

The Impact of Training and Mentoring on Empowering MSMEs through the Bestee Program at Bank BTPN Syariah MMS Bandar Kedungmulyo Jombang

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Article Information		Abstract
Submission date	30 November 2023	<p>Research aim: To analyze the impact of training and mentoring on empowering MSMEs through the bestee program at the BTPN Syariah bank.</p> <p>Design/Method/Approach: this research uses qualitative methods that focus on in-depth observation.</p> <p>Research Finding: The results of the research show that the impact of training and mentoring on empowering MSMEs is very influential on business development, thereby creating a stronger business environment and advancing local economic growth.</p> <p>Theoretical contribution/Originality: The impact of training and mentoring on empowering MSMEs through the Bestee program.</p> <p>Practitioner/Policy implications: Training and mentoring for MSMEs has a big influence on business development.</p> <p>Research limitation: The distance to the research location is quite far and sometimes customers are difficult to contact.</p> <p>Keywords: Training, Mentoring, Empowerment</p>
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1. Introduction

Micro, small and medium enterprises are people's economic activities that have an important role in advancing the economy in Indonesia . According to the World Bank, MSMEs are a business that meets two of three criteria, namely employee strength, asset size or annual sales [1]. Indonesia.id MSME data The role of MSMEs is very important for the Indonesian economy, namely contributing to Indonesia's Gross Domestic Product (GDP) of more than 60% or around IDR 8,573 trillion every year. Even though the economic crisis has disrupted the life of large and medium businesses, it turns out that small businesses remain strong and thrive in lower levels of economic life. Because the influence of MSMEs is very large, training and mentoring is needed to increase income which can also affect employment opportunities. In Law of the Republic of Indonesia Number 20 of 2008 concerning Micro, Small and Medium Enterprises, MSMEs are divided into several criteria, namely:

- a. Micro Business Criteria are as follows
 - 1) Have a net worth of a maximum of IDR 50,000,000.00 (fifty million rupiah) excluding land and buildings for business premises; or
 - 2) Have annual sales of a maximum of IDR 300,000,000.00 (three hundred million rupiah).
- b. Small Business Criteria are as follows:
 - 1) Have a net worth of more than IDR 50,000,000.00 (fifty million rupiah) up to a maximum of IDR 500,000,000.00 (five hundred million rupiah) excluding land and buildings for

- business premises; or
- 2) Have annual sales of more than IDR 300,000,000.00 (three hundred million rupiah) up to a maximum of IDR 2,500,000,000.00 (two billion five hundred million rupiah).
- c. Medium Business Criteria are as follows:
- 1) Have a net worth of more than IDR 500,000,000.00 (five hundred million rupiah) up to a maximum of IDR 10,000,000,000.00 (ten billion rupiah) excluding land and buildings for business premises; or
 - 2) Have annual sales of more than IDR 2,500,000,000.00 (two billion five hundred million rupiah) up to a maximum of IDR 50,000,000,000.00 (fifty billion rupiah)

The rapid development of technology is a big challenge that MSMEs must face to be able to continue to compete in the market. Apart from technological problems, from a financing perspective it is also a problem for MSMEs where many MSME players are still unable to make correct bookkeeping and financial administration reports, use of digital media is still lacking, and there is a lack of understanding of the importance of business identity. So the problems faced by MSMEs really require training and assistance for empowerment. The average education of MSME actors is junior high school. Low capital and low levels of education cause problems, capital and marketing are the main problems faced by entrepreneurs [2].

Empowerment is power or strength for weak groups who do not yet have the power or strength to live independently, especially in meeting basic needs or basic daily needs such as food, clothing, housing, education and health [3]. The aim of community empowerment is to provide strength to society, especially weak groups who are powerless. Powerlessness can be caused by internal conditions (their own perception), or due to external conditions (being oppressed by an unjust social structure). The hope is that after being empowered, the community will be more prosperous, empowered or have the strength to fulfill the main needs of life, and will ultimately create an independent society. The independence referred to here is not only seen from economic aspects, but also from social, cultural, and the right to voice or opinion, even to the independence of society in determining its political rights [4].

Empowerment can be done through customer training and assistance such as the Bestee program owned by BTPN Syariah in collaboration with the independent campus. The bestee program is a partnership program between the University and Bank BTPN Syariah, Bank BTPN Syariah as the employer and the university as the executor in carrying out empowerment programs, especially for inclusive customers. BTPN Syariah recruits students as accompanying facilitators to provide assistance in increasing the knowledge and skills capacity of customers through precisely Platform Power.

Through the Bestee Program there are activities: Customer selection, Mentoring with mentors, Customer visits for assessments and SWOT analysis, Customer visits to provide material, Customer visits to review material, Customer visits for closing. The bestee program has been running for approximately 2 years but during this activity there has been no evaluation so it is not known whether the material is actually implemented or not. One of the partners assisted by BTPN Syariah is BTPN Syariah in Bandar Kedung Mulyo sub-district, Jombang regency, where on average the community has a low level of education, which influences their level of knowledge to be low, resulting in a low level of MSME growth. With these problems,

knowledge is needed about the impact of training on empowering MSMEs through the bestee program at Bank BTPN Syariah MMS Bandar Kedungmulyo Jombang. This research aims to analyze the impact of training and mentoring on empowering MSMEs through the bestee program at Bank BTPN Syariah.

Assistance for MSME players has the aim of providing more opportunities to business actors in various aspects such as knowledge of increasing sales strategies in the digital era that can be optimized. With limited employment opportunities and increasing unemployment, it is very important for people to receive early training on various business skills [5]. Training can be understood as a short-term educational process that uses systematic and organized procedures so that participants can acquire technical knowledge and skills for specific purposes. Training is a process in which people learn to acquire certain skills/abilities to help achieve organizational goals and training is a short-term educational process using a systematic process to improve employee behavior towards increasing goal achievement [6].

1.1. Statement of Problem

Based on the background of the previous description, the problem that arises from the problem formulation is the impact of training and mentoring on empowering MSMEs through the Bestee Program.

1.2. Research Objectives

Based on this background description, the aim of this research is to analyze the impact of training and mentoring on empowering MSMEs through the Bestee Program.

2. Method

In this research, the method used is qualitative research. Qualitative research is a research process to understand human or social phenomena by presenting a comprehensive and complex picture that can be presented in the form of words, reporting detailed views obtained from informant sources, and carried out in a natural setting [7]. Qualitative methods attempt to interpret the meaning in an event of human behavioral interaction based on participants' experiences in certain situations and to understand the object being studied in depth. Qualitative research methods are the right type of research method to capture a person's perceptions only through direct contact. This research was conducted at Bank BTPN Syariah MMS Bandar Kedungmulyo Jombang. The data collection technique was carried out using structured interviews, namely the researcher prepared written questions along with alternative answers that had been prepared and asked the same questions to the informant. Informants were selected based on various criteria, namely: [8]

- a. Relevance, researchers ensure that informants understand the problem being studied
- b. Recommendation, researchers choose informants based on recommendations from Mentors
- c. Readiness, researchers conduct interviews when the informant states they are ready to be interviewed
- d. Reassurance, the informant stated that he was willing to provide honest, clear and open answers without pressure from any party.

Based on these criteria, the informants that have been determined are 4 BTPN Syariah Bank customer informants, all of whom occupy different centers and have businesses and some are relatively new.

The series of interview questions in this research are as follows:

- a. How influence training This to performance your business?
- b. Change Specific What which you experienced after receiving assistance?
- c. How training This help you improve knowledge and skills your business?
- d. After attending the training program this , whether There is enhancement efficiency finance or operational?
- e. Can you share experience success or story inspirational after follow course training and mentoring This?
- f. How change your relationship with customer or after market get MSME guidance?
- g. Did you meet difficulty special during training and how method solve it?
- h. How your feelings about support and guidance your coach?
- i. How do you plan apply the knowledge you have learned in period long?

The validity of the interview data is ensured using techniques as following:

- a. *Credibility* Test to ensure trust in the data. This test was carried out by extending observations, increasing perseverance, and discussions with friends who are competent in qualitative research.
- b. *Transferability* Test To ensure that the interview results can be understood by the reader, the researcher prepared a clear and detailed description.
- c. *Dependability* Test, in this case the researcher is directly involved in the research process starting from selecting informants, techniques, data sources, interviews, data analysis, to drawing conclusions.
- d. *Confirmability* Test, in this case the researcher will ask the informant again if there are answers that are unclear or inappropriate.
- e. *Triangulation*, in this case the researcher uses time triangulation by conducting interviews and observations in different times and situations until the same results are obtained.

The data that has been obtained is then analyzed using the following steps:

- a. Presentation of data from interviews, observations and documentation
- b. Reduction and interpretation of interview data
- c. Research findings from the digest of data resulting from reduction and interpretation are adjusted to the problem being studied and supporting theories
- d. Discussion of research findings answers the previously determined problem formulation.

3. Results and Discussion

Micro, Small and Medium Enterprises are one of the most important parts of a nation's economy. So it needs support from various groups such as human resources (HR) as actors strengthening MSMEs. Because of this important role, the government continues to make efforts to develop MSMEs.

Training aims to develop skills, so that work can be completed more quickly and effectively to develop knowledge so that work can be carried out rationally. Training is very important to increase the creativity, skills and knowledge of owners and employees of small and medium businesses in running their business so that they can develop their business even further. Increasing productivity in small businesses will have a broad impact on improving people's welfare because small businesses are where many people depend for their livelihood. One alternative for increasing productivity and developing small businesses is to systematically

modernize the business system and its policy tools so that it will have a wider impact in increasing regional competitiveness . To measure the impact of the success of mentoring and training, it can be seen through the results of the interviews below:

Table 1. Interview Results

<u>Question</u>	<u>Information (1 MA informant)</u>	<u>Answer</u>	<u>Interpretation</u>
1) How influence training This to performance business You?	<u>Interview 1</u>	It's quite good sis, because through the assistance given I was helped.	Based on the interviews, it can be concluded that the training and mentoring received has had a positive impact.
	<u>Interview 2</u>	I was quite helped, sis	
	<u>Interview 3</u>	OK sis, because it helped me quite a bit	
2) Change Specific What which you experienced after receiving assistance ?	<u>Interview 1</u>	This training really helped me, in working on my business performance.	The answer from the informant is that it can be concluded that training and mentoring can influence the business performance of the business they run
	<u>Interview 2</u>	This training really helped me in my business performance	
	<u>Interview 3</u>	The changes that I experienced from this training were quite helpful for me in working on the performance of the business that I run, Ms	
3) How training This help you improve your business knowledge and skills ?	<u>Interview 1</u>	Adding new knowledge and experience to me so that I can develop my business to be even better.	Answers from interviews show that this training provides quite significant benefits.
	<u>Interview 2</u>	Increase my knowledge, sis	
	<u>Interview 3</u>	Increase your knowledge and experience which also influences the development of my business.	
4) After attending the training program this , whether There is enhancement efficiency finance or operational ?	<u>Interview 1</u>	Yes, it's true, sis, there has been an increase in finances.	Answers from the interview can be concluded that there is an improvement in financial terms, this means stating that there is a positive impact
	<u>Interview 2</u>	Yes, quite an increase sis	
	<u>Interview 3</u>	Yes, there has been an improvement in terms of finances, sis	
5) Can you share experience success or story inspirational after follow course training and mentoring This ?	<u>Interview 1</u>	After participating in this mentoring activity, I have new knowledge in developing my business.	The conclusion from the interview is that the informant stated that with this program the informant had new knowledge in developing his business.
	<u>Interview 2</u>	This program has given me quite an experience	

<u>Question</u>	<u>Information</u> <u>(1 MA</u> <u>informant)</u>	<u>Answer</u>	<u>Interpretation</u>
	<u>Interview 3</u>	After participating in the mentoring program, I have new knowledge in developing my business.	
6) How change your relationship with customer or after market get MSME guidance ?	<u>Interview 1</u>	Relationships with customers are very good.	Statements from informants show that MSMEs have good relationships with their customers.
	<u>Interview 2</u>	That's fine, sis	
	<u>Interview 3</u>	Yes, sis, my relationship with customers is good	
7) Did you meet difficulty special during training and how method solve it ?	<u>Interview 1</u>	Never	The informant's statement can be concluded that during the training and mentoring he never experienced any problems.
	<u>Interview 2</u>	No sis	
	<u>Interview 3</u>	There's no difficulty, sis	
8) How your feelings about support and guidance your coach ?	<u>Interview 1</u>	I am very happy, because I can be helped.	Conclusion The answer from the informant can be stated that the informant was happy because he felt helped.
	<u>Interview 2</u>	I'm quite happy sis	
	<u>Interview 3</u>	I feel happy, sis, because I feel quite helped	
9) How do you plan apply the knowledge you have learned in period long ?	<u>Interview 1</u>	My plan is to develop myself with other MSMEs. So as my skills increase, I can also help my business grow. My long term plan is to take on a larger role to assess my personal abilities and provide the best for my business.	In conclusion, the plan that the informant will carry out in the long term is to develop his business and provide the best for his business
	<u>Interview 2</u>	My long term plan is to take on a larger role to assess my personal abilities and give my best to my business.	
	<u>Interview 3</u>	My plan is to develop a business with other MSMEs. So as my skills increase, I can also help my business grow.	

Source: Interview processing

Table 2. Interview Results

<u>Question</u>	<u>Information (2 KH informants)</u>	<u>Answer</u>	<u>Interpretation</u>
1) How influence training This to performance business You?	<u>Interview 1</u> <u>Interview 2</u> <u>Interview 3</u>	It's quite helpful, sis, because it can attract customers Quite helpful sis It's quite influential, sis, because it can attract customers	Based on 3 statements, it can be concluded that this training has an effect on business.
2) Change Specific What which you experience after receiving assistance?	<u>Interview 1</u> <u>Interview 2</u> <u>Interview 3</u>	I can increase my popularity from quite massive marketing, sis. I can increase mbk's popularity The changes I experienced were increasing popularity	Answers from 3 informant interviews stated that changes were experienced after the mentoring was carried out. 3 informants' answers were: Showing that this training provides benefits that can be applied easily.
3) How training This help you improve your business knowledge and skills ?	<u>Interview 1</u> <u>Interview 2</u> <u>Interview 3</u>	This training is easy to understand, sis, and also quite easy to apply. This training is quite easy to understand, sis The material provided is quite easy, sis, so it is quite easy to understand and apply	
4) After attending the training program this , whether There is enhancement efficiency finance or operational ?	<u>Interview 1</u> <u>Interview 2</u> <u>Interview 3</u>	Yes sis, I made quite a profit. Yes sis, I made quite a profit, although not much Yes, sis, I got some benefits	Three answers stated that the impact of the training was positive progress from a financial perspective.
5) Can you share experience success or story inspirational after follow course training and mentoring This ?	<u>Interview 1</u> <u>Interview 2</u> <u>Interview 3</u>	I have been quite successful in increasing the sales of my business, sis Yes, I have been quite successful in increasing sales Quite successful in increasing sales of my business, sis	The answers to the three statements stated that mentoring had had a positive impact on business development.
6) How change your relationship with customer or after market get MSME guidance ?	<u>Interview 1</u> <u>Interview 2</u> <u>Interview 3</u>	My relationship with customers is good. Pretty good OK sis	The statements from the 3 answers show that MSMEs have good relationships with their customers
7) Did you meet difficulty special	<u>Interview 1</u>	Never	The statement from all the answers concluded that

<u>Question</u>	<u>Information (2 KH informants)</u>	<u>Answer</u>	<u>Interpretation</u>
during training and how method solve it ?	<u>Interview 2</u>	No	during the training and mentoring there were no problems.
	<u>Interview 3</u>	There aren't any, sis	
8) How your feelings about support and guidance your coach ?	<u>Interview 1</u>	I'm happy, sis, because I can develop my business.	From these answers it can be concluded that the informant was happy because he felt helped in developing his business.
	<u>Interview 2</u>	Happy, because I can develop my business.	
	<u>Interview 3</u>	I'm happy, sis, because I can develop my business.	
9) How do you plan apply the knowledge you have learned in period long ?	<u>Interview 1</u>	My plan is to apply the knowledge I have learned. I will improve digital marketing strategies, continuing to strengthen relationships with customers. I will continue to learn and adapt to industry changes to ensure that my business remains relevant and thrives in the long term.	It can be concluded that the answers from all informants reflect a commitment to personal and business growth through continuous learning.
	<u>Interview 2</u>	In the future, I will continue to apply the knowledge I have learned while participating in mentoring.	
	<u>Interview 3</u>	I will adapt to technological developments as time goes by	

Source: Interview processing

Table 3. Interview Results

<u>Question</u>	<u>Information (Informant 3 SJ)</u>	<u>Answer</u>	<u>Interpretation</u>
1) How influence training This to performance business You?	<u>Interview 1</u>	It's quite helpful, sis, because it can attract customers	Based on the 3 answers, it can be concluded that the training received has had a positive impact on the business being run
	<u>Interview 2</u>	It's quite helpful with the increase in my customers.	
	<u>Interview 3</u>	Very helpful sis	
2) Change Specific What which you experienced after	<u>Interview 1</u>	I can increase my popularity from quite massive marketing, sis.	The answers to all statements show an increase in business in

<u>Question</u>	<u>Information (Informant 3 SJ)</u>	<u>Answer</u>	<u>Interpretation</u>
receiving assistance?	<u>Interview 2</u>	I can increase my popularity	terms of marketing popularity
	<u>Interview 3</u>	There has been an improvement in terms of marketing, sis	
3) How training help you improve your business knowledge and skills ?	<u>Interview 1</u>	The training provided increased new knowledge for me, I was able to adapt to market changes.	Of the 3 answers, it shows that this training provides significant benefits in terms of new knowledge, ability to adapt to market changes.
	<u>Interview 2</u>	The training provided increases new knowledge	
	<u>Interview 3</u>	This training enabled me to adapt to changes in the MBK market	
4) After attending the training program this , whether There is enhancement efficiency finance or operational ?	<u>Interview 1</u>	Yes, sis, there has been financial improvement.	Three answers stated that the impact of the training was positive progress in the financial aspect.
	<u>Interview 2</u>	There's been an improvement, sis	
	<u>Interview 3</u>	Yes, there is an improvement, sis	
5) Can you share experience success or story inspirational after follow course training and mentoring This ?	<u>Interview 1</u>	Initially I only had a few customers, but now it has increased quite a lot.	Of the three answers, it was stated that mentoring had had a positive impact on the development of increasing customers.
	<u>Interview 2</u>	There is an increase in Ms. Customers	
	<u>Interview 3</u>	Previously I only had a few customers, sis, but now it has increased quite a lot.	
6) How change your relationship with customer or after market get MSME guidance ?	<u>Interview 1</u>	I've always had a very good relationship, sis.	Statement 3 answers show that MSME actors have good relationships with customers.
	<u>Interview 2</u>	Good	
	<u>Interview 3</u>	OK sis	
7) Did you meet difficulty special during training and how method solve it ?	<u>Interview 1</u>	Never, sis	The statements from all the answers convey that during the training and mentoring they never experienced any problems.
	<u>Interview 2</u>	No	
	<u>Interview 3</u>	There aren't any, sis	
8) How your feelings about support and guidance your coach ?	<u>Interview 1</u>	Sis enthusiastic enough to increase my knowledge.	3 Answers from the informant stated that the informant was quite enthusiastic.
	<u>Interview 2</u>	Quite enthusiastic	
	<u>Interview 3</u>		

<u>Question</u>	<u>Information (Informant 3 SJ)</u>	<u>Answer</u>	<u>Interpretation</u>
9) How do you plan apply the knowledge you have learned in period long ?	<u>Interview 1</u>	Very happy sis because I felt it was very helpful I will improve the quality of my services. I plan to continue to build good relationships with customers.	From the three informant answers, it can be concluded that strengthening relationships with customers and improving services.
	<u>Interview 2</u>	I will continue to build good relationships with customers	
	<u>Interview 3</u>	My future plans are to improve the quality of service and continue to maintain good relations with MBK customers	

Source: Interview processing.

Table 4. Interview Results

<u>Question</u>	<u>Information (Informant 4 US)</u>	<u>Answer</u>	<u>Interpretation</u>
1) How influence training This to performance business You?	<u>Interview 1</u>	training really helped me in working on my business performance.	Based on the 3 informants' answers, it can be concluded that the training and mentoring received has had a positive impact on improving the performance of the business being run.
	<u>Interview 2</u>	Training helps me, in working on my business performance.	
	<u>Interview 3</u>	This training helped me to work on the performance of the business that I run, Ms.	
2) Change Specific What which you experienced after receiving assistance ?	<u>Interview 1</u>	Adding new knowledge and experience to me so that I can develop my business to be even better.	From the 3 answers, it can be concluded that there has been a change in terms of knowledge which has had a positive impact on business development.
	<u>Interview 2</u>	Can increase new knowledge and experience for me sis.	
	<u>Interview 3</u>	My knowledge increases, sis, so it can have an influence on the development of the business that I run	
3) How training This help you improve your business knowledge and skills ?	<u>Interview 1</u>	From this training I can apply it easily.	Three answers from informants show that this training provides benefits
	<u>Interview 2</u>		

<u>Question</u>	<u>Information (Informant 4 US)</u>	<u>Answer</u>	<u>Interpretation</u>
		This training was very easy for me to understand, sis, so it was quite easy for me to apply	because it is easy to understand and also apply.
4) After attending the training program this , whether There is enhancement efficiency finance or operational ?	<u>Interview 3</u>	I implemented it quite easily, sis	Three answers from informants stated that the impact of the training was positive progress in the financial aspect.
	<u>Interview 1</u>	It's true, sis, my income is starting to increase.	
	<u>Interview 2</u>	There is a slight improvement	
5) Can you share experience success or story inspirational after follow course training and mentoring This ?	<u>Interview 3</u>	There is an improvement, sis, although not much	Of the three answers, there was an increase in sales
	<u>Interview 1</u>	Usually I sell only 100 mbk cakes, but now I can increase my sales.	
	<u>Interview 2</u>	There has been an increase in sales of the cakes I make, sis	
6) How change your relationship with customer or after market _ _ get MSME guidance ?	<u>Interview 3</u>	Improvements in making cakes that I sell, sis	3 answers from informants show that MSMEs have good relationships with customers.
	<u>Interview 1</u>	Very good sis.	
	<u>Interview 2</u>	Good	
7) Did you meet difficulty special during training and how method solve it ?	<u>Interview 3</u>	Good enough, sis	Statements from all answers convey that during the training and mentoring there were no problems.
	<u>Interview 1</u>	No	
	<u>Interview 2</u>	No	
8) How your feelings about support and guidance your coach ?	<u>Interview 3</u>	No	Of the 3 answers, the informant stated that the informant was happy because he had increased insight regarding his business
	<u>Interview 1</u>	I am very grateful sis, this not only provides deep insight but provides confidence and clear direction.	
	<u>Interview 2</u>	I'm glad you did, because it gave me enough insight	
9) How do you plan apply the	<u>Interview 3</u>	I'm quite happy, sis, because from this training I feel my knowledge has increased	I plan to develop the product business that I sell. I will utilize
	<u>Interview 1</u>	I plan to develop the product business that I sell. I will utilize	

<u>Question</u>	<u>Information (Informant 4 US)</u>	<u>Answer</u>	<u>Interpretation</u>
knowledge you have learned in period long ?	<u>Interview 2</u>	social media and follow developments.	3 The answer from the informant can be concluded that they will carry out product development by utilizing developments in social media.
	<u>Interview 3</u>	My future plans will develop my business In the future I will develop my business and I will also utilize digital media to develop my business.	

Source: Interview processing

Table 5. Interview Results

<u>Question</u>	<u>Information (informant)</u>	<u>Answer</u>	<u>Interpretation</u>
1) How influence training This to performance business You?	<u>Informant 1</u>	Based on the interviews, it can be concluded that the training and mentoring received has had a positive impact.	Based on interviews and informant statements, it can be concluded that the training and mentoring received has had a positive impact on the business being run. This training is believed to have a significant influence in improving business performance and providing positive benefits.
	<u>Informant 2</u>	Based on 3 statements, it can be concluded that this training has an effect on business.	
	<u>Informant 3</u>	Based on the 3 answers, it can be concluded that the training received has had a positive impact on the business being run	
	<u>Informant 4</u>	Based on the 3 informants' answers, it can be concluded that the training and mentoring received has had a positive impact on improving the performance of the business being run.	
2) Change Specific What which you experienced after receiving assistance ?	<u>Informant 1</u>	The answer from the informant is that it can be concluded that training and mentoring can influence the business performance of the business they run	It was concluded that training and mentoring had a positive influence on the business performance of the business being run , development and improvement of the business as well as changes in informants' knowledge which had a positive impact.
	<u>Informant 2</u>	Answers from 3 informant interviews stated that changes were experienced after the mentoring was carried out	
	<u>Informant 3</u>	The answers to all statements show an increase in business in terms of marketing popularity	
	<u>Informant 4</u>	From the 3 answers, it can be concluded that there has been a change in terms of knowledge which	

<u>Question</u>	<u>Information (informant)</u>	<u>Answer</u>	<u>Interpretation</u>
		has had a positive impact on business development.	
3) How training help you improve your business knowledge and skills ?	<u>Informant 1</u>	Answers from interviews show that this training provides quite significant benefits.	The answers from 4 informants can be concluded that this training has had a real and practical positive impact on those who take part in the training.
	<u>Informant 2</u>	3 informants' answers were: Showing that this training provides benefits that can be applied easily.	
	<u>Informant 3</u>	Of the 3 answers, it shows that this training provides significant benefits in terms of new knowledge, ability to adapt to market changes.	
	<u>Informant 4</u>	Three answers from informants show that this training provides benefits because it is easy to understand and also apply.	
4) After attending the training program this , whether There is enhancement efficiency finance or operational ?	<u>Informant 1</u>	Answers from the interview can be concluded that there is an improvement in financial terms, this means stating that there is a positive impact	The conclusions from the 4 training informant statements provide a positive contribution in improving financial performance, in accordance with the improvements highlighted in these statements.
	<u>Informant 2</u>	Three answers stated that the impact of the training was positive progress from a financial perspective.	
	<u>Informant 3</u>	Three answers stated that the impact of the training was positive progress in the financial aspect.	
	<u>Informant 4</u>	Three answers from informants stated that the impact of the training was positive progress in the financial aspect.	
5) Can you share experience success or story inspirational after follow course training and mentoring This ?	<u>Informant 1</u>	The conclusion from the interview is that the informant stated that with this program the informant had new knowledge in developing his business.	From the 4 informants, it was concluded that the mentoring program contributed positively to business development, increasing the number of customers and increasing sales.
	<u>Informant 2</u>	The answers to the three statements stated that mentoring had had a positive impact on business development.	
	<u>Informant 3</u>	Of the three answers, it was stated that mentoring had had a positive impact on the development of increasing customers.	

<u>Question</u>	<u>Information (informant)</u>	<u>Answer</u>	<u>Interpretation</u>
6) How change your relationship with customer or after market get MSME guidance ?	<u>Informant 4</u>	Of the three answers, there was an increase in sales	Statements from 4 informants concluded that the relationship between MSMEs and their customers was considered positive and quite good.
	<u>Informant 1</u>	Statements from informants show that MSMEs have good relationships with their customers.	
	<u>Informant 2</u>	The statements from the 3 answers show that MSMEs have good relationships with their customers	
	<u>Informant 3</u>	Statement 3 answers show that MSME actors have good relationships with customers.	
7) Did you meet difficulty special during training and how method solve it ?	<u>Informant 4</u>	3 answers from informants show that MSMEs have good relationships with customers.	From the 4 informants, it can be concluded that the training and mentoring received by the informants was considered to be running smoothly without facing any problems .
	<u>Informant 1</u>	The informant's statement can be concluded that during the training and mentoring he never experienced any problems.	
	<u>Informant 2</u>	The statement from all the answers concluded that during the training and mentoring there were no problems.	
	<u>Informant 3</u>	The statements from all the answers convey that during the training and mentoring they never experienced any problems.	
8) How your feelings about support and guidance your coach ?	<u>Informant 4</u>	Statements from all answers convey that during the training and mentoring there were no problems.	From the statements of 4 informants, they showed a positive response to the assistance they received, and this had an impact on their happiness and enthusiasm in developing their business.
	<u>Informant 1</u>	Conclusion The answer from the informant can be stated that the informant was happy because he felt helped.	
	<u>Informant 2</u>	From these answers it can be concluded that the informant was happy because he felt helped in developing his business.	
	<u>Informant 3</u>	3 Answers from the informant stated that the informant was quite enthusiastic.	
	<u>Informant 4</u>	Of the 3 answers, the informant stated that the informant was happy because he had increased insight regarding his business	
	<u>Informant 4</u>	In conclusion, the plan that the informant will carry out in the long	

<u>Question</u>	<u>Information (informant)</u>	<u>Answer</u>	<u>Interpretation</u>
		term is to develop his business and provide the best for his business.	
9) How do you plan apply the knowledge you have learned in period long ?	<u>Informant 1</u>	It can be concluded that the answers from all informants reflect a commitment to personal and business growth through continuous learning.	The informant has long-term goals for business development, focusing on personal and business growth through learning, improving relationships with customers, and utilizing developments in social media for product development.
	<u>Informant 2</u>	From the three informant answers, it can be concluded that strengthening relationships with customers and improving services.	
	<u>Informant 3</u>	3 The answer from the informant can be concluded that they will carry out product development by utilizing developments in social media .	
	<u>Informant 4</u>		

Source: Interview processing

4. Conclusion

Based on the research that has been conducted, it can be concluded that the impact of training and mentoring on empowering MSMEs has a big influence on business development in Bandar Kedung Mulyo MSMEs, Jombang Regency. Therefore, it is recommended that sustainable methods of mentoring partners can be a solution in increasing business scale and are also ready to adapt the company to increase business scale while maintaining business continuity. This program creates a stronger business environment, which ultimately creates jobs and promotes economic growth at the local level. Programs like this must continue to be supported and expanded to provide greater benefits for MSMEs and surrounding communities.

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