local actors, efficient organization, and a community-based social values approach make this program not only administratively accepted but also culturally accepted. As a result, SI JIMAT BOSS successfully leverages the strength of the social system as the primary factor in accelerating innovation adoption by the community, particularly among MSMEs.

CONCLUSION AND RECOMMENDATIONS

This study shows that the DPMPPTSP Sukabumi City strategy through the SI JIMAT BOSS program has effectively succeeded in increasing the ownership of Business Identification Numbers (NIB) by Micro, Small, and Medium Enterprises (MSMEs). The success of this strategy can be analyzed through four dimensions in Everett M. Rogers' theory of innovation diffusion. In terms of innovation, SI JIMAT BOSS offers relative advantages such as fast, free, and on-site services, aligning with the needs of communities with limited time and digital literacy. In terms of communication channels, DPMPPTSP actively and consistently utilizes a combination of online and offline communication, promoting widespread and in-depth information dissemination. In terms of time, the program demonstrates exceptional efficiency, with service durations of only 5–15 minutes and a drastic increase in community adoption within less than a year. In the social system dimension, this innovation has been successfully accepted by the community thanks to a solid team structure and social norms that support service based on proximity, empathy, and local collaboration.

Overall, SI JIMAT BOSS is not only an administrative innovation but also a representation of successful public service that is data-driven, responsive to social conditions, and oriented toward accelerating the legalization of the people's economy. This program demonstrates that public service designed with consideration for local context, user needs, and a humanistic social approach can drive widespread community participation. SI JIMAT BOSS also shows that innovation does not always depend on high technology, but on how services can be accessed, understood, and felt by the community.

Based on research findings, it is recommended that the SI JIMAT BOSS strategy be replicated by other regions by adapting to the local context, especially in the implementation of a proactive approach, community involvement, and direct assistance in the use of OSS. Additionally, digital literacy for SMEs must be strengthened continuously so they can independently access licensing services. This program can also be further developed by

integrating licensing services with SME development access, such as business training, financing, and halal certification. Finally, cross-agency collaboration, including with the Cooperative Agency, Social Agency, and financial sector, needs to be enhanced to create a legal, inclusive, and sustainable SME support ecosystem. With adaptive, collaborative, and empowerment-oriented strategies, SI JIMAT BOSS can become a national model for accelerating legalization and strengthening the SME sector.

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