The Role of Stakeholders to Help SMEs Which Is Affected by Covid 19 Through Penta Helix Synergy in Banyuwangi District

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ABSTRACT
The development of tourism and SMEs is constrained by the outbreak of pneumonia which is a new coronavirus. Starting in March 2020 tourism in the Banyuwangi Regency is closed, shopping centers are restricted in operating hours. With the closure of tourism has an impact on the number of tourists visiting Banyuwangi which has dropped significantly and has an impact on SMEs in Banyuwangi Regency. MSME products produced in Banyuwangi Regency are widely marketed at the center of souvenirs, tourist attractions, and exhibitions held at each festival event. The exhibition which is usually held to attract tourists can no longer be held, so that SMEs cannot sell their products anymore. The number of tourists has dropped significantly, and there are no buyers for souvenir shops, so many SMEs have stopped producing because many products are not sold. To help SMEs to cope with the COVID-19 pandemic, synergy or good cooperation from various elements is needed to achieve the goal using the helix approach. This research uses a qualitative research method, a descriptive approach with primary and secondary data sources. Data collection techniques are observation, interviews, and other documentation with a triangulation strategy for data validity. In order for SMEs to survive in the face of the COVID-19 pandemic, synergy between the University, business, government, media and community (Penta helix) is needed by collaboration between stakeholders including Attribute, Communication behaviour, and Conflict resolution techniques.

KEYWORDS
SMEs, Penta helix, Collaboration Model

INTRODUCTION
Banyuwangi Regency is rich in tourism potential both in the sea and mountains because of its position flanked by the sea on the east and the mountain on the west. To promote natural resources as tourist attractions, Banyuwangi held various festival events from 2012 until now and Banyuwangi won the award as "the best festival city" from the ministry of tourism in 2017. Tourism in Banyuwangi continues to be marketed to build branding as "The City of Festival and Carnival" and in 2020 there were 123 festivals scheduled in the Banyuwangi Calendar of Event with a theme majestic Banyuwangi festival. Banyuwangi Festival has succeeded in attracting tourists and increasing the number of tourists visiting Banyuwangi and is targeted to increase 30% each year. The increase in tourists in the Banyuwangi Regency has a positive impact on economic growth and the development of SMEs in the Banyuwangi Regency and the Banyuwangi regency won awards as the pioneers of the development of the best SMEs from the 11 Maret University.

This is in line with research [1] that economic growth and land use planning are influenced by the development of tourism. But the development of tourism and SMEs is constrained by the outbreak of pneumonia which is a new coronavirus [2] which in February 2020 was named Coronavirus Disease (COVID-19) by WHO [3]. COVID-19 was first reported in Indonesia in several two cases on March 2, 2020 [4]. Data from 26 May 2020 in Indonesia confirmed a total of 22,271 cases and 1,372 deaths [5] and on 11 March 2020, the WHO declared COVID-19 as a pandemic [6]. The COVID-19 pandemic had a wide social and economic impact [7] which affected socially and
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UMKM products produced in Banyuwangi Regency are widely marketed at the centre of souvenirs, tourist attractions, and exhibitions held at each festival event. The exhibition which is usually held to attract tourists can no longer be held, so that SMEs can no longer market their products. The number of tourists has dropped dramatically, and there are no buyers for souvenir shops, so many SMEs have stopped producing because many products are not sold. To help SMEs to cope with the COVID-19 pandemic, synergy or good cooperation from various elements is needed to achieve the goal using the helix approach [8]. Helix is a synergy or cooperation concept that was first known as the triple [9] and then developed into a quadruple helix is a triple helix development by adding civil society as the fourth helix [10]. In the quadruple helix model development process of developing into a Penta helix which is conceptually a synergy of academia, government, industry, non-governmental institutions, social entrepreneurs, and media to pursue innovation and entrepreneurship through synergy and collaboration. [11] states that the Penta-helix holds a crucial role in creating creative industries and creative creations. Penta helix consists of government, industry, society, universities/academics, and media institutions [12]. This study aims to show the relationship of Penta helix in developing the competitiveness of SMEs affected by COVID-19.

METHODS

This research uses a qualitative research method, a descriptive approach with primary and secondary data sources. Data collection techniques are observation, interviews, and other documentation with a triangulation strategy for data validity.

RESULT AND DISCUSSION

Penta helix

Penta helix is a socio-economic development model that regulates economic knowledge to encourage innovation and entrepreneurship through collaboration and mutually beneficial relationships between academics, government, industry, Non-Government Organizations (NGOs), social communities, and social entrepreneurs [13]. Penta helix has its roots in the triple helix developed by Etzkowitz and [14] which consists of academics, industry and government which are then combined to obtain benefits for commercial products and service products. So that Non-Government organization (NGOs), social communities, and social entrepreneurs are added to the penta helix which has a significant role in realizing innovation goals and contributing to social and economic development [15]. The best innovation is obtained through strong collaboration and collaboration among key players [16].

Small Medium Enterprises

Small and Medium Enterprises (SMEs) have been regulated in the legal umbrella of Act Number 20 of 2008 concerning Small and Medium Enterprises (SMEs) [17] where in the Act the SME definitions and criteria have been defined as in table 1.

Table 1. SMEs Criteria

<table>
<thead>
<tr>
<th>No.</th>
<th>Enterprises</th>
<th>Criteria</th>
<th></th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Asset</td>
<td>Omzet</td>
</tr>
<tr>
<td>1.</td>
<td>Micro Business</td>
<td>Maximum 50 M</td>
<td>Maximum 300 M</td>
</tr>
<tr>
<td>2.</td>
<td>Small Business</td>
<td>&gt;50 M – 500 M</td>
<td>&gt;300 M – 2,5 B</td>
</tr>
<tr>
<td>3.</td>
<td>Medium Business</td>
<td>&gt;5300 M – 10 B</td>
<td>&gt;2,5 B – 50 B</td>
</tr>
</tbody>
</table>

Based on the decision of the Minister of Finance No. 316 / KMK.016 / 1994 dated 27 June [18]small businesses are defined as individuals or business entities that have carried out activities / businesses that have sales / profit per year as high as Rp. 600,000,000 or assets / belonging as high as Rp. 600,000,000 (excluding occupied land
Empowerment Small Medium Enterprises

To empower SMEs in Indonesia, Bank Indonesia [19] developed the philosophy of the five fingers / Five Finger philosophy, which means each finger has a respective role and cannot stand alone and would be stronger if used simultaneously.

1. Thumb, represents the role of financial institutions that play a role in financial intermediation, especially to provide loans/financing to micro, small and medium-sized customers and as Agents of development (development agents).
2. The index finger, representing the regulator named the Government and Bank Indonesia, which plays a role in the regulator of the real and fiscal sectors, issuing business licenses, certifying land so that it can be used by SMEs as collateral, creating a conducive climate and as a source of financing.
3. The middle finger, representing the catalyst that plays a role in supporting banks and SMEs, including Promoting Enterprise Access to Credit (PEAC) Units, a credit guarantee company.
4. The ring finger, representing the facilitator who plays a role in assisting SMEs, particularly micro-businesses, helps SMEs to obtain bank financing, assists banks in terms of monitoring credit and consulting SMEs development.
5. The little finger, representing SMEs that play a role in business actors, taxpayers and the opening of labour.

The togetherness of Small and Medium Enterprises (SMEs) and commercial banks is one of the many forms of symbiotic mutualism in the economy. Togetherness is not only beneficial for both, but also society and government. The public enjoys the availability of employment and the government enjoys economic performance in the form of rising Gross Domestic Income (GDP), which accounts for more than half of Indonesia's GDP. However, such cooperation still needs to hold the principle of prudence to ensure the realization of benefits for both parties.

RESULTS

Penta helix is the development of a triple helix strategy that involves various elements of the community or non-profit institutions to realize innovation [20]. Through collaborative synergy to realize innovation from various resources that interact synergistically. Synergy and collaboration to create SMEs that survive the COVID-19 pandemic cannot be separated from the role of various stakeholders. Academics as a source of knowledge where academics have concepts, theories in developing sustainable competitive businesses. One of the roles of the University of 17 August 1945 (Untag) Banyuwangi as academics to help SMEs face the COVID-19 pandemic is by transferring appropriate technology to improve the quality of products produced by SMEs. To improve the quality of onion cracker products at UD. Kalirejo Untag Banyuwangi makes cracker cutting machines that reduce the number of defects in the resulting cracker products to 1% a day. The cracker cutting machine can be seen in Figure 1.

Figure 1. Onion cracker cutting machine
Besides that, Untag Banyuwangi also facilitates onion cracker drying ovens to minimize damage in the rainy season, and can still meet the needs of consumers despite the rainy season [21]. A drying oven can be seen in Figure 2.

![Figure 2. Oven drying onion crackers](image2)

Untag Banyuwangi also facilitated CV. Berkah Jaya Profita which produces peanut pastry with a thinning machine of peanut pastry dough. With a peanut dough thinning machine, the peanut pastry production capacity increases 3-fold to 76 kg per day and the number of defects produced is reduced to 2-3% [22]. The peanut pastry thinner can be seen in Figure 3.

![Figure 3. Facilitation of Peanut Pastry Thinning Machine](image3)

Besides that, Untag Banyuwangi also facilitated SMEs Nam’z cookies and Ratu Manis SMEs to improve the quality of the products produced. SMEs Nam’z is facilitation of automatic cookie oven with temperature and time control so as to minimize burnt and uneven color. And Ratu Manis SMEs are facilitated with onde-ondes ketawa printing machines to increase productivity and reduce defective products produced [23]. The pastry oven and the onde-ondes ketawa printing press can be seen in Figures 4 and 5.
1. Community is people who have the same interests and relevant business development. One of the foods and beverage communities in Banyuwangi Regency is the Usaha Makanan dan Minuman (UMAMI). UMAMI's role is very big in helping SMEs in facing COVID-19 where UMAMI members help each other promote UMAMI members' products, help each other register products in the Bukalapak marketplace, Banyuwangi mall, and other market places. UMAMI members who have expertise in the field of Information and
Technology help register and assist other members for marketing through e-commerce. So even though the number of tourists is decreasing and there is no festival, SMEs can still survive by selling through e-commerce.

2. The government as one of the stakeholders who have regulations and responsibilities in developing business. The role of the government in assisting SMEs in Banyuwangi is carried out through the role of universities and business incubators in the university environment, namely:
   a. Through the Business and technology Incubator program at the innovation directorate of the Ministry of Research and Technology and Higher Education, the government has played a role in helping SMEs to prepare themselves from licensing, product improvement to marketing so that in the midst of a pandemic COVID-19 SMEs have products that are ready to compete at the national level even international.
   b. Through the Community Partnership program at the Directorate of Research and Community Service at the Ministry of Research and Technology, the government has played a role in preparing SMEs to face national and international competition so that even though the number of tourists decreases and there is no festival, SMEs can still survive by selling through e-commerce with quality products and already have complete license.

3. Business that is a member of the section that plays a role in producing value-added goods and services. In this case, SMEs play a role in producing goods and services of good quality using facilities provided by the University or incubators with funding provided by the government.

4. Media which are stakeholders that build business information and play a role in promoting business. In this case the university also plays a role in helping to make publication and promotion content through SMES social media and also through mass media.

DISCUSSIONS

The purpose of this study is to show the relationship of penta helix in developing the competitiveness of SMEs affected by COVID-19. During this time cooperation between stakeholders has not been in a long time, whereas collaboration requires a collaboration that is not in the short term [24]. The partnership model of Mohr and Spekman [25] can be used to describe the penta helix collaboration model between stakeholders, namely:

1. Attribute

   In building relationships, information flow is needed among partners who are managed in deep interaction and can portray the complexity and dynamics between partners who can become knowledge and as a basis for cooperation. These attributes include commitment, coordination, interdependence, trust, power.

2. Communication behaviour

   Indicates that collaboration must be with effective communication including the quality of communication, information sharing and participation in achieving goals and planning.

3. Conflict resolution techniques

   Conflicts often occur in relations between organizations because of the interdependence inherent between the parties. Given that a number of conflicts are expected, an understanding of how the conflict is resolved is important. The impact of conflict resolution on relationships can be productive or destructive. Thus, the way couples resolve conflicts has implications for the success of the partnership.

So as to achieve good penta helix synergy, the following collaboration models among stakeholders are needed:
Collaboration of 5 (five elements) subject or stakeholder elements of SMEs development, namely: Academician, Business, Community, Government and Media. The role of the mass media is very important in generating attention, provoking action, weakening opposition, demonstrating the strength of commitment and support. The media must be able to act as an expender. The media plays a role in supporting publication in the promotion and in creating a brand image. Academics on the Penta Helix model act as a drafter. Such as standardizing business processes as well as product certification and human resource skills. Academics in this case are a source of knowledge with the latest concepts, theories and are relevant to potential development conditions. The community on the Penta Helix model acts as an accelerator. In this case, the community is people who have the same interests and are relevant to the development of the potential to be developed. Acting as an intermediary or a liaison between stakeholders to assist the community in the whole process and facilitate the adoption of the economic process. The private sector can act as an enabler in presenting technology and capital infrastructure. With the change to the digital era, it can help develop village potential to be more effective, efficient and productive. The government must act as a regulator as well as act as a controller that has regulations and responsibilities in developing businesses. This involves all types of activities such as planning, implementation, monitoring, control, promotion, financial allocation, licensing, programs, laws, development and knowledge, public innovation policies, support for innovation networks and public-private partnerships.

CONCLUSION

In order for SMEs to survive in the face of the COVID-19 pandemic, synergy between the University, business, government, media and community (penta helix) is needed by collaboration between stakeholders including Attribute, Communication behavior, and Conflict resolution techniques.

REFERENCES


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