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## ECONOMIC POTENTIAL BY MSMEs AT COASTAL AREA: EVIDENCE OF BONE BALANGO REGENCY IN INDONESIA

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**Abstract:** The main aim of this research is to implement an application of the management models; micro, small, and medium-sized enterprises based on economic potential. The research applies a qualitative descriptive approach and the Analytic Hierarchy Process (AHP). This research has taken place at Bone Bolango Regency, Sulawesi, Indonesia. The result of the study shows that variable human resources and production operation are effective other three variables' marketing, financial management, and institution are shows not that effective yet through the management model. This research finding shows that these fish farming enterprises have several challenges but through ability mind set increasing networking (AMIN) strategy, which is an effort in increasing the capacity and the ability of the businessmen in managing the productions, operational, administration management, financial and digital modernizations, and marketing network that will factually implicate in increasing the Micro, Small, and Medium-Sized Enterprises' performance.

**Keywords:** AHP, economy, fishing, MSMEs, potential.

### INTRODUCTION

MSMEs cannot sustain well due to lack of funds, management, good vision, and has no marketplace. Small businesses also lack available investors or external financial aid. As an academicians and researcher interest in this study become applicable and contributing to the local community to boost their economy (Baktiono et al., 2018). In Indonesia, small and medium-sized enterprises have very important and strategic standings, potentials, and roles to fulfil the national development goals. These roles are in providing business opportunities, jobs, and increasing exports. It can be seen that small and medium-sized enterprises are more able to survive longer from an economic crisis because they have more flexible characteristics and utilize the local resources more so that they can be depended on to support the economic resilience (Sanrego, 2017).

The problems that are faced by MSMEs can be categorized into two categories, which are financial problems and non-financial problems (business management). Financial problems, among them, are mismatch between the available funds and the funds accessible by the MSMEs, not systematic approach in financing small-sized enterprises, high transaction fees, that are caused by complicated credit procedures take a long time to receive though the amount provide is very small, lack of access to formal financial resources, which is caused by either the absence of banks facilities in remote areas or the unavailability of adequate information, banks loan that provided interest rate is too costly (Wardhana, 2020b). Most small-sized enterprises are not able to get loans, caused by either the lack of transparent financial statements or the lack of managerial and financial abilities (Gaffar et al., 2019).

Other non-financial problems related to the management system that MSMEs had are for example lack of knowledge or production and quality control technologies. This is caused by the lack of opportunities to follow the technological developments and the lack of training and education. Another problem related to management is MSMEs also lack marketing knowledge that is caused by the limitation in providing products or services that are corresponding to the markets' demands. They also lack human resources that are skilled and creative. The last problem is the new MSMEs' lack of understanding of accounting and finance (Waliszewski & Warchlewska, 2021).

Furthermore, although several things are thought about the conducive climates for increasing the productivity of MSMEs, if there is nobody who can control how far the commodities are processed and how the potentials of the markets are, these thoughts will be in vain. Therefore, several principles need to be set as the future orientation for the things that will be done. First, the one that will take the responsibility to be the technical assistants for the existing MSMEs is either the government itself or other institutions (universities) must take the responsibilities. Second, the one that is also responsible for the letter of investment from the MSMEs sector (Hippy et al., 2021). Based on the above problems, the discussion and the review of this study will be focused on how the management model development strategy for MSMEs of the coastal communities in Bone Bolango Regency is. This study has an objective to observe the problems that are faced by the MSMEs to increase the well-being of the coastal communities.

## LITERATURE REVIEW

### Micro of Small and Medium Enterprise (MSME) Concept

According to Saptono, business strategy is a potential action that requires top management decisions and large company resources. In addition, strategy affects the long-term well-being of the organization, usually for at least five years, and is therefore future-oriented (Saptono, 2018). The strategy has multifunctional or multidimensional consequences and requires consideration of both internal and external factors faced by the company. In principle, strategies can be grouped

based on three types of strategies, namely, management strategies, investment strategies, and business strategies (Saptono, 2018; Wardhana, 2020a)

The formulation of the definition of MSME is different from one country to another and the definitions made by various world institutions are also different. MSME can also be defined based on the characteristics of MSMEs, such as business scale, the technology used, organization and management, orientation, market, and so on. in his study explains that what is meant by MSMEs are productive business units that stand alone, which are carried out by individuals or business entities in all economic sectors (Herawati, 2015).

## RESEARCH METHOD

This paper uses a descriptive qualitative approach and the AHP analysis. AHP analysis is used to formulate the development strategy for the management model of the MSMEs in the Bone Bolango which focuses on fish processing. This research used total population are 43 people and used infinite population as sample.

## RESULT AND DISCUSSION

Table 1 Descriptive Analysis Criteria List

No	Statement Score								Criteria
	F1	F2	F3	F4	F5	Actual	Ideal	%	
Human Resource	1	5	32	71	149	1,136	1,290	88.06%	Effective (Chance)
Operation Production	0	2	37	78	98	917	1,075	85.30%	Effective (Chance)
Marketing	3	8	52	96	56	839	1,075	78.05%	Quite Effective (Challenge)
Financial Management	13	22	71	52	57	763	1,075	70.98%	Quite Effective (Challenge)
Institution	3	9	41	59	60	680	860	79.07%	Quite Effective (Challenge)

Source: Processed Data, 2021

Table 1 shows that the performance score percentage for the human resource aspect is 88.06% which is in the “effective” category. It means that HR can utilize the economic chances to turn them into products that can contribute to their households’ income (Lantowa & Machmud, 2020). It is very important to optimize the abilities of the human resources because the core of the businesses is the humans, especially in creating various product and service innovations that can make the MSMEs able to survive in less-than-ideal conditions. Therefore, although this aspect is already in a good category, the chances to keep intervening with the human resources through various human resource capacity development programs still need to be done routinely and consistently by the stakeholders that have the wish to develop the human resources in Bone Bolango Regency (Hippy et al., 2021).

Based on Table 1, the role level of the Factor Elements on the Actor Elements finds that 5 factors are related to each other in developing the management model of the MSMEs based on the economic potentials of the coastal communities. The factor that becomes the priority in developing

the management model of the MSMEs based on the economic potentials of the coastal communities is the human resource factor, with an importance value of 0.262 which means that human resources need to be more innovative to create various superiorities from the MSMEs that they run. The human resource factor can be optimized through the role of universities, in their multiple service programs and the initiation of other programs, and the role of institutions in which the banking sectors, especially Bank Indonesia, keep trying to improve the capacity of the human resources. The next factor is marketing, with an importance value of 0.240 which means marketing needs to be fully paid attention to by every party (Ali et al., 2018)

The performance score percentage for the operation production aspect is 85.30% which is in the “effective” category. This shows that production and operation activities in businesses are already comparatively superior so they become important chances in developing the MSMEs in Bone Bolango Regency (Ali et al., 2018). The people who MSMEs have already owned products that are corresponding to the consumers’ (people) demands; however, they still need to be innovated through increasing the product quality and having more efficient operations in increasing the various superiorities of the MSMEs’ products that are already pioneered by the people who run these enterprises (Barata, 2019).

The performance score percentage for the marketing aspect is 78.05%, which is in the “quite effective” category. This shows that the marketing activities that are done by the MSMEs in Bone Bolango Regency’s coastal regions are still challenges that need to be improved on with various business partnership pattern activities, either with the raw material suppliers or with the people who have the chance in increasing the market shares of products of the coastal regions’ Micro, Small, and Medium-Sized Enterprises. Marketing is the last step that needs to be done successfully by the people who run Micro, Small, and Medium-Sized Enterprises because high-quality products and other superiorities will be meaningless if the market demands for those products are still minimum so that the businessmen will incur losses in running their businesses (Sanrego, 2017).

The performance score percentage for the financial management aspect is 70.98% which is in the “quite effective” category. This shows that the people who run MSMEs in Bone Bolango’s coastal regions are still less able in doing financial management on various business activities so that the product pricing, base production pricing, and even in profit achievements and financial report making become less optimal, even though financial reports that are reliable, relevant, comparable, and comprehensible as a SAK-ETAP principle in Micro, Small, and Medium-Sized Enterprises will facilitate the people who run them in acquiring capital assistances from the government or even from the banking sector (Wardhana, 2020b). The aspects that need to be fixed and become main challenges in Micro, Small, and Medium-Sized Enterprises’ financial management are making financial reports and changing the people’s perspective to separate

between operational capitals with income and profits so that the economical values-added from the businesses are truly seen (Lantowa & Machmud, 2020).

The performance score percentage for the institution aspect is 79.07% which is in the “quite effective” category. This shows that the people who run Micro, Small, and Medium-Sized enterprises in Bone Bolango Regency’s coastal regions have not yet utilized the various advantages in the institutions or the Village-Owned Enterprises that exist in every village as an effort to maximizing their businesses. The existence of institutions, especially the Village-Owned Enterprises are sometimes considered as competitors by the business owners so that the cooperation in strengthening the institutions is not done well (KUMAR & RAJALAKSHMI, 2020).

Based on various analyses and discussions, it can be formulated that the main factor that requires attention in a development model of the MSMEs based on the economic potentials of the coastal communities in Bone Bolango Regency is the development of the human resource capacity that is still the main opportunity, then the challenges that need to be improved continuously are the marketing management and financial management of the businesses.

Contribution from the government and other parties as the stakeholder of the MSMEs development is very much needed because good performances by the Micro, Small, and Medium-Sized Enterprises in finances, operational, and administration will be the stimulus for the Micro, Small, and Medium-Sized Enterprises to solve capital problems, that are a classic problem in the business activities of the Micro, Small, and Medium-Sized Enterprises in Bone Bolango Regency (Sanrego, 2017).

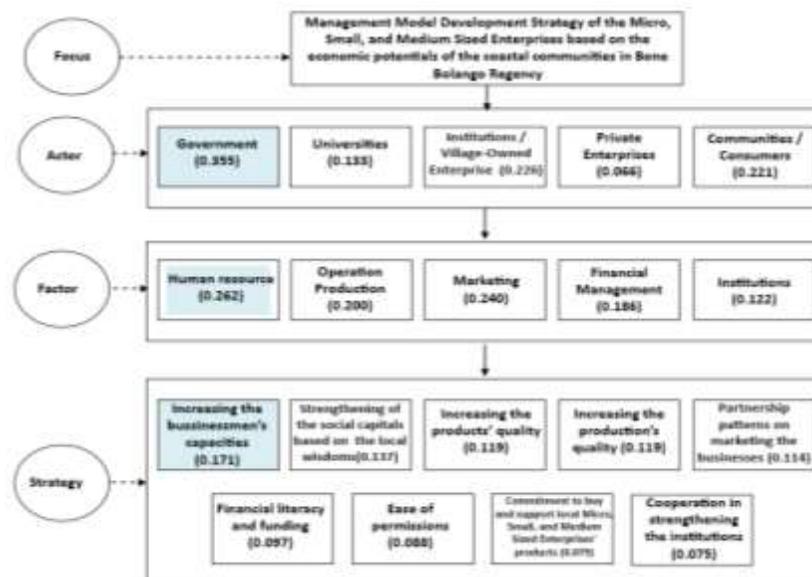


Figure 1. Model and AHP Score in management model development based on the economic potentials of the coastal communities

The calculation results using the AHP (Analytical Hierarchy Process) technique show the factors that are the priority of the management model development strategy of the Micro, Small, and Medium-Sized Enterprises based on the economic potentials of the coastal communities at each level. Based on Table 1, the role level of the actor elements on the focus element finds that the actor that has the biggest part in the development of the management model of the Micro, Small, and Medium-Sized Enterprises based on the economic potentials of the coastal communities is the government, with the importance value of 0.355. Government becomes the actor with the biggest impact because the government serves as the primary stimulus in a policy where the government will contribute to all factors: human resources, operation production, marketing, financial management, and institutions. Next, the second actors that take part in the management model development strategy of the Micro, Small, and Medium-Sized Enterprises based on the economic potentials of the coastal communities are the institutions/Village-Owned (Engström & McKelvie, 2017)

Enterprises have a score of 0.226. The part that the institutions play is quite crucial because of the activeness of the institutions, whether they are the banks or the NGOs that are striving for the Micro, Small, and Medium-Sized Enterprises in the coastal regions to grow. The important aspect from the institutions is basically as the actors that are related to the government with various Micro, Small, and Medium-Sized Enterprises development programs. However, the institutions in the form of Village-Owned Enterprises are often considered as competitors by the people who run Micro, Small, and Medium-Sized Enterprises in the coastal regions (Shrestha & Coxhead, 2018).

In the third position in the communities with the importance value of 0.221 which shows that communities are the sales and marketing target of the Micro, Small, and Medium-Sized Enterprises, and communities act as an extension of information to other potential customers so that this factor will greatly support the benefits of the management model development strategy of the Micro, Small, and Medium-Sized Enterprises based on the economic potentials of the coastal communities in Bone Bolango Regency. On the fourth place in the universities, which to date have been quite intensive with their community serving programs so that they have the importance value of 0.133. This score is caused by the duration of the community servings that are done by the universities is still not optimal and these programs must be followed by better cooperation programs for the coastal regions. Next, the actor with a less than optimal role are the private enterprises, especially the utilization of their Corporate Social Responsibility programs in the form of facility and tool assistances for the Micro, Small, and Medium-Sized Enterprises' activities are still at a minimum (SINGH et al., 2021). This actor, with the importance value of 0.0066, which in this case an active role is needed to form cooperation with the private enterprises, especially the enterprises that routinely donate their CSRs to the communities and the government (Widia Astuty et al., 2015).

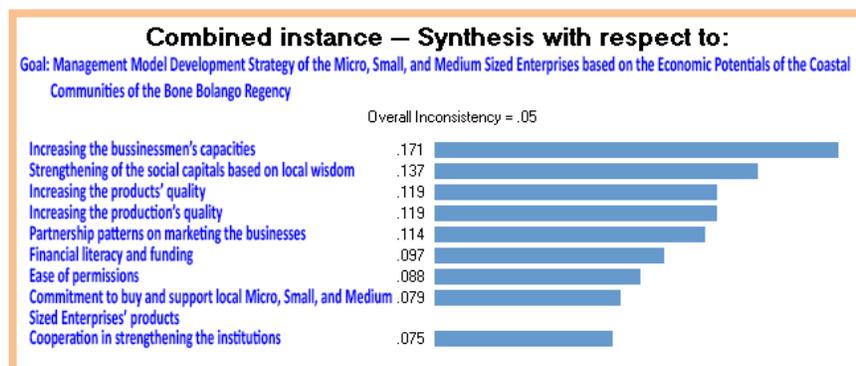
The operation production factor, with the importance value of 0.200, means that the production and operation activities of the people who run Micro, Small, and Medium-Sized Enterprises have to be improved, especially the efficiency and the effectiveness of the two processes so that the businesses will have their well-suited profits and the economic potentials that exist in the coastal regions can be optimized. The operation production factor needs to be optimized with cooperation with the private enterprise sector, which is initiated by other actors so that the CSR assistances from the private enterprises will be truly utilized to procure multiple tools and infrastructures for the Micro, Small, and Medium-Sized Enterprises' production (Hippy et al., 2021).

Financial management, in which financial management is quite problematic because a lot of people who run Micro, Small, and Medium-Sized Enterprises are not yet able to write a financial report that is following the accounting standards in Micro, Small, and Medium-Sized Enterprises so that the importance value is 0.186. The government needs to carry out various programs to increase the ability through seminars or other programs (SINGH et al., 2021). The last factor is the institution, with the importance value of 0.112, which means that the institution factor is not yet able to give a strong impact to the businessmen, because the institutional actors that are not focused on the said institutions, such as Bank Indonesia, which become platforms for the development of the Micro, Small, and Medium-Sized Enterprises other than the regional government, which tends to carry out the effort of increasing the capacity of knowledge, skills, and commitments from the Micro, Small, and Medium-Sized Enterprises in running their businesses (Lantowa & Machmud, 2020).

### **The Role Level of the Strategy Elements on the Factor Elements**

Based on Table 1, the role level of the strategy elements on the factor elements finds that the strategies that become the priority in the effort of developing the management model of the Micro, Small, and Medium-Sized Enterprises based on the economic potentials of the coastal communities in Bone Bolango Regency is the increasing of businessmen's capacities with the importance value of 0.171, and the strengthening of social capitals based on local culture with the importance value of 0.137. Both of these strategies become the priorities because the increase of the businessmen's capacities will increase the knowledge, skills, and commitments of the people who run Micro, Small, and Medium-Sized Enterprises in productions and financial management, so that crucial problems can be handled internally, while the strengthening of the social capital based on the local culture becomes capital in building cooperation networks in the effort of optimizing marketing (Bhuiyan et al., 2011).

Next, the overall results of the management model development strategy of the Micro, Small, and Medium-Sized Enterprises based on the economic potentials of the coastal communities are as the following figure 2 above.



**Figure 2. Formulation of management model development strategy toward the coastal communities in Bone Bolango Regency**

Overall, it can be seen that the management model can be optimized through the strategy of Ability Mindset & Increasing Networking (AMIN). It is an effort in increasing the capacity and the ability of the businessmen in managing productions, operational, administration management, digital and financial modernization. As a result, the marketing network that will be factually implicated in increasing the performance of the Micro, Small, and Medium-Sized Enterprises (financial performance, operational performance, and administration performance), the increase of the market shares, and the formation of customers' loyalty of the products and services that are offered by the Micro, Small, and Medium-Sized Enterprises of the coastal communities in Bone Bolango Regencies (SINGH et al., 2021). This strategy model has a lot of advantages because it can cover all of the small strategies that have through all this time become the objectives of the actors who develop Micro, Small, and Medium-Sized Enterprises, that is still done partially on the objectives or the actors of those activities. So, with this strategy, optimizing strengths and opportunities, positioning challenges as incentives to innovate, and reducing weaknesses or threats on the Micro, Small, and Medium-Sized Enterprises of the coastal communities in Bone Bolango Regency will be doable (Shafaei & Mohamed, 2015).

This strategy is full of trade-offs, where some of the efforts to increase the consumer's purchasing interest, in which the Bone Bolango Regency government creates cooperation with the Micro, Small, and Medium-Sized Enterprises, which is a 2.5% - 5% discount for every purchase of the products of the Micro, Small, and Mediums Sized Enterprises by the civil servants of the Bone Bolango Regency given by the Micro, Small, and Medium-Sized Enterprises, in which the discounts will be promotional fees for the Micro, Small, and Medium-Sized Enterprises. This policy is done so that the consumers with high purchasing powers (own a fixed salary or civil servants) will want to buy repeatedly (loyal to the products of the Micro, Small, and Medium-Sized Enterprises in Bone Bolango Regency (Akhtar et al., 2019).

The social aspect is to be active in giving assistance or donations, or the Free Friday program for the Micro, Small, and Medium-Sized Enterprises, especially for the enterprises that

are in the food processing sector. This thing can also be called CSR. Corporate Social Responsibility (CSR) is one of the required programs for the enterprises for the surrounding communities or the government as a form of economic, social, and environmental improvement. The government, through the Cooperatives and Micro, Small and Medium-Sized Enterprise Offices, has to be keen in seeing this especially in offering CSR to enterprises in Bone Bolango Regency to help the Micro, Small, and Medium-Sized Enterprise in procuring the goods needed to increase the production capacity and the sales of the Micro, Small, and Medium-Sized Enterprise (Engström & McKelvie, 2017).

The role of the Cooperatives and MSMEs Office in facilitating every development activity by bridging the businessmen with the parties that are needed by them. The cooperatives MSMEs Office gives the facilities in the form of tools and infrastructures to support the development. This facilitation has the objective of developing the MSMEs. Usually, the communities give proposals about the things that they need, and then we will pick them out. These grant assistances are usually in the form of goods for Micro, Small, and Medium-Sized Enterprises (KUMAR & RAJALAKSHMI, 2020).

Then the government has to actively hold exhibitions that are useful in increasing the market segmentation of the Micro, Small, and Medium-Sized Enterprises. Through the exhibitions of the products of the Micro, Small, and Medium-Sized Enterprises, it is hoped that the people who manage the Micro, Small, and Medium-Sized Enterprises in Bone Bolango Regency will be more active and selective in exhibiting their products with the quality, design, and price that will be more competitive against the products from other regions. The execution of the promotions of products of the Micro, Small, and Medium-Sized Enterprises in the form of exhibitions must be run annually, executed by the Cooperatives and Micro, Small, and Medium-Sized Enterprises Office of the Bone Bolango Regency because these activities can increase the demands for the crafting commodities on the local or national markets. Other than that, these exhibitions can also increase the competitiveness and the product quality of the craft products in the national or international markets (Yazid et al., 2020).

Integrations are done with actively creating communities that provide raw materials and resellers in Bone Bolango Regency, then the government cultivates the relation or becomes the mediator between the Micro, Small, and Medium-Sized Enterprises and the banking sector. Capital is always a recurring problem for Micro, Small, and Mediums Sized Enterprises, so funding from the banking sector is very important. But then, the banking sector has various criteria in liquefying its credit (SINGH et al., 2021), which is known as the 5C, 7P, and 3R concepts. Complying with these aspects will ease the Micro, Small, and Medium-Sized Enterprises in acquiring funding for business expansions. The financial institutions will be invited by the Cooperatives and Micro, Small, and Medium-Sized Enterprises to introduce and to teach the enterprises various ways of business management efforts, even in writing financial reports that are following the SAK-ETAP,

for the small enterprises such as Micro, Small, and Medium-Sized Enterprises in Bone Bolango Regency (Moreno-Peñaranda et al., 2018).

Next is to develop good relationships between the universities in Gorontalo, where financial literacy is a very important thing but is rarely known or doable by the Micro, Small, and Medium-Sized Enterprises in Bone Bolango Regencies. The result of this lack of understanding of the Micro, Small, and Medium-Sized Enterprises in this subject causes these enterprises to be unable to differentiate between turnovers, fees, and profits (Hippy et al., 2021). Because big turnovers do not always mean big profits, sometimes Micro, Small, and Medium-Sized Enterprises will increase their household spending according to their turnovers, and after several months they become bankrupt (Pangestu & Dewi, 2017). Financial literacy for Micro, Small, and Medium-Sized Enterprises needs to be executed by the Cooperatives and Micro, Small, and Medium Size Enterprises Office with several strategies which are involving the universities with the “mutualistic symbiotic” concept in which the Cooperatives and Micro, Small, and Medium-Sized Enterprises Office will cooperate with the universities because basically, the universities need platforms for doing their community servings so the Bone Bolango Regency government provides those platforms to the universities, which will give tremendous benefits for the Micro, Small, and Medium-Sized Enterprises in Bone Bolango Regency (Sanrego, 2017).

## CONCLUSIONS

Based on the results above it can be concluded that the application of the management model of MSMEs on the coastal communities in Bone Bolango Regencies is still not optimal yet. The management model can be optimized through the Ability Mindset & Increasing Networking strategy. It can increase the capacity and the ability of the businessmen in managing the productions, operational, administration management, digital and financial modernization, and marketing network. MSMEs need to be able to increase market shares and the formation of customers' loyalty to the products and services.

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