

MODEL DEVELOPMENT AND OPTIMIZATION OF MSMEs MANAGEMENT IN IMPROVING THE WELFARE OF THE COMMUNITY AROUND THE LAKE SIPIN TOURISM AREA IN JAMBI

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ABSTRACT

The aims of this paper are: (1) to identify the characteristics of MSME management centers in the Lake Sipin tourism area, Jambi City, and (2) to formulate an effective MSMEs management model in the Lake Sipin tourism area, Jambi City. This study used primary data. The method of analysis was carried out descriptively. The results of interviews with respondents and the results of the SWOT analysis show that the Lake Sipin Tourism Area has the opportunity to become a Mainstay Tourism Area in Jambi City. To encourage this acceleration, the involvement of 5 (five) stakeholder elements known as Pentahelix is needed, namely: Government, Industry/business, Academics (University), Community, and Media. With the involvement of these five elements, it is believed that MSMEs in this area can develop properly in order to improve the welfare of the surrounding community, including the economy of Jambi City.

Keywords: MSMEs SWOT Analysis, Pentahelix, Tourism Area, and Community Welfare

INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) have proven to have a significant role in almost all countries. Its contribution to the economy is not only limited to absorbing a large number of workers, but also because its contribution to the Gross Domestic Product (GDP) is more dominant compared to the contribution of large businesses. The Ministry of Finance (2022) states that MSMEs account for 90% of business activities and contribute more than 50% of employment in worldwide. In the United States, 99% of all economic actors are MSMEs (Haryadi et al., 2021).

In developing countries as a whole, MSMEs also occupy a strategic position in terms of GDP. In this group of countries, formal MSMEs contribute around 40% of GDP. This contribution is actually much higher if the contribution of informal MSMEs is also included. Given the importance of MSMEs in the economy, developing countries have invested a lot of effort and resources in establishing policies aimed at increasing entrepreneurship and MSMEs (Quy, 2016; Shariff et al., 2010).

The role of MSMEs is also large enough in the Indonesian economy. Data obtained from the Ministry of Cooperatives and SMEs (2021) shows that there are currently 64.2 million MSMEs in Indonesia. Although it had experienced a decline due to covid 19, this sector recovered in 2002. Therefore, many researches state that MSMEs are one of the tough sectors. In 2019, the contribution of MSMEs to GDP was 61.07%. The role of MSMEs in the Indonesian economy is also shown by their contribution to employment. Based on Indonesian Statisticle Bureau, in 2020 MSMEs absorb 97% of the total workforce and contribute 60.4% of total investment in Indonesia. Some of the leading MSME sectors, namely handicraft and culinary products, also have strong competitiveness (Haryadi, 2018).

MSMEs usually grow and develop along with the growth and development of a region. One area that usually experiences rapid MSME development is a tourist attraction area. Along with the development of the area, MSMEs in the area are also growing faster, mainly due to the large number of tourists visiting. Usually, these tourists are potential targets for MSME actors in offering goods, be it culinary or regional-specific goods.

The Covid-19 pandemic has had an unfriendly impact on sustainability of Indonesian economic, especially MSME players. Thaha (2020) explained that 163,713 MSME actors were in the sector of food and drinks affected by the covid-19 pandemic. This fact was also reinforced by a report from the Ministry of Cooperatives and Small and Medium Enterprises which reported that 56% of MSME players experienced a decrease in sales turnover, 22% in the financing aspect, 15% in the goods distribution aspect and 4% experienced difficulties in obtaining raw materials.

One of the potential tourist areas for the growth and development of MSMEs is the Lake Sipin Tourism Area, Jambi City. Before Covid 19, it is found that this area was crowded with visitors not only on holidays, but also on weekdays. In the time of Covid, the number of visitors decreased sharply.

The city of Jambi has several interesting tourist objects. One of these attraction places is Lake Sipin. This area stretches across two sub-districts, namely in Danau Sipin sub-district and Telanaipura sub-district and includes 4 (four) sub-districts namely Buluran, Legok, Sungai Putri and Telanaipura sub-districts. Lake Sipin stretches across the two districts with a length of approximately 4,500 M and an average width of around 300 M and a depth of between 2 M and 6 M (Anonymous, 2022). This area has experienced relatively rapid development in recent years. Area that was previously used more for fish ponds, has now been divided into tourism and water sports areas. It has been recorded that several water sports championships have been held in the Lake Sipin area.

In line with the increase in the number of visitors, MSMEs in this area have also gone up. Based on the report from the Jambi City Tourism Office, in 2018 there were 1,359 MSME units operating in the Danau Sipin sub-district. Most of these MSME actors have various businesses, ranging from culinary businesses to handicraft businesses (Table 1).

Table 1. Number of MSMEs in Lake Sipin District, Jambi City 2018

Year	Recapitulation of MSME	Culinary	Fashion	Trade	Other Animal Husbandry/ Fishery	Others
2018	1.359	472	19	378	471	19

Source: Jambi City Tourism Office (2022)

This area is quite potential for the development of MSMEs. The activities of MSME actors in this area are quite diverse. Based on statistical data (BPS 2021) most of the MSMEs in this area are engaged in the culinary sub-sector (472 units), and livestock/fishery (471 units). In a period of 4 years (2018-2021), MSMEs in the Lake Sipin Tourism area have experienced a relatively very rapid increase. Of the total MSMEs in this area, there are 102 MSMEs located around the Lake Sipin area. Generally, MSMEs in this area are engaged in the culinary business sector. Some of the MSME owners are residents of the surrounding area and some are from outside the area but still from Jambi City. Of the 102 MSMEs operating in this area, 90 percent are culinary businesses.

This fairly rapid development provides good hope for the City of Jambi in improving people's welfare. This problem is becoming increasingly important to solve, especially based on statistical data from Jambi City 2021, the unemployment rate in Jambi City is 8.93 percent (BPS, 2022) and is the highest in Jambi Province. Solving the MSME problem is also an alternative solution in reducing the poverty rate which so far has always exceeded the average poverty rate in Jambi Province (Juvenal, 2015). Based on data from BPS (2022), the average poverty rate in Jambi Province is 8.09%, while the percentage of poor people in Jambi City reaches 9.02%.

However, the number of MSMEs in this area has decreased since Covid 19. This condition is thought to be the impact of the decline in visitors coming to this area. The decline in the number of MSME actors in this area is not thought to be solely caused by Covid, but is thought to be due to governance issues.

In this regard, it is deemed very necessary to know the management model that has been carried out and then to design an effective management model so that tourism to this area is again crowded. This effort is important so that economic life in this region is revived. Thus, MSMEs in this region will continue to develop and develop so that they can have more leverage in promoting welfare for business actors in particular and the community around this area in general. Through the implementation of good governance, it is hoped that this friend will become a tourist area with advanced MSMEs. The purpose of this paper is to: (1) identify the characteristics of the management of MSME centers in the Lake Sipin tourist area, Jambi City, and (2) formulate an effective MSME management model in the Lake Sipin tourist area, Jambi City.

LITERATURE REVIEW

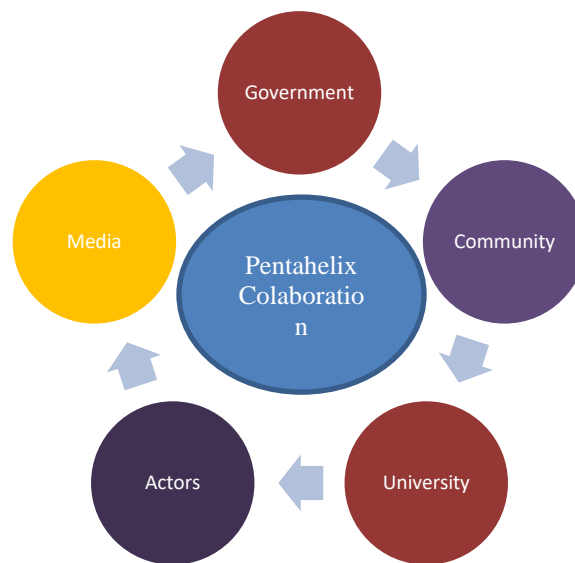
Management Concept

Conceptually management implies an activity to change something to be better than its initial position. In another sense, management can also be interpreted as a process to increase added value in order to provide more added value (Inoue & Todo, 2020). Furthermore Moekijat (2000) stated the notion of management as a certain process consisting of planning, organizing, actuating, and controlling which is carried out to determine and achieve certain goals by using humans and other sources. Thus, Moekijat emphasizes management on the process of planning, organizing, activating, supervising to achieve the desired goals by using human resources and other sources.

The process of managing something, be it organizational management or institutional management, cannot be done by just one person or one party. Development requires the touch of various parties. This statement is quite reasonable considering that development involves many aspects. In the context of MSME development, mutually supportive cooperation is needed between the various stakeholders (stakeholders). The principle that needs to be done is collaboration. In general, collaboration is defined as a process of working together in producing ideas and solving problems together towards a common vision. For the development of an area such as Lake Sipin, collaboration can be key. Collaboration plays a crucial role in solving complex problems.

Historically, the collaborative model has experienced very significant developments over time. At first, the collaboration consisted of two parties. Along with the times, in 2016 the elements involved increased to 5 (five). This model, known as the Pentahelix, is also a strategy launched by the government in tourism development.

Figure 1. Pentahelix Model



Minister of Tourism Arief Yahya launched the Pentahelix Model for the first time. This model is outlined in the Regulation of the Minister of Tourism of the Republic of Indonesia Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations. The aim is to realize quality activities, facilities, services, and create experiences and value benefits from tourism, thereby providing benefits to society and the environment. This model involves 5 elements, namely business, government, community, academic, and media (BGCAM). Figure 1 shows the Penta-helix Model. According to Soemaryani (2016) the pentahelix model is a reference in building synergies between related agencies (BGCAM) to achieve goals. According to Rampersad, Quester, & Troshani (2010) the pentahelix collaboration has an important role in supporting joint innovation goals and regional socio-economic progress.

The Pentahelix model is based on stakeholder theory, namely the stakeholders who have a central role in strengthening a unit or entity so that it can run sustainably (Visser, 2008). Pentahelix is currently a breakthrough and a new strategy in planning. It is reasonable if the pentahelix model can be adopted as a strategy for developing MSMEs in the future. The first reason is that this institution is based on the village which of course many parties are involved in it, but the scale is still very small. The second reason is that this institution must be able to go out and build a network up to the international level with the potential that exists in the region.

Previous Studies Regarding the Importance of MSME Development

Bismala (2016) conducted research on MSME management models to increase the effectiveness of MSMEs. The purpose of this research is to find out the right SME management model in an effort to increase the effectiveness of MSMEs. The results of his research indicate that a model is needed that can be used by MSMEs including aspects of company management, namely production management, marketing management, human resource management and finance.

The research entitled One Village One Product Development Model with the Triple Helix approach in increasing the role of MSMEs in Jambi City was conducted by Haryadi & Rosmeli (2018). The results of his research show that the OVOP model has been carried out in Jambi City, although there have been forms of collaboration, but there have been no synergistic and integrated steps to encourage MSMEs in Jambi Province. Haryadi, et.al (2019); Haryadi (2020); and Ardiani, et.al (2021).

All the research results above reinforce the reason that it is very important to encourage MSMEs in moving the wheels of the economy. Even though the role of the MSME sector is still relatively imbalanced with the number of the MSME sector itself and contributes less than 30 percent to GDP, in various situations of economic turmoil, this sector is able to survive. Some of the causes include: First, generally MSMEs are engaged in producing consumer goods, more specifically non-durable goods. The characteristic feature of goods like this is that they are relatively less elastic, so they don't have much impact on shocks, including economic shocks. Second, most MSMEs are not involved much with financial institutions, so that even though their role in absorbing labor is quite dominant, their contribution to national exports is still relatively small, even less than 14 percent. Third, in accordance with its category, MSMEs do not have large capital so that the risk of collapse is relatively small. Fourth, in terms of market structure, MSMEs are closer to the perfect competition market. Thus, the decline in the number of MSMEs is not too obvious, because even though many leave, they are quickly replaced by those entering the market.

The Relationship and Impact of Tourism Development on MSMEs

Based on a literature survey, specifically research on the relationship between SMEs and tourism in Indonesia has not been carried out much. However, research on the relationship between economic growth and tourism has been carried out a lot. In the view of researchers, the study of the relationship between economic growth and tourism can be a reference for this research. The reason is that MSMEs are one of the backbones of the Indonesian economy. If MSMEs grow rapidly, then this can provide a signal of improving economic growth. Therefore, it is considered important to encourage the growth of MSMEs.

Cokorda et.al. (2018) conducted research on the causality of the contribution of the tourism industry and the number of tourist visits to economic growth. The results of his research show that economic growth is significantly influenced by the number of foreign tourists visiting Bali. Meanwhile, the income of the tourism industry in Bali is influenced by the economic growth of the Province of Bali. This finding also shows that economic growth encourages an increase in tourism industry income. Holik (2016) Based on research results, there is evidence that international tourism can increase economic growth in these countries.

Research on causality has been conducted by Haroon et.al (2021); Ebru et.al (2012). The results of his research indicate that there is a two-way relationship between the two. The ARDL panel cointegration test results show that tourism, financial development and economic growth are cointegrated in the long run. Furthermore, Granger causality analysis shows that the causality between inbound tourist numbers and economic growth is bidirectional, thus validating the 'feedback hypothesis' in BRICS countries. This study shows that BRICS countries should promote favorable tourism policies to promote economic growth and in turn economic growth will make a positive contribution to international tourism.

The same finding was obtained from Indriana's research, (2022). The results show that tourism has a significant and positive impact on economic growth in the long term. Furthermore, the results also show that there is a two-way causality between inbound tourism and economic growth. Juan (2020) examines the dynamics of economic growth and the evolution of tourism in 80 countries during the period 1995–2016. The variables that represent economic growth and tourism are the GDP growth rate per capita and international tourist arrivals per resident, respectively.

Using the concept of economic regimes, this paper introduces the notion of the distance between the dynamic paths of various countries. The evolution of the cluster reveals three main stylistic facts: certain countries move across the cluster; low-performance clusters tend to be stretched, while high-performance clusters tend to be (more) compact; the distance between the two groups increased over time. Ebru et.al (2012) conducted a study on the relationship between income from tourism and economic growth. They used the Granger causality approach with a panel of data in Asian countries. The study, which was conducted on 135 countries for the period 1995-2008, aimed to carry out a Granger Panel causality analysis applied to 11 groups of countries. The findings show that there is a unidirectional causality in America, Latin America & the Caribbean and the World from GDP to tourism income. Meanwhile, in the case of East Asia, South Asia and Oceania, we found the opposite direction of causality from tourism income to GDP. No causal relationship was found in Asia, the Middle East and North Africa, Central Asia and Sub-Saharan Africa. Lamia (2020) tries to justify how tourism contributes to Saudi Arabia's economic growth. The main empirical results of the study found that tourism positively affects economic growth in Saudi Arabia.

RESEARCH METHODS

Data Types and Sources

The type of data required for this research consists of primary and secondary data. This data comes from the results of interviews and from questionnaires distributed to respondents and certain parties who are considered important and related to this research. Meanwhile, the data sources can be explained as follows: First, secondary data was obtained from related institutions such as the Lake Sipin Sub-district Office, Telanaipura Sub-District Office, Department of Labor and Cooperatives and Jambi City MSMEs, Jambi City Tourism & Culture Office for various periods of data series. Second, primary data is obtained from the results of field surveys through interviews. This activity is carried out by visiting sources and data centers related to this research, namely the institutions that have been mentioned earlier. Before going to the field, the researcher first prepared a list of questions as a guide in the interview. In addition, the researcher also prepared a questionnaire with the number of questions adjusted to the needs of this study.

Methods of Data Analysis and Sampling

The method used in data analysis is descriptive analysis. This method has recently been widely used by researchers because it is able to present information based on more real data from the field. The analytical tool used in this research is descriptive analysis. Sampling was carried out by taking some of the existing business actors in the Lake Sipin area. Based on statistical data, the total number of MSMEs in all of these sub-districts is 3,905 units. Of that number, 102 units are located along the outskirts of Lake Sipin.

To map and analyze the existence and sustainability of MSMEs in the Lake Sipin Tourism Area, the SWOT Analysis model is used. SWOT analysis is an analysis by looking at the strengths, weaknesses, opportunities and threats of an area based on existing data and findings. To develop this concept, a strategy is needed. This matrix which consists of SWOT (Strength-Weakness-Opportunity-Thread) is used as a tool in determining competitive strategy (Purwanto, 2008). The strategy in question consists of: 1. SO strategy (strengths and opportunities) used by the company by utilizing or optimizing the strengths (S) to take advantage of various opportunities (O). 2. The WO strategy (weaknesses and opportunities) is used by the company as optimally as possible to minimize existing Weaknesses (W) to take advantage of Opportunities (O). 3. ST Strategy (Strengths and Threats), commonly used by companies by utilizing or optimizing strengths (S) to reduce various threats (T) that may surround the company. 4. WT Strategy (Weaknesses-threats) is a strategy used by the company which is a strategy used to reduce Weaknesses (W) in order to minimize or avoid Threats (T).

Through this analysis tool, strategies will be obtained that can be used by MSME players and the government in encouraging MSMEs to progress and develop. Through this research, strategies were obtained that could be used to make policies that were able to encourage MSMEs

OT \ SW	STRENGTHS	WEAKNESS
Opportunity Determine 5 - 10 external probability factors	STRATEGY SO Using strength to take advantage of opportunities	STRATEGY WO Create strategies that minimize weaknesses to take advantage of opportunities
Treat Determine 5 - 10 external threat factors	Strategy ST create strategies that leverage strengths to minimize threats	Strategy WT create strategies that take advantage of opportunities and avoid threats

Based on the results of this analysis, a company's strategy can be formulated in order to be able to compare the external factors of opportunities and threats with the internal factors of strengths and weaknesses. Internal and external factors are included in the IFAS and EFAS matrices (Rangkuti, 2016). After the matrix of internal and external strategic factors has been compiled, it can be developed quantitatively through SWOT analysis calculations. The calculation is carried out through several stages, namely:

1. Determine the weight of each factor in column a, ranging from 1.0 (very important) to 0.0 (not important). The way to determine the weight of each indicator from internal and external factors is by using a priority scale starting from 4 (very important), 3 (important), 4 (quite important), and 1 (not important) on positive variables. While the negative variables were given the opposite value, namely 1 (very important), 2 (important), 3 (quite important), and 4 (not important). Then multiply the value of the priority scale (SP) by a constant (K). Determine the constant value based on the highest value, namely 4 with the assumption that all indicators are considered good. Each value of SP x K is divided by the total value of SP x K to obtain a weighted value.
2. Fill in the rating (in column b) for each factor by giving a scale ranging from 4 (very good) to 1 (below average). The rating value for the strength and opportunity factors is positive (strengths and opportunities that are getting bigger are given a rating of 4, but if the strengths and opportunities are small, they are given a rating of 1). Giving the value of the rating of weaknesses and threats is the opposite. For example, if the value of the weaknesses and threats is very large, the rating is 1 and if the weaknesses and threats are small, the rating is 4.
3. Multiply the weights in column a with the ratings in column b, to get the score (c) for each factor.
4. Get the difference in subtraction between the total number of factors S with W and factor O with T, the acquisition of the difference in the number of factors S and W then becomes the value or point on the X axis, while the acquisition of the difference in the number of factors O with T then becomes the value or point on the axis Y.
5. Based on the calculation results, then determine the position of the sector indicated by the point (x,y) in the SWOT quadrant / Cartesian diagram as a strategy determination.

In this study also conducted Focus Group Discussion (FGD). Based on the definition, FGD is a technique that can be used for various types of purposes in a research. The aim is to get input or information about local and specific problems. By carrying out FGDs, accurate information about the problems to be studied can not only be understood through surveys or interview methods. Furthermore, with the presence of FGDs, quality qualitative data can be obtained in a short time. In various literatures it is stated that FGD is considered as a suitable method for local and specific problems. When implementing the FGD, the participants are those who are believed to really understand the problems at the research location. Thus, the information and data obtained through the FGD is information that can be accounted for. To strengthen field research, an FGD was held on November 3, 2022. The FGD participants consisted of activists and actors as well as practitioners of tourism and MSMEs in Jambi Province. The results of the study show consistency between the results of the field interviews and the results of the FGDs.

RESULTS AND DISCUSSION

Characteristics of Respondents

Before Covid 19, the Lake Sipin Tourism area was a tourist center that was quite busy visited by people in Jambi City. Along with the increasing number of facilities owned by this area, MSMEs are also growing and developing rapidly. Table 1. shows that the number of MSMEs in Danau Sipin District in 2019 was 102 units. However, based on the results of the latest survey, the number of MSMEs in the Lake Sipin area is only 50 units. Considering the accuracy of the data, all MSME actors in the Lake Sipin Tourism Area immediately became respondents. Henceforth, these MSME actors are called respondents.

Table 2. Results based on the characteristics of the respondents (%)

CRITERIA	AGE (Year)			TYPE OF BUSINESS		
	<40	40-50	>50	CULINER	TOYS	BOAT DUCK
Total	46	42	6	48	1	1

Source: Jambi City Tourism Office (2022)

Apart from the impact of Covid 19, there are several reasons for the decline in the number of MSMEs in this region. Based on interviews with respondents, the decline in MSMEs in this area is due to several reasons: (1) the number of visitors to this area is decreasing; (2) it is relatively rare for crowds or festivals to be held in this area; (3) the increasing number of facilities that cannot be used because they have been damaged; (4) there is no maintenance of facilities provided in this area.

Most of the respondents in this area are businesses selling culinary delights, while 1 person sells toys, and another provides boat services. The majority of respondents are under the age of 40 (46%), business actors are in the age range of 40 to 50 years (42%), and respondents who are over 50 years old, as much as 12%. 52 percent of the respondents were women.

The survey results show that the majority of respondents, namely 70% have high school education, 24% have junior high school education, 2% have graduated from college, and 4 percent have only finished elementary school. On average, the income of respondents in the Lake Sipin tourist area is quite good and is even still higher than the per capita income of Jambi City in 2021.

The results of interviews with respondents, informants and results as well as notes from the FGD strengthen previous estimates that this area is actually quite safe, even comfortable and prospective as a place to do business. This area is quite strategic and close to offices and easy to reach. Nevertheless, there are still some limitations. Based on observations, more touches of improvement are still needed. Even though the use of the lake is quite good, MSME actors in the lake area have not innovated by creating products related to the lake, for example selling souvenirs or accessories that describe the uniqueness of Lake Sipin or food that originates or is processed from raw materials obtained from the lake.

Formulate an effective MSME management model in the Lake Sipin tourist area, Jambi City

The Sipin Lake tourist area is a tourist area that has opportunities to be developed. To create an effective model for MSME development in the Sipin Lake area, a SWOT analysis needs to be carried out first. From the results of the swot analysis, it can be seen the strengths, weaknesses, threats, and opportunities that this region.

SWOT Analysis (Strength, Weakness, Opportunities, and Threats)

The term SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. This analysis is widely used in strategic planning and is useful for knowing the strengths and weaknesses, opportunities, and threats in a policy or program, both ongoing and in new plans. The following are the results of the SWOT analysis for efforts to develop MSMEs in the Lake Sipin tourist area. Based on Table 3 SWOT analysis, it can be seen that the strength of the Lake Sipin tourism area has a strategic location because its location in the middle of the city is an attraction for tourists to visit so that the area can be used as a center for MSMEs in Jambi City.

Table 3: Analysis SWOT

<p>Strength</p> <ul style="list-style-type: none"> ❖ Strategic location ❖ Natural tourism area ❖ Prices of MSME products that consumers can afford ❖ Locations that have local wisdom values 	<p>Threats</p> <ul style="list-style-type: none"> ❖ Floods and landslides ❖ Abandoned tourists ❖ SMEs are not growing ❖ High level of business competition
<p>weakness</p> <ul style="list-style-type: none"> ❖ No processing management ❖ Poor infrastructure ❖ Products offered are homogeneous ❖ Lack of innovation and creativity. ❖ Training to support the skills of MSME actors is not yet available ❖ Weak technology, information and communication 	<p>Peluang (Opportunities)</p> <ul style="list-style-type: none"> ❖ Locations that are well known to the public ❖ Area still can be developed ❖ The emergence of various tourism SMEs ❖ Utilize social media to promote products ❖ The existence of activities or events can be a medium for developing SMEs

The location which is easy to access using both 4-wheeled and 2-wheeled vehicles makes it easier for tourists to visit the Lake Sipin tourist sites. Apart from its strategic location, Lake Sipin is one of the interesting natural tourist areas to visit. Tourists can enjoy the beauty of the lake by using a boat or ducks for rent on the outskirts of the lake. The facilities that are already available are also the strengths of this tourist area. In this area the Jambi city government has equipped this tourist area with a jogging track along the edge of the lake. The rock climbing and skateboard area is also a culinary corner which is the center for MSMEs in this area even though the number of outlets provided is not too many. In addition, the strength possessed by this tourist area is the product of SMEs that offer prices that are affordable by the community.

Based on Table 3 swot analysis, it is also known that the weakness of this tourist area is the absence of processing management. Insufficient infrastructure such as umbrellas or storefronts for MSME players to market their products, some damaged infrastructure such as jogging tracks and access stairs to the lake whose construction has not been completed. The number of MSME actors in this tourist area makes the products sold homogeneous or similar. This homogeneous product is caused by the lack of innovation and creativity from MSME actors. The factor that causes the lack of innovation and creativity of MSME actors is the lack of training to support the skills of MSME actors in the Lake Sipin tourist area.

Table 3 also explain that there are opportunities to continue to develop this tourist area, for example by bringing up various tourism MSMEs, such as using fish tanks. Making fish tanks a competitive business. Utilizing tangkul, for example by decorating tangkul, then apart from selling the results of tangkul, it also provides a new experience for visitors to try directly how

to catch fish using tangkul. for example by renting tangkul to tourists. In addition, the opportunity to develop this tourist area is to use social media to promote MSME products so that the market can be wider. The existence of events held in this tourist area both provincial, national and international events can become a medium for developing MSMEs in this tourist area.

Based on the SWOT analysis table, it can be seen that the biggest threats to the Da-nau Sipin tourism area are floods and landslides. The existence of a flood that covers the jogging track makes it difficult for tourists to enjoy the beauty of the lake. Besides that, MSME players also find it difficult to sell, considering that the selling location of MSME actors is on the edge of the lake and jogging track. Landslides are also a serious threat, with landslides the jogging track is cut off, making it difficult for tourists. The absence of innovation is accompanied by landslides and floods, this area will be abandoned by tourists. MSMEs do not develop because the products are homogeneous and there is no creativity in creating products. Another threat faced is the high level of business competition. Based on the good results from interviews with respondents, swot analysis, and pentahelix, all concluded that Lake Sipin had good prospects for development.

Pentahelix Collaboration in MSME Development in the Lake Sipin Tourism Area

The collaboration of the five elements of Pentahelix for the Development of MSMEs in the Lake Sipin Area is very necessary so that the potential for generation in this area can grow quickly.

Government

The survey results show that until now the Lake Sipin tourist area has not been touched by the private sector/industry. This element becomes relatively very important and very much needed for the acceleration of development in this area. This is quite reasonable considering the limited funds owned by the government. So far, the government involved is still relatively limited. Ideally, there should be more government agencies involved in the context of developing MSMEs and the tourism sector. The reason is that through the involvement of various agencies, the tourism sector and MSMEs can get a direct touch from government. With joint involvement, the development of MSMEs in the Lake Sipin tourist area will be faster.

Academics/University

Academics are one element that plays an important role in planning, developing an area or region. The role of universities can be seen from their ability to provide guidance and assistance, especially to business actors in one place. Given that universities have three functions, namely teaching, research and community service, assistance can be carried out in these three aspects. In the context of optimizing MSME management in the Lake Sipin area, the involvement of universities is very important. Through higher education and a touch of academics, a more comprehensive future development direction will be designed. The role of universities can also be carried out in the context of creating entrepreneurs or entrepreneurs. Rasyid (2007) states the need for SME empowerment activities by universities with the assistance of the government and related parties so that SMEs can function as a driving force for the people's economy.

Universities do not provide capital assistance for MSMEs. Through collaboration between universities, the community, the government, an integrated program can be built such as the MSME integrated laboratory in the Danau Sipin area. Through an integrated laboratory, universities can support this area from various disciplines. For Lake Sipin, it can be done by faculty of agriculture, economics, management, accounting, entrepreneurship, environment, and so on.

With this program, each related party will be involved in efforts to encourage MSMEs and this area to become more advanced. The program can be carried out from two aspects at once, or by focusing on one aspect, but this aspect has a domino effect for the development of other sectors. For example, the government and universities cooperate in encouraging tourism. The government builds facilities and prepares legal aspects, while universities encourage tourism-ism in terms of improving the quality of their human resources. When the tourism sector is more advanced, this will have an impact on the development of MSMEs. This can happen considering that improvements in the tourism sector will encourage an increase in visiting tourists. With an increase in tourist visits, MSMEs will grow and develop in the area.

Industry/Business

Accelerating the development of an area can be done with a touch of industry and business. The potential of the Lake Sipin tourist area which is quite strategic will be able to develop rapidly. The private sector or the industrial sector can act as an alternative provider of funds for the completeness of facilities and infrastructure in this area. Specifically the role of the private sector. The development of the Lake Sipin Area can be carried out in the form of:

- (1) Become the adoptive father of MSME actors in this area. So far, many large companies have implemented the adoptive father program. Through the existing mechanism, large businesses cooperate with a number of small businesses, especially to meet their production needs. Although many run it, not every big business implements it. In fact, according to a survey conducted to evaluate government programs in the commercial vehicle industry, it was found that the program was not on target.
- (2) Directly involved as a business actor in this region. By using a good and modern management system, it is estimated that this area will be able to grow and develop rapidly. The role of business and industry elements can be carried out on the tourism sector as well as on the MSME sector or both at the same time.

Community/Society

The Community's role in the Pentahelix model is as an accelerator. Communities are people who share the same interests and are relevant to a growing business. The community has a great influence on the business sector in addition to being a liaison between stakeholders to help MSMEs in the whole process, being active in marketing and development strategies, and facilitating the adoption of business processes to the era and having a role to promote MSME products or services.

The community element opens up opportunities for cross-disciplinary configuration and networking, and frees the concept of "innovation" from just economic considerations and goals, but also involves creativity as part of the knowledge production and innovation process (Mu-hyi, Chan, Sukoco, & Herawaty, 2017).

The role of this community has a direct impact on marketing and an indirect impact on MSME business performance. The existence of the community allows for networking or networking between creative business actors so that it has an impact on the business being run more broadly. Moreover, the existence of associations, institutions, as a wider network that is across sub-sectors is also a strategic place for creative actors. Not only community networking, it can also function as a marketing tool for creative products and services through activities or events organized by the community. Through the community, collaboration opportunities can be pursued.

The results of research conducted by the Central Java Batik Community showed that the role of this community had a direct impact on marketing and an indirect impact on the business performance of MSMEs. If the role of the community is high, the implementation of the marketing strategy will be better and succeed in improving business performance and vice versa. High community roles will have high yields when marketing strategies are carried out online or run a digital business.

The results of research conducted by Ishak, et al (2021) in Wonosari found that in the development of MSMEs in Wonosari District using the pentahelix model, human resource capabilities need to get training and assistance so they can use social media properly not only using Facebook but can also take advantage of other platforms such as Instagram, twitter and website in developing their business.

From these two comparative studies regarding the role of the community, it can be concluded that the community has a strategic role in the MSME business. This role will be even more meaningful when the community runs a digital business and manages it using a virtual organization so that despite the pandemic, the MSME business can still run.

Media

Social media as a new medium for interacting and socializing has an extraordinary influence on various aspects of life, both positive and negative. One of the positive aspects of social media is that it can be used for promotion and sales for micro and small businesses. The media in the Pentahelix model acts as an ex-pender, namely supporting publications in promotion and creating a brand image. The role of the media in the MSME development program contains information about news about MSMEs, and products sold such as fashion, health culinary (beverages/food), and others. Products posted on the websites of MSME actors or social media such as WhatsApp, Facebook and Instagram are also included with prices.

In the context of the development of the creative economy in Indonesia, the media (both conventional media and social media) play a significant role, although they are still independent elements or indirectly affected by other elements in carrying out their parts or functions (Satari & Asad, 2016). With regard to the role of the media, there are indeed quite a number of mass media but none have become a media partner for the government to develop MSMEs. The mass media is only involved as a party to channel information to the public when organizing an event. The development of MSMEs through media promotion is indeed needed so that the existence of MSMEs can be widely known by the public. While the media itself does require information content to be shared with the public. The media can be used as an external window to see the development of MSMEs.

Based on the results of Parmin Ishak's research in the development of MSMEs in Wonosari District, the role of the mass media is not optimal and only exists when there are events. The Role of Social Media in Marketing Products Sales Strategy Sales strategy is where marketers assume that consumers must be influenced so that sales can increase. This concept shows that consumers must be persuaded to buy the products (Hamid et.al, 2021).

There are several sales strategies, such as promotion, advertising determination, and the use of social media for MSMEs, to network or market expansion. First, promotion. Promotion is a communication activity to increase sales volume. Promotion in general is often practiced by MSME entrepreneurs today. Promotional strategies are very useful for sales, apart from retaining and finding new consumers, MSME players can also introduce and increase brand or brand awareness so that consumers stay subscribed. Second, ad determination. Advertising is a message that wants to be conveyed to many people. The use of social media in marketing products and services cannot be separated from advertising, the use of attractive advertisements can also increase sales. Third, the use of social media for MSMEs. In Marketing Products Increasing Product Sales The use of social media to market products for MSMEs can have a positive impact in addition to saving costs and energy but also expanding marketing. Interacting with Good communication with consumers is an important thing that must be done by sellers with the aim of getting information, promotions, image formation processes, integration and creating relationships. Fourth, Expand the Network. The use of social media also has other functions and benefits, namely being able to expand the market network in selling products which were previously only in areas of the local community, but by utilizing online promotion and marketing, they can penetrate a wider market, such as outside the city such as using social media. services for artists or celebrities on instagram and tiktok. Social media plays an important role in tourism marketing and promotion in an area. (Salem et al., 2022)

CONCLUSION

1. The results show that the MSME Center for the Lake Sipin tourist area is a community of people around Lake Sipin, Jambi City. This area has experienced very rapid development, especially in recent years. With more complete facilities and infrastructure, this area has the potential to become one of the leading tourist attractions in Jambi City. Since it was developed by the Jambi City government in 2018 until 2020, the number of visitors has experienced a sharp impact. Along with that, the number of MSMEs in the Lake Sipin area has also increased rapidly. Currently, the Lake Sipin tourist area looks capable of becoming one of the new growth centers and is able to provide considerable employment opportunities in Jambi City. However, along with the occurrence of Covid 19, the number of visitors to the Lake Sipin area decreased dramatically. The implementation Enforcement of Restrictions on Community Activities (ERCA) has made this area deserted for visitors and deserted for MSMEs. The absence of a systematic management model has contributed to the sluggishness of MSMEs in this area.
2. To restore the glory of MSMEs in this region, synergy is needed between the 5 (five) main pillars (stakeholders), namely: (1) academics (who provide training and mentoring), (2) business people (who encourage from the capital side), (3) the government that encourages regulation and provision of infrastructure, (4) the community (as business actors), and (5) the media. Based on this more complete model, it is hoped that the role of academics, business people and the government can be optimal so as to create better management of MSME centers. The same condition is also expected to be realized in terms of community empowerment through resources, local wisdom values, and skills talents. This model is expected to be an alternative model in encouraging added value to the economics of the UMKM center business in the Lake Sipin tourism area, Jambi City

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