

## Analysing Factors Improving Business Models of Fruit Parcel Enterprise in Jepara Central Java–Case Study Putra Karya Indah Parcel

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### Abstract

Background: "Putra Karya Indah" parcel is one of small enterprises in Jepara which has many years run the business in fruit parcel sector. Traditional managerial method is of among the crucial factors which makes the business development slowly increases. Hence, the program is created to observe. Method: This program was conducted through direct observation to Putra Karya Indah's enterprise and literature analysis on how to improve the performance of the Putra Karya Indah, in particular, and other small enterprises (SE) in general. Result: According to the literature analysis, the main problem faced by SE is the dynamic capabilities among manager and leader who manage the enterprises. Therefore, to settle such problems, a resilient employee is need in the sense that they can balance between innovation and sustainability issue altogether. Conclusion: Putra Karya Parcel is a promising enterprise given long experience has been taking place over the years. However, business transformation either in the form of human management and business process need to be undertaken for ensuring the sustainability in the long run.

**Keywords:** Business Models, Fruit Parcel Enterprise, Jepara



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### INTRODUCTION

Jepara has many small fruit parcel businesses in Central Java. Hundreds of small businesses sell fruit parcels. The availability of raw materials, skilled labour, and high demand are factors in Jepara's fruit parcel development. "Putra Karya Indah" is a central Java fruits parcel entrepreneur. Putra Karya Indah was founded in 1992 by the founder's sons. Every day, 100 fruit parcels of various sizes and shapes can be produced. The "Putra Karya Indah" enterprises collected all the parcels for a half month and sold them to Yogyakarta. In a month, they can sell 3000 fruit parcels to markets twice. Figure 1 shows Dimas Bagus Wiranatakusuma's visit and empowerment programme was conducted to directly understand the problems over there. Digital training and branding are conducted to help and empower them, given that digital training is recommended for social media advertising and branding broadcasting (Kim and Shim, 2018).



Figure 1. Putra Karya Indah Enterprise and The Owners

Putra Karya Indah has been running for years, but it seems unsustainable and poorly managed. Human resource, finance, and marketing are still managed traditionally. It's highly dependent on family help and may not be sustainable. This prompted us to consider how to steer this small business toward innovation, agility, and sustainability (El Hilali, et al.,2020; Fachrunnisa, et al., 2020; Del Giudice, 2021). Reddy et al. (2017) argue that Small Enterprises (SE) face internal or external problems. Small-scale and cottage industrial units have the following internal problems:

- Most small-scale industries are individual proprietorships. The owners' egos, ideas, and proprietary attitude block delegation.
- The development of the units depends on the owners' approach, audacity, and spirit, which are influenced by personal and family needs.
- The transactions lack expertise, professionalism, and preparation. Short-word gain trumps quality.
- No rationale, career plan, or physical motivation. Lower pay, no goodwill, and no job security.
- In many cases, business ideas and exposures aren't up-to-date and adequate, rules and laws aren't followed, product and advertise acquaintance aren't up to par, and commerce remains local.

Some outside problems related to SE include: Insufficient investment and financial support; Insufficient value control, marketing, testing, research, and development facilities; Insufficient free-enterprise development, training, skills, consulting and counselling; Insufficient knowledge expansion in addition to application development; and Lack of adequate transportation development.

These problems become the most pressing issues facing the "Putra Karya Indah" businesses. In order to remain visible and nimble, the SE is required to build a resilient organisation by balancing internal improvement efforts with the capacity to adapt to and adopt the external dynamics, which may disrupt and exacerbate the development of SE, particularly for fruit parcel enterprises. Therefore, the purpose of this paper is to analyse several business models and propose a potential solution that meets the requirements of Putra Karya Indah's sustainable growth. The study consists of three sections. Part 1 explains on introduction. According to a number of studies, the second section describes the organisational structures and business models of SE. The third section elaborates on possible solutions. A summary concludes section four.

## **Managerial Structures and Business Models**

### **Human Resource Management**

In today's entrepreneurial and business environment, human resource management must be understood as a strategic approach to recruiting, selecting, hiring, and developing and training employees, labour force (Mansion and Bausch, 2019). In addition, the authors assert that human resources play a strategic role and occupy a prominent position in the strategic management of companies. It is a system of influencing individuals so that their activities contribute to the achievement of the partial goals of groups of workers, departments, and corporate goals that a company has set and must achieve. It also includes the ability to persuade co-workers to work towards achieving goals. Thus, leadership is now an integral component of management. Leadership involves leading workers, having charisma, and being a leader.

**Table 1. The Difference between Manager's and Leader's Tasks**

<b>Managers</b>	<b>Leaders</b>
Plan	Innovate-current knowledge
Maintain standard operations	Develop approaches, relations with markets
Organize	Inspire and motivate co-workers
Manage company's operation	Find opportunities at new markets, modifies products, carry out conceptual activities
Control	Creates values, resources
Manage goals in a right way	Set up the right objectives
Ask a question: How? When?	Ask a question: what? Why?

Source: Mura, el al (2017)

Table 1 demonstrates that managers perform challenging tasks so that long-term, short-term, operational, and tactic plans can be achieved by employees (Zeng, et al, 2017; Beltramino, 2020). Leaders are tasked with being innovators; they are expected to cultivate standard attitudes to work creatively through motivating methods. The activity must involve motivating individuals. According to the authors, employee motivation and incentives are particularly important during and following a crisis. The authors focus on analysing the motivational factors utilised by managers in company management. Their paper focuses on motivational factors specifically employed by managers in small and medium-sized businesses.

Human resources are employed not only in human resource management but also in knowledge management (Al-Tal and Emeagwali, 2019; Knezovic, et al, 2020). Companies can only benefit from the knowledge of their employees if they create favourable conditions for the transfer of that knowledge into everyday practise.

The current labour market in Europe allows for the free active migration and labour force mobility of employees. The European management of human resources is characterised by the use of outsourcing by small businesses, as described by the authors. Some specific operations may be performed by external companies, which makes outsourcing economically advantageous and cost-cutting for small businesses. In addition, full-time employees are required to increase productivity. In their study, the authors highlight current trends in human resources and assert that human resources management cannot be haphazard; rather, it must be goal-oriented and conditioned by market conditions and company requirements. Companies adapt their conditions to market fluctuations, which are also reflected in personnel management. On the labour market, flexible forms of employment can be observed as a result of the diverse needs of companies that are related to company objectives and the production schedule, seasonal factor, and other factors.

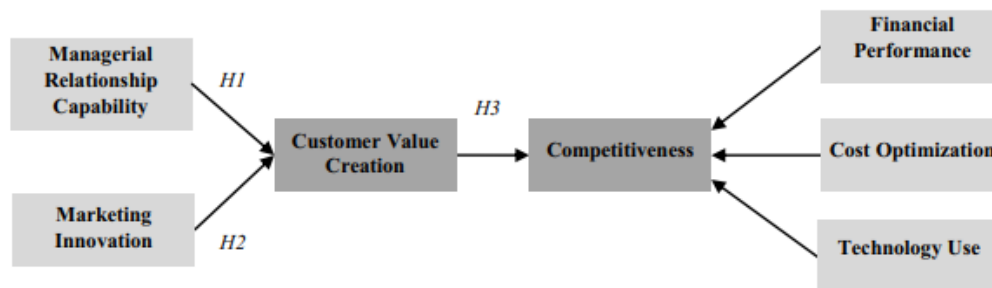
The applicable labour law permits such an option for businesses. Entrepreneurs as employers have advocated for more flexible and liberalised labour law relations, which could lead to an increase in the employment rate. Current entrepreneurial activities can be categorised as business start-up on the domestic and, to a lesser extent, international markets. The majority of European nations have joined and are integrated into the European Union; therefore, with the exception of national laws, European Union (EU) member states must observe and comply with international regulations applicable to the EU. Unavoidable is the impact of international environment on Small Medium Enterprises (SMEs) (Gomes, et al, 2017). Regional development is contingent upon regional economic growth and regional and national quality of life. Enterprises and businesses play a crucial role in every developed economy, as outlined by competitiveness principles, various forms of ownership, and competition between businesses of varying sizes (Madalina, et al, 2017). The private sector, represented by small and medium-sized businesses, generates more than ninety percent of the Gross Domestic Product

(GDP), contributes more than fifty percent of the value created by companies, and provides two-thirds of the jobs and employment rate. Their existence cannot be replaced and is consistent with the globalisation process. Business internationalisation is viewed by many enterprises and businesses as an opportunity to add value to the company's resources and achieve some success. Operations in an international business environment necessitate a sensitivity to environmental changes. Managers must pay close attention to every company operation, as the risk faced by businesses in an environment of intense international competition is much greater (Massaro, et al., 2017). Human resource management in an international setting necessitates the performance of managerial duties outside of a country, and managers must also be adequately prepared for their international operations. Those who underestimate the importance of preparation are typically unsuccessful. Performance on international markets necessitates familiarity with market characteristics and conditions. Due to the diversity of cultures, jobs, and economic conditions, it is necessary to carefully plan each phase of human resource management, including recruitment, selection, and modification, as well as establishing the right style of managing employees, ensuring systemic development and training, and adapting to the market or country's conditions.

### Business Model and Structure

Referring to the relationship between human resource management and SE performance, there are some model structures, as follows

#### Relationship Customer Value Creation and Competitiveness



Source: Sánchez-Gutiérrez, et al (2018)

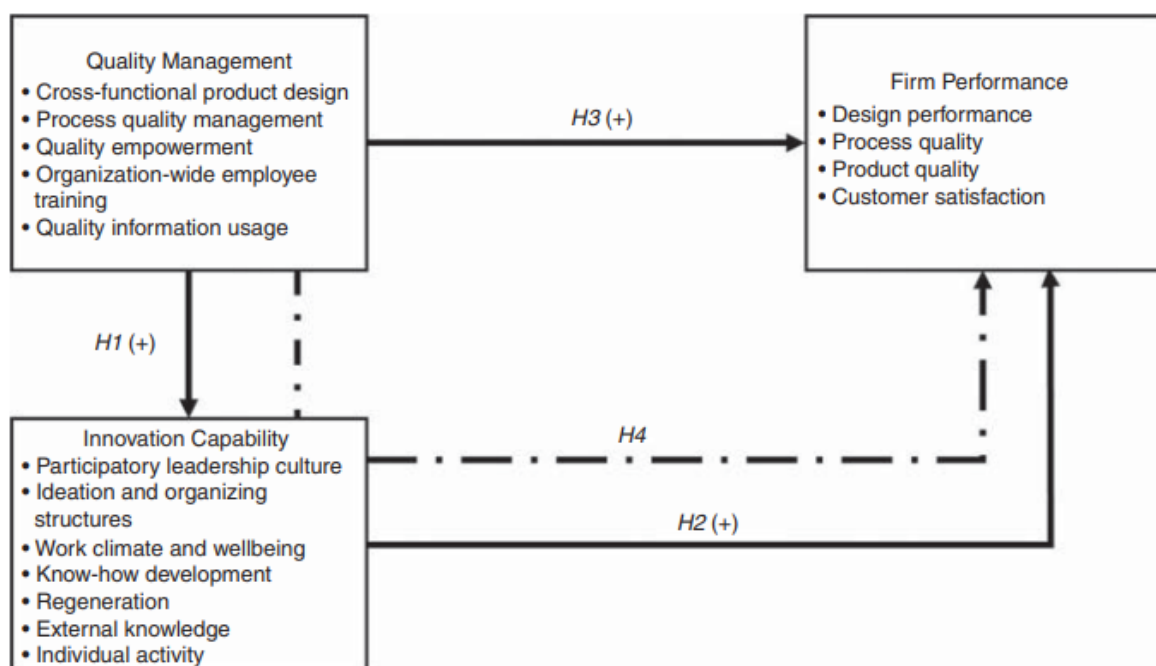
**Figure 2. Value Creation and Competitiveness**

Figure 2 shows that customer value creation is a second-order construct in the theoretical model. It is composed of two components: the capability to generate customer relations and marketing innovation. Managerial relationship capabilities consist of the ability to identify customer needs in their relationship with the firm, comprehend the factors associated with the customer relationship, adapt the relationship to the customer's needs, and identify new business opportunities through the relationship. The marketing innovation construct is comprised of three elements that emphasise the adaptation of products or services to customer preferences, the introduction of products with a high added value for the customer, and the alignment of the firm's capabilities with its employees. Due to the fact that competitiveness is ultimately concerned with a company's long-term performance in relation to its competitors, it should be viewed as a multidimensional concept (Pisar and Bilkova, 2019). In this study, the Competitiveness construct is composed of three variables.

Financial performance and Cost optimization consist of four items, while Technology Use is comprised of two. Financial performance has a significant influence on business growth. This makes it an explanatory factor for competitiveness. In highly competitive, free market

industries, such as the furniture industry, profitability is typically inversely proportional to expenses. This implies that lower costs equate to improved financial performance and vice versa, and that greater Cost optimization equates to greater Competitiveness and vice versa. Due to the lack of official information, it was necessary to resort to direct questions once more in order to analyse Cost optimization. Technology use is the final dimension considered for the Competitiveness construct. The trend for small and medium-sized enterprises (SMEs) is to acquire and adapt technology rather than develop it in-house (Cosentino and Paoloni, 2020). The majority of new technologies are associated with information and communication services. as well as, to a lesser extent, production processes and internal technological development.

### **Relationship Quality Management, Innovation Capability, and Firm Performance**



Source: Sahoo, Saumyaranjan (2019)

**Figure 3. Quality Management, Innovation Capability, and Firm Performance**

Due to the rapid evolution of technology, small entrepreneur (SE) face a competitive disadvantage. Quality management (QM) and innovation are the competitive factors that are deeply ingrained in the products, services, and processes of an organisation. To achieve higher firm performance (Sahoo,2019), manufacturing companies must adopt QM practises and cultivate innovation capability.

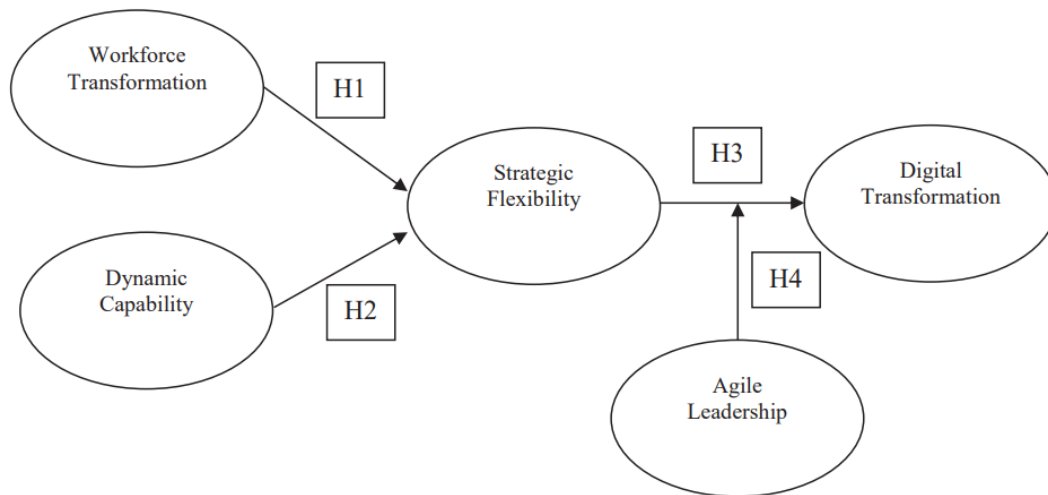
### **Digital Transformation for Small Enterprises**

Transformation refers to a comprehensive alteration of an individual's or a group's appearance, personality, etc., in a reciprocal relationship. The business model of a company may change as a result of digital transformation and digital technology evolution. The outcome is a modification to the product, organisational structure, or process automation. Digital transformation for SME actors should not be limited to investment in information technology and information systems, but should also be more focused on the business dimension or basic business process (automation, simulation and analysis integrated data, supply chain, work



design, and product cycle management), products (utilisation of the internet, digitization with technological use for market expansion), and business model (customer-centric, adaptability with technological use for market expansion) (Chen, et al. 2021). Therefore, it can be concluded that the objective of SME digital transformation is to enhance product and service quality.

The transformation of the workforce is a fundamental change in conditions that necessitates a shift in culture, behaviour, and mentality. In this digital age, the workforce must be technologically literate (Shuaib, et al, 2019). If the workforce can adapt to the digital era, the company will easily be able to design its strategy



Source: Fachrunnisa, et al (2020)

**Figure 4. Digital Transformation for Small Enterprises**

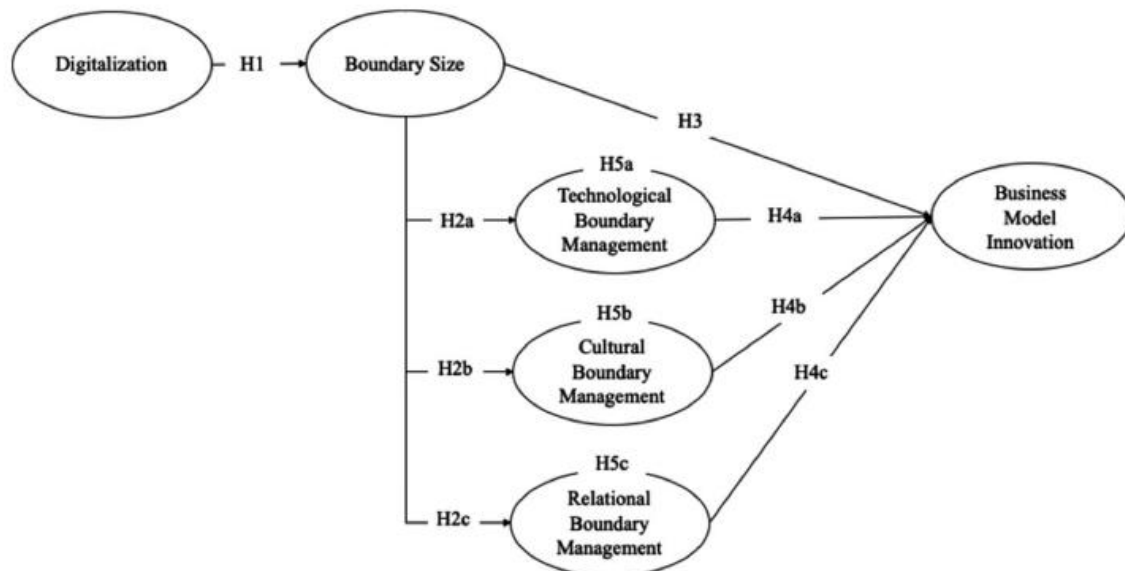
Dynamic capability is the organization's capacity to reconfigure its internal or external processes and resources, based on its existing competencies, in order to adapt effectively and in a timely manner to changing environments. Strategic Flexibility refers to a company's capacity to adjust its objectives in response to uncertainty by leveraging its knowledge and superior capabilities. Strategic flexibility enables the company to support future strategy development and respond quickly to internal and external changes. In addition, we contend that the success of strategic flexibility and digital transformation is contingent on agile leadership. Agile leadership is exemplified by a leader who is capable of guiding his team and continuously influencing the team's behaviour by defining, disseminating, and sustaining organisational vision.

### **Digitalization and Boundaries**

Digitalization represents an opportunity for small and medium-sized enterprises (SMEs), as a less structured organisation can develop the capability to lead Business Model Innovation more rapidly. By minimising inventories and streamlining information flows, digital technologies can increase production efficiency to reduce production costs and optimise immobilised capital (Latunreng and Wibowo, 2018; Gamidulaeva and Vasin, 2020). In fact, firms can mitigate operational risks dependent on operating costs by sharing processes and activities to reduce the risk of flow interruptions along the supply chain.

Digital technologies have altered business practises, and the initial response of academics and practitioners has been to link new forms of strategic development to the concept of boundaries, such as Technological boundary management, cultural boundary management, and

relational boundary management (Garzella, et al. 2021). Understanding new value creation and value appropriation pathways that enable innovation collectives to include a dynamic set of actors with diverse goals and capabilities should force businesses to pay close attention to the size of their boundary. The management of boundaries aims to create value by concentrating on the business processes and activities that occur at a company's boundaries.



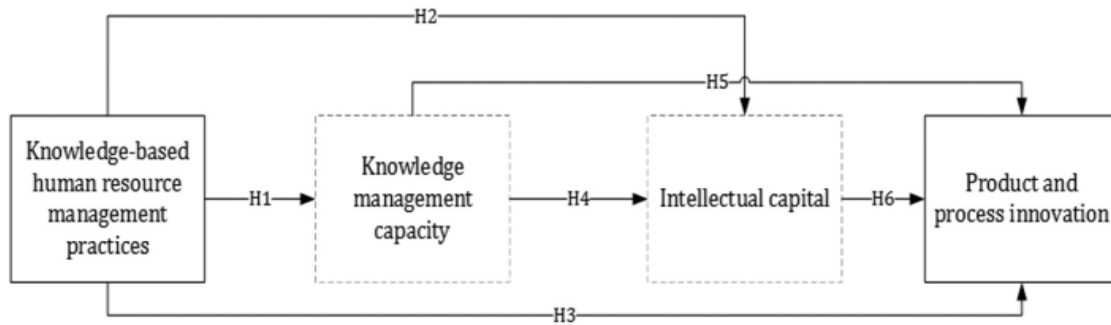
Source: Garzella, et al. (2020)

**Figure 5. Digitalization and Business Model Innovation.**

Managing boundaries necessitates a set of capabilities that ensures balance and harmony between various elements and activities, as well as internal and external forces, which resulted in the innovation of the business model. To achieve innovation, the organisational effort must extend beyond traditional business boundaries and interpret new ways of managing processes that move resources from within to boundary areas (such as issues related to the development of telework or the "internet of things") as well as processes that approach resources from the outside (such as the creation of inter-company networks or "big data analytics"). The boundary manager emerges as a new figure in the business world, one who must manage the internal and external flow of information and corporate communications.

### **Knowledge Management and Product Innovation**

Intellectual capital is the sum total of a company's available tangible and intangible knowledge resources (Jain, et al. 2017). Intellectual capital ensures that databases, information systems, and written procedures contain codified knowledge that can contribute to product and process innovation. Product and/or service innovation refers to the innovative efforts of organisations that result in the creation of significantly improved or new goods or services for their intended use. Innovation, on the other hand, involves the creation of new knowledge as inputs in the form of concepts and ideas or as outputs in the form of novel products and processes. Accordingly, intellectual capital is more significant in predicting innovation, which interprets innovation as an intrinsic activity; as a result, the development of innovation will be contingent on human capabilities.

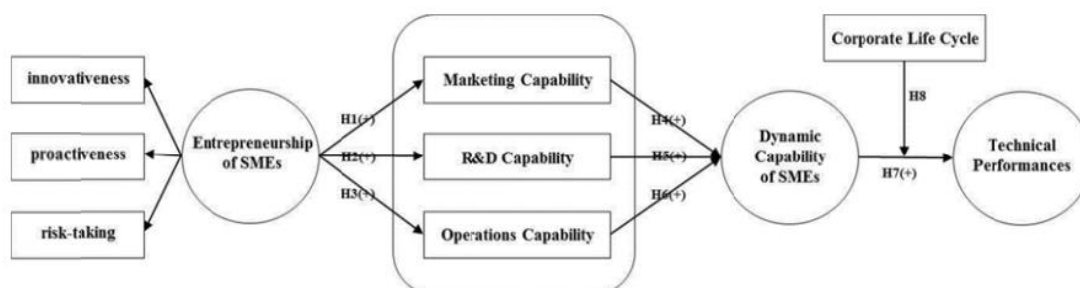


Source: Al-Tal and Emeagwali (2019)

**Figure 6. Knowledge Management and Product Innovation**

### Relationship Entrepreneurship and Corporate Capabilities

Entrepreneurship reflects the psychological traits of an entrepreneur and the entrepreneur's behaviour. Entrepreneurship is crucial for a company's market orientation and the creation of a new product. To realise an innovative concept, including new products, services, production processes, technologies, materials, and business models, it is necessary to have Research and Development capabilities. This allows businesses to create new products or services using existing technologies. Consequently, research and development necessitate the operational capability to control resources in order to reduce the wastage of resources by increasing the productivity of the company's various sources (Avram, et al.,2019). Entrepreneurship capabilities must ultimately be combined with dynamic capabilities that can promote a dynamic alliance capability that enables new forms of knowledge to select good and reliable partners, effectively build relationships, and enhance performance (Polyantchikov, et al.,2017). In addition, these dynamic capabilities can be used to respond to the dynamic corporate life-cycle as a result of the repeated occurrence of dynamic configuration functions in various organisational environments.



Source: Taek Yi, et al (2018)

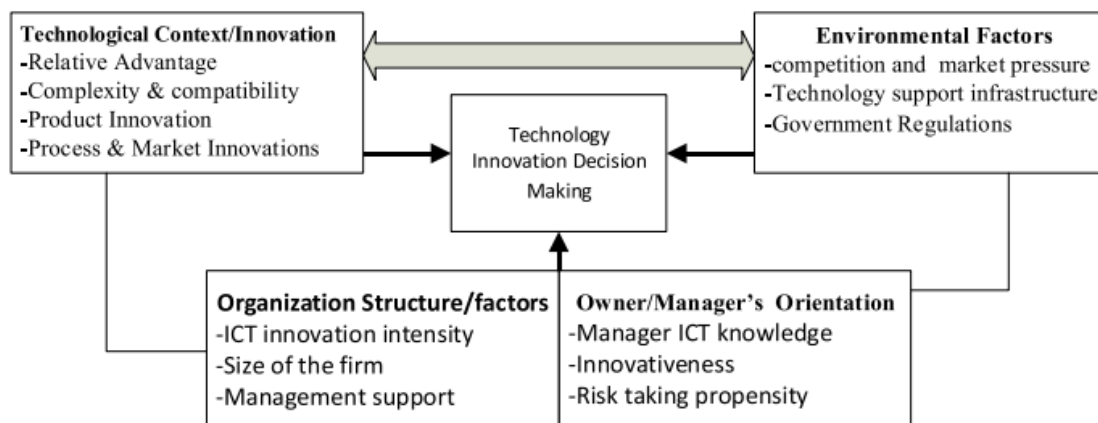
**Figure 7. Entrepreneurship and Corporate Capabilities**

### Relationship Technology Innovation and Environmental Sustainability

Innovation enables the company to provide a product or service with distinctive characteristics that customers seek. From this vantage point, social responsibility is viewed as an opportunity for businesses to innovate in order to meet the challenges posed by the constant evolution of markets. SMEs are obligated to innovate significantly by developing environmentally and customer-friendly strategies. In practise, small and medium-sized enterprises are expected to develop products/services and processes geared toward



sustainable development (SD). Previous studies on innovations have concentrated primarily on eco-innovations, ignoring other aspects of sustainable development (SD) practises. The eco-innovations of small and medium-sized enterprises encompass a vast array of activities, such as eco-efficiency, cleaner production, and eco-design [14]. This type of innovations promotes better production and the implementation of continuous improvement processes. Satisfy stakeholders and encourage the development of training models and connections. In addition, innovations inspire productive partnerships with multiple stakeholders, allowing SMEs to access useful resources in SD practises. These collaborations with stakeholders in SD practises enable SMEs to utilise internal human resources that are insufficient. Consequently, SD practises generate economic, social, and environmental value, which gives SMEs a competitive edge by enhancing their performance. Therefore, the relationship between technological innovation and environmental factor is mediated by the decision-making ability that is contingent upon human capabilities (Agostini, et al.,2017).



Source: Chege and Wang (2020)

**Figure 8. Technology Innovation and Environmental Sustainability**

According to the preceding example, in order to build a viable and robust Small Enterprise (SE), organisations must cultivate resilient employees. The resilient employee is capable of coping with the emotional upheaval caused by continuous change, but also makes a concerted effort to develop the resilience of other employees. In other words, resilient employees can promote the recovery from disruptions more effectively and expeditiously than non-resilient employees, and they are more adaptable and responsive to the organisational changes necessary for organisational success (Vinicius, et al. 2017).

### The Possible Solution and Way Forward

Given that SE is perpetually confronted by resource scarcity, external pressure from customers or suppliers, technological barriers, and human resource capacity, developing an effective strategy for SE is crucial, especially from the perspective of policymakers. Access to financing, improving competency and capability, gaining access to information and value chain management, working conditions, licensure, and business environment guidance are crucial for preserving and enhancing the quantity and quality of SE in fruit parcels.

Tabel 2. Challenges and Intervension Policies for Improving SE

No	Issue and Challenge	Possible Intervention	Expected Result
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1	Access to Financing – lack to financial or monetary resource	1. Allocated special and affordable budget for financing 2. Mutual Training between financial institution and existing SE in order to link and match between financing and products	1. Improved the performance of existing SE 2. Sustainable financing scheme from financial institutions to SE
2	Competency and capability	1. Certified training program for small entrepreneurs 2. Mentoring program from medium and big companies to SE	1. Improved managerial and leadership skill
3	Access to value chain management	1. Penetrating market through mobile phone application 2. Select the most appropriate digital market place	1. New market development 2. Increased SE competitiveness in the new market 3. Improved capacity to deliver the products in the market 4. Increased sales/income
4	Working Condition	1. Develop network hub among SE (Mayr, et al.2016)	1. Increased connectivity to help each other
5	Licensing	1. Streamline the process and put it through digital or traditional ways	1. Simplified the registration process
6	Competition in business environment	1. Opening public discussion and dialogue for gaining mutual understanding and benefits	1. Improved business environment more transparent, and fair.

Source: Chege and Wang (2019)

## CONCLUSION

Small enterprises (SE) are perpetually confronted with issues such as human resource management, product innovation, and technological engagement. These issues reduce the capacity for long-term resilience and sustainability. Fruits parcel is without exception one of the SE in the Jepara region of central Java that has been experiencing the aforementioned issues. According to some sources, for promoting both the quality and quantity of SE, the dynamic capability in business innovation through digitalization and human resource development is the most important factor in ensuring the sustainability of a business (Tras, et al, 2019). The employee's leadership and management skills are the fundamental aspect that must be incorporated into policy through the provision of affirmative policies that include link and matched programme among stakeholders guided by intensive government programmes. It is anticipated that these government programmes will enable the Southeast, particularly the fruit parcel, to develop their skills and enter new markets in a more effective and modern manner, thereby increasing their income and prosperity.

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