

Joint Selling and Packaging as Innovation for Food and Beverage SMEs

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Abstract—Raw material prices, efficiency, quality assurance, innovation, product development, promotion, packaging, branding, market and bargaining positions are the main problems that are often faced by SMEs. In this article, we describe at least three interactional activities in the form of training and mentoring and improvement of the main facilities needed by SMEs to create a new appearance of products offered to consumers. In an effort to win the competition, SMEs must have a marketing strategy. To overcome the problems of SMEs in this study, innovation and assistance were carried out with a number of activities in the form of: entrepreneurship and accounting training, food training, comparative studies, rejuvenation and capacity building of production equipment, brochure printing and stickers, training in collaborative business proposal preparation. This research study uses descriptive qualitative methods. Data collection was conducted by interviewing 24 SMEs which were divided into two groups, namely the soybean juice beverage business group and the traditional herbal beverage business group each as a sales representative. The results of the study showed a significant increase in total production volume and turnover, which rose 50.43% for the UKM-I group and 74.90% for the UKM-II group.

Keywords—food and beverage; joint selling; product knowledge; production management; marketing management; innovation

I. INTRODUCTION

Food is a basic need for human life. Cases of food poisoning and infectious diseases because food tends to increase. The results of BPOM's Samarinda City outreach report from 268 cases of poisoning caused by food and drink poisoning were 107 cases (39.92%) [1].

There are several factors that influence food poisoning, including poor personal hygiene, ways to handle unhealthy food and unclean food processing equipment. One of the reasons is the lack of knowledge in paying attention to one's own health and environment in the process of processing good and healthy food [2,3].

Food vendors selling food generally do not have sufficient educational background, especially in terms of hygiene and food processing sanitation. Food seller knowledge about food processing hygiene and sanitation will greatly affect the quality of food that is presented to the consumer community [4].

Throughout the history of human civilization the role of the agricultural sector has never been replaced. Food needs can never be replaced in addition to being fulfilled from natural resources in the form of crops and animals. Since humans were first created, so many of the crops and animals used are either eaten directly or processed first to become. In Javanese society, one of them is Kota Jogya, many traditional heritage of the ancestors in the form of various kinds of special food and drinks that are used as local culture and wisdom that are kept as tourism assets.

Soybean seed stripping treatment gives the color, aroma, taste and viscosity of soybean juice which is significantly different compared to other treatments. The treatment of soybean stripping results in the preferred color, aroma and viscosity compared to non-stripping treatment [5].

The process of green bean extract using the Ultra High Temperature (UHT) technique is widely sold on the market. As another alternative that green bean milk has a high shelf life without need for equipment and large costs, it is necessary to add natural preservatives such as red ginger to green bean milk products. With the addition of treatment by red ginger juice 0.75% and (1.25%) has a shelf life for 1 day and (1.5%) is the best treatment that has the longest shelf life a long for 2 days. There is a tendency to influence the percentage of addition by red ginger juice to the storability of green bean milk. As long as many percentage by the addition of red ginger juice, that make the longer the storability of green bean milk [6].

A. SME Group of Lingkungan St Petrus Kotabaru

The groups produce beverages in form of various fruit juices and traditional herbal medicine such as "kunjir asem" (turmeric in tamarin syrup) and "beras kencur" which are typical Javanese drinks that are packaged in 330 ml and 600 ml bottles. The production process has not been carried out regularly every day, but only 1-2 times every week with a production capacity of ± 120 bottles per production process. Production will be carried out in large quantities when there is an order. Orders that often come from Panti Rapih Hospital, and Charismatic Prayer Groups. The average production is around 708 bottles per month, with a turnover reaching \pm Rp. 4,440,000 (Table 1.). The product is marketed with several marketing channels: a) household consumers come directly to the house, b) street vendors in front of St. Church. Antonius

Kotabaru every Sunday and c) orders coming from new customers or consumers. Through the first marketing path (a) relatively little volume because it only relies on consumers who come directly to the place of business / residence, through the second marketing channel (b) the sales volume is quite a lot but only once a week, while the third line (c) volume at most when there are orders, but not routine. Production capacity and marketing capabilities are still limited, because in addition to the technical constraints of production that are still very manual, equipment is very simple, also marketing constraints, market access is still limited.

TABLE I. INITIAL CONDITIONS OF PRODUCTION VOLUME AND TURNOVER VALUE OF SME 1ST

Kind of products	Product/week	Product/month	Omzet/month
	before	before	before
	(unit)	(unit)	(IDR)
Fruits juice	27 (@300ml)	108 bottle	540,000
Kunir Asam*)	38 (@300ml)	150 bottle	750,000
	38 (@600ml)	150 bottle	1,200,000
Beras kencur *)	38 (@300ml)	150 bottle	750,000
	38 (@600ml)	150 bottle	1,200,000
Total of beverage		708 bottle	4,440,000
Various foods		500 bottle	2,500,000
		1.208 bottle	6,940,000

*) production process 1-2 per week

St. Petrus SME Group in addition to producing drinks in the form of fruit juice, “kunir asam” and “beras kencur”, also produced many traditional foods in the form of side dishes, rice, fried foods, as well as several other traditional snacks. In one month the average turnover for various food products from this first group reached ± Rp 2,500,000.

All equipment uses very simple household furniture. To run this business the first group was only assisted by several family members, did not have permanent employees.

B. SME Group of Lingkungan St. Agustinus Kotabaru

The main products produced by this group are soybean juice, green bean juice and fruit juice. The production process by this SME group has been carried out regularly every day, especially for mung bean juice products with a production capacity of 40-60 units. The average production of beverage products is ± 1,540 units per month, with a turnover of ± Rp. 3,080,000,- (Table 2.). This business conducts product marketing by: a) entrusting to food stalls and some traditional market food sales places, b) PKL in front of Kotabaru Church every Sunday, and c) peddling around the village by bicycle.

TABLE II. INITIAL CONDITIONS OF PRODUCTION VOLUME AND TURNOVER VALUE OF SME 2ND

Kind of products	Production/week	Production/month	Omzet/month
	before	before	before
	(unit)	(unit)	(IDR)
Sari kacang hijau **)	280 (@250ml)	1.120	2,240,000
Sari kacang kedelai *)	140 (@250ml)	420	840,000
Total of beverage		1.540	3,080,000
Various foods		200	800,000
Total		1.740	3,880,000

*) production process 1-2 per week

**) daily production process

Besides producing drinks in the form of fruit juice, “kunir asam” and “beras kencur”, this SME group also produces various traditional foods in form of side dishes, rice, fried foods, as well as several other traditional snacks. In one month the average turnover for various food products from this second group reached ± Rp. 800,000,-

This business has been carried out since ± 6 years ago, is already quite well known by consumers, especially customers, but the problem of management that is not good is suspected to be an obstacle to this growing business. The group's business was run only assisted by several family members, did not have permanent employees.

Both of these groups SMEs routinely every Sunday do marketing at street vendors in front of Kotabaru Church. In this place the marketing potential is quite large, because the number of people attending this church every week reaches 10,000-13,000 people.

With a calculation of earnings of 30-40% of turnover value, the business profits that can be obtained by the first group are around Rp 2,082,000 to Rp 2,776,000 per month; while for the second group, Rp. 1,164,000 to Rp. 1,552,000 per month.

The price of raw materials in the form of various fresh fruits, soybeans, mungbeans, herbs and spices “kunir” (*turmeric*), “kencur” (*galangal*), “temulawak” (*Javanese ginger*), coconut sugar and tamarin at certain times are expensive and unstable while the price of the product should be maintained fixed. They cannot adjust the increase of input prices at any time.

Production carried out by the first group is still traditionally using simple tools such as pots, basins, sieves, pushers and bottles. All processes are still done manually using makeshift tools, so it takes a long time and is not efficient. Currently the main production equipment owned is only 1 small block of capacity 10 lt, 3 ordinary small pots of Ø ± 22 cm, 5 plastic basins Ø ± 24 cm, 2 regular blenders capacity of 1,500 ml, and 1 set of gas stoves one hot spot and 1 set of filling equipment into a bottle in the form of jars, filters, funnels etc. Because of the limitations of these tools, this business is only able to cook raw materials with a capacity of ± 2 kg per process. So that the production process must be carried out several times, especially if there are many orders suddenly it must be done many times, so that it is not efficient in time and energy and cost.

Likewise in the second group, most of the cooking utensils are outdated, the number and size are inadequate, and the type of equipment that is not complete so that the production process is not efficient. Currently the main production equipment owned is only 1 small block of capacity 10 lt, 2 small ordinary pots of size $\varnothing \pm 21$ cm, 3 plastic basins $\varnothing \pm 24$ cm, 1 ordinary blender capacity 1,250 ml, and 1 set of gas stove one hot spot and 1 set of filling equipment into a bottle in the form of jars, filters, funnels etc.

In generally like home industry products like drinks with fruit juice, galingale rice and tamarind juice that produced by the first group are still of low quality. Visibly visible from the thickness of the drink, which looks rather runny. So that when it left for a long time there will be a separate between the juice solution and the juice of empon-empon with water.

Product innovation has not been carried out to increase consumer attractiveness and extend the period of consumption. Product development is done by peddling other products besides healthy drinks namely snacks and snacks by traveling from house to house, but the number and type are very limited.

Both of these groups to face more or less the same problems in marketing aspects. The following are some marketing aspects:

- Not to do the promotional efforts yet by using brochures to other potential markets. The beverage products that produced by these groups have not been widely spread among the public.
- Many other beverage products are sold on the market at lower prices. It is important to emphasize to the two groups of SMEs in order to maintain product quality, for certain segments the price of "expensive" products does not become an important matter guaranteed quality.
- Not yet have a good packaging. Used the standard packaging with two bottles of 330ml and 600ml sizes. The form of packaging bottles like a bottle of mineral water, although using a new bottle is still impressed by using an expired bottle. Then it is necessary to design how packaging uses more attractive forms. Do not use the brand and there is no health insurance / proper consumption number.
- Short expiration period. One side of this beverage product wants to maintain quality as a special beverage, both from the selected ingredients, good processes, and not using preservatives and dyes. But on the other hand because it doesn't use preservatives, this drink has a short expiration period.
- The market reach of the two groups is still limited to consumers that who come directly at home, selling on the street vendors' street in front of the church every Sunday together with the community of entrepreneurial mothers. The location of the place of sale every Sunday at the PKL base in front of the church is actually quite strategic, that is on the edge of the main door of the church going out / entering. But the appearance of the place of business is still very simple, there is no

attraction that can make consumers come and buy at this base. Strengths in the second group, have done marketing by depositing in several sales places in traditional markets, but the numbers are still very limited and do not have a strong bargaining position.

Joint selling is an example of operative partnering activity. Account intelligence sharing reselling or "value chain integration" are examples of tactical partnering initiatives. Joint product development is a typical strategic partnering activity. Partnering agreements are commonly used in the different kind of partnerships [7].

Product knowledge has an important role in research about the buying behavior of a product. For marketers, the stage of information seeking by prospective customers is certainly one of the opportunities for product entry to be evaluated by potential customers. In this case the marketer will try to provide the widest information about the characteristics of the products offered, including through various forms of promotion [8].

Product knowledge is a combination of product information ranging from packaging, brand, function, and product substance that must be communicated to consumers. Consumers who have more knowledge, will be better at making decisions. Consumers have three types of product knowledge [9], namely:

1) *Knowledge of product attributes or characteristics*: The attributes of a product are divided into physical attributes and abstract attributes. Physical attributes describe the characteristics of a product that can be touched. Meanwhile, abstract attributes describe the subjective characteristics of a product that can be seen through the view of consumers.

2) *Knowledge of product benefits*: Consumers will feel two benefits after using a product, namely functional benefits and psychosocial benefits. Functional benefits are benefits that consumers feel physiologically. Meanwhile, psychosocial benefits are benefits that consumers feel psychologically like feelings, emotions, and moods.

3) *Knowledge of satisfaction given by the product to consumers*: Consumers also have knowledge about the value of a product that can provide satisfaction for them.

II. METHOD

To improve the ability of SMEs to win the competition to win the market, the marketing strategy is implemented by combining of joint selling and product knowledge. This strategy is chosen based on the consideration that consumer knowledge about a product can influence purchasing decisions. Besides through the implementation of product knowledge strategies, the solution to each problem is sought and reviewed by training and mentoring: (1) *entrepreneurship training, products, and rejuvenation and capacity building of equipment, as well as comparative studies (production aspect)*; and (2) market expansion, arrangement of base selling places made more convenient and attractive, brochure printing, training for business collaboration proposal and product packaging innovation (marketing aspect).

Samples were taken as many as 14 SMEs selling their products in the street vendors area in front of the Santo Antonius Kotabaru Church every Sunday morning. Samples are grouped into two groups, namely producers of soy and green bean drinks, and producers of traditional drinks. Selected SMEs were surveyed in two phases during the period May-August in 2017. In the first phase, a preliminary survey was conducted to obtain data and information about the main problems they faced along with the expectations of SMEs in dealing with these problems. In the second phase, the survey was conducted in depth on selected SMEs along with the treatment in the form of training and mentoring in two main aspects, namely the production aspect and the marketing aspect.

From the survey results, the data and information obtained are then analyzed descriptively and financially to get a complete picture of SMEs starting from the production process, product type and volume, product quality, marketing strategy, innovation and product development as well as income and profit levels.

III. RESULTS AND DISCUSSION

The results achieved from various training and mentoring activities can be described as follows:

A. Implementation of the Product Knowledge Strategy

The application of the product knowledge strategy in terms of knowledge of product attributes is done by updating the appearance of both the product packaging display and display presentation and the performance of the place of sale. Soybean juice beverage packaging, which was previously a plastic wrap with rubber band ties, was renewed with packaging of cups and bottles of various models and sizes. The selling table that was previously a plywood board was refurbished with a neat, clean and mobile folding table (easy to unload) suitable for PKL (street vendors).

One of the SME products is traditional herbal medicine. The application of product knowledge strategies in terms of product benefits is done by educating consumers about the importance of healthy living through the consumption of traditional herbs.

Many SME traders sell similar products in the PKL area in front of the St. Antonius Kotabaru Catholic Church, ranging from drinks to traditional foods. The application of a product knowledge strategy in terms of knowledge about satisfaction provided by products to consumers, is done by providing understanding, training and mentoring how services are oriented to customer satisfaction. The same product with other sellers, but in this SME the quality is better. Consumers buy the same product from other sellers, but this SME gets a greeting of love that psychologically will make the buyer happy. So even though the relative price is higher but consumers are still looking for especially those who have become customers. The results of the study are in line with the research with the product knowledge program provided by PT. Sinar Sosro KPW East Java through factory visits, direct selling, and personal selling by salespeople, so consumers who are not familiar with S-tee products will know much about it.

This is evidenced by seeing the results of the sale of S-tee products from 2015 to 2016 yesterday that increased by 21% [10].

Despite being the oldest method of commercial distribution known to mankind, direct selling is not well understood. Indeed, it is not an overstatement to contend that direct selling has been virtually innovatively ignored in the marketing literature. A popular retailing text in the United States, does not even consider direct selling, and many business dictionaries do not contain a definition of direct selling. Definitions that do exist are frequently ambiguous, contradictory, or simply inaccurate. Bennett terms direct selling a "marketing approach", whereas Clemente calls it a "sales approach" [11,12]. Characterizing direct selling as a marketing activity involving contact between consumer and salesperson in a location other than a retail store. Even in this definition, however, the "face-to-face" nature of direct selling is not clearly enunciated [13].

The role of atmospherics in personal selling seems to have unlimited possibilities. Practitioners have offered anecdotal advice for years on the importance of appearance, dress, and the like, yet little substantive research has been conducted to date. It is hoped that the model proposed in this paper will stimulate research in this area; the results of which will either underscore or discredit the importance of personal selling atmospherics. Even if the empirical support associated with atmospherics proves to be modest however, it should be remembered that even incremental improvements in individual salesperson effectiveness may lead to substantial benefits for sales organizations [14].

B. Production Management Aspects

First, entrepreneurship training, given about the tips for success in becoming an entrepreneur, given various examples of successful entrepreneurs how they started and developed to success. Beside that, it is also generally conveyed regarding operational management and marketing of industrial products, micro business management, development of market share and strategies to increase revenue are also a priority.

Second, financial training. Through this training, SME groups are taught in a simple way how to calculate costs, record and report to find out how much business profits.

Third, cooking training "traditional culinary". Through this catering training, it is expected to open up insights and add skills, especially in the development of culinary products as a form of business development in addition to main products of healthy drink. In this training given the motivation to innovate that products, not only makes a new look more attractive but also how to create new products that complement its main products namely healthy drinks. In this training, also directly practiced to how to make many kind of traditional culinary menu such as *Kueku Ubi Ungu*, *Getuk Nanas*, *Moci*, *Kue Lumpur*, etc.

Group agreement regarding new product innovations. In this entrepreneurial group, "certain types" products may only be produced and sold by one member, so as not to compete with one to other member. Therefore, creativity in creating

choice products is highly considered and maintained in these SMEs. For that, the above training, especially cooking training "traditional culinary practices" is very necessary. Through this training, it is hoped that it can provide skills and open the horizons of SMEs to produce new processed products that become new merchandise besides those that have been produced and sold. Thus the types of merchandise are increasingly varied and more complete choices for consumers. Product innovation is needed to increase the attractiveness of Food and Beverage products in Hotels. It is very important to attract guests, to make the products of the hotel attractive to consumers. Food and Barbeque product presentations must be maximal to add to the impression that traditional food is more attractive [15].

In the field of innovation, relations are not based purely on a market logic and that the linkages between firms, institutions and research institutes are not enough to be innovative; rather, a 'Regional Innovation System' RIS is part of a particular social system, where the relational and social aspects of embeddedness and trust are of foremost significance.

Inter-organizational cooperation is a resource-saving and risk-sharing strategy, especially in the field of innovation, where Small and Medium Enterprises (SMEs) often do not have sufficient financial capabilities or human resources to invest. Inter-organizational networks are different from social networks, as the cooperation between enterprises requires the consideration of the organizational structure and the coordination of the network.

Gunday et al. Particularly in the field of innovation, vertical and horizontal cooperation can contribute to enabling and optimizing the existing endogenous potential of a region, where innovation can be a 'fundamental instrument of growth strategies in order to enter new markets, to increase the existing market share and to provide the company with a competitive edge' [16].

An explain why foreign investors may potentially be an effective opportunity in alleviating the constraints for innovation that usually affects SMEs, especially independent ones, thus improving their innovation performance. These constraints typically regard the financing, the managerial commitment and the other business resources/competencies for innovation [17].

To increase productivity and product quality both groups carried out an increase in the number and capacity with the rejuvenation of new equipment such as turbo gas stoves, blenders, pans, basins, filters and packaging equipment (manual cup sealer). Most of the previously owned cooking utensils made from aluminum that can react when used to cook traditional herbs, have been replaced with safe, strong, hegene cooking utensils made from stainless steel and adequate capacity.

C. Marketing Management Aspects

Arrangement of the selling place in the form of a folding table that is more sturdy, neat, clean and attractive to display products at the point of sale (street vendors base) along with

equipment that makes the display on the table more hygienic and more attractive.

The innovation of product packaging for the first group was done by improving the packaging appearance of various fruits and traditional herbal juice products. Whereas for the second group that produces fruit juice and soybean and mungbean milks is done by improving the packaging in several alternative appearance and more attractive sizes. Packaging is included with the product brand by providing a product identity that distinguishes it from other SME products.

D. Production Volume and Turnover Value

Comparison of the production volume and turnover of conditions before and after treatment in general can be shown to be a significant increase, namely an increase of 50.43% for the SME 1st and 74.90% for the SME 2nd.

TABLE III. PRODUCTION OF SME1ST BEFORE AND AFTER TREATMENT (WEEKLY)

Kind of product	Production/week	
	before	after
	(unit)	(unit)
Fruits juice	27 (@300ml)	35 (@300ml)
Kunir asam *)	38 (@300ml)	50 (@300ml)
	38 (@600ml)	50 (@600ml)
Beras kencur *)	38 (@300ml)	60 (@300ml)
	38 (@600ml)	60 (@600ml)
Total of beverage		
Various foods		
Total		

*) production process 1-2 per week

TABLE IV. PRODUCTION OF SME1ST BEFORE AND AFTER TREATMENT (MONTHLY)

Kind of product	Production/month			
	before		after	
	(bottle)	(unit)	(bottle)	(unit)
Fruits juice	108	108	140	140
Kunir asam *)	150	150	200	200
	150	150	200	200
Beras kencur *)	150	150	240	240
	150	150	240	240
Total of beverage	708	708	1.020	1.020
Various foods	500	500	800	800
Total	1.208	1.208	1.820	1.820

*) production process 1-2 per week

TABLE V. TURNOVER VALUE OF SME1ST BEFORE AND AFTER TREATMENT (MONTHLY)

Kind of product	Omzet/month		Increase (%)
	before	after	
	(IDR)	(IDR)	
Fruits juice	540,000	720,000	33.33
Kunir asam *)	750,000	1,000,000	33.33
	1,200,000	1,600,000	33.33
Beras kencur *)	750,000	1,200,000	60.00
	1,200,000	1,920,000	60.00
Total of beverage	4,440,000	6,440,000	45.05
Various foods	2,500,000	4,000,000	60.00
Total	6,940,000	10,440,000	50.43

*) production process 1-2 per week

TABLE VI. PRODUCTION OF SME2ND BEFORE AND AFTER TREATMENT (WEEKLY)

Kind of product	Production/week	
	before	after
	(unit)	(unit)
Sari kacang hijau ^{**})	280 (@250ml)	420 (@250ml)
Sari kacang kedelai ^{*)}	140 (@250ml)	210 (@250ml)
Total of beverage		
Various foods		
Total		

^{*)} production process 1-2 per week

^{**}) daily production process

TABLE VII. PRODUCTION OF SME2ND BEFORE AND AFTER TREATMENT (MONTHLY)

Kind of product	Production/month			
	before		after	
	(unit)	(unit)	(unit)	(unit)
Sari kacang hijau ^{**})	1.120	1.120	1.680	1.680
Sari kacang kedelai ^{*)}	420	420	630	630
Total of beverage	1.540	1.540	2.310	2.310
Various foods	200	200	300	300
Total	1.740	1.740	2.610	2.610

^{*)} production process 1-2 per week

^{**}) daily production process

TABLE VIII. TURNOVER VALUE OF SME2ND BEFORE AND AFTER TREATMENT (MONTHLY)

Kind of product	Omzet/month		Increase (%)
	before	after	
	(IDR)	(IDR)	
Sari kacang hijau ^{**})	2,240,000	4,200,000	87.50
Sari kacang kedelai ^{*)}	840,000	1,386,000	65.00
Total of beverage	3,080,000	5,586,000	81.36
Various foods	800,000	1,200,000	50.00
Total	3,880,000	6,786,000	74.90

^{*)} production process 1-2 per week

^{**}) daily production process

From Table 3. and Table 4., it can be seen that in the first group there was an increase in turnover for beverage products in the form of juice, “kunir asam” and “beras kencur” at an average of 45.05% of the original condition. Whereas in the second group the increase in turnover for beverage products (mungbean and soybean milks) averaged 81.36%.

“Sari kacang hijau” (mungbean milk) products from the second group showed the highest turnover increase of 87.50% of the original condition. It caused the “sari kacang hijau” product had consumer customers in several sales places and it produce every day. Whereas for soybean products from the second group there was an increase but not as big as “sari kacang hijau” which was only 65.00% due to the number of producer Soy Bean milk is quite a lot, therefore competition is very tight.

To succeed and grow, companies must win new customers. The value of transformative learning theory in better understanding sales interactions can help managers and salespeople better develop new business customers. On business-to-business context (B2B) the microprocesses of transformative thinking in this particular setting require the creation of new knowledge to better understand the

opportunities involved in collaborating and exploring proposed solutions [18]. Sales managers need to be aware of how challenging and demanding selling to prospective customers can be, thus providing salespeople with opportunities and support for the required learning and development [19].

Using the Social Learning Theory as the theoretical framework, our research investigates the effect mentoring, coaching, and sales training as methods for improving salesperson learning. According to Social Learning Theory, a person’s behavior, environment, and personal qualities have reciprocal effects on each other. As a result, there is increased emphasis on determining an approach for delivering information in a manner that improves salesperson proficiency [20].

The benefits of mentoring assimilate success and business growth for women entrepreneurs [21]. Mentoring is essential in the continuing professional development of entrepreneurs [22]. Many literature confirms access to mentoring as a contributing factor to women’s success in business [23].

In this research, besides of the beverage products, both of these have also and to develop traditional culinary food businesses (side dishes, rice, fried foods, as well as some other traditional snacks). For these various food products there was increase in turnover to 60% at the first group and to 50% at the second group.

The first group also produced many kind of traditional foods such as side dishes, rice, fried foods, and many other traditional snacks. In one month the average turnover for various food products from this group reached the range of Rp. 2,500,000 up to Rp. 4,000,000. The second group besides producing healthy drinks such as of fruit juice, “kunir asam” and “beras kencur” also produced many traditional foods such as of side dishes, rice, fried foods, and many other traditional snacks. In one month the average turnover for many food products from this group reached the range of Rp. 800,000 up to Rp. 1,200,000 more, lower than the first group.

IV. CONCLUSION

The application of the product knowledge strategy is very influential on the ability of SMEs to win market competition both through the introduction of physical appearance of product attributes, the introduction of product benefits and knowledge about consumer satisfaction.

Active participation from SME groups greatly determines for the success rate of various training and mentoring efforts.

Treatment like appropriate technological innovations, training and guiding for traditional food and beverage SME groups, to give provides a significant increasing turnover and income.

Group agreements as a form of local wisdom for an SME need to be adhered and maintained as a directive and movement rules for all members.

The significance of the study is reflected through the mentoring experiences to be helpful in the personal development and business growth of mentored. Their lived

experiences of running a business through traditional associate suggests women entrepreneurs need to find a good balance between their business and family life. The practice of mentoring was needed to help them face their challenges and barriers. A key success factor was to be the ability to ask for help.

This analysis has aimed to provide a route map for the successful deployment of a coaching and mentoring programme within the specific context of an SME environment. In this research, I have also explored indicative research supporting my contention that the prevalence of the culture of an SME needs to be at the core of such a specific coaching and mentoring strategy.

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