

## **Analysis of Business Performance Improvement through Grounded Business Coaching Entrepreneurship Training in the Eminent Entrepreneurship Community**

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**Abstract:** This study used a qualitative approach to the type of multi-case study in the eminent entrepreneurship community. Data collection procedures used in-depth interviews, participatory observation, and study documentation. Data analysis used an interactive model. The results showed the impact of Grounded Business Coaching (GBC) on improving business performance. GBC did not increase new knowledge for participants who had attended training, did not improve technical skills, formed a corporate mindset, and did not improve financial or non-financial performance. While the business performance obtained from the GBC training is to improve financial performance for business owners, increase the number of new customers, influence the internal management processes in developing business, and improve managerial and leadership capabilities.

**Keywords:** Business Performance, Entrepreneurship, Grounded Business Training, Eminent Entrepreneurship Community.

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### **1. Introduction**

Global developments and changes place the world of entrepreneurship in a new age. Especially with the enactment of the ASEAN Economic Community (AEC) or the ASEAN Economic Community (AEC) since 2015, ASEAN countries have freely applied the movement of services, goods, labor, to investment in various countries. This has been proven by increasing the number of foreign workers entering Indonesia. The impact of changes felt globally and domestically requires business people to make strategic, operational, and appropriate decisions in any situation. Minister of Cooperatives and SMEs, Anak Gede Ngurah Puspayoga in the Independent Young Entrepreneur program at the Bogor Agricultural University (11/3/2017) said based on statistical data of Indonesian entrepreneurs amounting to 3.10% of the 225 million population of Indonesia. This figure increased from 1.67% previously. At present, however, Indonesia is still lagging behind neighboring countries such as Thailand 5%, Malaysia 6%, and Singapore 7%. Therefore the government with the help of all parties must continue to struggle to increase the number and give birth to new entrepreneurs. It was said by Endang Suwarni as Director of Small and Medium Industries on a working visit in Pekanbaru (03/21/2019) optimistic that the percentage of entrepreneurs will reach 5% in 2019 through some training and development of small and medium enterprises and other technical guidance.

As stated by the Minister of Research, Technology and Higher Education Prof. H. Mohamad Nasir, Ph.D.Ak, at the Conference on International Issues in Business and Economic Research at the State University of Malang which was attended by researchers on Tuesday, September 3, 2019, stated that Indonesia was ranked 90/137 in 2017 and ranked 94/137 in 2018 based on sources from the Global Entrepreneurship Development Institute (GEI). The GEI Score measures the quality of entrepreneurship and the extent and depth of the entrepreneurial supporting ecosystem.

An entrepreneur is a reform agent (change agent) whose role is to carry out transformations related to increasing the benefits of the resources of goods and services (Winardi, 2003). Someone willing to accept the risks that cause new business opportunities, creative and growth-oriented (Schermerhorn, 1999). Creating profits (Zimmerer, 2002). Creating incremental wealth (Ronstadt, 1984). The dynamic business environment, causes entrepreneurs to face the need to adjust and renew themselves, to achieve success with time. Entrepreneurship training, as a way for entrepreneurs to improve skills and increase knowledge about all aspects of the business being occupied. Thus, it can improve company performance through cognitive and behavioral changes resulting from training (Dermol, 2013).

Difficulties in running a business are common, always updating knowledge and skills is a must for a business actor, as important as expanding the network. The challenges of the dynamic and competitive business world today for a business person is not enough to capitalize on their talents, but need to be built and shaped through education or training and association in the business community. Thus businesses will be able to adapt and survive under the onslaught of competition. Akola and Heinonen in their research (quoted from Valerio et

al., 2014) prove that the entrepreneurial aspects that can be taught include business and management skills. While creativity and innovation are aspects of entrepreneurship that cannot be taught. But the entrepreneurial process is far more holistic and dynamic, trained entrepreneurs will portray most of the nature of entrepreneurship which translates into business growth.

Entrepreneurship training is considered a necessity in the development and growth of the small business sector in many countries, which is expected to be able to change attitudes and transfer business skills to business people. Valerio et al. (2014) suggested that the Entrepreneurship Training Program is considered a program that aims to build knowledge and skills as a provision to start a business that involves practice. However, success in improving the business performance of every entrepreneur who has attended entrepreneurship training is not the same. Business performance is the level of overall organizational success during a certain period to carry out tasks that are determined by work standards, targets, or targets or criteria that have been determined and agreed upon in advance (Rivai & Basri, 2005).

As happened in the transportation business of Q Trans Travel, Bakso Bakar SS Malang, and Dea Cake and Bakery. It is interesting to analyze how entrepreneurship training contributes to both in the context of improving business performance. This research was conducted on alumni participants of the Grounded Business Coaching (GBC) entrepreneurship training that is incorporated in the Eminent Entrepreneurship Community (Empowering Indonesia Networking). As a training institute in Malang, GBC has had thousands of alumni since 2012 with participants coming from across the archipelago and abroad. Besides, Grounded Business Coaching gave birth to a business community formed by its alumni with an international network. The Eminent entrepreneurship community with a vision of Indonesia is empowered through entrepreneurship and leadership empowerment.

## **2. Research Methods**

This study uses a qualitative approach to the type of case study research which is a qualitative strategy in which researchers examine a program, event, activity, process, one or more individuals in more depth. (Creswell, 2014). This research was conducted in several places that held GBC training including (1) Dea Bakery Malang; (2) Travel Trans Central Java Java; and (4) Bakso Bakar SS Malang.

In collecting data, it starts with observation, interview, and documentation. Observations were made using participant types. Participant observations are observations made by researchers on the activities of people observed by engaging in these activities (Sugiyono, 2013). In conducting this observation activity researchers used observation sheets. The use of observation sheets aims to make things that are observed by the focus of research. In-depth interviews were conducted to obtain data related to entrepreneurship training in improving the performance of the business dimension and the changes that led to the success of the participants. Interviews were conducted on selected subjects, GBC Malang entrepreneurship training directors, GBC Malang entrepreneurship training alumni, employees, and customers. The document is used as supporting information in the form of archived notes. Documents in the study include secondary data collection tools, namely data that already existed in the research setting and were collected by other parties at a previous time (Moleong, 2014).

## **3. Results and Discussion**

### **Training Implementation Process**

Grounded Business Coaching training aims to encourage Business Owners into Business Trainers in their own businesses. In the 5 Days GBC training, the fundamental business skills and tools and strategies that must be possessed by every businessman are taught, participants learn about 5 (five) fundamental aspects of business, namely: (1) strategies to increase turnover; (2) reduce costs; (3) improve employee and management performance; (4) improve and maintain customer satisfaction and; (5) improve leadership performance.

In the 5 Days GBC training, GBC trainees were trained to align theory with practice, expertise, and experience within a framework to achieve the goals and targets set. Business owners must master the basic strategies that are prevalent in the business world, know basic business knowledge and skills, and are required to have a certain mindset. Understanding these tools and strategies helps business owners solve problems and make decisions in the face of the dynamics of business operations and competition. Besides, strategies must also be adapted to formulate competition that is appropriate, complex, and suitable for business situations.

Grounded Business Coaching training teaches seven fundamental thought patterns that will be used to understand business and business execution in the field, namely:

1. Focus on continuous improvement includes continuous improvement that involves all operational processes from top management to bottom management.
2. Business system balance to understand the business formed and compiled comprehensively and comprehensively so that it can help to innovate in strategy development and development.

3. Learning from the best is to copy from other people's businesses that have been successful or proven successful. Mimic the best business behavior in products, services, and operations. This mindset will help business owners hone in creating innovation.
4. Business Process Improvement is done by involving many departments which then makes the inefficiency of the business process processes carried out by the company and inefficiency is one of the biggest problems of the company besides productivity. The Business Process Re-engineering mindset is trying to reduce waste and make the process of making products or services more efficient from the raw materials.
5. Focus on the balance of financial and non-financial aspects covering various perspectives namely; financial, customer, internal business, and learn and growth.
6. Developing the market means inviting business owners to think further about how it is valued and offered to customers, through cost savings and creating new elements that are never offered by competitors.
7. Maximizing the effect of change and improvement efforts, namely participants mapping out problems and alternative possible actions and in-depth plans to understand the steps that must be taken, the methods that must be chosen to get a picture of the potential of how far and as high as possible achievements.

This ability will be greatly influenced by an understanding of himself, his business, and his environment. The basic things to do are:

1. The mastery of the data obtained must be at a mature level, meaning that this data is facts that occur, the real conditions faced, valid, current, and adequate. This data will be the basis for finding problems and alternative solutions faced.
2. In-depth observation is not only at the level of asking and listening but comes directly to the location interacting directly with the people, goods, and resources involved in the process.
3. The integration of the right tools and strategies will easily integrate the tools that are owned and the determination of the right strategy to overcome all problems encountered.
4. Strong experience support will determine the steps taken. However, the diversity of participants' backgrounds in terms of education, type of business, and business motivation is crucial in achieving success in participating in the training.

The practice of the learning process in training aimed at adults who have the maturity concepts of independence and self-direction is a process to gain knowledge, improve skills and change the behaviors needed to solve life's problems. As stated by (Noe et al., 2003) that training is a planned effort related to the improvement and development of competencies (knowledge, skills, and behavior).

1. There is new knowledge of Grounded Business Coaching training. There are two groups of informants from the results of this study, one group that has participated in similar training and one other group has never attended such training. In groups that have participated in similar training, the Grounded Business Coaching training does not provide new knowledge because the same knowledge has been held before, but this group gets meaning from the GBC training process and then drives action. For groups who have never participated in such training, take action while learning.
2. In the Grounded Business Coaching training, the expertise gained by participants is leadership skills, an art of influencing group or teamwork to achieve a goal, interpersonal skills, and problem-solving. This is very possible because this Grounded Business Coaching training is aimed at business owners, where the skills that need to be mastered are no longer technical skills but are more strategic thinking skills, which depart from reflection on the main core contained in a problem being addressed and challenges The main concern, Senge (1994).
3. Behavior is a form of the transformation process in increasing the ability to carry out tasks and behavior changes that are reflected in the attitude of discipline and work ethic, Notoatmojo (1991). A business owner is not enough to only have knowledge and skills, someone who is in the business world must have the right behavior to support the achievement of the company's vision and mission. This is in line with opinions (Zumali, 2010) the purpose of training is to be able to master, expertise and behavior to be applied in daily activities. After understanding the making of the Business Model Canvas business, financial literacy, and superior operational governance, the behavior expected after attending the Grounded Business Coaching training is to determine strategies and steps for development and growth by finding ways and solutions for each problem encountered. The results of this study indicate that PB1 and PB3 collaborate with business consultants in carrying out their business activities. As stated by the following informant. This is because informants (PB1 and PB3) have difficulty making day activity so they need to work closely with business consultants to develop their business as a problem-solving step. Likewise, PB2 informants found it difficult to create day activity, but the actions taken were different, PB2 made no effort to seek inspiration by gathering and interacting with alumni. Feeling that all the methods and strategies carried out so far did not

produce the results expected, so PB2 lost the power that could cause anticipate in carrying out activities that originated from within him.

The achievement of the informants after attending the GBC training in the training aspects, as follows:

Table 1: Training Aspects

Key Informant	Knowledge	Skills	Behavior
PB1	Never know	Leadership	Collaboration with consultants to develop business
PB2	Already known	There is no	There is no
PB3	Already known	Leadership	Cooperation with business consultants

### Impact of Improved Business Performance from Grounded Business Coaching

Through the Final Project created by the participants of the GBC training alumni, it seems that vision is the main thing that every organization must-have. By strengthening the vision to be achieved through contemplation of the results of insights gained during the training, informants PB1, PB2, and PB3 then improve and strengthen the organization's vision and personal vision as a businessman. This was also done by supporting informants by having a broader and broader vision for the benefit of others.

Communicating the vision into a strategy through the simulation of filling out forms during training, then refined during the process of settling through discussion with the teams in each organization. The process of managing an organization in improving performance through various organizational perspectives jointly by informants requires varied time, so that achievement also varies.

GBC training is expected to be able to improve the ability of business owners in creating vision into organizational strategies in real situations. Four perspectives need to be considered in implementing business strategies according to Robert S. Kaplan & David P. Norton (1996):

1. The financial perspective shows the planned implementation of strategies for growth, sustainability, and harvest. Each cycle has a different financial goal. Growth is the initial step of a business cycle. At this step, it is expected that a business has new products. At this step, it is highly considered to develop new products and improve services, build and develop production facilities, investment in systems, infrastructure, and distribution networks that support the establishment of good working relationships with customers. The next step is to sustain, the financial goals to be achieved are to obtain profits and harvest to increase cash flow and reduce the flow of funds.
2. From the customer's perspective. First, the company needs to determine the target market segments and customers for the organization. The product is called valued if the benefits received are higher than the acquisition costs. Benchmarks that can be used, are market share, gaining new customers, retaining customers, and customer satisfaction.
3. Critical processes that enable business units to provide value propositions to attract and maintain in the desired market segments by creating unique value for their customers through innovation, operating processes, and after-sales service.
4. This perspective provides the infrastructure for achieving the three previous perspectives including the contribution of workers to the company and employee turnover.

Several factors influence the success of training on participant performance including trainers, participants, materials, methods, training objectives, and supporting environment (Rivai & Juavani, 2004). During the training, all informants received the same treatment, from the material, trainers, and methods. However, the diversity of experiences, motivations, and environments that support informants varies. The results of the implementation of the informant's business strategy (PB1, PB2, and PB3) are presented in the following table:

Table 2: Improve Performance

Informant	Finance	Customer	Internal process
PB1	Cutting costs by getting factory direct suppliers, giving rewards to employees in the form of incentives and	Free donut meal promos, Event promos, and Coupon promos	Build a central kitchen to maintain product quality and distribution, create product innovations with a variety of shapes, flavors, and packaging, create service innovations with changes in self-service, outlet appearance, and customer service procedures

	annual bonuses		
PB2	Reducing company debt to zero rupiah	Retain old customers with discount promos, bring in new customers by using Google My Business promotional media and social media	Optimizing coordination between agents with Whatsapp Group
PB3	Cutting costs by reducing inefficient outlet labor	Creating product variants and presenting other complementary products such as milk and new coffee to expand the market	Maintain quality and develop product innovation and excellent service from production to outlets.

Through the strategies of the following informants, the results of performance improvements produced:

The performance	Informant 1	Informant 2	Informant 3
Finance	<ul style="list-style-type: none"> <li>• Turnover increases by 1000% per year</li> <li>• Profit increases by 20% per year</li> </ul>	<ul style="list-style-type: none"> <li>• Decreased company debt</li> <li>• There is an increase in turnover</li> </ul>	<ul style="list-style-type: none"> <li>• Turnover increased by 400%</li> <li>• Profit increases</li> </ul>
Customer	<ul style="list-style-type: none"> <li>• Event promo</li> <li>• Free promo</li> <li>• Lottery Coupons</li> </ul>	Optimizing advertising channels through GMB and social media	<ul style="list-style-type: none"> <li>• Increase product innovation</li> <li>• Complementing outlets with products that are popular (Coffee)</li> </ul>
Internal process	Managerial structuring and all aspects of working with business consultants	There is no	Managerial arrangement in collaboration with business consultants
Learning and Growth	Training and work values	There is no	Competency training

The implementation of PB1 and PB3 informant's business strategy in achieving performance is the strong commitment, motivation, and networking with other entrepreneurs and people who contribute solutions to problems. Grounded Business Coaching training from informants did not provide additional new knowledge but became a trigger for the discovery of new meanings of business knowledge which was then implemented. The decision to work with a business consultant is the implementation of training results not at the operational technical level, but in the realm of strategic and managerial thinking carried out by the business owner.

The case from PB2 informants, knowledge, and skills as a result of past learning affect the learning process currently being experienced. The experience of failure in business that is long enough and the belief in business decline because of the years of usury debt made PB2 informants' motivation is no longer on business improvement and development, but on solving usury debt which is considered as the main problem. This has become a mental obstacle for PB2 informants to carry out strategic steps in business development.

In line with the opinion of Reber (1988) people who do not experience success or progress from their knowledge and learning outcomes will experience boredom. Burnout causes a person to lose motivation and consolidate one particular skill level before reaching the next skill level. For PB2 informants, failure to overcome the problem after the problem continues to drag on due to a lack of problem-solving skills resulting in mental fatigue. Mental fatigue is seen as a major factor causing the emergence of learning exhaustion (Cross, 1974).

#### 4. Conclusion and Suggestions

##### Conclusion

The impact of Grounded Business Coaching entrepreneurship training on improving business performance is: (a) it does not increase new knowledge for participants who have previously attended entrepreneurship training. Business owners must master 4 (four) organizational functions: marketing, operational, financial, and human resources.

1. To get the knowledge is done by studying such as seminars or training.
2. GBC training not improve technical skills but improve conceptual skills. Both technical and conceptual skills are obtained from turning knowledge and practicing it over and over again. All business tools that have been learned are used continuously with planned training activities.

3. GBC training can form a trained mindset for trainees. A corporate mindset is a way of thinking that puts forward strategies to achieve goals. Way of thinking that is oriented towards process and results, so creativity is very much needed.
4. GBC training does not improve financial or non-financial performance but triggers the awareness of entrepreneurs to manage the business by continuing to learn and synergize with all the resources in their environment.  
Business performance obtained from the GBC training:
  1. GBC training increases financial performance in the form of an increase in turnover, assets, and profits for business owners.
  2. GBC training increases the number of new customers, but cannot return old customers who left.
  3. GBC training influences internal management processes in developing business.
  4. GBC training increases managerial and leadership skills for business owners.

### **Suggestions**

The suggestion of this research for:

1. Business owners to measure their understanding and skills and what is needed to choose the right training according to their capacity and needs.
2. GBC training Institutions and others to map the potential of the trainees' preliminary, so that appropriate treatment can be given during training to achieve the training objectives of becoming a business coach for his own business and being able to become a business coach for the efforts of others.
3. The Department of Business and Management Education, this research can be used as a reference to compile further research reports related to entrepreneurship education and training.

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**Qurrota A'yun Devie Elfahmi** was born in Balikpapan, 29 November 1977. The daughter of a great couple Mr. Fachruddin and Mrs. Soemiati. Currently living in Pati with her beloved husband M Nashir AS and their two daughters; Salsabila Aida Alfa Layali Octavianus Widayanti and Marya Zulfa Nadira Madjid Janevian Widayanti. SDN Impres No 018 Sepaku, after elementary school, continued further education at SMP Muhammadiyah 01 Balikpapan in 1992, and further education began in 1995 at SMAN 01 Balikpapan, East Kalimantan. Subsequent education was received at IKIP Negeri Jogjakarta, until graduation in 2002 (Department of Education Office Administration, Faculty of Economic Education, Yogyakarta State University). Masters education was taken from 2018 to 2020 in the Department of Business and Management Education, Faculty of Economics, State University of Malang. Currently active as a consultant assistant at the ALC Indonesia Educational Consultant, Malang.