

**ANALYSIS OF MSME ENTREPRENEURSHIP (CASE STUDY ON MSME KINO'S CHICKEN)
IN GOWA REGENCY**

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Abstract

This research aims to analyze the application of entrepreneurial aspects, including innovation, creativity, and resource management, in enhancing competitiveness and the development of Kino's Chicken SMEs in Gowa Regency. The research uses a descriptive qualitative case study approach, with data collected through interviews, observations, and documentation. The research results show that Kino's Chicken implements product and service innovations, such as menu variant development and the use of digital platforms (GoFood and GrabFood), to create market differentiation. Creative marketing strategies, including seasonal promotions and storytelling on social media, have successfully expanded the customer reach. Resource management is carried out efficiently through task division based on expertise, daily procurement of raw materials, and disciplined financial record-keeping. Supporting factors include sensitivity to the market and digital technology, while challenges include limited human resources and competition with large-capital businesses. The research conclusion states that innovation, creativity, and adaptive resource management are key to the sustainability and growth of SMEs like Kino's Chicken. Recommendations include product variant development, improvement of social media management, and seeking stable supplier partners.

Keywords: Entrepreneurship, Creativity, Innovation, Resource Management.

INTRODUCTION

Kino's Chicken is a culinary venture that focuses on serving traditional Indonesian dishes, particularly ayam geprek and palekko. Established in 2020, Kino's Chicken strives to offer dishes with a spicy flavor that many people love, while also maintaining the authenticity of traditional recipes. Amid the increasingly fierce market competition, the MSME Kino's Chicken in Gowa Regency needs to have a strong strategy to survive and thrive. The strategy includes entrepreneurial aspects that reflect the ability to innovate, create something new, and manage resources effectively.

MSMEs or micro, small, and medium enterprises are one of the main components of the Indonesian economy. This industry becomes the backbone of a country's economic resilience, especially when facing shocks from around the world, due to its significant contribution to GDP and job creation. Amidst market globalization and digital transformation, the competitiveness of MSMEs has become a crucial issue that needs to be continuously developed in order to survive and thrive.

Creativity and innovation are the main pillars in entrepreneurship for producing goods and services with added value. According to research, innovation and creativity are crucial for the sustainability and expansion of companies, especially when facing changes in market conditions (Bukhari & Rafi, 2017). Creativity allows entrepreneurs to see new opportunities, while innovation translates those ideas into tangible and beneficial products or processes.

The lack of innovation and creativity in business processes has become one of the biggest problems faced by MSMEs in Indonesia. In the midst of tight market competition, the lack of innovation will reduce the appeal of the goods or services offered. In this regard, research shows that entrepreneurship and innovation significantly impact the competitiveness of SMEs (Suharyati, 2020).

SMEs in Gowa Regency, including Kino's Chicken, face similar challenges. Entrepreneurs like Kino's Chicken need to be able to innovate not only in their products but also in their processes and marketing to retain customers and expand their market reach, considering the evolution of the culinary industry and changing consumer preferences. According to Timotius's research (2023), business strategies that combine innovation in human resources, processes, and products significantly enhance the competitive advantage of SMEs.

Besides innovation, creativity is an important factor that distinguishes SMEs from their competitors. Innovation can also be seen in the way new products are packaged, marketed, and delivered to consumers. To enhance the competitiveness of MSMEs in the global market, research by Aretha Widi Ailani et al. (2023) highlights the importance of creativity-based entrepreneurship education.

Good business management is the main pillar supporting the success of innovation and creativity in MSMEs. Strategic planning, financial management, human

resource management, and the capacity to adapt to changing business environments are examples of management aspects. According to a study by Asaari et al. (2024), the performance of SMEs is directly influenced by organizational innovation and knowledge management.

Strengthening management competencies is also closely related to the ability of MSMEs to access digital technology and expand markets through online platforms. Flores et al. (2024) identified that SMEs that utilize digital technology such as social media and e-commerce perform better compared to those still using traditional methods. Specifically, in the food industry, there is intense competition and discerning consumers, as seen in Kino's Chicken. Therefore, to attract and retain consumers, innovative marketing techniques and sustainable product innovation are required.

Creative management also becomes an important element in modern entrepreneurship. With a flexible, adaptive managerial approach that encourages team participation, SMEs can create an innovative culture that drives business growth and sustainability.

Furthermore, the increasingly dynamic business competition environment forces SMEs to be more adaptive. The ability to innovate not only adds value but also strengthens business resilience amidst market fluctuations and changes in consumer trends (Julyanthry et al., 2021).

Based on the explanation above, UMKM Kino's Chicken, as one of the business actors in the culinary field in Gowa Regency, needs to be further analyzed regarding the innovation, creativity, and resource management applied. This aims to determine the extent to which these entrepreneurial elements can enhance competitiveness and support sustainable business development.

RESEARCH METHOD

This research uses a descriptive case study type with a qualitative approach. Qualitative research aims to explore descriptive data and provide in-depth insights through direct interaction with research subjects, such as the owners and operators of UMKM Kino's Chicken. With a case study approach, this research can analyze issues within a specific unit, namely UMKM Kino's Chicken, which is the main focus.

Qualitative research is research that is descriptive in nature and tends to use analysis. Qualitative research is exploratory in nature. Qualitative research examines participants' perspectives using interactive and flexible strategies. Qualitative research aims to understand social phenomena (Handayani, 2020).

Data collection techniques are methods used by researchers to obtain the necessary information in a study. This technique is very important because the quality of the data collected will greatly affect the results and conclusions of the research.

To answer the research problem, this study uses several data collection techniques, namely:

1. Observation

Observation is a data collection technique where the researcher directly observes the research object in its natural environment. This technique is often used to understand behaviors or phenomena that occur naturally without intervention.

According to Sugiyono (2013), observation is a data collection method where the researcher directly observes the object being studied in its actual situation.

Observation is conducted directly at the UMKM Warungta' business location. The researcher will observe operational activities, interactions between business actors, and the dynamics of resource management. This technique is used to understand the real context and relevant behavior patterns.

2. Interview

An interview is a data collection technique where the researcher asks direct questions to the respondents to obtain the desired information. Interviews are a data collection technique that involves conversations aimed at seeking information, either from sources or informants. In this research, interviews were conducted using a semi-structured interview guide to ensure flexibility in exploring relevant topics. These interviews aim to delve into information about innovation strategies, challenges faced, and supporting factors in business management.

3. Documentation

Documentation is a data collection technique that involves gathering data from documents or archives relevant to the research. Documents can include reports, letters, photos, and other materials related to the research object. According to Sugiyono (2013), documentation is a data collection technique that utilizes official documents or written records available related to the research topic. Documentation includes data collection from financial reports, operational records, activity photos, and promotional materials. This data is used to support more in-depth analysis and ensure the validity of the findings.

Research instruments are tools or devices used by researchers to collect data in research. This instrument is designed according to the research objectives and the type of data to be obtained. Research instruments can take the form of questionnaires, interview tests, observation sheets, or other tools that help researchers obtain accurate and relevant data.

In qualitative research, the researcher is the primary data collection instrument and is equipped with interview guidelines, because the researcher is a human being and only humans can interact with informants or other objects, and are capable of understanding the connections between realities in the field. Therefore, the researcher also participates in the observation (Moleong, 2007: 33).

The main instrument in this research is the researcher themselves, supported by interview guidelines and an observation checklist. The researcher utilized a

triangulation approach to ensure data validity by comparing the results of interviews, observations, and documentation.

Data analysis is the process of systematically searching for and organizing data obtained from interviews, observations, and documentation by categorizing the data, breaking it down into units, synthesizing it, organizing it into patterns, selecting what is important and what will be studied, and drawing conclusions so that it is easily understood by oneself and others (Sugiyono, 2009).

Data analysis is carried out by providing interpretation or interpretation of the obtained data, especially data related to the research problem. Data obtained from interviews, observations, or document recording are collected and analyzed by making interpretations or interpretations of the information.

The Miles & Huberman model data analysis technique is one of the most frequently used qualitative approaches in social research. This technique consists of three main components: data reduction, data presentation, and conclusion drawing or verification.

1. Data Reduction

Data reduction is the process of selection, focusing, simplification, abstraction, and transformation of raw data that emerges from field notes. This process is carried out continuously throughout the research.

Data reduction does not mean eliminating information, but rather structuring and organizing data to make it sharper and more meaningful. Data reduction makes data easier to analyze, helps researchers focus on important aspects, and organizes data systematically. This is an important initial step in identifying themes and patterns in the collected data.

2. Data Display

After the data has been reduced, the next step is to present it in a form that is easy to read and understand. According to Miles and Huberman, data presentation can be done in the form of descriptive narratives, tables, graphs, matrices, or flowcharts.

Researchers can more easily find patterns, identify relationships between types of data, and ultimately draw reliable conclusions with the help of well-presented data.

3. Conclusion Drawing/verification

The final stage is conclusion drawing and verification. The researcher begins to formulate the meaning from the reduced and presented data. These conclusions can emerge from the beginning of data collection, but they will continue to evolve as new data comes in. The conclusion is not final until verification is conducted.

Verification is carried out by rechecking field notes, triangulating data, or using other data to ensure the validity of the conclusions. Verification is important to maintain the validity and credibility of qualitative research results.

RESULTS AND DISCUSSION

This research aims to analyze how innovation, creativity, and resource management can be applied by MSMEs to enhance competitiveness and business development, as well as to identify the supporting and inhibiting factors encountered in the process. The case study on Kino's Chicken business shows how MSME actors can develop and grow despite limited resources by using creative thinking, innovative tactics, and flexible resource management.

Based on the research findings, it shows that product and service innovation play an important role in creating market differentiation for Kino's Chicken. Innovation is carried out through the periodic development of menu variants and adjusting them to local market preferences, such as family meal packages and crispy chicken with special sambal. This strategy is a tangible manifestation of product differentiation, where the effort competes not only in price but also in value and product uniqueness. This finding aligns with Porter's (1985) theory of competitive advantage, which states that companies can create competitive advantages through two main approaches, namely cost leadership and differentiation. In the context of Kino's Chicken, the differentiation strategy is implemented by adjusting products to the preferences of specific market segments, so that customers perceive added value from the uniqueness of the taste, packaging, or portions offered. Previous research by Ambarini et al. (2023) also emphasizes the importance of menu innovation according to local market preferences as an effort to maintain and enhance competitiveness. However, the innovations implemented by Kino's Chicken still face internal challenges, particularly the limitations of human resources and production tools. These limitations restrict the number of menu variants that can be developed within a certain period. In addition to product innovation, Kino's Chicken also innovates in services, such as the use of digital platforms GoFood and GrabFood, as well as providing delivery services accompanied by friendly service and free additional chili sauce. This shows that innovation is not only physical in nature regarding the product but also touches on aspects of customer service, which in the concept of service marketing is referred to as the enhancement of perceived service quality. Besides innovation, the marketing creativity applied by Kino's Chicken has proven effective in expanding consumer reach. Seasonal promotion strategies, the use of social media, visual and emotional approaches through storytelling, as well as flexible pricing strategies are forms of contextual creativity tailored to the abilities and characteristics of the target consumers.

According to Kotler and Keller (2016), creativity in marketing does not have to be large-scale or expensive, but it must be targeted and capable of building emotional connections with consumers. This is reflected in Kino's Chicken's strategy, which produces simple yet touching promotional content, such as shopping videos in the market narrated by children. This strategy creates a deep emotional connection, building a friendly and authentic brand image. Research by Nyagadza et al. (2020) also

shows that storytelling has been proven to build positive brand perception and enhance emotional bonds, even without significant costs, as long as the story touches on shared values and identities.

The use of social media and collaboration with food delivery services strengthen distribution channels and expand the market. This approach is relevant to the concept of channel extension in digital marketing theory, which emphasizes the importance of leveraging various touchpoints in building a broad market presence (Collins et al., 2021).

The research findings on resource management have become a key factor in maintaining operational efficiency for small businesses like Kino's Chicken. Although it is run by only two people, the owners are able to divide tasks well based on their respective expertise. This division reflects the principle of efficiency within the framework of the Resource-Based View (Barney, 1991), which emphasizes that competitive advantage can be achieved by optimally managing internal resources, rather than merely relying on their quantity.

The practice of daily raw material procurement also demonstrates a form of management tailored to the scale and capital conditions of the business. Although it does not have large storage, this business can still maintain the freshness of the ingredients and minimize fixed costs. This approach is in line with the research findings of Wibowo (2016), which state that culinary SMEs tend to choose a daily needs-based procurement strategy to avoid waste and maintain the quality of ingredients.

Manual yet disciplined financial management demonstrates good internal control. Kino's Chicken records every transaction and allocates funds daily for materials, transportation, and emergency savings. In the context of micro-enterprises, this strategy reflects the application of the cash flow stability principle.

Regarding the main supporting factors for the success of Kino's Chicken, they come from internal sources such as creativity, operational efficiency, and market sensitivity. External factors such as digitalization also expand consumer reach. However, this business faces internal challenges such as resource limitations and external challenges such as competition and digital platform costs. To grow, Kino's Chicken needs to optimize its recording system, increase human resources, and develop alternative distribution channels to avoid being fully dependent on third parties.

CONCLUSION

Based on the research conducted on the Kino's Chicken business, it can be concluded that the implementation of innovation, marketing creativity, and contextual and adaptive resource management has played an important role in enhancing competitiveness and the development of the Kino's Chicken MSME in Gowa Regency. Innovation was carried out through the development of menu variants tailored to the local market segment, as well as digital platform-based services to expand customer access. Marketing creativity is realized through seasonal promotions, storytelling, and

the use of social media, which effectively increase consumer reach and customer loyalty. Meanwhile, efficient resource management with functional division of labor, daily raw material procurement, and disciplined financial recording helps maintain operational stability despite limited capital and human resources.

The factors supporting business development come from internal sources, such as the entrepreneurs' sensitivity to the market, financial discipline, and creativity in promotion. On the external side, support from digital technology through delivery platforms and social media opens up broader market opportunities. However, this business also faces obstacles, both internal such as limited labor and production tools, and external like competition with large-capital businesses and fees from digital platforms. Nevertheless, Kino's Chicken continues to show potential for growth through adaptive strategies that align with its capacity as a home-based MSME.

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