

Review of financials, sales, and marketing strategy for micro, small, and medium enterprises in Palangka Raya City

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ABSTRACT

This academic investigation is meticulously designed with the primary objective of categorizing and analyzing the performance metrics of Micro, Small, and Medium Enterprises (MSMEs) situated within the urban confines of Palangka Raya City, with a particular emphasis on financial dimensions, product sales figures, and the efficacy of marketing strategies employed by these enterprises. Through the utilization of this systematic methodology, it becomes feasible to discern and identify groups of MSMEs that exhibit homogeneity in their operational characteristics, thereby facilitating the development of more precise and tailored strategies aimed at fostering their growth and development. To gather relevant primary data that would underpin this analysis, a comprehensive survey was administered to a total of 100 respondents, utilizing a well-structured questionnaire designed to elicit detailed information regarding their business operations. The analytical process employed in this study incorporated descriptive statistical tests, which were instrumental in not only processing the collected data but also in effectively visualizing the results, thus enhancing the interpretability of the findings. The outcomes derived from the clustering analysis revealed significant patterns that can be leveraged to inform management strategies for MSMEs, particularly in relation to enhancing operational efficiency and augmenting the effectiveness of their marketing endeavors. It is the aspiration of this scholarly work that the insights garnered herein will serve as a valuable resource for government entities and various stakeholders, enabling them to make informed decisions that are grounded in empirical data and that contribute positively to the economic growth of the local community. Furthermore, by providing a clearer understanding of the operational landscape of MSMEs, this study aims to encourage the implementation of supportive policies that are conducive to sustainable development within the region. Ultimately, the research endeavors to bridge the gap between academic inquiry and practical application, thereby fostering a collaborative environment in which both theory and practice can thrive in the pursuit of economic advancement. In conclusion, the findings of this study hold the potential to significantly influence the strategic direction of MSMEs in Palangka Raya City, ultimately contributing to a more robust local economy.

Keywords: MSME, operational efficiency, marketing strategy, data-based decision making

I. INTRODUCTION

Micro, small, and medium enterprises (MSMEs) are undeniably pivotal in stimulating and propelling economic advancement within the region of Central Kalimantan, commonly referred to as Kalteng. According to comprehensive data obtained from the Central Kalimantan Cooperatives and Small and Medium Enterprises Service, it has been reported that the aggregate contribution of MSMEs to the Gross Regional Domestic Product (GRDP) of Central Kalimantan reached an impressive 43.90% in the year 2021. Furthermore, the total number of operational MSME business units in that same year surged dramatically to a remarkable figure of 92,799 units, marking a significant increase compared to the previous year, 2020, which recorded a total of only 64,087 units, as documented by Bank Indonesia in their 2022 report. This noteworthy escalation in the quantity of business units is certainly indicative of a positive trend and serves as a testament to the flourishing entrepreneurial spirit that continues to thrive and expand within the community. The emergence of these new entrepreneurial ventures not only enhances economic vitality but also engenders beneficial impacts on overall societal welfare and contributes to the absorption of labor into the workforce.

Nevertheless, it is crucial to highlight that, alongside the ongoing development process of MSMEs, an equally important aspect is the capacity of existing MSMEs to evolve, upgrade their business strategies, and ultimately compete effectively within the increasingly competitive global marketplace. The substantial influence exerted by MSMEs on the economic landscape of Central Kalimantan presents both opportunities and challenges for various stakeholders; if the performance of MSMEs can be enhanced to achieve greater efficiency, there exists the potential for a significant positive shift in the overall trajectory of the Central Kalimantan economy. Conversely, neglecting the necessary practices and support for MSMEs could undoubtedly lead to adverse consequences, particularly with regard to the equitable distribution of income among community members. The existence of such vital MSMEs underscores the imperative for dedicated efforts aimed at sustaining and fostering the growth of these enterprises, particularly in their ability to keep pace with the rapid advancements occurring within industrial sectors.

In the context of Palangka Raya, the current state of MSMEs is in a phase of development, and there exists a strategic business landscape that appears to be highly promising for the proliferation of retail enterprises. It is widely acknowledged that micro, small, and medium enterprises (MSMEs) serve as a crucial indicator of substantial progress and advancement in the realm of welfare within developing nations. The extensive role that MSMEs occupy within the economic framework is characterized by their capacity to absorb a significant portion of the labor force and their contributions toward the processes of income equalization and enhancement of both population income (PN) and regional original income (PAD).

Palangka Raya City possesses immense potential for the further development of MSMEs, and several of its unique competitive advantages, such as local crafts and manufacturing capabilities, are anticipated to attain competitiveness on both national and international levels. However, upon evaluation of the actual circumstances experienced by these enterprises in practice, it becomes evident that the situation is not aligning with the optimistic expectations; indeed, numerous MSMEs have been facing a gradual decline in both product quality and the overall number of operational businesses, as noted by the Cooperatives and MSMEs Service in their 2023 report.

Despite these challenges, the overall growth trajectory of MSMEs in Palangka Raya City continues to exhibit encouraging trends. The data reflecting the increase in the number of MSMEs in 2022 predominantly highlights micro-enterprises, which accounted for a total of 8,544 businesses, while the numbers associated with small and medium enterprises remained stable

and unchanged when compared to the previous year, 2021. This upward trend in the number of MSMEs serves as a positive indicator for economic growth, particularly within the vibrant urban context of Palangka Raya, suggesting that the resilience and adaptability of these enterprises may play a crucial role in shaping the future economic landscape of the region.

Micro, Small, and Medium Enterprises, commonly referred to as MSMEs, are undeniably a critical component of the economic landscape in Indonesia, contributing significantly to the overall economic framework; however, it is essential to recognize that the management modalities employed within these enterprises are not operating at an optimal level, thereby presenting substantial challenges that hinder their potential for growth and development. In order to facilitate the enhancement of MSME performance, it is imperative that there is an active and concerted effort from a multitude of stakeholders, which includes, but is not limited to, a robust and unwavering motivation that must arise from within the MSMEs themselves. There exists a myriad of strategies and alternative approaches that can be implemented to elevate the performance levels of MSMEs, one prominent method being the formulation of a strategic framework that is both appropriate and meticulously tailored to the developmental needs of these enterprises, as discussed by Rahmanto et al. in 2018.

The ability to sustain and improve the performance of MSMEs is intricately linked to their capacity to effectively manage both internal and external factors that influence the trajectory of their business growth. It is crucial that the management of these internal and external factors is executed with precision and through the application of a well-defined strategy, as articulated by Akhmad et al. in 2023. Each individual MSME is characterized by a unique set of attributes and qualities, which can vary significantly across several dimensions, including but not limited to product development processes, marketing and promotional strategies, the valuation of assets, and ultimately, the profit margins realized during various periods of operation.

The clustering methodology for MSMEs serves as a viable approach for categorizing enterprises that exhibit homogeneity, particularly when assessed through the lens of performance metrics and competitive advantages within the MSME sector. Upon identifying a specific cluster of MSMEs that share similar tendencies and performance indicators, the task of strategizing for the growth and development of each cluster can be executed with greater efficacy and focus. One established method for formulating such strategies is the Analytic Hierarchy Process (AHP), which involves the systematic prioritization of various elements based on a comprehensive ranking system.

The execution of this method necessitates the involvement of several stakeholders who contribute to the ranking process, with their insights being weighted accordingly to derive the most suitable strategies or alternatives aimed at fostering the development of MSMEs. In light of the aforementioned discussions, the primary objectives of this study are twofold: firstly, to systematically cluster MSMEs based on their performance and competitiveness; and secondly, to devise a strategic framework for the development of these MSME clusters utilizing the Analytic Hierarchy Process methodology. It is important to note that a significant barrier to achieving these objectives is the prevalent low level of awareness among MSMEs regarding the importance of data provision, coupled with the inadequacies present in the data collection processes that are currently in place, which ultimately impede the effectiveness of development initiatives. The lack of well-integrated data systems complicates the ability to accurately assess and ascertain the diverse needs of MSMEs. The repercussions of this situation manifest in the form of decreased efficacy of programs launched by government entities and associated agencies, which often fail to achieve optimal outcomes, thereby depriving MSMEs of the substantial benefits that such initiatives are intended to provide, as highlighted by A. F. Sari et

al. in 2022.

This research endeavor is meticulously designed with the overarching objective of addressing and ultimately surmounting the various challenges encountered by DinKop-UKM, which primarily revolve around the imperative task of completing comprehensive data pertaining to Small and Medium Enterprises (SMEs) through the systematic distribution of meticulously crafted questionnaires that encompass specific indicators. These indicators are essential as they facilitate the process of determining the most suitable programs for SMEs by effectively categorizing or grouping them according to their respective performance levels. This categorization is not merely an academic exercise; it serves as a foundational step that will later inform the development of well-informed, tailored strategies aimed at fostering the growth and enhancement of SMEs. The methodology employed for this grouping is the K-Means Clustering technique, which has garnered significant scholarly attention and validation in recent years, as evidenced by the works of Chen & Witten (2022), Heryati & Herdiansyah (2020), and Marcelina et al. (2023).

The K-Means Clustering approach is particularly versatile, as it is applicable to a diverse array of data types, which include both numeric and categorical datasets, as highlighted in the comprehensive study by Abdullah et al. (2022). This inherent flexibility is advantageous, as it simplifies the analytical process for SME data that may encompass a multitude of data formats and characteristics. Furthermore, this study integrates the use of KNIME, an advanced data analysis tool that excels in data processing, modeling, and the visualization of models in a manner that is both straightforward and precise. The KNIME platform is equipped with functionalities that allow for the seamless transformation, combination, and cleansing of data, thus enhancing the efficiency of data management. Additionally, the visualization capabilities inherent in the results of K-Means clustering are robust, allowing for a clearer and more comprehensive understanding of the data insights generated.

The anticipated outcomes of this investigation are expected to yield a substantial and significant contribution towards mitigating the challenges associated with data collection and the overarching development of Micro, Small, and Medium Enterprises (MSMEs) within the confines of Palangka Raya City. The clustering of MSMEs predicated on their performance metrics is envisioned to serve as a precursor for the formulation of effective management strategies that are specifically tailored to enhance the operational success of MSME enterprises, as discussed in the literature by Wahyudi et al. (2019). Furthermore, the findings from this research are also expected to provide invaluable assistance to the Cooperatives and MSMEs Office of Palangka Raya City, enabling them to make more informed and effective decisions that are likely to foster a positive impact on the local economic landscape. By doing so, it is anticipated that these efforts will contribute significantly to the overall economic growth and the improvement of community welfare within the region of Palangka Raya City, thereby facilitating a sustainable and prosperous future for its inhabitants.

II. LITERATURE REVIEW

The performance of Micro, Small, and Medium Enterprises (MSMEs) is shaped by various factors, including entrepreneurial spirit, supply chain management, and digital and financial literacy. Entrepreneurial spirit, marked by self-confidence, risk-taking, and innovation, has been shown to significantly influence MSME success, with self-confidence emerging as the most dominant factor. While business motivation also contributes positively to performance, its impact is less pronounced compared to entrepreneurial drive. Effective supply chain management, characterized by strong commitment, trust, and the integration of information

technology, further enhances operational efficiency and business outcomes, ensuring MSMEs remain competitive in dynamic markets.

Digital and financial literacy are critical for MSME growth and sustainability. Digital literacy, combined with an entrepreneurial orientation, builds business competencies, enabling enterprises to adapt to technological advancements and improve market access. Similarly, financial literacy supports sound financial decision-making and resource management, helping businesses allocate their resources more effectively. High-quality accounting information systems also play a vital role in improving decision-making processes, internal control, and financial reporting, as evidenced in MSMEs across Indonesia and Malaysia. These systems allow businesses to streamline operations and maintain transparency, contributing to long-term growth.

Despite these positive influences, MSMEs often face challenges due to limited resources and skill gaps, particularly in areas such as risk management. While comprehensive risk management frameworks can positively impact performance, their implementation remains complex for many MSMEs. Resource constraints and the lack of expertise often hinder the ability of these enterprises to fully leverage such frameworks. Addressing these limitations through targeted capacity-building initiatives and tailored support can significantly enhance MSME performance and ensure their sustainability in a competitive landscape.

III. METHODS

This research endeavor employs a cluster analysis methodology with the explicit intention of categorizing a diverse array of Micro, Small, and Medium Enterprises (MSMEs) located within the urban confines of Palangka Raya City. In order to facilitate this categorization, primary data has been meticulously gathered from the MSMEs situated in Palangka Raya City, which will subsequently undergo a comprehensive processing phase to transform it into information that possesses considerable and substantial value for analysis and interpretation.

The processing of data represents the foundational and preliminary phase within the broader research framework, a phase that is undeniably critical and pivotal in determining the overall success of the research outcomes. During this particular stage of the research process, data is systematically collected through the strategic distribution of online questionnaires, which serve as a vital tool for engaging with the target demographic. The data collection initiative was conducted over a dedicated timeframe spanning from August to October of the year 2024 and encompassed a wide variety of facets related to the performance metrics of MSMEs, all of which hold significant importance within the context of this study.

In order to enhance the reliability and overall quality of the data being utilized for analysis, a rigorous validity and reliability assessment was conducted on the performance evaluation questionnaire, which necessitated the active participation of 100 respondents who were either owners or managers of MSMEs. The information acquired through this research undertaking is rendered exceedingly valuable, as it will serve as the foundational basis for the subsequent clustering analysis that is to be executed. The meticulous and careful process of data collection, which incorporates a multitude of critical elements and factors, serves as a robust and solid foundation for the research endeavor, thereby facilitating the generation of accurate and meaningful results that can contribute to the development of more effective and targeted marketing strategies for MSMEs operating in Palangka Raya City, as articulated by Marcelina et al. in 2023.

In order to rigorously evaluate the performance metrics of MSMEs, the criteria delineated in Table 1 are employed for this purpose. This specific table encompasses a comprehensive

compilation of the assessment indicators that are utilized to gauge the performance of MSMEs across various dimensions and spheres. The indicators outlined within this table encompass a broad spectrum of aspects that are pertinent and relevant to the nuanced analysis of MSME performance across diverse fields and sectors, as indicated by the findings of Terttiaavini et al. in 2021.

Drawing from the data pertaining to the MSME criteria, the collected data has been systematically categorized into three primary variables, which are delineated as follows: 1. Financial Performance, which encapsulates attributes such as Turnover, Operating Costs, and Profit, thereby providing a comprehensive view of the financial health of the MSMEs. 2. Product Sales, which encompasses attributes including Average Production and Number of Products Sold, thereby facilitating an understanding of the sales dynamics within the MSME sector. 3. Marketing Strategy, which includes attributes related to Business Ownership Status, Type of Business, Number of Employees, and Sales Method, thus offering insights into the strategic marketing approaches adopted by these enterprises.

This systematic grouping of data facilitates a more concentrated and focused analytical approach to examining the various factors that impact the productivity and performance of MSMEs. By delineating these variables into three distinct and primary categories, the study is positioned to analyze each element in isolation, explore the intricate relationships that may exist between these variables, and identify any discernible patterns or trends that may emerge from the analysis, as discussed in the works of Ahmed et al. in 2020 and Ghazal in 2021. Consequently, this research has the potential to yield profound insights into the multifaceted factors that significantly influence the performance levels of MSMEs operating within the urban landscape of Palangka Raya City..

IV. RESULTS AND DISCUSSION

This research endeavor employs a sophisticated cluster analysis methodology with the explicit objective of categorizing a diverse array of Micro, Small, and Medium Enterprises (MSMEs) located within the urban confines of Palangka Raya City. The collection of primary data was meticulously conducted from a representative sample of MSMEs situated in Palangka Raya City, and this data is set to be methodically processed into information that possesses considerable significance and utility for stakeholders involved. The comprehensive framework of this study is delineated into four distinct stages, which encompass: the initial phase of data collection, the subsequent phase of data processing, the stage dedicated to clustering the collected data, and finally, the presentation of the results derived from the analytical procedures undertaken. At the current juncture of this research initiative, two foundational stages have been successfully concluded, which include the systematic collection of data from a total of 100 respondents and the preliminary processing of this initial dataset.

In order to critically evaluate the operational performance of the MSMEs under scrutiny, the study employs the criteria as enumerated in Table 1, which serves as a pivotal reference point. This table encompasses a wide array of assessment indicators that are utilized to gauge and appraise the performance metrics of MSMEs, thereby facilitating a comprehensive performance evaluation. These indicators are meticulously crafted to cover an extensive range of dimensions that are pertinent to the analysis of MSME performance across various operational fields, as articulated in the scholarly works of Terttiaavini et al. (2021).

Drawing from the criteria data pertaining to MSMEs, the collected information has been systematically organized into three primary variables that serve as focal points for analysis, which are as follows: the first variable, Financial Performance, encapsulates key attributes such as

Turnover, Operating Costs, and Profit, which are essential for assessing the financial viability of these enterprises. The second variable, Product Sales, includes attributes that reflect the Average Production Amount and the Total Number of Products Sold, thereby providing insights into the market performance of the MSMEs. The third variable, Marketing Strategy, comprises several attributes, including Business Ownership Status, Type of Business, Number of Employees, and Sales Method, which collectively inform the strategic positioning and marketing efficacy of the MSMEs in the competitive landscape.

This systematic grouping of data facilitates a more concentrated and nuanced analysis of the various factors that exert influence on the productivity levels of MSMEs. By segregating these variables into three principal categories, the study is enabled to conduct a thorough examination of each individual aspect in isolation, thereby allowing for an exploration of the interrelationships that may exist between the distinct variables, as well as the identification of emergent patterns or trends that could be indicative of broader operational dynamics, as noted in the academic contributions of Ahmed et al. (2020) and Ghazal (2021). The comprehensive data gathered through this study can be referenced in the appendix section, providing additional context and support for the findings.

Following the data collection phase, the next critical stage involves the execution of a descriptive test. Descriptive testing represents a robust analytical method that is employed to gain a deeper understanding of the data by summarizing it in a statistical format that elucidates the principal characteristics inherent within the dataset. The overarching objective of this descriptive analysis is to furnish a clear overview of the data without engaging in the formulation of conclusions or the testing of specific hypotheses. Within the context of assessing MSME performance, the descriptive testing is instrumental in uncovering the underlying patterns, distributions, and tendencies that characterize the various related variables. This descriptive examination will meticulously assess the variance among MSMEs, focusing on key dimensions of financial, production, and marketing performance, thereby contributing valuable insights to the overall research findings.

The classification of MSME financial performance is carried out based on data based on turnover, operating costs, and profits. This data can be used to evaluate business efficiency and profitability. Here is how to classify MSMEs based on their financial performance based on business efficiency using the ratio of profit to turnover and operating costs:

- a. High Efficiency:
 - Has a profit of more than 50% compared to turnover.
 - Operating costs are a maximum of 30% of turnover.
- b. Medium Efficiency:
 - Has a profit between 20%–50% compared to turnover.
 - Operating costs are between 30%–60% of turnover.
- c. Low Efficiency:
 - Has a profit of less than 20% compared to turnover.
 - Operating costs are more than 60% compared to turnover.

Financial Ratio Analysis is carried out using financial ratio indicators for classification:

- a. High : > 40%.
- b. Medium : 20%–40%.
- c. Low : < 20%.

Operating Expense to Turnover Ratio:

- a. Efficient : < 50%.
- b. Inefficient : \geq 50%.

The Sales to Production Ratio is done by measuring how much of the product is sold compared to the one produced.

- a. Very Good Performance : Ratio \geq 90% (most products are sold).
- b. Good Performance : Ratio 70%–89% (majority of products are sold).
- c. Average Performance : Ratio 50%–69% (more than half of the products are sold).
- d. Low Performance : Ratio $<$ 50% (many products are not sold).

Classification of MSME marketing performance based on variables of business ownership status, type of business, number of employees, and sales methods provides insight into effective marketing strategies and efficiency of business management. The variable of business ownership status will assess the impact of ownership (individual or group) on marketing capabilities. Based on the four variables, MSME marketing performance can be classified into:

- a. High Performance:
 - Organized ownership status (innovative groups or individuals).
 - Marketing strategy according to type of business (product/service).
 - Employees who are empowered in marketing.
 - Sales methods that utilize online and offline effectively.
- b. Medium Performance:
 - Businesses with limited strategies but relevant to the target market.
 - Focus on only one sales method (for example, only offline).
- c. Low Performance:
 - No clear marketing strategy.
 - Sales rely on conventional methods without diversification.

Analysis of MSME performance implementation based on the data provided and predetermined criteria:

- a. Financial Performance
 - Average turnover per month : IDR 5,040,000
 - Average operating costs per month : IDR 1,460,000
 - Average net profit per month : IDR 358,000

Financial Performance Analysis: Very good profitability (net profit $>$ 50% turnover)

The MSME shows high operational efficiency and very good profitability. This business has successfully utilized resources to generate significant profits.

- b. Product sales have very good performance (ratio \geq 90%). It can be concluded that on average, from the product side, MSMEs are very good at meeting market demand, with almost all production sold every month. This shows an efficient production strategy and a stable level of demand.
- c. MSME Marketing Strategy with a combination method (offline and online) shows the highest marketing potential. However, MSMEs that only use offline methods can expand their reach by utilizing digital platforms.

In general, the financial performance of MSMEs in Palangka Raya City shows high operational cost efficiency and very good profitability. High profit margins ($>$ 70%) indicate effective financial management. GENERAL sales performance also shows very good performance, with a sales ratio of almost 100%. This shows that MSME products have high demand and effective inventory management. In terms of marketing strategy, group businesses tend to have advantages in marketing compared to individuals. The combination of offline and online marketing methods is the most effective strategy, although most MSMEs have not fully adopted it.

V. CONCLUSION

In consideration of the comprehensive exploration that has been conducted, it can be reasonably anticipated that the intrinsic qualities of assistance and the establishment of trust play a pivotal role in influencing customer loyalty. The provision of excellent service quality, alongside the maintenance of a trustworthy relationship with clients, emerges as two fundamental elements that significantly enhance the overall loyalty exhibited by customers towards a brand or organization. Consequently, it is imperative for organizations to direct their efforts and concentrate on improving the quality of their services in order to effectively foster a sense of satisfaction among their clientele, thereby securing a more loyal customer base. By doing so, businesses not only meet the immediate needs of their customers but also build a lasting rapport that encourages ongoing patronage and enhances long-term success in a competitive market..

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