

THE EFFECTIVENESS OF TRAINING ON THE BUSINESS DEVELOPMENT OF KEBAB FACTORY.ID

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Abstract

Training is one of the key factors in the development of micro, small, and medium enterprises (MSMEs) to enhance competitiveness and business sustainability. This study aims to analyze the effectiveness of training on the business development of UMKM Kebab Factory.ID, with a focus on the pitch deck training program. The research method used is qualitative with a descriptive approach, where data collection was conducted through interviews, observation, and documentation. The indicators used to measure training effectiveness include reaction, learning process, behavior change, results, and cost-effectiveness, which are linked to business development indicators such as revenue growth, increase in customer base, improvement in product quality, and enhancement of human resource quality. The research results show that the training provided had a positive impact. Behavioral changes in business management were observed, where the owner became more strategic in decision-making, implemented a more efficient work system, and became more proactive in conducting business evaluations. In terms of business outcomes, the training helped increase revenue more consistently, attract new customers, and retain existing customers through promotional strategies and improved service quality.

Keywords: Training Effectiveness, Business Development, MSMEs

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are a vital pillar of the Indonesian economy, comprising around 99% of business units and absorbing nearly 97% of the workforce (Binus.ac.id). Despite their dominance in quantity across the ASEAN region, the contribution of Indonesian MSMEs to Gross Domestic Product (GDP) and exports still lags behind other countries (katadata.co.id). Various challenges such as limited capital, low digital literacy, and minimal access to training remain major obstacles to MSME development (apindo.or.id).

One strategic effort to address these issues is through training. Training is considered capable of enhancing human resource competencies, improving competitiveness, and accelerating business growth (Suryana, 2013). This study takes a case study of UMKM Kebab Factory.ID, which participated in a pitch deck training program organized by Rumah BUMN Bandung. The training focused on strengthening business strategies, branding, and financial presentation as preparation to face competition and attract investors.

This research is significant because the effectiveness of training on MSME business development has rarely been examined in depth. Therefore, this study aims to evaluate how far the training attended by Kebab Factory.ID has impacted its business development, as well as provide input for training organizers and policymakers in designing more targeted and impactful programs.

Problem Formulation

Based on the background above, the following core research problems are identified:

1. How effective is the training in improving business development for UMKM Kebab Factory.ID?

2. How effective was the training attended by UMKM Kebab Factory.ID?
3. How has the business of UMKM Kebab Factory.ID developed after attending the training?

Research Objectives

The objectives of this study are:

1. To examine the effectiveness of training in enhancing business development of UMKM Kebab Factory.ID
2. To identify the effectiveness of the training attended by Kebab Factory.ID
3. To understand the business development of UMKM Kebab Factory.ID after participating in the training

Significance of the Study

Theoretical Contributions

1. Contributing to the literature on training effectiveness in the context of MSME development
2. Expanding insights into training strategies that can support MSMEs in achieving business success

Practical Contributions

1. For Kebab Factory.ID: Providing strategic recommendations to maximize the outcomes of training
2. For Other MSMEs: Offering guidance on the importance of training and how to implement it effectively for business growth
3. For Training Providers: Serving as evaluation material and reference for designing more effective and relevant training programs for MSMEs

Policy Implications

1. Providing input to government institutions or related organizations regarding the importance of conducting similar training to support MSME empowerment in Indonesia

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Definition of Effectiveness

According to Siagian (2001:24) in Candra (2017), effectiveness refers to the conscious and planned use of specific amounts of resources, facilities, and infrastructure to produce goods or services from an activity. Effectiveness reflects the degree of success in achieving predetermined goals. The closer the results of an activity are to its intended targets, the higher the level of effectiveness. Similarly, Ravianto (2014:11) states that effectiveness relates to how well a task is carried out and the extent to which individuals are able to produce the expected output. In other words, a task is considered effective if it is completed according to a plan that includes time, cost, and quality targets.

Definition of Training

According to the Regulation of the Minister of Cooperatives and Small and Medium Enterprises No. 18 of 2015, training is a directed and continuous effort to improve the quality and capacity of human resources in cooperatives and among micro, small, and medium entrepreneurs. The goal is to enhance knowledge, skills, and attitudes. This aligns with Goldstein & Ford (2018), who describe training as a structured process aimed at generating knowledge, skills, and attitudes relevant to performing tasks effectively.

Indicators of Training Effectiveness

According to Gomes (2003) in Candra (2017), there are five indicators used to measure training effectiveness:

1. Reaction

The reactions of training participants are an indicator of effectiveness, especially immediate feedback given during or after training. Usually, at the end of the training, participants are asked to fill out a questionnaire evaluating satisfaction levels with various aspects of the program such as the trainer, material, supporting tools, environment, and logistics. Feedback is used to:

- a. Assess participants' satisfaction with the training program
- b. Identify areas for improvement
- c. Increase the willingness of others to participate in future training

Feedback may also be collected months after training to assess its long-term impact on job performance.

2. Learning

This indicator measures how well participants understand and absorb the training material. It is typically assessed through written tests, performance assessments, or simulations.

3. Behavior Change

This evaluates the shift in participants' attitudes or behaviors before and after the training, indicating whether the training had an impact on their performance at work.

4. Results

Training effectiveness can also be assessed based on the organization's performance improvements such as work quality, time efficiency, increased output, and reduced resource waste.

5. Cost Effectiveness

This indicator evaluates the cost spent on training relative to the benefits obtained. It examines whether the training cost is proportional to or less than the potential cost of unresolved organizational problems.

Definition of Business Development

Setiyawati (2021) defines development as a structured process or method to improve an organization's workforce by enhancing knowledge, skills, and expertise. It is focused on preparing employees for future job roles through coordinated approaches. Agustin (2020) states that development consists of activities aimed at changing behavior, encompassing knowledge, skills, and attitudes.

Indicators of Business Development

According to Dora et al. (2024), the indicators of business development include:

1. Revenue Growth – An increase in business income resulting from more efficient operations leads to positive business growth.
2. Customer Growth – A rise in the number of customers contributes to increased product sales.
3. Product Quality Improvement – Higher quality products encourage better purchasing decisions from consumers.
4. Human Resource Development – Developing a skilled and efficient workforce improves productivity and helps realize the company's vision and mission.

RESEARCH METHODS

This research employs a qualitative method with a descriptive approach. The qualitative method was chosen because the study aims to deeply understand and explore the effectiveness of training on the business development of UMKM Kebab Factory.ID.

Data Collection Techniques

According to Sugiyono (2020), data collection techniques refer to the methods used to gather relevant data or information needed in a research study. In this study, both primary and secondary data sources were utilized.

Sugiyono (2020) explains that primary data is data obtained directly by the researcher from the original source without intermediaries or from the actual field. In contrast, secondary data is collected indirectly through intermediaries, such as other people or documents.

The specific techniques employed in this research include:

1. Interview

According to Creswell (2017), an interview is a meeting between two individuals to exchange information and ideas through questions and answers, resulting in a deeper understanding of a specific topic. It is used in this study through face-to-face interviews conducted directly with respondents.

2. Observation

Ghony and Almanshur (2014) define observation as a data collection method that requires researchers to observe the research site directly. This involves paying attention to space, actors, objects, time, events, goals, and emotions relevant to the research focus.

3. Documentation

Yusuf (2019) describes documentation as a collection of notes or records about past events that serve as information sources, aimed at enriching the research process.

Data Analysis Methods

According to Sugiyono (2020), data analysis is the systematic process of organizing data obtained from interviews, observations, documentation, and other relevant sources so that it becomes understandable and communicable to the public.

Sugiyono (2015) further explains that the validity of data in qualitative research can be tested using several criteria:

1. Credibility

Afiyanti & Rachmawati (2014) define credibility as the accuracy, trustworthiness, and reliability of data obtained from qualitative research, ensuring the authenticity and precision of the data and analysis process.

2. Transferability

According to Sugiyono (2015:376), transferability refers to the external validity of a qualitative study. It assesses the extent to which research findings can be applied to other populations or contexts.

3. Dependability

Sugiyono (2015) describes dependability as the qualitative equivalent of reliability. A study is considered dependable if its procedures and results can be consistently followed or replicated by others.

4. Confirmability

Also described by Sugiyono (2015), confirmability is equivalent to objectivity in qualitative research. A study is deemed objective if its findings are supported by evidence and agreed upon by others.

RESULTS AND DISCUSSION

Training Effectiveness

1. Reaction

Based on interview results, the respondent's reaction to the training was generally positive. The respondent stated that the training materials were highly relevant to the business needs of Kebab Factory.ID at the time, particularly in terms of business development strategies. Prior to the training, the business was mainly focused on technical aspects without considering strategic planning. The respondent also noted that the training had a significant impact on the business journey. Regarding trainer quality, the respondent felt that the trainer was highly competent in delivering the material, which was easy to understand. The trainer did not only present theory but also allowed participants to practice pitching their businesses and provided direct feedback. This added significant value to the learning experience. In terms of expectations, the respondent felt that the training fully met their

hopes and made them realize the importance of scaling up a business, even as an MSME. They also expressed hope that such training could be expanded to benefit more MSMEs. Overall, the response to the training was very positive, though there is still room for improvement.

2. Learning Process

The respondent noted that the training provided new knowledge and skills related to products, business development, and funding opportunities through grants or competitions. The training was delivered through presentations, discussions, case studies, and hands-on practice. This method was considered effective as it allowed participants to relate the material to real business scenarios and apply what they learned directly. Overall, the learning process in the training was considered effective in providing new insights for Kebab Factory.ID.

3. Behavioral Change

The respondent revealed that there were noticeable changes in business management after the training. Previously, they believed entrepreneurs didn't need training since they already learned from daily operations. However, after attending the training, they realized this was a flawed mindset. They began to manage the business more systematically—for example, regularly posting on Instagram and organizing financial management by allocating budgets for capital, marketing, and employee salaries. The training encouraged them to utilize digital media for marketing, especially through social media and food delivery platforms such as GoFood, GrabFood, and ShopeeFood. Product innovation also improved, with new menus tailored to customer preferences. Before the training, marketing relied heavily on word-of-mouth, but afterward, they embraced digital marketing and strategic branding more actively.

4. Results

The training led to improvements in several business aspects. In terms of revenue, insights on digital marketing and financial management resulted in increased sales. For instance, Kebab Factory.ID initially had two closely located branches, which led to redundant costs. The trainer advised optimization, leading to revenue growth. Regarding customers, there was a noticeable increase in both new and repeat customers, supported by expansion in branches and marketing reach. Marketing had previously focused on offline methods, but post-training, the business saw a broader market reach thanks to digital campaigns.

5. Cost Effectiveness

The respondent stated that the training incurred no cost, as all expenses—including trainer fees and facilities—were covered by Rumah BUMN Bandung. This was especially helpful for MSMEs with limited capital. Despite being free, the training was considered high-quality and highly relevant to business needs. The benefits were substantial: improved financial management, reduced operational waste, and more effective marketing—all contributing to revenue growth.

Business Development

1. Revenue Growth

The training contributed to increased income through enhanced business strategies, particularly by diversifying income sources. The respondent learned about franchising opportunities, which led to

positive growth trends. Although income remained somewhat fluctuating, various business aspects improved, ultimately boosting revenue.

2. Customer Growth

Post-training, changes in marketing strategy led to an increase in customer numbers. Branch expansion helped identify the target market more accurately, which in this case, was mostly students. Continuous evaluation and improvements played a key role. To retain customers, the business also focused on product and service quality, and implemented loyalty programs such as member cards and special discounts. Active engagement through social media and responsiveness to feedback further strengthened customer loyalty.

3. Product Quality Improvement

The training significantly improved product innovation awareness. The respondent learned the importance of product differentiation to stay competitive. They introduced various kebab variants such as "kebab klepon" and "kebab rendang" to maintain customer interest. However, challenges remained, particularly related to perishability and time constraints in selling themed products.

4. Human Resource Development

After the training, employee workflow became more structured. Previously, work was carried out conventionally without clear systems. Now, Standard Operating Procedures (SOPs) are implemented in both production and service. This led to increased efficiency, reduced errors, and improved service quality. Additionally, workplace culture became more professional, with open communication, performance evaluations, and employee appreciation programs. These efforts resulted in a more motivated, responsible, and collaborative work environment.

Table 1 Comparison of Business Indicators Before and After Training

Indicator	Question	Before Training	After Training
Revenue Growth	What was the revenue before and after training?	Rp. 320,000,000	Rp. 450,000,000
Customer Growth	How many branches before and after training?	2 branches	5 branches
Product Quality Improvement	What legal certifications were held before/after?	Halal self-declared	Halal MUI, BPOM
Human Resource Development	What type of company culture was implemented?	Unwritten rules	Employee Standard Operating Procedures (SOP)

CONCLUSION

Based on the research conducted, it can be concluded that training plays a significant role in supporting the growth and development of the Kebab Factory.ID business. The interview with the business owner revealed behavioral changes in business management, where the owner became more strategic in decision-making, implemented a more efficient work system, and was more proactive in conducting business evaluations. In terms of business outcomes, the training contributed to more consistent revenue growth, attracted new customers, and helped retain existing

ones through promotional strategies and improved service quality. Additionally, cost-effectiveness in business operations increased, as the owner became more prudent in managing finances and optimizing available resources.

Overall, this study confirms that training is a crucial factor in enhancing the business development of MSMEs such as Kebab Factory.ID, particularly in managerial, operational, marketing, and product innovation aspects. With the right training programs and appropriate strategy implementation, MSMEs can grow more rapidly and adapt to market dynamics more effectively.

RECOMMENDATIONS

Recommendations for Kebab Factory.ID

1. In terms of training effectiveness—particularly behavioral change indicators—it is recommended that Kebab Factory.ID be more active in implementing training materials into day-to-day business practices. This can be done through ongoing learning initiatives such as internal employee training sessions or regular discussions to reflect on the application of learned strategies. This ensures that acquired skills are not just theoretical but applied practically in daily operations.
2. Regarding business development—especially in terms of product quality—it is suggested that Kebab Factory.ID introduce new, creative menu variations that align with customer preferences. These may include local-flavored kebabs, vegetarian options, or healthy choices using low-calorie ingredients. Product innovation can also be driven by customer feedback. Kebab Factory.ID could utilize platforms such as social media, customer surveys, and online reviews to gather input on taste, menu variety, and service quality.

Recommendations for Future Researchers

1. Future researchers are encouraged to conduct deeper studies using different methods and approaches to expand the understanding of training effectiveness in MSME development.

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