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ENTREPRENEURSHIP EMPOWERMENT AMIDST PANDEMIC: EVIDENCE OF YOUTH COMMUNITY IN BANGLI REGENCY, BALI

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ABSTRACT

This study aimed to explore youth community's capability to develop their creative business plan amidst the Covid-19 pandemic time to support tourism sustainability which has been deeply impacted by pandemic. Qualitative research conducted via online class settings and written business plan assignment was given to a small youth community who lives in Bali. The finding of this study shows that crafting creative business ideas can be developed further through local wisdoms and capabilities. Funding support and good marketing communication strategy empowerment are needed by the community. The respondents for this study were limited into a small group youth community who lives in Bangli Regency, Bali. Therefore, future research is suggested to cover larger number of respondents in other tourism areas. This study gives important insight and further direction on how to empower tourism-dependent areas such as Bali, which has been significantly impacted by pandemic and applicable for other tourism regions.

Keywords: Business Plan, Covid-19 Pandemic, Empowerment, Entrepreneurship, Youth Community, Tourism

INTRODUCTION

Bali island or well-known as the island of Gods, has been one of Indonesia's main domestic and foreign tourist destinations since many years ago. Its unique culture and heritage combined with the nature beauty and local wisdom plays vital roles for its local economy. Tourism has been the main support system of Bali economic development. Since the Covid-19 pandemic globally infected in February 2020, the visiting tourists have been significantly decreasing in tourism destination areas all over the world, including Bali. Bali tourist visitor's growth finally had reached its rock bottom since last August 2020 (Bali Province Tourist Office, 2020).

The study took place in Bangli Regency, Bali, which represent one of popular regions for tourists. It is located about one and half hour from Bali capital city of Denpasar by land. This region is very famous for its Batur UNESCO Global Geopark's world heritage near Batur Volcano, with the diverse horticulture and animals, like Kintamani dog. Since several eruptions of Mount Batur from



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1806 until 1926, it left the surrounding regions with fertile soils, therefore orange, arabica coffee, red onion and tobacco grow very well. With the population around 227.3 thousand, Kintamani district has been the largest population in Bangli Regency (Bangli Regency Statistics Center, 2019) and Bangli is the only regency in Bali which has no sea territory.

As visiting Bali has been restricted during pandemic time, therefore the study used online techniques to reach the targeted key respondents in Bangli Regency, Bali. The research objective is aimed to understand further how the local youth community can be developed further in creating new businesses in anticipating economic downturn in tourism sector. What kind of empowerment needed in-order them able to start their business in new normal conditions by utilizing local resources? This question opened to the novelty of this study. It also may lead important direction for regulators to take further necessary actions.

Preliminary study conducted by gathering respondents to participate in online business workshop initiated by author to understand respondents' point of view and aspirations in business start-up. Based-on the given questionnaires and valid responses from 25 participants, it revealed that there were at least 9 attitudes might help to explain their perception about current constraint factors in starting their own business. They perceived that they could not do business due-to the following:

1. Afraid of failures
2. Lack of business skills
3. Lack of capital
4. Lack of business ideas
5. Afraid of failures and lack of capital
6. Lack of business ideas and capital
7. Lack of business ideas and skills
8. Afraid of failures, lack of business ideas and capital
9. Afraid of failures, lack of business ideas, capital, and skills

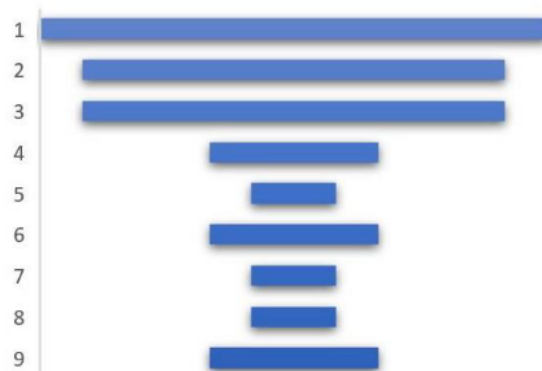


Figure 1. Attitudes in Starting a New Business (Source: Author)

Based-on the collected data, the study found that there are major attitudes in starting a new business, respectively due-to afraid of failures (24%), followed by lack of business skills (20%)



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and capital (20%) as a single factor (see Figure 1). However, 8% of respondent felt that lack of business ideas hindered them to start a new business as a single factor, but 32% as partial factor. It indicated that entrepreneurship empowerment is needed by young people in Bangli Regency in-order to be ready to start their own businesses and contribute their local economic development in-response to the downturn of tourism businesses during pandemic time.

Creativity is one the foundations in starting up any profitable business. Creativity in business crafting is somewhat different from creativity in arts, although there is similarity on its concept. Therefore, the first hypothesis (H_1) in this study was developed to examine whether lack of business ideas is one of the most constraint factors which may hinder the community to start their business. Creativity skills is one of the important factors in developing a new business. However, creativity itself has multi-dimensions and not easy to be defined. According to UK Chief Economist Department of Trade & Industry, Vicky Price, in business context, creativity is the production of new ideas that are fit for a particular business purpose (Proctor, 2014).

Business creativity needs the role of opinion leaders in-order the business can be adapted in modernized concept of business. In this case, the role of younger generation as part of society mover is required. However, it does not mean that younger generation overrides the older one, but research shows that younger generation may bring new atmosphere to add values in SME businesses with the advancement of technologies (Olugbola, 2017; Winarko et al., 2020b). As young entrepreneurs, strong capital support may be required. Therefore, in the light of prior research as earlier mentioned, this study aimed to fill the research gap by specifically observed targeted youth community who lives in preserved traditional cultural heritage environment in Bangli Regency, Bali. The second hypothesis (H_2) was developed to explore further which empowerment areas strongly needed by Bangli's youth community in starting their business.

In-order to be more sustainable one of the key points in SME startup businesses need to have is good digital resilience. It is about how to manage the balance and collaboration among key stakeholders, including marketing communication function (Casalino et al., 2019; Winarko et al., 2019). With the growing usage of social media usage nowadays, the cost-effective social media marketing is also growing significantly, like Instagram, YouTube, Facebook, etc. The traditional marketing communication tools used in specific regions is considered still effectively applied, though. Further, the third hypothesis (H_3) was developed to see whether the youth community, who are living closely with preserved cultural traditions environment like Bangli Regency, able to propose good promotional mix strategies in their business plans.

One of the key parts in crafting a business plan is marketing. In the well-known Business Model Canvas as proposed by (Osterwalder & Pigneur, 2010), marketing activities are represented in the right-hand side part of the canvas. However, due-to the complexity of the Business Model Canvas, it requires deeper understanding of the whole business elements. This study tried to simplify the complexity in marketing plan by using conservative approach of 4Ps marketing mix as commonly used by marketing scholars (Kotler & Armstrong, 2018). The 4Ps covers the product, place, price, and promotion, which is traditionally called as marketing mix.



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Innovative product is required in-order the business have competitive advantage. However, this effort often requires significant investment. Therefore, product innovation in SME business is heavily depending upon the managerial, technological skills and knowledge (Bayarçelik et al., 2014). Creative entrepreneurs may overcome the problems in developing new products by efficiently and effectively use local capabilities and resources. During current pandemic time, they need to look fresh ideas in creative ways to create innovative products/services, which able to give solutions of what society needs urgently, especially in reducing the impacts of pandemic, as well as able to drive new job creation.

The second Ps of place in marketing mix refers to locations needed to manufacture the goods they produced or perform the services to customers. Therefore, location factor is becoming an important aspect in crafting business plan. In this case, access to the bank (Banwo et al., 2017) and collaboration with external partners may be required. Many startup businesses started from garage or workspace inside a house, but nowadays rented physical office and coworking space concept (Bouncken et al., 2020) may help many young entrepreneurs who have constraints in setting up their new businesses. It helps start-up businesses to achieve its efficiency objectives consequently.

Traditionally the concept of pricing strategy follows the golden rule of costs of goods sold (COGS). However, SME startup businesses need to creatively seek low-cost strategy as new market may not be acquired yet as well as minimize the operational risks. However, it is suggested for startup businesses to think about value-based pricing strategy based-on potential customers' willingness to pay and at the same time observing the competition price (Siems et al., 2012). In another words, flexibility and pricing scenarios with more assumptions must be simulated carefully and adjusted from time-to-time in shorter period. Market competition research should be done parallelly to make closer real-time predictions.

Promotional mix in the integrated marketing communications concept consists of 4 elements: advertising, public relation, personal selling, and sales promotion. Nowadays, there are 3 elements added in the promotional mix; they are digital marketing, direct marketing, and guerrilla marketing (Gitman et al., 2018) emerges to reach target market effectively. This study used millennial target respondents which assumed to be more familiar with digital promotional tools. Social media marketing is one of digital promotional tools since it has the objectives to create buzz, foster community ecosystem, and facilitate two-way communication which are beneficial for startup businesses (Ham et al., 2019; Winarko et al., 2020a).

METHODOLOGY

Qualitative method was conducted in this study by using Google Classroom online class platform. Online invitation letter was designed to attract focused group participants who were interested in learning how to develop their own creative business during the pandemic time. The respondents or participants were acquired by online registration tool generated by Google Form in middle of October 2020. The Google Form invitation link distributed via one of Bangli informal youth



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communities' WhatsApp group and event Instagram group for two weeks. The participants received small amount internet package to participate in this event.

The selected participants were then required to fill the questionnaires developed by using Google Form to portray their demographic profiles, perceived obstacles in developing their own businesses, and motivations. They were required to view workshop materials created and posted by facilitator in YouTube and Google Classroom medium. The video content shows some examples in crafting creative business ideas and the basic concept of 4Ps to market the products/services during the pandemic period. The materials were taken from the lecture materials in Creative Problem Solving & Decision-Making class, as well as Introduction to Business class. Afterwards they were required to enrol in Google Classroom as students. After learning the materials independently, they were given one-week time to watch the video materials as the basic knowledge in preparing written business plans and come up with new business ideas. They can do either in small team group consists of 2-3 person or individually.

During the assignment period, the participants were contacted either through WhatsApp, Google Classroom or Zoom communication medium. Motivational business quotes were posted daily. They were required to submit a new written business plan that never been done by them before for two-week time in Google Classroom they enrolled. Interview technique in normal FGD session used to understand and explore more about the content of submitted paper as well as observed the participants' entrepreneurial behaviour. To motivate the participants to do utmost effort, three selected best papers cash rewards were given, which also useful to help them in implementing their business plan in near future.

There were 5 criteria used to measure the quality of business plans submitted: 1). Participants must follow the whole event, starting from proposal submission and actively communicates their business ideas through available convenience online discussions (Google Classroom chat, WhatsApp chat, and/or Zoom conference meeting); 2). Business ideas must be genuine and having uniqueness; 3). The business ideas must use the local/surrounding resources/capabilities where they live; 4). Business ideas able to give solutions to local societies during pandemic time, in terms of product and/or social benefits; 5). Feasible to be implemented as real business.

RESULTS AND DISCUSSION

RESULT

As the results, there were 27 participants who were interested to participate in the data collection process. However, in the middle of the event, 2 participants withdrew from this study due-to having another commitment. Among 25 participants, there were 19 female and 6 male respondents and most of them were millennials who are in their higher education (80%) and 20% in their high/vocational school (see Figure 2). Further online survey conducted among 16 participants found that 38% of them use social media for more than 6 hours in a day. 12% of them uses social media for 5-6 hours in a day. And the rest 25% of the groups uses social media for 3-5 hours in a day and 25% of them uses social media for 2-3 hours in a day.



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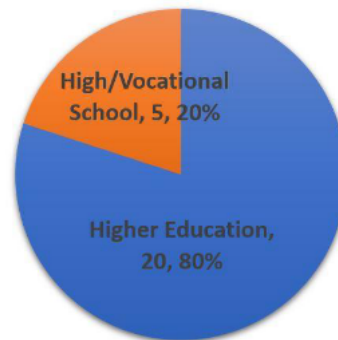


Figure 2. Respondents' Educational Profile (Source: Author)

Social connectivity is an important key point that young people, especially female, is heavily connected through social media, and so do young people in Bali. Instagram, YouTube, and Facebook are the most social media used by respondents. Young people in Bali normally follows the informal organization, called as Sekaa Teruna Teruni, which the members are millennials, those who are aged above 12 years old until before their marriage. Based-on further online survey, it revealed that majority (63%) agree to share or promote the Small and Medium Enterprise (SME) products/services through social media networks, even 31% of them strongly agree, while there was zero disagreement.

Based-on the online questionnaires they answered, they are living in different districts of Bangli Regency, Bali and having different kinds of business literacy background. Interestingly the finding shows that most of the participants were learning business independently/self-taught (50%), followed by education institution (29%), and the rest learned from their family (Figure 3).

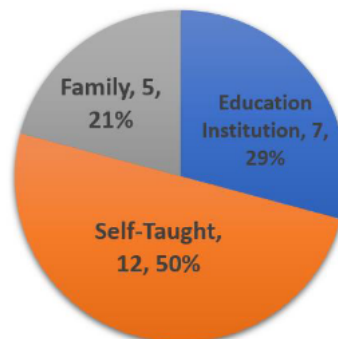


Figure 3. Respondents' Business Literacy Sources (Source: Author)

There were 10 valid written business proposals submitted by 12 respondent groups. The business value proposition and effective marketing strategy were mapped out to explore which business proposals had higher possibility to be implemented and having better effective marketing mix strategy (see Table 1). Firstly, the proposed business plans were assessed based-on 5 criteria as mentioned earlier in the research methodology section. Secondly, it was assessed based-on



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whether they able to use each element in 4Ps marketing mix to support and meet their business objectives effectively. Based-on the mapping as shown in the table, it indicates that there were three proposals which considered as having the highest number of marks.

DISCUSSION

The first business plan proposal was considered as the most creative one, since the respondent group use local ingredients, such as Kintamani orange and moringa leaves which widely grows in Bangli Regency districts (Figure 4) to produce organic facial mask innovative product. This was considered as the most creative business because they use the materials which have grown and easily to get from the area. The product is having good market value to promote healthy grooming lifestyle because it uses organic ingredients. Based-on further interview via Zoom meeting, it revealed that the group had basic knowledge on how to produce good facial mask.



Figure 4. Kintamani Orange & Moringa Variants of Organic Facial Mask

(Source: Respondents)

The second business proposal was considered as simple but creative business, since the respondent group try to promote healthy lifestyle, which offers various processed fast-food such as: tempe burgers, sweet potato brownies, herbal drinks, local fruits salad bowl, and pandemic theme T-Shirt to communicate and increase the awareness of neighborhood in adapting with “new normal” habits as suggested by local government while also able to promote local heritage tourist destinations.

Finally, the third business plan proposal was Balinese gateway miniature production. Based-on interview conducted via Zoom meeting, this study revealed that the third proposal aimed to promote one of Bangli’s iconic, Penglipuran ancient-traditional village, by using cartoon and bamboos crafting. Bamboos is one of the resources which thrives in Bangli Regency. Besides using local resources, it may attract tourists to visit the bamboo artist gallery, while opening new job opportunities for local society as well. This business idea also supports local tourism development when the pandemic impact is diminishing over the time.

Another business ideas of renting Balinese traditional fashion may be a good idea in supporting tourism activities, however this type of business is considered as having less competitive



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advantage. However, after doing the assessment on all business aspects of each proposal, surprisingly it can be seen in the evaluation matrix (Table 1) that all business proposals apparently meet with the fifth criteria. In another words, all group respondents participated in this project generally have adequate knowledge to develop a feasible business and therefore the first hypothesis was not accepted.

Table 1. Business Plans Matrix

No	Business Ideas	Meet Creative Business Criteria					Effective Marketing Mix			
		1	2	3	4	5	Product	Place	Price	Promotion
1	Interior Decorative					●				
2	Healthy F&B and Pandemic Theme T-Shirt	●	●		●	●	●	●	●	●
3	Dried Flowers Smartphone Casing					●	●			●
4	Herbal Snacks		●	●	●	●				
5	Balinese Traditional Fashion Renting	●				●	●		●	
6	Infant and Kids Fashion					●			●	
7	Organic Facial Mask	●	●	●	●	●	●	●	●	●
8	Fashion & Apparels Online Shop	●				●			●	
9	Balinese Gateway Miniature	●	●	●	●	●	●	●		
10	Frozen Food				●	●	●		●	

Based-on further mapping in traditional 4Ps marketing mix, this study revealed that the second P (Place) and the fourth (Promotion) has less marks (30%) compared to the other two Ps (Product and Price). It means that the respondent groups need to be empowered on how to utilize Place and Promotion strategies better. Most of the respondent groups had constraints in determining the place of their business, while selection of right promotional strategy somewhat ineffective. As the number of respondents for this study was limited, taken in small group youth community in Bangli



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Regency, Bali, further replication of this study can be used to measure larger coverage of tourism areas which have been significantly impacted by Covid-19 pandemic. Geographic and demographics variables may also play important aspect to conduct further study, since each region has different or unique characteristics.

CONCLUSION

There are some key-point of conclusions can be drawn based-on the research findings, which can be summarized as follows:

- Building confidence attitude in starting a new business plays important role as indicated in the business plan matrix. Generally, youth community in Bangli Regency, Bali were able to craft their own business as shown in various proposed business ideas. It will support the sustainability of the slowing-down tourism activities due-to Covid-19 pandemic.
- Youth community in Bangli Regency, Bali needs to be empowered with better financial literacy and capital to accommodate their business place and learn how to collaborate with business partners to be more sustainable in the long run. This new business collaborations will support the recovery of tourism business when the Covid-19 pandemic is eventually diminishing.
- Youth community in Bangli Regency, Bali needs to be assisted on how to effectively select and integrate various marketing communication tools needed to promote and correctly reach the target market. In the light of their sharing behaviour, social media marketing might be used effectively as one of the efficient tools to promote their start-up businesses, while also promoting various new-normal creative tourism activities.

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