

# Micro and Small Enterprise Development: Modeling the Triangle of Business Consulting, Knowledge Absorption Capacity, and Innovation in Indonesia

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## ABSTRACT

Micro and Small Enterprise (MSE) development has an undeniable role in Indonesia's economic dynamics. The success of MSEs in facing challenges and achieving sustainable growth is key to the country's economic progress. This study aims to detail and understand the impact of the business consulting triangle, knowledge absorption capacity, and innovation on the development of MSEs in Indonesia. The research method used involved an in-depth literature review and a qualitative approach. The literature review opened up horizons of understanding on key concepts related to MSEs, while the qualitative approach provided the ability to explore and understand the broader context and dynamics affecting MSEs. The results of this study reveal that the triangle of business consulting, knowledge absorption capacity and innovation plays an important role in forming the foundation of MSE growth. Successful implementation of this model can help MSEs optimize their potential, improve competitiveness and contribute to national economic development. This research provides in-depth insights for stakeholders, government and businesses related to MSEs in Indonesia. The implications of these findings can be used as a basis for designing more effective policies, strategies and support to encourage the development of MSEs as a key pillar of the Indonesian economy.

Keyword : Development, micro, small, business, modeling, segment, consulting, business, capacity, absorption, knowledge, innovation, Indonesia

## INTRODUCTION

Micro and small enterprises (MSEs) have become a critical element in Indonesia's economic dynamics, but the challenges in their business development cannot be ignored. The triangular model of business consulting, knowledge absorption capacity, and innovation is considered an important strategy to improve the performance and growth of MSEs. Within this framework, certain theories support and explain the vital role of these three elements. First, the concept of the business consulting triangle is supported by the theory of stakeholder engagement. According to Freeman (1984), active involvement of stakeholders, such as business consultants, can create synergy and mutual benefit for the development of MSEs. This concept involves close collaboration between internal and external parties to achieve common goals. Second, the theory of knowledge absorption capacity is reinforced by the concept of organizational learning. According to Senge (1990), organizations that are able to develop their capacity to learn will be more agile in dealing with change and creating innovation. In the context of MSEs, increasing knowledge absorption capacity involves a continuous learning process, including adaptation to new technologies and a deep understanding of market needs. Third, Rogers' (2003) theory of

innovation provides a foundation for understanding the role of innovation in MSE development. According to him, innovations received by a group or organization will involve a diffusion process among the members. In this case, MSEs need to create a supportive environment for innovation adoption and be able to overcome barriers that may arise. By utilizing these theoretical concepts, this research will detail the impact of triangular modeling of business consulting, knowledge absorption capacity, and innovation on the development of MSEs in Indonesia. Through a literature review approach and a qualitative approach, this research is expected to provide a more in-depth and comprehensive understanding of how the integration of these three factors can be an important pillar in improving the competitiveness and growth of MSEs in the midst of evolving economic dynamics. The conclusions of this study are expected to provide strategic guidance for MSE development as well as contribute to the scientific literature on the development of micro and small enterprises in Indonesia.

## RESEARCH METHODS

This research summarizes the methodology using two main approaches, namely a literature review and a qualitative approach, to investigate in depth the impact of the business consulting triangle, knowledge absorption capacity, and innovation on the development of Micro and Small Enterprises (MSEs) in Indonesia. This approach was chosen with careful consideration to provide a holistic and in-depth understanding of the phenomenon under study.

### Literature Review

The literature review is the first step in building the conceptual basis of this research. Sarjono (2008) asserts that a literature review is a systematic effort to collect theories, laws and ideas related to a topic. In this context, the literature review was conducted to identify and collect theoretical foundations relevant to MSE development. This involved searching literature from various sources such as books, journals and related scientific publications. The importance of the literature review in this research is to understand the conceptual basis of the business consulting triangle, knowledge absorption capacity, and innovation in the context of MSEs. This research integrates theories related to business development, consulting management, and the concept of innovation to support a more in-depth analysis.

### Qualitative Approach

A qualitative approach was chosen because it provides space to explore the dynamics of the relationship between complex variables. Azwar (2012) states that a qualitative approach is a systematic research method used to study an object without manipulation and hypothesis testing. In the context of this research, the qualitative approach provides the flexibility to understand the local context, perceptions, and interactions between elements of the business consulting triangle, knowledge absorption capacity, innovation, and MSE development. The qualitative approach allows this research to answer the research questions in depth, explore factors that cannot be measured quantitatively, and detail the experiences and views of the subjects. Qualitative analysis will help describe the unique context of MSEs in Indonesia and investigate how the business consulting triangle, knowledge absorption capacity and innovation interact to influence the development of MSEs. By combining a literature review and a qualitative approach, this research is expected to contribute significantly to the understanding and discussion of

MSE development in Indonesia through the triangle of business consulting, knowledge absorption capacity and innovation.

## RESULTS AND DISCUSSION

### A. Research Results

The results of this study show significant findings regarding the positive relationship between the business consulting triangle, knowledge absorption capacity, innovation, and the development of Micro and Small Enterprises (MSEs) in Indonesia. The literature review analysis and qualitative approach provide an in-depth picture of how these three factors interact and contribute to the growth of the MSE sector.

#### 1. Business Consulting Triangle

In the context of the business consulting triangle, the involvement of external stakeholders, particularly business consultants, has been shown to have a positive impact on the development of MSEs. Sarjono (2008) underlines the importance of business consultancy as a means to obtain objective views and practical guidance from industry experts. Business consultants can help MSEs identify new opportunities, evaluate business strategies, and overcome obstacles that may arise. The engagement of business consultants also creates a platform for collaboration and knowledge exchange between external stakeholders and MSEs. The model depicts a cycle in which business consultancy not only provides concrete solutions, but also improves the understanding and managerial capacity of MSEs. In stakeholder engagement theory (Freeman, 1984), continuous cooperation between related parties can generate synergies and mutual benefits.

#### 2. Knowledge Absorption Capacity

The qualitative analysis highlights the critical role of knowledge absorption capacity in MSE development. Azwar (2012) explains that knowledge absorption capacity involves an organization's ability to understand, adopt and manage new knowledge. In the context of MSEs, increasing knowledge absorption capacity includes various aspects, such as adaptation to new technologies, employee training, and development of relevant expertise.

Increased knowledge absorption capacity opens opportunities for MSEs to become more responsive to market changes and strengthen their competitiveness. Sarjono (2008) notes that MSEs that are able to learn and adapt quickly will be better prepared to face the changing economic dynamics. By building knowledge absorption capacity, MSEs can optimize opportunities and overcome challenges in a dynamic business environment.

#### 3. Innovation

Innovation is an important element in the business consulting triangle, knowledge absorption capacity, and development of MSEs. Rogers' (2003) theory of innovation provides a basis for understanding the process of innovation diffusion among MSEs. Innovation not only includes the development of new products or services but also involves changes in business processes and operational models.

The qualitative approach opens up space to explore how MSEs create an enabling environment for innovation. The findings show that MSEs that implement innovative practices tend to have higher competitiveness and are able to adjust to evolving market demands. Innovation also creates added value for MSEs, which can increase market share and support long-term growth.

#### 4. Development of MSEs in Indonesia

Overall, the results of this study strengthen the argument that the triangular integration of business consulting, knowledge absorption capacity and innovation has a positive impact on the development of MSEs in Indonesia. Qualitative analysis shows that MSEs that apply these three factors holistically can achieve long-term success and make a greater contribution to national economic growth.

The research also supports the view that MSE development requires not only financial support, but also a holistic approach involving business consultants, knowledge absorption capacity building and innovative practices. This approach creates a conducive environment for MSEs to thrive, adapt and compete in a changing market.

In light of this set of findings, this research makes an important contribution to the understanding of the factors that influence the development of MSEs in Indonesia. The triangular integration of business consulting, knowledge absorption capacity and innovation in the development of micro and small enterprises in Indonesia is the main focus of this research.

#### **B. Discussion**

This discussion plays an important role in exploring the implications of the research findings that can make a real contribution to the formation of business policies and strategies to support the growth of Micro and Small Enterprises (MSEs) in Indonesia. In this context, an in-depth understanding of the positive relationship between the business consulting triangle, knowledge absorption capacity, innovation, and the development of MSEs is key to guiding the strategic steps to be taken by the government, relevant institutions, and MSE businesses.

A comprehensive analysis of these factors shows that business advisory can provide valuable guidance and direction for MSEs. Providing better access to business advisory services, with financial support and collaboration between the private sector, financial institutions and government, is key to building more resilient MSEs.

Meanwhile, increasing knowledge absorption capacity through training programs and partnerships with educational institutions and research centers can strengthen the ability of MSEs to face challenges and take advantage of business opportunities. Encouragement of innovation, both through policy incentives and collaboration with research institutions and industry, is the foundation for forming adaptive and highly competitive MSEs.

Concrete recommendations that emerged from this analysis involve the implementation of policies that support the availability of business consultations, the establishment of needs-based training programs, as well as the creation of an environment that stimulates innovation. As such, this discussion has had a positive impact on our

understanding of how the development of business policies and strategies can significantly contribute to the growth and sustainability of MSEs in Indonesia.

## 1. Policy Development

The findings of this study provide a valuable contribution to the development of policies that support MSEs. Policy measures that can be implemented include:

### a. Improved Access to Business Consultation:

Measures to improve access to business advisory for Micro and Small Enterprises (MSEs) can be implemented through a number of strategic initiatives that respond to the needs and challenges faced by MSEs in Indonesia. Financial support is key in ensuring that MSEs can access business advisory services without significant financial barriers. The government can play an important role by providing financial incentives, subsidies or low-interest loans for MSEs that wish to utilize business advisory services.

In addition, efforts to increase accessibility need to be made through collaboration between the government, financial institutions and the private sector. Affordable business advisory programs can be organized by involving strategic partners, such as microfinance institutions, business training institutions, and independent consultants. These measures aim to create a supportive ecosystem where MSEs can easily access the necessary resources and support.

### b. Knowledge Absorption Capacity Building Program:

To improve the capacity and competitiveness of Micro and Small Enterprises (MSEs) in Indonesia, the implementation of training programs and workshops is a highly relevant strategy. The move aims to improve managerial skills and technological mastery among MSEs, critical aspects that can help them face increasingly complex business challenges. By organizing this program, MSEs can gain practical, strategic and technical knowledge that can be applied in their daily operations.

In addition, encouraging partnerships between MSEs, educational institutions and research centers is a significant step in supporting knowledge exchange. Through these partnerships, MSEs can access a wider range of resources and knowledge, including current research and the latest technologies. This cooperation not only benefits MSEs, but also provides an opportunity for educational institutions and research centers to gain a better understanding of the needs and challenges at the MSE level.

The study by Escandon-Barbosa et al. (2019) provides empirical confirmation of the importance of training programs in improving the knowledge absorption capacity and competitiveness of MSEs. The implication is that investments in skills and knowledge development of MSEs through training can play a crucial role in enhancing their competitiveness in a changing market. As such, these measures serve not only as an investment in the development of individual MSEs, but also as a strategy to advance the MSE sector as a whole and increase their contribution to national economic growth.

## c. Innovation Empowerment:

To encourage innovation among Micro and Small Enterprises (MSEs) in Indonesia, concerted efforts are needed in the form of incentives and policy support specifically designed to spur innovative practices. These incentives can take the form of fiscal incentives, tax exemptions, or easier access to funding for MSEs that actively implement innovative practices. Policy support also includes facilitating MSEs' access to research resources, training and innovation infrastructure.

Furthermore, building a network of cooperation between MSEs, research institutions and industry is key in supporting innovation. Through this cooperation, MSEs can share ideas, resources and collaboration opportunities that can accelerate the innovation process. Research institutions and industry can also provide technical guidance, financial resources and market opportunities for MSEs that want to implement innovations in their products or services.

Rehman et al. (2021) emphasize that innovation is key to improving MSE competitiveness and contributing positively to economic growth. Therefore, concrete measures to encourage innovation need to be strengthened, both through policy incentives and cooperation among stakeholders. By doing so, MSEs will not only become more formidable competitors in the market, but can also provide greater economic impact through their innovative contributions.

## 2. Business Strategy for MSEs

Beyond policy, the findings of this study provide strategic guidance for MSE businesses. Some of the strategies that MSEs can adopt include:

### a. Collaboration and Networking:

Developing strategic partnerships with relevant parties such as business consultants, educational institutions, and research institutions is a strategic step in supporting the development of Micro and Small Enterprises (MSEs) in Indonesia. Such partnerships can open the door to MSEs' access to deeper knowledge, best practices, and the latest innovations that can strengthen their competitiveness. Collaboration with business consultants can provide professional insights and strategic guidance in managing MSEs' operations and marketing strategies.

Joining business networks and industry associations is also an important step in opening up opportunities for collaboration and support. Through membership in business networks, MSEs can expand their networks, obtain up-to-date information on industry trends, and even explore potential collaborations with other business players. Industry associations, on the other hand, can be a platform for MSEs to participate in joint industry activities and gain deeper insights into market needs and opportunities.

Rahayu et al. (2018) provide empirical support for the importance of collaboration between MSEs and external stakeholders. This collaboration not only expands resource accessibility, but also creates an enabling environment for information exchange and business opportunities. Therefore, these measures not only provide practical benefits now, but also unlock the potential for long-term growth and sustainability for MSEs in Indonesia.

## b. Application of Technology:

Increasing digital presence and implementing information technology are critical steps in optimizing the operational efficiency of Micro and Small Enterprises (MSEs) in Indonesia. The adoption of information technology, such as business management software, inventory systems, and digital payment solutions, can substantially improve productivity and efficiency in the daily activities of MSEs. The use of these technologies not only provides time efficiency, but can also reduce operational costs that can be reallocated for business development or other investments.

Furthermore, utilizing e-commerce platforms and online marketing is an effective strategy to access a wider market. By having an online presence, MSEs can reach potential consumers in various locations, increase brand visibility, and create more efficient distribution channels. This allows MSEs to compete more effectively in an increasingly globalized and digital-based market.

Aung et al. (2019) highlighted that the application of information technology provides significant advantages for MSEs, particularly in improving competitiveness and product distribution. With proper technology adoption, MSEs can achieve high operational efficiency and position themselves more competitively in a dynamically changing market. Therefore, investment in information technology is not only a strategy for survival, but also a foundation for sustainable growth and expansion for MSEs in this digital era.

## c. Culture of Innovation:

Encouraging a culture of innovation in Micro and Small Enterprises (MSEs) can be realized through a series of efforts that include rewards, incentives, and employee training. Rewards and incentives can encourage MSE employees to actively contribute to the innovation process. By providing recognition and rewards for creative ideas generated, MSEs can motivate employees to actively engage in innovative efforts. In addition, training employees in innovation and leadership skills can help strengthen employees' capacity to generate new ideas and implement them in daily business practices.

Empowering employees to participate in the innovation process is also a key step in creating a strong innovation culture. Providing space for creative ideas and trusting employees to contribute to decision-making can create an inclusive and innovation-oriented work environment. Therefore, it is important for MSEs to create participatory mechanisms that allow every team member to give input and share their perspectives.

Barreto et al. (2020) emphasize the importance of creating an environment that supports a culture of innovation among MSE workers. In this context, a culture of innovation is not just about creating new ideas, but also about creating an atmosphere that motivates and empowers employees to continuously think creatively and seek innovative solutions. By understanding the importance of a culture of innovation, MSEs can create a dynamic, proactive and growth-oriented work environment, which can ultimately improve their competitiveness and business sustainability.

### 3. Improving the Business Environment: Creating Enabling Conditions for Micro and Small Enterprise Growth

The importance of creating a conducive business environment for Micro and Small Enterprises (MSEs) was the main focus of this discussion. There are several key factors that need to be considered and implemented so that MSEs can develop optimally. Some of these factors include:

#### a. Financing Policy:

Encouraging financial institutions to provide financial products that suit the needs of MSEs is a strategic first step. Financing that understands the business characteristics of MSEs, such as small cash cycles and income fluctuations, will help reduce barriers to accessing finance. Customized financing schemes can ensure that MSEs can obtain funds more easily and without excessive constraints.

Furthermore, it is necessary to reduce barriers to access to finance. This refers to the constraints that MSEs often face in obtaining the necessary funds to expand their businesses. Adopting financing schemes that understand the business characteristics of MSEs, such as cash cycles and small scale, can help overcome these obstacles.

The introduction of schemes that support the growth of MSEs is also a crucial step in improving the business environment. Schemes such as low-interest loans, asset-based financing, and other innovations can create opportunities for MSEs to grow without excessive financial burden. As such, MSEs can focus on business expansion, investment in technology, and increasing their production capacity.

Munyegera et al. (2019) highlighted the importance of supportive financing policies as key to facilitating MSEs' access to necessary capital. In this context, such policies include the development of financial products tailored to the characteristics of MSEs, the provision of financial advisory services, and more flexible financing schemes. Such a holistic approach can help create a financial ecosystem that supports and makes it easier for MSEs to manage their financial aspects.

Furthermore, it should be recognized that the success of these financing schemes also depends on improving financial literacy among MSEs. Financial training and education is an important step to help MSEs understand the benefits and risks of the various financing products and schemes available. By improving financial understanding, MSEs can make better financing decisions and optimize the use of their financial resources..

In order to achieve significant impact, cross-sectoral cooperation between the government, financial institutions and non-governmental organizations is essential. The government can create regulations and incentives that support financial institutions in supporting MSEs. Non-governmental organizations can play a role in providing training and mentoring to MSEs, helping them understand the various financing options available.

#### b. Strategic Partnerships:

Apart from the financing aspect, strategic partnerships are an important element in improving the business environment for MSEs. Partnerships can help expand MSEs' access to knowledge, resources and business opportunities. Some steps that can be taken in this context involve:

Developing Partnerships with External Parties:

Encouraging MSEs to establish strategic partnerships with relevant parties such as business consultants, educational institutions, and research institutions is a strategic step. Such partnerships can open the door to MSEs' access to more in-depth knowledge.

## CONCLUSION

Micro and Small Enterprise (MSE) development in Indonesia plays a central role in economic growth and job creation. In order to optimize the contribution of MSEs to economic development, it is necessary to understand and model the key factors that can support growth and innovation at this scale of business. The title of this research, "Micro and Small Enterprise Development: Triangular Modeling of Business Consulting, Knowledge Absorption Capacity, and Innovation in Indonesia," reflects an attempt to explore the complex interactions between three important variables: business consulting, knowledge absorption capacity, and innovation.

This research aims to understand how the business consulting triangle, knowledge absorption capacity, and innovation interact and contribute to the development of MSEs in Indonesia. By applying the literature review method and a qualitative approach, this research details an in-depth and comprehensive view of these factors.

Business consulting is considered an important first step in guiding MSEs in the management of their businesses. By getting guidance from experts and consultants, MSEs can identify potentials for improvement and development. Furthermore, knowledge absorption capacity becomes a key element in processing information from business consultations into knowledge that can be implemented in daily business practices. This process becomes the foundation that enables MSEs to engage in innovative activities.

Innovation, as the third element in this triangle, creates a competitive advantage for MSEs. By implementing new ideas and utilizing acquired knowledge, MSEs can improve operational efficiency, create better products or services, and enter new markets. Innovation can also play a role in improving the competitiveness of MSEs at the local and global levels.

In this context, the research conclusions highlight the importance of integration and synergy between the three variables. The triangle of business consulting, knowledge absorption capacity and innovation are not separate elements, but rather interrelated and mutually reinforcing. Encouraging MSEs to adopt this model can provide a clear direction for their business development efforts. The conclusion of this research illustrates that a deep understanding of the consulting triangle

The conclusion of this study illustrates that an in-depth understanding of the business consulting triangle, knowledge absorption capacity, and innovation can be key to formulating policies and strategies that support the development of MSEs in Indonesia. In addition, this study contributes to the scientific literature by providing a better understanding of the complex dynamics that influence the growth of MSEs.

As a practical implication, the government, financial institutions and related parties can use the results of this study to design more targeted coaching and training programs. Providing specialized support in the areas of

business consulting, knowledge absorption capacity building, and innovation stimulation can help create a supportive environment and advance MSEs in Indonesia. As such, the conclusions of this study not only describe the theoretical context, but also provide practical direction for stakeholders who play a role in developing MSEs as a strong economic pillar in Indonesia.

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