

Innovation as a Key Solution for MSES' Survival in the COVID-19 Pandemic: A Case Study of MSES in Bogo Village – Bojonegoro Regency – East Java

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ABSTRACT

The Covid-19 pandemic has a significant impact on the economic growth of many countries. Bogo village-Bojonegoro Regency is one of the centers for moringa plants produced by MSE. Moringa plant is a herbal plant that is beneficial for health. During the pandemic, MSEs have been experiencing difficulties producing and marketing products on an offline basis. This paper aims to explore the innovations made by MSEs in the Bogo village to survive the pandemic. This study used a qualitative paradigm with a field research approach. Direct conversations and observations on 34 informants were ways to obtain data. This study used narrative inquiry for analysis and triangulation for data validity. The results show that the innovations carried out in various fields, including products, marketing, facilities, management, and human resources, made MEs in Bogo Village survive and begin to experience business recovery during this pandemic.

Keywords: *innovation, moringa plant, MSE.*

1 INTRODUCTION

MSEs play a significant role for a country because they contribute to economic growth, employment and reduce poverty (Ayyagari et al. 2007 instead of Mahmutaj 2014). One of the reasons is innovation activities that can increase competition and productivity. MSEs are also very flexible and easy to adapt to market changes. However, apart from the high growth rate of MSEs, the bankruptcy rate for MSEs is also high (Tambunan 2009).

The Covid-19 pandemic hurts all businesses, including micro and small enterprises (MSEs). Most MSEs have stopped their business operations due to a sharp decline in sales and increased operating costs. Many try to survive. Almost all MSEs experience this condition in various countries. Innovation is one of the solutions to overcome it. This research focuses on (1) exploring the problems experienced by MSEs in the Moringa Center in the Bogo village-

Bojonegoro-East Java; and (2) exploring innovations made to survive during the Covid 19 pandemic.

Each country has its criteria in defining entrepreneurship, and there is no consensus in the definition. There are many definitions of entrepreneurship. (Fillis & Rentschler 2010) define entrepreneurship as the process of creating value for the business and social community by bringing together unique combinations of public and private resources to exploit economic, social, and cultural opportunities in a changing environment. (Robbins & Coulter 2012) state that "entrepreneurship is the process of starting a new business, generally in response to existing opportunities." (Schermerhorn & Bachrach 2015) describe entrepreneurship as "strategic thinking and risk-taking behavior that results in the creation of new opportunities." From the various definitions above, it can be concluded that entrepreneurship is a process and opportunities that are done by exploiting existing resources for earning profit.

Entrepreneurs can see opportunities to earn profit by creating businesses, managing and utilizing their resources, and taking risks.

Three (3) main dimensions underlie the concept of entrepreneurship: innovation, risk-taking, and proactiveness. Innovation is a way for entrepreneurs to look for new opportunities or ways to realize ideas into something profitable (Fillis & Rentschler 2010). The success of innovation lies in its success in the market, not in the novelty it produces. Various authors define innovation from different perspectives and classify it differently. (Urabe 1988) states that innovation consists of new ideas and their implementation into new products, processes, or services, leading to dynamic national economic growth, employment, and profit creation for innovative businesses. (Twiss 1989) defines innovation as a process that combines science, technology, economics, and management, to achieve novelty and expansion from emerging ideas to commercialization in the form of production, exchange, and consumption. Even the ability to innovate (create products/services) is a new requirement for an entrepreneur.

There are three (3) general classifications of innovation (Afuah 1998): (1) Technological that includes products, processes, and services; (2) Market that includes products, prices, places, and promotions; and (3) Administrative that includes strategy, structure, systems, and human resources.

2 RESEARCH METHODS

The method used in this research is field research that aims to examine certain phenomena in society that are carried out in-depth to study the background, circumstances, and interactions (Sugiyono 2011). This research used a qualitative approach that intends to understand the phenomena experienced by research subjects such as behavior, perception, motivation, and action holistically and employing descriptions in the form of words and language in a particular natural context, furthermore, by utilizing various natural

methods (Moleong 2010). Data were obtained from various sources using depth interview techniques, field notes, and observation results. (Neuman 2014). The MSEs are the owners who are managing the business, totaling 34 informants. Triangulation was used to support data validity and reliability. Narrative inquiry techniques were used for data analysis. The theory development and sampling time, situation, type of event, location, type of person, or context of interest guide the field research method.

This research focuses on exploring behavior, thinking, interacting, culture, and entrepreneurial business (MSE) in Bogo village, Bojonegoro Regency. The researchers' 2.5 years of involvement with the Bogo village community allows accurate and definite results to be obtained. Field research allows researchers to explore social conditions, subcultures, and broader aspects of social life. The steps in field research follow the stages suggested by (Neuman 2014).

3 RESULTS AND DISCUSSIONS

The results of in-depth interviews, observations, and involvement in MSE activities reveal various problems faced by Moringa center MSE in Bogo village before the Covid-19 pandemic, and these problems increase in intensity during the pandemic period.

From early January 2020 until March 2020, the sales rate decreased by 70% due to the Covid 19 pandemic. To overcome this, the MSEs carried out various innovations above for approximately 1.5 years. As a result, at the end of 2020, sales increased by 200% compared to previous monthly sales (source: internal production house "kelorita"). In conclusion, innovation in various aspects (technology, market, and administration) is crucial to surviving the Covid-19 pandemic. It is in line with research (Fillis & Rentschler 2010) that in the current economic downturn in various parts of the world, innovation from entrepreneurs is the best way to stimulate business and improve performance.

Based on an in-depth interview and observation, the problems faced by MSE Moringa center-Bogo village are as follows:

3.1 *Problem*

Production: It is still relatively simple, using traditional equipment, no working SOP, no quality control, no planning of raw materials, the source of raw materials only relies on people's land, and is not hygienic in the production process. Consequently, MSEs produce a reasonably high unit cost, the continuity of raw materials is not guaranteed, and the product quality does not meet standards (quality and hygienic).

Products: It is still limited to the production of Moringa leaf tea, the packing is still simple using ordinary plastics, the product design is not attractive, and does not meet good packing standards (no information on the product). Consequently, consumers are not interested in buying products and cannot compete with similar products in the market.

Marketing: It is still limited to the Bogo village, and all products are sold offline. Consequently, sales turnover is low, and during the pandemic, MSEs cannot sell products outside Bogo village.

Management: It is still straightforward and has not been managed professionally. Still using simple notes to do bookkeeping, no clear job description in the job, and time management is unorganized. Consequently, the management of household and business finances is mixed, making it difficult to know the actual profits of the business is managed and work that overlaps with chaotic work time.

Human resources: Most workers only have high school education with minimal skills and competencies that have not yet been developed. The consequence is that innovation is minimal.

3.2 *Solution – innovations in technological*

Products: Some innovations have been carried out by adding new machines for smoothing the production process, such as

using a drying machine and moringa leaf grinder to make it easier and hygienic.

Process: Process innovation has been carried out by creating production SOPs so that the production process is carried out with the proper procedures and well standardized. All workers use work equipment (clothes, masks, and gloves) while carrying out production activities to guarantee product hygiene. For the continuity of raw materials, residents must plant Moringa trees in the house yard, and village officials cooperate with the government forestry agency to plant on the forestry's official land. Collaboration with other villages that produce Moringa leaves has also been carried out.

3.3 *Solution – innovations in market*

Products: Product innovation is done by making more product variants. For beverage products, the initial product is only moringa leaf tea, then processed into powder tea, moringa tea - tamarind turmeric, food products made of various moringa leaf-based food menus such as moringa martabak, moringa nuggets, moringa sour vegetables, moringa soup, and various snacks, like moringa sticks. The MSEs made better packaging to protect products, provide product information on packing, and attractive packing color designs for packaging innovation. **Pricing:** More competitive pricing compared to similar products. **Place:** It creates facilities in physical form by building a Moringa hut as a culinary place with a rustic feel. In the future, educational tourism sites for Moringa and traditional game arenas will be built. **Promotion -** Marketing innovations that were initially only offline have started using m-commerce and e-commerce such as WhatsApp, Facebook, and Instagram. Videos and other applications have been used to introduce the products to the broader community. Online sales have begun to be encouraged, and shipments outside Bogo village have begun. The affiliate program started with Shopeee.

3.4 Solution – innovations in administration

Management: Innovation in management is carried out using computer-based applications, namely the Apik application, a simple bookkeeping application to find out what their profit level is and monitor the costs incurred. In addition, job descriptions for each position are also made to have no overlapping of jobs and places of responsibility. **Human Resources:** Innovation in the HR sector is carried out to improve HR competencies, especially the knowledge and skills of businesspeople in the form of various training and mentoring. For example, cooking skills, computers, and the use of android

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4. CONCLUSION

Overall, it can be concluded that Moringa center MSE in Bogo village - Bojonegoro-East Java experienced a significant impact of the Covid-19 pandemic. It can be seen from the level of sales that fell sharply at the start of the pandemic. However, with innovations in various aspects, they can survive and begin to thrive in this pandemic. Various future innovation plans require cooperation with various partners such as related agencies, universities, and other institutions such as banking.

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PREFACE

The University of Surabaya, Faculty of Business and Economics, Department of Management in collaboration with University of Mataram, West Nusa Tenggara Indonesia invited scholars, practitioners/businessmen and students to participate in the International Symposium on Management (INSYMA) 18 that will be held on May 27-28, 2021 via on-line conference.

The Industrial Revolution 4.0 is a phase of a new technological revolution that places more emphasis on automation and digital technology to make processes easier and more economical than ever before. However, both automation and digital technology also provide a challenge there is a touch of humanism in Society 5.0 which will be the authorized capital of the running business.

The International Symposium on Management (INSYMA) is a scientific event that has been successfully held for 17 years and in 2021 it will enter 18 years of its implementation. INSYMA aims to be a means for academicians, researchers, and practitioners around the world to share and redefine the paradigm of business management using technology innovation in the era of Society 5.0.

Objectives

1. As sharing forum for academics and practitioners in dealing with the business world and industry in Indonesia and Asia;

2. As a means of scientific development for academics and practitioners in the management field;
3. Networking among universities for organizing an international symposium as one of the assessment points under the Indonesian National Accreditation Board-Higher Education (BAN-PT) accreditation.

Suggested Topics

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Determination of Green Marketing Strategies Through Marketing Communication in the Business World in the Society 5.0 Era

Hayuning Purnama Dewi

Marketing communication in green marketing aims to influence purchase decisions for consumers interested in the green movement. In addition to product advantages and brand image, companies must also think about consumer transaction convenience. Consumers consider various transaction choices to facilitate...

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The Linkage Among Demographic Factors, Perceived Mindful Marketing, and the Purchase Intention of Hand-weaving Products Customers

Junphen Wannarak, Patipol homyamyen, Thititana Trisit, Waiphot Kulachai,

Adi Prasetyo Tedjakusuma

This research aims to examine the linkage among demographic factors, perceived value of mindful marketing, and the purchase intention of customers of hand-weaving products in Suphanburi, Thailand. The samples of this study were 388 people visiting a community enterprise in Suphanburi. Questionnaires...

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Trust or Usefulness? QR Code Payment Among Millennials in a Disrupted Market

Grace F. Djayapranata, Andhy Setyawan

The digitization trend has increased dramatically in the past decade. The development of the internet and the increasing use of smartphones worldwide indicate the starting of the industrial revolution 4.0, which is now moving into a society 5.0 era. This trend has affected almost all activities of human...

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How is the Attitude of Japanese Millennials Towards Indonesian Rattan Furniture?

Komang Yudhi Kamala, Christina Rahardja, Aluisius Henry Pratono

Recently, environment and ecology have become critical issues for the global population and entrepreneurs. The millennial generation is considered one of the most prominent population groups and an attractive target for many companies to engage. This study aims to understand the Japanese millennials'...

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Predicting Intention of Using Fintech Lending to Bank Users in Indonesia

Bayudha Desga Putranto, Nurdin Sobari

The significant increase in the use of fintech lending proves the vital role of non-banks in providing innovative online payment services and cash funds facilities. However, not many have specifically examined the focus on one type of fintech, namely fintech lending. This study's purpose is to examines...

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Destination Image, Satisfaction and Tourist Loyalty: A Study of Post Disaster Recovery in Gili Matra

Dwi Putra Buana Sakti, Siti Nurmayanti, M. Firmansyah

This study analyzes the mediation role of destination image on the influence of tourist satisfaction toward loyalty according to the survey on 155 sample respondents who visited Gili Matra after the 2018 earthquake. A structural equation model (SEM) was used to analyze the collected data. The research...

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Analysis of Tourism Village Development in West Lombok

Regency

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Lalu A. Permadi, W. Retnowati, Muttaqillah, Rusminah, G.A. Oktaryani, N Tara, E. Septiani

This research aims to analyze and identify the potential development of Tourism Village in West Lombok Regency. This research used primary and secondary data and analyzed the villages' tourism potential and development into tourism villages in West Lombok Regency. The potential development of Tourism...

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What Enhances the Consumer Utility Function on Environmentally Friendly Products? The Role of Message Framing in Marketing Communications

Andhy Setyawan, Noermijati, Sunaryo, Siti Aisjah

In the past few decades, environmental sustainability issues have helped change consumers' behavior and consumption patterns. In addition to increasing consumer awareness of environmentally friendly behavior, consumers face two alternatives of consuming environmentally friendly or conventional products....

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An Empirical Study on E-book Usage Intention – Perspective of International Students Studying in Thailand

Sumaia Farzana, Madawala Liyanage Duminda Jayaranjan, Saif Ur Rahman

This paper aims to understand the intention of using e-book among the international students studying in Thailand. The paper adopts Technology Acceptance Model to comprehend the association between perceived ease of

use, perceived usefulness, attitudes, and intention to use e-book for their studies....

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Strategic Orientation and Human Resources Management in Public Sector Organizations in the Society 5.0 Era

Maria Elizabeth Lanny Kusuma Widjaja

Strategic orientation is a principle that guides, directs, and influences organizational activities that produce behavior to ensure organizational survival, performance, and innovation. Public sector organizations in the society 5.0 era have the potential to face various changes, environmental uncertainties,...

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KPI-Based Incentive System and Individual Performance Assessment in "A" Organization in Surabaya

Johny Rusdiyanto

This study focuses on the role of objectivity in individual performance appraisals and the use of the KPI (Key Performance Indicators) system in determining HR incentives. This activity is done to encourage work motivation of "A" organization human resources in the industrial 4.0 era and society 5.0...

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Organizational Effectiveness: A Second-order Confirmator Factor Analysis

Waiphot Kulachai, S. Vuttivoradit, A.P. Tedjakusuma, P. Homyamyen

Organizational effectiveness has caught the attention of scholars for decades since it indicates the efficiency and achievement of an organization. However, measuring organizational effectiveness is quite difficult and controversial since there are various approaches to measure it. Recently, there are...

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Ethical Dilemma Decision Making Based on Personality: The Case of Installation of a Keylogger System

Permata Ayu Widyasari

The use of artificial intelligence, including keylogger systems, is unavoidable. Companies install keylogger systems on office computers to ensure that their employee is working effectively and efficiently. Meanwhile, the employee perceived it as spying and breaching their privacy. The study examines...

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The Antecedents of Knowledge Sharing in Public Sector

Igfar Reza Ahmadi, Riani Rachmawati

Knowledge sharing takes part in supporting the era of society 5.0. This study aims to investigate the role of perceived organizational support (POS), servant leadership, and organizational citizenship behavior (OCB) as the antecedents of knowledge sharing. The data were collected via an online questionnaire...

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The Effect of Job Rotation and Person-Job Fit On Employee Engagement: The Mediation Role of the Job Satisfaction

Eko Prasetyo Agustian, Riani Rachmawati

This study aims to determine the implementation of human resource management practices, such as job rotation and person-job fit that affect employee engagement through job satisfaction as a mediating variable. Data analysis in this research used explanatory research with a quantitative approach. This...

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Measuring the Effectiveness of e-learning in Public Sector

Herina Nurhayati, R. Rachmawati

Electronic learning (e-learning) has been widely adopted by many companies as a strategic tool for the learning and development of their employees, mainly for time and cost-saving. This study aims to assess the effectiveness of e-learning using six constructs of the updated DeLone and McLean information...

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Innovation as a Key Solution for MSES' Survival in the COVID-19 Pandemic: A Case Study of MSES in Bogo Village – Bojonegoro Regency – East Java

Elsye Tendelilin, K. D. Noviaty, Karina C. Rani, Nikmatul I.E. **Jayani**

The Covid-19 pandemic has a significant impact on the economic growth of many countries. Bogo village-Bojonegoro Regency is one of the centers for moringa plants produced by MSE. Moringa plant is a herbal plant that is beneficial for health. During the pandemic, MSEs have been experiencing difficulties...

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The Influence of Distributive Justice and Procedural Justice in Job Satisfaction Through Perceived Organizational Supports (Case Study in GOJEK Surabaya)

Faizal Susilo Hadi, Kharis Septina Liftyawan

This research aims to investigate the effect of distributive justice and procedural justice on drivers' satisfaction. Through perceived organizational support, this research will examine the influence of distributive justice and procedural justice mutualism on drivers' satisfaction. This study was held...

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The High-performance Work Environment and Employee Engagement to Face Changes in the Society 5.0 Era Millennial Workers

Noviaty Kresna Darmasetiawan

This research analyzes the influence of a high-performance work environment and employee engagement on millennials working in companies to face changes in the society 5.0 era. This research used mixed methods. i.e.. quantitative methods that are equipped with qualitative

methods. Variables tested were...

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Post-pandemic Community Resilience: Community and Economic Conditions of Wedi Village

Agustina J.N. Pramudita, J.L. Eko Nugroho

This qualitative study aims to explore and understand the community, its economic conditions, and resilience towards the Covid-19 pandemic. The study was conducted at Wedi Village in Bojonegoro Regency, Indonesia. This village is well known for its small-medium enterprise products made from salak or...

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International Negotiations in Asian Countries and India: Where Do I start? Impact of Modern Technology?

Yashwant Pathak

Global marketing is becoming an essential aspect of marketing management, and it is an integral part of international business. As the companies are looking for a market for their products, it has become imperative that the people have to build expertise in interacting with culturally diverse groups...

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Suggestion from Experience of Some Asian Countries

Regarding “City-inside City”: A Case Study of Thu Duc City Ho Chi Minh City

Phan Thi Hong Xuan, Nguyen Minh Nhut

On November 16th, 2020, the Socialist Republic of Vietnam’s National Assembly had passed the Resolution for Organizing Ho Chi Minh City’s urban administration (at the 10th meeting, National Assembly session XIV). By deciding to “implement without the need of testing”, the National Assembly expresses...

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Development of New Success Criteria for SMEs By Relying on Virtual Capital

Abdul Azis Bagis

The results of this study reveal that short-term profits and long-term business sustainability determine the success criteria of a business entity. Building business sustainability or viability in today’s turbulent era requires strength from business players in the form of virtual capital. The objects...

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Clustering of Corporate Social Responsibility in the Indonesian Manufacturing Industry: How Far Can You Go?

Esti Dwi Rinawiyanti, Xueli Huang, Sharif As-Saber

This paper aims to cluster corporate social responsibility (CSR) practices that correspond to the CSR strategy implemented. This study performed factor and cluster analyses with 435 data from Indonesian manufacturing

companies. The factor analysis resulted three categories of CSR dimensi
legal-ethical,...

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Competitive Diamond of Artisanal and Small Scale Gold Mining Industrial Cluster in Lombok Island, Indonesia

Lalu M. Furkan, R Baiq Handayani, Emilia Septiani

This research clarifies the competitive diamond of the Lombok ASGM industrial cluster. The Lombok ASGM industry is concentrated in Sekotong and Gunung Prabu areas. In order to achieve the research objective, a field survey had been conducted. In-depth interview with the miners, gold buyer, NGO, women...

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The Role of Woman Entrepreneurship in Creative Tourism Development

Agusdin, Santi Meitasari, Lalu Muhammad Furkan

This paper draws on a case of a woman entrepreneur (Zaenab) who has been innovative, establishes a business (UD Azhari), initiates the establishment of a sustainable tourism village (Green Village of Bilebante) and develops creative tourism businesses as community development. A descriptive case study...

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