

## ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) play a significant role in Indonesia's economy, contributing around 61% to the national GDP and absorbing over 97% of the workforce. Globally, MSME exports have risen to fill market gaps caused by the COVID-19-induced global lockdowns; however, this trend has not been realized in Indonesia, where MSME exports contribute only around 15%. The government has continuously sought to empower MSMEs, including through the Ministry of State-Owned Enterprises' (BUMN) Rumah BUMN program, launched in 2016 to enhance MSME capabilities. By the end of 2023, the program had expanded to 231 units across Indonesia, yet this growth has not been matched by a corresponding increase in MSME export performance. This study focuses on Rumah BUMN Bandung, which supports 9,354 MSMEs and has conducted 1,148 training sessions, yet only 2% of these MSMEs have successfully entered export markets. The research aims to measure the export capabilities of Rumah BUMN-supported MSMEs, analyze the influence of these capabilities on export performance, identify Rumah BUMN's role in enhancing MSME export capacity and performance, and design a strategic roadmap to improve MSME competitiveness in international markets. The findings are expected to provide strategic guidance for Rumah BUMN in empowering MSMEs for greater global competitiveness. This study adopts a mixed-methods approach. The quantitative component uses export capability as the independent variable, export performance as the dependent variable, strategic performance as an intervening variable, and the Rumah BUMN Program as a moderating variable. The qualitative approach, through interviews, supports the formulation of strategies and the development of a roadmap to enhance MSME export performance. Quantitative findings indicate that MSME export capabilities, particularly in information technology, international marketing, and export operations, are generally strong and support strategic performance. While the Rumah BUMN Program effectively boosts

strategic performance, it has not yet achieved a significant impact on financial performance. Based on these findings, the qualitative analysis produced strategic recommendations, including competency development, strengthened access to financing, digital adoption, and expanded global market access. The roadmap targets sustainable growth through 2030, with short focus (New Concept), intermediate focus (Epic Journey), and a long-term goal (Go Beyond).

**Keywords:** Rumah BUMN, MSMEs, export capability, export performance, MSME empowerment, strategic performance, financial performance, export roadmap, mediation model, moderation model.