



## Journal

### **Analysis of MSME Development Through Implementation JakPreneur Program in Increasing Business Success (Study on SMEs in the Food Business Sector)**

**Rizka Amellya**

Faculty of Economics, State University of Jakarta, Indonesia

Email : [rizkaamellya70813@gmail.com](mailto:rizkaamellya70813@gmail.com)

**Saparuddin Mukhtar**

Faculty of Economics, State University of Jakarta, Indonesia

Email : [saparuddin@unj.ac.id](mailto:saparuddin@unj.ac.id)

**Karuniana Dianta A. S**

Faculty of Economics, State University of Jakarta, Indonesia

Email : [dianta.sebayang@unj.ac.id](mailto:dianta.sebayang@unj.ac.id)

#### **ABSTRACT**

This research was conducted with the aim of explaining the implementation of the JakPreneur program in developing registered MSMEs through six coaching steps and knowing the increase in business success through the implementation of the program that has been carried out. This research uses a qualitative approach with descriptive methods. This research involved eight JakPreneur program registered businesses, one person representing the JakPreneur program implementer in this case the PPKUKM Office as a key informant and two customers as additional informants. This research was conducted between March - May 2023.

The results showed that: 1) The implementation of the JakPreneur program through the implementation of six coaching steps has been carried out well, although obstacles to program implementation are encountered from the side of the JakPreneur program implementers, in this case the PPKUKM Office and registered MSMEs as a group of program beneficiaries. The JakPreneur program has fulfilled the suitability of the three main elements in order to succeed the implementation of the program as proposed by David C Korten. 2) The benefits received by registered MSME actors for their participation in the six coaching steps are increasing business success which can be seen through the fulfillment of three predetermined indicators including increased turnover, asset ownership and labor. However, business success cannot be achieved by every MSME actor, this depends on the application of the coaching stage to the business being run.

The conclusion of this research is that with the implementation of the JakPreneur program through six comprehensive coaching steps, a business upgrade is formed which is able to increase the success of the business being run.



**Keywords: Implementation, JakPreneur, Coaching, MSMEs, Business Success**

## **BACKGROUND**

In order to accommodate and bridge the resources and potential of MSMEs in the DKI Jakarta area, an MSME empowerment program was launched under the name JakPreneur (Katya & Saraswati, 2021). The DKI Jakarta Central Statistics Agency (BPS) noted that there are at least 1,100,000 MSMEs in the DKI Jakarta area, which is equivalent to 98.78 percent of the total number of businesses in DKI Jakarta (Rezqiana, 2021). From this data, it can be interpreted that people who live in DKI Jakarta Province generally depend on the MSME sector.

The enthusiasm of MSME players in the DKI Jakarta area in welcoming the JakPreneur program can be seen from the number of business memberships in 2019 of 110,108, increasing to 298,246 in March 2022. Despite the significant increase in the last two years, Jakpreneur membership only covers a quarter of the total MSMEs in the DKI Jakarta area.

The culinary business is one of the business sectors that is widely pursued by business actors in Indonesia. Citing the 2020 Drinking Food Provider Statistics data from BPS released in May 2022, as many as 11,223 culinary businesses were spread throughout Indonesia in 2021. DKI Jakarta has the number of culinary businesses with a total of 5,159 businesses. Thus DKI Jakarta Province is ranked first as the province with the largest number of culinary businesses in Indonesia (BPS Indonesia, 2022).

However, like other MSMEs, the food and beverage business sector still has various problems such as business legality permits, selection of production raw materials, not having a business entity, not using the internet and not establishing partnerships. Most also do not have a clear financial recording system. Some cannot even separate business financing from household consumption. The entire business process, from production to marketing, is usually carried out by the manager or entrepreneur. Generally, these home-scale stalls or restaurants are assisted by family workers or unpaid workers (Nurmala et al., 2022) and (Maharrani, 2020).

In order to empower and strengthen MSMEs, administrative completeness is one of the pillars that must be owned by business actors. However, the facts that occur in the field, the problem of legal business registration and licensing is often a problem that occurs in MSMEs. Not a few of the businesses that have been engaged still think that clear and official legality from the government is only intended and needed by businesses that operate on a large scale (Kusmanto & Warjio, 2019). Another complaint is that the registration and licensing process, especially for food businesses, has complicated procedures and takes a long time, even though the provision of fast, transparent and cheap business licenses is one of the solid pillars needed in every MSME development effort (Sitorus, 2018).



Just as important as business registration and licensing, the stages of training and mentoring that can be carried out both by the government, the private sector, and other stakeholders are also considered important to be able to explore existing resources in order to develop MSMEs into businesses that are able to compete even with imported products.

Business owners' awareness of the ability to compete in the current era must at least be able to be translated quickly and wisely. Fixing internal problems is no longer the only factor that can sustain the strength of the business being run. Another strength that can be done by business owners is trying to stay close to the community as consumers. Marketing skills in the context of introducing a business profile and the goods or services offered are important (Rumondang; et al., 2020).

The conditions of the Covid-19 pandemic have caused various limitations on the physical contact of the community which at least raises new thoughts, especially for micro business class business owners. During the pandemic period, around 7.3 million MSMEs began to penetrate the digital ecosystem and various applications emerged as a place to sell (Herman, 2021). The use of social media as a place to sell is no longer a taboo to do. In their book, Kotler and Keller state that the use of social media as a marketing communication tool can be used for campaigns, promotions, product introductions or information related to benefits and the latest news, which is one of the marketing techniques through digital marketing that is widely practiced by MSME players (Augustinah & Widayati, 2019).

The use of digital-based technology is not only needed by MSMEs to develop their business through marketing techniques. In fact, digital technology is able to overcome other problems related to capital and business financial reports. Financial reports are important records that must be owned by business actors which can be used as a basis for decision making which includes market development, pricing and others (Istanti et al., 2020).

Unfortunately, awareness to fix business financial reports is still very minimal because it is considered difficult for business owners, even some MSME players say that without the existence of correct accounting records, the business continues to run smoothly and always makes a profit (Fatwitawati, 2018). Whereas by recording financial reports, not only performance and profits will be known but furthermore it can make it easier for business actors to obtain business capital.

Meanwhile, the contribution made by MSMEs to GDP at constant prices amounted to IDR 7,034.1 trillion in 2019, up 22.9% from the previous year which amounted to IDR 5,721.1 trillion. Meanwhile, the contribution of MSMEs to GDP at current prices amounted to Rp 9,580.8 trillion. This contribution increased by 5.7% from the previous year which amounted to IDR 9,062.6 trillion (Jayani, 2021). The Covid-19 pandemic has certainly had a direct impact on the decline in the value of MSME contributions to GDP in 2020. Based on data from the Ministry of Cooperatives and SMEs, the contribution to GDP reached 61.97%



or IDR 8,573.89 trillion, which includes the ability to absorb 97% of the total workforce and can raise up to 60.4% of total investment.

Judging from the large number of contributions made to GDP, this is in line with the number of Indonesian MSMEs which continues to increase from year to year. Through BPS and the Ministry of Cooperatives and SMEs in 2016, there were 61.7 million MSMEs in Indonesia. This number increased again in 2017 to 2019, which sequentially reached 62.9 million, 64.2 million and 65.5 million. Similar to the decreasing contribution of MSMEs to GDP, in 2020 the number of MSMEs that were still able to survive when the Covid-19 pandemic was present in Indonesia was 64.19 million and increased again in March 2021 to 64.2 million MSMEs.

Recognizing the diversity of problems that occur behind the great potential possessed by MSMEs, and judging by their ability to survive and continue to contribute to the Indonesian economy even during the Covid-19 Pandemic storm. The Provincial Government of DKI Jakarta took a strategic step by launching a business development program for the welfare of MSMEs. This fact is certainly a great opportunity for the growth and development of MSMEs as one of the economic sectors that is widely loved by the public.

## **THEORETICAL FRAMEWORK**

### **Business Success**

According to Noor (2007) in (Maisaroh, 2019) success is considered as success in achieving predetermined business goals. Explained by Sujuti Jahja (1997) business success is defined as the achievement of an increase from previous results and is the main part of a company where all activities in it are aimed at achieving success.

The achievement of a business in achieving success is at least influenced by two factors, including the ability of the business itself and also the intervention of external parties in realizing the success of the business in question. This is similar to research conducted by (Hairudinor, 2019) according to Tulus Tambunan (2001) two factors that influence business success, namely internal and external factors.

To be able to determine business success, there are several criteria or indicators that must be met. According to (Suryana: 2006) and (Samboet: 1994) in (Herawati & Yustien, 2019) this is based on an increase in various aspects of the business such as capital, business income, sales capability, total production capability and labor.

### **Program Implementation**

In Webster's dictionary (Wahab, 2012: 135) (Sasuwuk et al., 2021) the concept of implementation comes from the English To Implement. The term to implement means to provide the means for carrying out; to give practical effect to (cause an impact or effect on something).



The success of program implementation depends on knowledge or skills on how to utilize resources. Resources such as human, financial, technological, skills and time are important in program implementation. Van Meter and Van Horn (1974) emphasize the importance of program resources and communication to facilitate the management of program implementation (Sani & Idris, 2018).

One of the well known program implementation models was expressed by David C Korten. This model uses a learning process approach or better known as the program implementation suitability model which can be described as follows (Darmiyanti, 2022) :

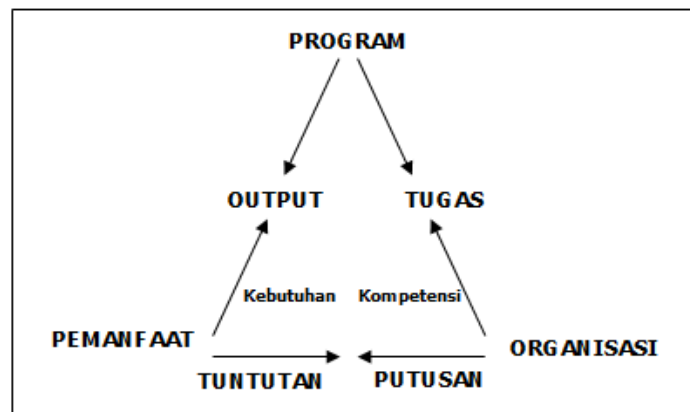


Figure: Program Implementation Suitability Model

## JakPreneur Program

Jakpreneur comes after going through various development processes and adjustments to the state of MSMEs during the current year. Efforts to improve the Jakpreneur program are written in Governor Regulation Number 2 of 2020 replacing PKT. The adjustment and refinement of the program so that it becomes Jakpreneur is expected to become a platform for the creation, facilitation, and collaboration of MSME development through the entrepreneurial ecosystem, such as start-ups, educational institutions, and financing institutions. The name Jakpreneur comes from "Jak" which is the brand identity of the city of Jakarta, while "Preneur" is taken from the word entrepreneurship which is the focus and subject of this brand.

Some of the benefits that will be obtained when entrepreneurs join the Jakpreneur Program can be abbreviated as 6P, this includes: training, mentoring, licensing, marketing, financial reporting and capital.

## Foundation for Development

In Law No. 20/2008 on MSMEs, efforts to foster a conducive business climate have been described in articles that summarize the process of strengthening MSMEs as follows:

1. Access to funding



2. Aspects of facilities and infrastructure
3. Aspects of business information
4. Partnership aspect
5. Aspects of business licensing
6. Aspects of business opportunities
7. Aspects of trade promotion
8. Aspects of institutional support

## **METHOD**

This research used a qualitative approach with a descriptive method.

### **Place and Time of Research**

This research was conducted between March - May 2023 to owners of MSMEs in the Food Business Sector that are under the guidance of the JakPreneur Program. The breadth of the JakPreneur Program's coverage allows researchers to be able to collect data from MSMEs that are scattered. Thus the research places carried out by researchers are different, namely Kuningan City Mall, Jalan Kuda Laut, Sacred Heart RPTRA, Jalan Haji Salim and DKI Jakarta City Hall.

### **Informants**

The informants taken by the researcher as a source of data to be interviewed, as follows:

1. Key informants are those who know and have various basic information needed in the research, in this study are the implementers of the JakPreneur program, namely the DKI Jakarta Provincial PPKUKM Office.
2. The main informants are those who are directly involved in the social interactions under study, namely registered MSMEs.
3. Additional informants are those who can provide information even though they are not directly involved in the social interactions studied, namely customers or buyers.

### **Data Collection Technique**

In this study, the data collection techniques used were: interviews, observation and documentation.

### **Data Processing Technique**

Analysis according to Miles and Huberman (1992) is divided into three streams of activities that occur simultaneously. Some of these stages are (1) Data reduction; (2) Data Presentation; (3) Conclusion Drawing (Ahyar et al., 2020)





## RESULT

### Development of Food Business Sector Assisted by JakPreneur Program

In general, the food business sector in Indonesia is a business sector that is loved by many MSME players. The development of the food business sector during the Covid-19 pandemic that hit Indonesia did not make businesses in this sector die. On the contrary, the food business sector continues to mushroom and innovate.



Figure: Most Popular Businesses in JakPreneur Program

Based on JakPreneur exposure on May 20, 2023, 67.44% of the total membership of the JakPreneur program is a business sector engaged in the food and beverage sector. This number is equivalent to 143,822 out of a total of 354,427 members.

### Implementation of JakPreneur Program in MSME Development is registered through Six Coaching Steps

To be able to enjoy the various facilities offered by the JakPreneur program, MSMEs will first be directed to register their businesses as members of the JakPreneur program. Registration for membership of the JakPreneur program can be done through the official JakPreneur website on the [Jakpreneur.go.id](http://Jakpreneur.go.id) page. Other informants mentioned that some MSMEs registered themselves through direct invitations from the PPKUKM Office or other SKPDs. The JakPreneur program has also become a topic of conversation among MSMEs, which is why a lot of information about JakPreneur membership comes from direct invitations by fellow MSME players.

#### 1. Training Phase

The training stage is intended to increase knowledge and insight related to technical and non-technical business activities. Through the official Instagram platform @jakpreneur, it is known that the training provided has a very diverse theme ranging from product development, promotion, marketing and entrepreneurship. In organizing the training stages, JakPreneur also collaborates with collaborators in presenting the theme of the material presented.



Based on the observations made by researchers, there are differences that can be seen clearly in the packaging and products fostered by the JakPreneur program. The packaging owned by registered MSME players is very diverse and attractive, of course this is a product attraction to be able to compete with competitors. This is an implementation of the packaging design training activities that have been attended by MSME players. The ownership of attractive packaging also invites positive comments from customers who visit the ongoing bazaar booth.

However, obstacles to the implementation of training cannot be avoided. Unavailability of time to attend training is an internal obstacle encountered from the side of MSME actors. In addition, an external obstacle to the non-participation of MSME actors in participating in training activities is that the training material presented has already been followed, especially if MSME actors have been registered in the JakPreneur program for a long time.

In terms of the JakPreneur program implementers, the problem of budget refocusing is one of the obstacles to the implementation of training activities carried out by the PPKUKM Agency. Another thing that was conveyed was related to the bureaucracy that was not optimal in implementing the JakPreneur program.

## 2. Mentoring Stage

The mentoring stage is a facility provided by the JakPreneur Program by providing entrepreneurial assistants in each sub-district. At the mentoring stage, the mentor is also tasked with being able to assist MSME actors in obtaining distribution permits and business licenses. Different experiences were conveyed by other informants regarding mentoring activities that were less than optimal on product marketing information that could be followed to enter offline stores.

## 3. Licensing Stage

In an effort to empower, develop and strengthen MSMEs, the JakPreneur Program facilitates MSME players to have business legality in an easy and free way. This is justified by the full support of the DKI Jakarta Provincial Government for the ownership of business licenses to MSME players. Other technical conveniences are also continuously improved by the Government by simplifying administrative processes that are easy and accessible anywhere.

In addition to business permit ownership, the JakPreneur Program also facilitates registered MSME players in owning a distribution permit. The usefulness of the distribution permit has an impact on opening access in marketing products to various groups and other sales media. Having a complete distribution permit increases the confidence of MSME players in marketing and selling products.

Based on the results of interviews conducted by researchers, eight MSME players mentioned that they already have business licenses, namely NIB and other distribution permits. Through interviews with informants, distribution permits were obtained through a series of activities and strict supervision carried out by the authorities.





Nevertheless, obstacles in obtaining licenses were still encountered during the interview process. The licenses in question are related to obtaining distribution permits such as halal and MD BPOM. The large number of documents that must be filled out, the availability of complete supporting documents are complaints shared by MSME actors. Ownership of an MD permit for MSME players also provides a fairly difficult standard, where MSME players are required to have a production house with certain predetermined size standards.

#### 4. Marketing Stage

Realizing the various opportunities available at this time, the JakPreneur Program took steps by collaborating with collaborators to jointly achieve maximum MSME empowerment. The maximum efforts made by the JakPreneur program together with collaborators by utilizing various sales platforms as a means of marketing MSME assisted products.

Based on the results of observations and interviews with key informants, the implementation of the marketing stage is not only limited to offline offers or through bazaars and festivals, but also utilizes various social media platforms and collaborates with collaborators.

The participation of MSME actors in offline marketing activities or bazaars and festivals is obtained through direct information provided by the facilitator, MSME actors can register themselves through the available links and follow the curation of business data and products with the organizers. The main criteria for being able to take part in the bazaar that must be met by MSME actors are ownership of a complete business license and distribution permit, besides that the business already has QRIS.

Based on the results of observations made by researchers, during offline marketing activities through the bazaar, MSME actors were given many facilities by the event organizers. MSME actors were accompanied by assistants during the activity. In addition, the facilities provided to support the convenience of MSME actors during trading such as tents with a capacity of two businesses, one table along with a cloth, two chairs and a booth board containing the name of the trademark.

Although the organization of the marketing stage encountered during the observation activities was considered quite satisfactory, complaints about product marketing were presented by MSME actors in interviews with researchers. One of the common marketing problems complained about by MSME players related to online sales includes limited knowledge of social media and unsupportive devices and the absence of special employees responsible for managing social media.

#### 5. Application-Based Financial Reporting Stage

Financial reports are one of the important records that business actors need to have. Ownership of financial statements is useful to see whether the business being run has achieved profits. Furthermore, the benefits of having financial statements can be intended as attachments needed to obtain additional capital in the form of loans.



The emergence of various financial recording applications that are useful for helping MSME players has led to the provision of training materials by JakPreneur using the available applications. Another informant added that the training on the use of financial recording applications was conducted with JakPreneur's program collaborator, OJK.

From the training that has been carried out, it has resulted in several MSME players who have recorded their financial reports using the application. As for those who have tried to use the financial recording application but due to incomplete features. Thus, many of the MSME players still carry out financial records manually on the grounds that it is easier and more effective.

#### 6. Capitalization Stage

The capitalization stage is the sweet fruit that will be offered and obtained after MSME players fulfill the ownership of business legality, good business management, and healthy financial reports. At this stage, JakPreneur Program implementers do not provide capital directly to MSMEs, but rather provide direction and recommend fostered businesses to obtain additional capital through JakPreneur collaborators. Another statement added that capital in this case is not only material or money but in the form of knowledge provided through various activities carried out. Other capital and marketing assistance provided by the JakPreneur Program to MSME players is business place subsidies. However, in the interview results, it was found that the capital stage was the stage that had the smallest achievement among the previous six stages, making the capital stage the most difficult stage encountered by JakPreneur program implementers.

### **Increasing Business Success through JakPreneur Program**

The JakPreneur program implemented by the PPKUKM Agency and five other SKPDs has a measure of business success that has been determined in accordance with Gubernatorial Regulation Number 2 of 2020 such as an increase in turnover, asset ownership, and workforce. However, different responses emerged regarding business success such as the number of orders, products that are known to many people and the owner's activeness in training activities.

Based on the results of observations made by researchers, it is known that the differences that have been felt by registered MSME players after participating in the JakPreneur program include changes in mindset, relationships, attractive packaging, ownership of business licenses and distribution permits. However, business improvement has not been felt by MSME actors as a whole.

In relation to the success measures described by the JakPreneur Program implementers, MSME players also feel the changes and improvements that have occurred in the businesses they run. However, the increase in capital, asset ownership and additional labor is not absolutely interpreted as the achievement of business success by MSME actors.



Activities in the JakPreneur program have been designed to meet the needs of MSME actors, of course this can support the achievement of business success. However, business success still depends on the implementation of the six steps of coaching by MSME actors towards their business.

Not only seeing the success of MSMEs in achieving the business success they dream of, the program implementers, namely the PPKUKM Office and five other SKPDs, also felt the success of the achievements of the program implementation intended for registered MSMEs in developing their businesses. The success in implementing the program cannot be separated from the juridical support that guides the implementation of the JakPreneur program. Thus, JakPreneur program implementers have the enthusiasm to achieve the planned targets.

## **DISCUSSION**

### **Implementation of the JakPreneur Program in the Development of registered MSMEs through Six Coaching Steps**

The implementation of the development stages through 6P by the JakPreneur program is in accordance with the concept of implementation in the Webster dictionary. The provision of MSME development facilities is aimed at realizing more advanced and upgraded MSMEs by providing ease of licensing, technical and non-technical training, opening up opportunities to market products both online and offline, application-based financial reporting and opening access to capital. The implementation of the JakPreneur program by program implementers, in this case the PPKUKM Office and five other SKPDs, is guided by Governor Regulation Number 2 of 2020, in accordance with Agustino.

The combination of resource utilization applied to the JakPreneur program can be found in the form of collaboration between JakPreneur and other stakeholders, one of which is in providing joint training stages. In addition, Van Meter and Van Horn (1974) emphasize the importance of program resources and communication to facilitate the management of program implementation. This has been realized with the availability of business assistants spread across each sub-district with the aim of bridging between program implementers and program beneficiaries.

The concept of MSME development through the implementation of six coaching steps (6P) promoted by the JakPreneur program is similar to the foundation of MSME development as stipulated in Law Number 20 of 2008. Efforts to foster a conducive business climate summarize the process of strengthening MSMEs as follows:

1. Funding aspect: JakPreneur program implementers have never and are not allowed to provide capital assistance in the form of cash. However, this does not mean that the funding aspect of the JakPreneur program does not run, the practice of implementing the funding aspect of the JakPreneur program is carried out in collaboration with



program collaborators. Funding activities cannot be carried out by DPPKUKM and five other SKPDs with consideration of the great risk of misappropriation, for this reason the implementation of the capital stage is more likely to be carried out by JakPreneur program collaborators such as Bank DKI, BRI, BNI through the provision of KUR.

2. Facilities and infrastructure aspects: similar to funding and capital aspects, the provision of facilities and infrastructure for registered MSME players is realized by the JakPreneur program in training activities which ends with the provision of production facilities or equipment in the form of mixers, blenders, ovens and sealers as a form of capital assistance that data is used by MSME players to support production or increase the variety of products offered. The provision of infrastructure such as business outlets was also felt by one informant who found it easy to find a place to do business at Thamrin 10 because he was a member of JakPreneur.
3. Aspects of business information: the mentoring stage is a manifestation of equality in the distribution of information that can be received by registered MSME players, activities related to market information, in this case the procurement of bazaars, can be accessed by all registered MSME players through business assistants.
4. Partnership aspects: in the observation activities located at the DKI Jakarta City Hall, bazaar activities not only aim to introduce and market the products fostered by the JakPreneur program but furthermore this activity aims to attract partners from various parties. Apart from offline bazaar activities, partnerships with large business groups are also carried out by the JakPreneur program by holding promotions through the PADI UMKM website, which is the result of Telkom Indonesia's collaboration initiated by the Ministry of BUMN. Partners with fellow MSME players were also recognized by informants who sold bundled products in the sale of Lebaran hampers in 2023.
5. Business licensing aspect: The JakPreneur program facilitates MSME players to have business legality in an easy and free way. This is reinforced by the ownership of business legality which is one of the focuses of the DKI Jakarta Provincial Government. This statement is reinforced by the provision of a website that has been centralized by the central government through OSS.
6. Aspects of business opportunities: in this case the JakPreneur program provides opportunities for registered MSME players to sell products online under the name e-order which is intended for ASN every month. In addition, the sale of MSME products under the name Gebetan UMKM Package is an innovation that aims to assist JakPreneur in marketing products through purchases from ASN PPKUKM Service.
7. Trade promotion aspect: JakPreneur program has a variety of promotional activities to introduce fostered products to the public. Examples of activities carried out through offline bazaars at the sub-district level, online bazaars (POSJP, BORJU, JakPreneur Barat Festival, Blanjajaksel, Jamur Betawi), E-orders, JakPreneur Goes to Mall, UMKM Gebetan Package, domestic and foreign exhibitions.



8. Institutional support aspect: the realization of this aspect can be seen through business development services by facilitating registered MSME players to take part in the training stage.

Relying on the program implementation model revealed by David C Korten, the suitability of program implementation can be achieved if there is a match of the three main elements mentioned :

1. Compatibility between the program and the beneficiaries: whether the program offered is needed by the target group (beneficiaries) ?

The JakPreneur program facilitates MSME players with six stages that can be followed after they register themselves and their businesses with JakPreneur membership. With facilities for granting business licenses, mentoring, training, marketing to capital, of course, MSME players feel helped. Obtaining permits that are easily recognized by MSME players is registered in the acquisition of halal and distribution permits. Another benefit felt by MSME players after participating in the JakPreneur program is the opening of new marketing opportunities that can be followed by MSME players both in online and offline forms.

2. Compatibility between the program and the implementing organization: whether the program implementers have the ability to complete the required tasks ?

In implementing the JakPreneur program, not only MSME players have succeeded in achieving more advanced businesses. But the JakPreneur program implementers have succeeded in exceeding the targets set regarding the number of registered members and the achievements at the stages of coaching organized by the JakPreneur program.

3. Compatibility between the beneficiary group and the implementing organization: the ability of the program target group (beneficiaries) to be able to meet the requirements decided to obtain program outputs ?

To be able to take part in various activities provided by the JakPreneur program, primarily MSME players must be registered as members of the JakPreneur program. After becoming a member of the JakPreneur program, MSME players will be facilitated by a companion to be able to guide MSME players to achieve more advanced businesses through a variety of information on activities that can be followed.

The participation of MSME players in the marketing stage requires certain criteria that must be met by registered MSME players. The registration mechanism and product curation are stages that must be followed by MSME actors with different levels of difficulty and are increasingly difficult along with the level of bazaar organizers. In addition to the bazaar registration and product curation stages, fulfillment of ownership of business licenses and distribution permits needs to be fulfilled first before marketing the product.

### **Improving Business Success through JakPreneur Program**





After following a series of stages of MSME development through the six steps of the JakPreneur program, the hope that arises is that there will be an increase in business that can support the achievement of the success of the business being run. Of course, business success is the point that every business actor wants to achieve. According to Noor: 2007, success is considered as success in achieving business goals that have been set. In the interview, a similar thing was said by the informant who stated that a successful business is a business that can be in accordance with the vision and mission that was built at the beginning.

The participation of MSME actors in various activities designed by the JakPreneur program is an effort made to achieve increased business success from the previous period. this concept is in accordance with that put forward by Sujuti Jahja: 1997 is defined as the achievement of an increase from previous results and is the main part of a company where all activities in it are aimed at achieving success.

To be able to achieve the expected business success, according to Tulus Tambunan: 2001, there are at least two factors that can influence business success, including internal factors and external factors. It was mentioned in the interview process that all activities in the JakPreneur program are comprehensive activities and open opportunities for registered MSME actors, but business success is the personal responsibility of MSME actors in implementing the development stages that have been given. This was also recognized by one of the MSME actors who realized that success could be achieved if MSME actors continued to innovate and continue to be enthusiastic.

Leaning on the theory put forward by Suryana: 2006 and Samboet: 1994, there are indicators that must be met to determine whether the business being run has reached the point of success. Indicators that need to be achieved include improvements in various aspects of the business such as capital, business income, sales capability, total production capability and labor. The guidelines used by the JakPreneur program in determining business success show conformity with the two existing theories, these guidelines are contained in Governor Regulation Number 2 of 2020 which contains:

1. Increased Turnover

Turnover or business income is one of the benchmarks that is often used in seeing whether the business being run has been able to achieve profits. The increase in business turnover is in line with the greater sales ability. In economic theory, to calculate business income (total revenue) can be done by multiplying the amount of output sold (quantity) and the unit price of the output sold (price). A fairly consistent increase in turnover has been achieved by several registered MSME actors interviewed by researchers. However, there is an increase in turnover that is still running inconsistently, the increase in turnover only occurs when the bazaar takes place.

2. Asset ownership





To support the production process that will fulfill sales capabilities, assets are needed that can support production activities to run more efficiently and effectively. Informants from the group of registered MSME players admitted that after being active in the JakPreneur program membership, changes in asset ownership were felt with the increase in production support equipment such as freezers, refrigerators, stoves and others. In addition to tangible assets, ownership of intangible assets such as business licenses and distribution permits also support businesses to achieve higher success.

### 3. Labor

Increased sales capability must be accompanied by an increase in the combination of the use of production factors, in this case including labor and technology or tools used. Additional labor can be done when the sales ability has increased consistently over a long period of time. For businesses that have not experienced a consistent increase in sales ability, based on the results of interviews, MSME actors apply a part-time system in supporting the production process, this is done when product sales increase at a certain time.

However, based on the findings through research interviews, the question regarding the achievement of the success of the business being run is said to have not been able to be achieved by business actors. This is explained by MSME actors by not having a good business SOP, direct participation of the owner in selling products and not achieving the planned minimum income target. Nevertheless, when viewed from the guidelines used to measure business success, some MSME actors have achieved business success. This is because the three indicators mentioned in Pergub Number 2 of 2020 have been fulfilled.

## CONCLUSION

Based on the findings of the research results that have been discussed and analyzed previously, it can be concluded that:

1. The implementation of the JakPreneur Program through six coaching steps carried out by the PPKUKM Office and five other SKPDs based on Governor Regulation Number 2 of 2020 has included efforts to foster a conducive climate in the context of developing MSMEs. The coaching includes training, business assistance, business licensing, marketing, application-based financial reporting and capital. The combination of resource utilization applied to the JakPreneur program is able to support the implementation of the program to achieve maximum results. The three main elements to achieve program success, namely the JakPreneur program, program implementers (PPKUKM Agency and five other SKPDs) and program beneficiaries (MSME actors) have compatibility in meeting the needs of the program offered, qualified program implementation groups and the ability of MSME actors to follow the coaching flow has been successfully achieved.



2. From the various MSME development efforts carried out through the six steps of coaching, an upgraded business is formed that is able to increase the success of the business being run in accordance with Suryana: 2006 and Samboet: 1994 as well as the JakPreneur program success indicator guidelines which include increasing turnover, asset ownership, and employment. However, the achievement of business success still depends on the ability of registered MSME actors in the process of implementing the coaching activities that have been obtained, as stated in Tulus Tambunan.

## **BIBLIOGRAPHY**

- Ahyar, H., Maret, U. S., Andriani, H., Sukmana, D. J., Mada, U. G., Hardani, S.Pd., M. S., Nur Hikmatul Auliya, G. C. B., Helmina Andriani, M. S., Fardani, R. A., Ustiawaty, J., Utami, E. F., Sukmana, D. J., & Istiqomah, R. R. (2020). Buku Metode Penelitian Kualitatif & Kuantitatif. In *Jurnal Multidisiplin Madani (MUDIMA)* (Issue March). CV. Pustaka Ilmu Group Yogyakarta.
- Augustinah, F., & Widayati. (2019). Produk-Produk Yang Ditawarkan. *Jurnal Dialektika*, 4(2), 1–20.
- BPS Indonesia. (2022). STATISTIK PENYEDIA MAKAN MINUM. In dan P. Direktorat Statistik Keuangan, Teknologi Informasi (Ed.), *STATISTIK PENYEDIA MAKAN MINUM*. BPS.
- Darmiyanti, R. D. (2022). IMPLEMENTASI PROGRAM KELUARGA HARAPAN (PKH) DALAM; PENGENTASAN KEMISKINAN DI KABUPATEN INDRAGIRI HILIR 2020. *Jurnal Dinamika Pemerintahan Vol.1, No. 1 (September 2022)*, 1(1), 124–137.
- Fatwitawati, R. (2018). Pengelolaan Keuangan Bagi Usaha Mikro Kecil Menengah (UMKM) Di Kelurahan Airputih Kecamatan Tampan Kota Pekanbaru. *Sembadha*, 32.
- Hairudinor, H. (2019). *Faktor-Faktor yang Mempengaruhi Keberhasilan UMKM Berbasis Ekonomi Kreatif di Kota Banjarmasin* (Issue 197604142001121000). <https://repositori.uin-suka.ac.id/bitstream/handle/123456789/19942/7>. FAKTOR-FAKTOR YANG MEMPENGARUHI KEBERHASILAN UMKM BERBASIS EKONOMI KREATIF DI KOTA BANJARMASIN.pdf?sequence=1
- Herawati, N., & Yustien, R. (2019). PENGARUH MODAL, PENGGUNAAN INFORMASI AKUNTANSI DAN KARAKTERISTIK WIRAUUSAHA TERHADAP KEBERHASILAN USAHA KECIL (Survei Pada Usaha Rumahan Produksi Pempek di Kota Jambi). 3(1), 63–76.
- Herman. (2021). *Selama Pandemi, 7,3 Juta UMKM Beralih ke Platform Digital*. Beritasatu.com. <https://www.beritasatu.com/ekonomi/823061/selama-pandemi-73-juta-umkm-beralih-ke-platform-digital>
- Istanti, L. N., Agustina, Y., Wijijayanti, T., & Dharma, B. A. (2020). Pentingnya Penyusunan



- Laporan Keuangan UMKM bagi Pengusaha Bakery, Cake, and Pastry di Kota Blitar. *Jurnal Graha Pengabdian*, 2(1), 47–55.
- Jayani, D. H. (2021). Kontribusi UMKM terhadap Ekonomi Terus Meningkat. In *Katadata* (p. 2021). <https://databoks.katadata.co.id/datapublish/2021/08/13/kontribusi-umkm-terhadap-ekonomi-terus-meningkat>
- Katya, A. S., & Saraswati, S. (2021). Collaborative governance in increasing the competitiveness of Micro Small Medium Enterprises (MSMEs) through the Jakpreneur program. *Monas: Jurnal Inovasi Aparatur*, 3(2), 309–320. <https://doi.org/10.54849/monas.v3i2.83>
- Kusmanto, H., & Warjio, W. (2019). Pentingnya Legalitas Usaha bagi Usaha Mikro Kecil dan Menengah. *Jupiis: Jurnal Pendidikan Ilmu-Ilmu Sosial*, 11(2), 324. <https://doi.org/10.24114/jupiis.v11i2.13583>
- Maharrani, A. (2020). Surutnya Usaha Kecil Kuliner di Jawa terutama di Jakarta. In *Lokadata.id*. Lokadata.id. <https://lokadata.id/artikel/surutnya-usaha-kecil-kuliner-di-jawa-terutama-di-jakarta>
- Maisaroh. (2019). KAJIAN KARAKTERISTIK KEWIRAUSAHAAN TERHADAP KEBERHASILAN USAHA UKM (STUDI KASUS SENTRA INDUSTRI KONVEKSI DUSUN MLANGI DAN SAWAHAN NOGOTIRTO GAMPING SLEMAN YOGYAKARTA). *Jurnal Ekonomi, Bisnis, Dan Akuntansi (JEBA) Volume 21 Nomor 02 Tahun 2019, 21*.
- Nurmala, Sinari, T., Lilianti, E., Jusmany, Emilda, Arifin, A., & Novalia, N. (2022). Usaha Kuliner Sebagai Penggerak UMKM Pada Masa Pandemi Covid 19. *AKM Aksi Kepada Masyarakat*, 3(1), 65–74.
- Putra Sitorus, A. (2018). Politik Hukum Perlindungan Usaha Mikro Kecil Menengah (Umkh) Dalam Masyarakat Ekonomi Asean. *Doktrina: Journal of Law*, 1(2), 125. <https://doi.org/10.31289/doktrina.v1i2.1920>
- Rezqiana, A. N. (2021). Pemprov DKI Jakarta Dorong Perkembangan UMKM lewat Program Jakpreneur. In *Kompas.Com*. Kompas.com. <https://megapolitan.kompas.com/read/2021/10/20/17161091/pemprov-dki-jakarta-dorong-perkembangan-umkm-lewat-program-jakpreneur?page=all>
- Rumondang, A., Sudirman, A., Sitorus, S., Kusuma, A. H. P., Manuhutu, M., Sudarso, A., Simarmata, J., Hasdiana, D., Tasnim, T., & Arif, N. F. (2020). *Pemasaran Digital dan Perilaku Konsumen*. Yayasan KKita Menulis. [https://books.google.co.id/books?id=WW\\_6DwAAQBAJ&printsec=copyright&hl=id#v=onepage&q&f=false](https://books.google.co.id/books?id=WW_6DwAAQBAJ&printsec=copyright&hl=id#v=onepage&q&f=false)
- Sani, N., & Idris, A. R. (2018). Implementation Of Linus Programme Based On The Model Of Van Meter And Van Horn. *Malaysian Online Journal of Educational Sciences*, 1(2), 25–36. <https://mojes.um.edu.my/article/view/12861>
- Sasuwuk, C. H., Lengkong, F. D., & Palar, N. A. (2021). Implementasi Kebijakan Penyaluran Bantuan Langsung Tunai Dana Desa (Blt-Dd) Pada Masa Pandemi Covid-19 Di Desa



International Journal of Current Economics & Business Ventures, 1 (3) 2023, 272-290

**International Journal of Current Economics & Business Ventures**

<https://scholarsnetwork.org/journal/index.php/ijeb>

Sea Kabupaten Minahasa. *Jap*, VII(108), 78–89.