

Exploring The Motives And Barriers Tointernationalization For Indonesian Msmes: Case Study Of Bicycle Business (Cyclewohl)

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Abstrak

UMKM memiliki peran yang sangat signifikan dalam pertumbuhan ekonomi negara. Indonesia memiliki potensi yang sangat besar dalam menginternasionalisasi UMKM, hal itu karena UMKM merupakan pilar penggerak perekonomian negara berkembang seperti Indonesia. Penelitian ini bertujuan untuk memperoleh dan menganalisis informasi yang mendalam mengenai dua hal: 1. Kesiapan bisnis sepeda Cycle Wohl di Kota Bandung untuk menginternasionalkan perusahaan yang didirikannya; 2. Mengembangkan kekuatan, kelemahan, peluang, dan ancaman analisis SWOT pada bisnis sepeda Cyclewohl di Kota Bandung dalam menginternasionalkan kawasan ASEAN (Thailand) sebagai negara tujuan. Penelitian ini menggunakan metode kualitatif eksploratif dimana wawancara mendalam melakukan kegiatan dalam pengumpulan data. Dari ketiga narasumber diketahui bahwa dari segi kesiapan internasionalisasi, bisnis sepeda Cyclewohl di Bandung dapat dikategorikan menjadi 2 : 1). Memiliki keinginan tetapi belum siap, karena takut tidak mampu menguasai perusahaan dan lebih memilih untuk mengembangkan dan fokus pada pasar lokal terlebih dahulu; 2). Mereka memiliki keinginan dan kesiapan, yang secara kapasitas dan kapabilitas merasa siap untuk melakukan internasionalisasi. Penelitian ini juga menjelaskan hasil SWOT pada bisnis sepeda Cyclewohl. Internasionalisasi merupakan kegiatan yang tentunya tidak mudah untuk dilakukan, Cyclewohl telah menyadari hal tersebut sehingga dalam prosesnya perlu fokus pada pasar nasional terlebih dahulu dan memperkuat lagi dari segi permodalan yang akan digunakan untuk menginternasionalisasikan bisnis Cyclewohl.

Kata Kunci: *Bisnis Sepeda; Kesiapan Internasionalisasi; UMKM; Kerja Keras.*

Abstract

MSMEs have a very significant role in the country's economic growth. Indonesia has enormous potential in internationalizing MSMEs, that's because MSMEs are a pillar of driving the economy of developing countries like Indonesia. This study aims to obtain and analyze in-depth information on two things: 1. The readiness of the Cycle Wohl bicycle business in Bandung City to internationalize its founded company; 2. Develop strength, weakness, opportunity, and the threat of SWOT analysis in the Cyclewohl bicycle business in Bandung City in internationalizing the ASEAN region (Thailand) as a destination country. This study uses a qualitative exploratory method in which in-depth interviews carry out activities in data collection. From the three interviewees, it is known that in terms of internationalization readiness, Cyclewohl's bicycle business in Bandung can be categorized into 2: 1). Have the desire but not ready, due to fear of not being able to control the company and prefer to develop and focus on the local market first; 2). They have the desire and readiness, which in terms of capacity and capability feel ready to carry out internationalization. This study also explains the results of the SWOT on the Cyclewohl bicycle business. Internationalization is an activity that certainly will not be easy to carry out, Cyclewohl has realized this so in the process it is necessary to focus on the national market first and strengthen again in terms of capital that will be used to internationalize Cyclewohl's business.

Keywords: *Bicycle Business; Internationalization Readiness; MSMEs; SWOT.*

INTRODUCTION

Indonesia has enormous potential in internationalizing MSMEs, that's because MSMEs are a pillar of the driving force of the economy of developing countries like Indonesia. Almost 99.9% of business actors in Indonesia are in the form of MSMEs, even contributing to an economic growth rate of 2-4% per year for Indonesia. The large potential of the MSME business unit which reaches 48.9 million MSMEs is an important part of the economy in Indonesia.

Economic growth fluctuations in Indonesia are influenced by various factors, and one of them is the role of Micro, Small, and Medium Enterprises (MSMEs). Based on the 1945 Constitution article 33 paragraph 4, MSMEs are part of the national economy with an independent perspective and have great potential to improve people's welfare. MSMEs have a very significant role in the country's economic growth. Based on data from the Ministry of Cooperatives and SMEs, the number of MSMEs currently reaches 64.19 million (2018) with a contribution to GDP of 61.97%, or equivalent to 8,573.89 trillion rupiahs. The contribution of MSMEs to the economy in Indonesia includes the ability to absorb 97% of the total workforce and can collect up to 60.4% of the total investment. The MSME business sector has a role in improving the Indonesian economy, as evidenced by its ability to absorb labor and integrate investment.

Along with the Nawacita program, this program aims to increase the country's foreign exchange earnings from the foreign trade surplus. This policy is implemented through a certification assistance and facilitation program called Ease of Import for Export Destinations (KITE). With this program, SMEs are given the ease of import with exemption from import duties and taxes on raw materials, which aims to increase their production and export competitiveness by reducing production costs by up to 25% (tempo.co.id, 2017). Exports have a positive impact on the economic development of a country, and exporting companies usually have higher productivity than those that do not export (Achtenhagen, 2011). In 2017 there were at least 37 SMEs that had benefited from the program. From this, it is known that to internationalize SMEs, they need to prepare themselves, know the development of foreign markets that are the goals of expansion, and offer products that have a touch of innovation, and are unique and creative in order to achieve a sustainable (Hartanti and Setiawati, 2014; Muchtar and Qamariah, 2016).

If viewed based on the reality of the growth of SMEs in the spare part in the city of Bandung, the development and distribution have been quite significant. One of them is the Cyclewohl bicycle business, which has been selling overseas with the platform Shopee. From this, it can be said that the export capabilities or opportunities of Cyclewohl's bicycle business indicate that: 1. The bicycle business has been managed professionally so that it is able to provide benefits to the owner; 2. Business owners have core competencies - a combination of resources and capabilities to ensure the sustainability and competitiveness of business; 3. Business management carried out by the business owner shows that the owner has a strong, creative, and innovative entrepreneurial orientation in running his business.

The previous literature review has shown several motives of SMEs for expansion into international markets (internationalization). One revealed that internationalization motives are classified into external and internal motives, such as the limitations of the domestic market, competitive pressures in the domestic market, and proximity to suppliers and customers. While the inner motives such as profit goals, and resources. In order to maintain business continuity and growth (profit objectives), internationalization will be an option for SMEs when facing a limited domestic market and increasingly fierce competition (Korsakienė & Tvaronavičienė, 2012).

Another study found that the most prominent motivation for the internationalization of SMEs was to increase profits, they saw opportunities to internationalize in their markets (Bowen, 2020). Market strength and development, technology development, location advantage, and gain a motive for internationalization. Normative aspects such as institutional and business culture as well as favorable regulatory aspects motivate SMEs to internationalize (Garcia et al, 2016).

Furthermore, the barriers to the internationalization of SMEs can be identified which are divided into 2 classifications; internal and external barriers. Internal barriers consist of human resources, product quality, and financial resources. Whereas external barriers are the business environment, government barriers, and socio-cultural barriers.

The results of this study are expected to contribute to the following aspects: 1. Policy aspects, where both the exploratory analysis of more mature readiness and the results of the SWOT analysis can be used as input for

decision making by business owners and considerations for the Bandung government in formulating policies which support the internationalization of Cyclewohl's bicycle business; 2. As reference material for Cyclewohl bicycle business owners in conducting a more mature business expansion into the ASEAN market.

METHODS

This study used a qualitative exploratory method using in-depth interview techniques. The interview uses a semi-structured interview technique, where each resource person will be asked the same questions. With this technique, follow-up questions can be developed during the interview. Thus there are many sources that can be asked for their views and opinions. This research will involve 3 resource persons based on ownership, manager, and production from the Cyclewohl bicycle business.

Data collection was carried out by in-depth interviews conducted with Cyclewohl business owners. Interview questions will be prepared based on a literature review, especially regarding operational aspects, managerial commitment, knowledge of the ASEAN market, finance, and marketing. Data collected through interviews in the form of audio files will then be transcribed and printed as research data. This data is then reduced and classified to be able to answer the research questions that have been stated previously.

RESULTS AND DISCUSSION

Overview of Research Locations

Bandung is the largest metropolitan city in West Java as well as the capital city of the province. The city is located 140 km southeast of Jakarta and is the third largest city in Indonesia after Jakarta and Surabaya by population (jurnalbandung.com). Besides being famous as a fashion in Indonesia, especially in West Java, recently after the Covid-19 pandemic subsided in Indonesia, the trend of cycling in the city of Bandung began to increase. This can be seen from the enthusiasm of the Bandung people who cycle a lot to go to work, college, or just as a fitness activity that is carried out on weekends, besides that there have also been many cycling communities that have emerged that carry out cycling activities regularly so this shows that the trend Cycling in the city of Bandung is increasingly mushrooming and in demand by all circles of society. One of the moments that is used as a routine activity for cyclists is on Saturdays & Sundays, where at this time cyclists are enlivened with gravel trends and bike camps by cycling to a destination with road conditions that are not always good and smooth.

In this case, the form of support from the Bandung City Government will try to increase bicycle lanes, and synergize with the bicycle community (Berita Kbb. Mind-rakyat.com). In addition to the enthusiasm of the Bandung City Government, the enthusiasm of the cycling communities who are the captains of this cycling activity is also very high in order to balance the support from the government, this can be seen from the many events held by the cyclist communities in the city of Bandung, such as the one million action One Indonesia Bike”, which was initiated by Forkom Bandung Raya, to commemorate World Bicycle & Environment Day (metrum.co.id).

Characteristics of Research Resources Persons

Of the three interviewees who were successfully interviewed, two of them were owners and managers of the business, and another is part of the production that supports and sustains the development of the Cycle Wohl bicycle business. All informants are men. In terms of long working hours in managing the Cyclewohl bicycle business, the business owner himself has indeed been in the bicycle world for a long time so he can develop his own business, the resource person who became the manager of the business does not have much experience in the bicycle world but is a partner of the business owner and is trusted to fill the manager's position, and the last is the production which is a stakeholder who is invited to cooperate in product production activities. In terms of age, on average, the speakers are young people aged 22 - 34 years, who have high enthusiasm for doing business and want to create jobs and can become a forum for people in need.

Table 2. *Characteristics of Resource*

Code	Age	As Manager	Education	Position
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SP1	22	2	Bachelor Degree	Owner
SP2	23	2	Bachelor Degree	Manager
SP3	34	2	SMA	Production

Source: Primary Data (2022)

Company Profile

Cyclewohl is a brand that is engaged in the automotive bicycle sector, initially, Cyclewohl sold return products with brands: 3sixty, Fnhon Gust, Brompton, Minivelo. These brands are folding bicycles which are in great demand by the public. After the success of reselling products with brands, Cyclewohl finally started selling homemade products, ranging from bicycle accessories such as front rack, rear rack, handlebar, saddle rack, stem, and other bicycle components.

Cyclewohl itself was established in early June 2020, the establishment of this business was due to seeing a promising business opportunity where people began to take an interest in cycling activities when the PSBB was implemented at the beginning of the Covid-19 pandemic. The branding carried out by Cyclewohl is by paying attention to the manufacture of products that are suitable and much in demand by the public which is traded through platforms such as Instagram, Tokopedia, Shopee, and other online stores.

In the beginning, Cyclewohl started to do business by selling products that of course have the characteristics of the brand, such as the front rack by issuing 3 articles/models named "Woody Front rack", "Comunsket", and "Kung Frontrackiron hollow/seamless. A front rack is a bicycle accessory that is widely used in Japan and is used as a place to put things, so cyclists don't have to bother holding their luggage. In addition, Cyclewohl also began to produce and sell frames and with the Minivelo bike type a custom hi-ten steel material, where the Minivelo is also commonly used by Japanese people, at first the Indonesian people were not too familiar with and interested in this type of bike which is unique because geometry that is not like bicycles in general. Until now the business is run, Cyclewohl has produced and sold 31 articles: 9 front rack articles, 4 rear rack articles, 8 handlebar articles, 2 stem, 4 component articles, and 3 apparel articles, each article is produced and sold in a different way. take turns seeing the interest and demand from the market/consumer.

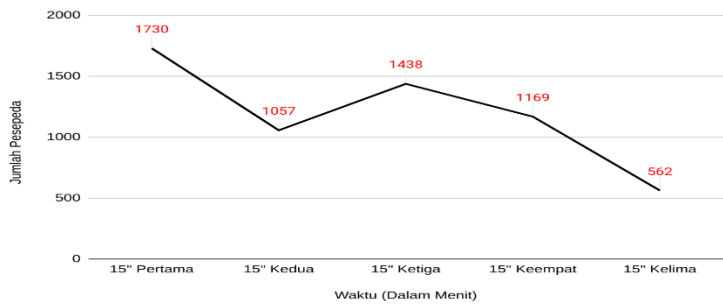
Table 3. Cyclewohl Turnover Data in 2022 In E-Commerce (Shopee and Tokopedia)

Cyclewohl Turnover in 2022 (In Thousands)				
No	Month	Income	Expenditure	Profit
1	January	Rp2,652	Rp1,154	Rp1,498
2	February	Rp2,665	Rp1,703	Rp962
3	March	Rp1,595	Rp981	Rp614
4	April	Rp7,715	Rp5,449	Rp2,266
5	May	Rp2,538	Rp880	Rp1,658
6	June	Rp1,620	Rp1,176	Rp444
7	July	Rp945	Rp496	Rp449
8	August	Rp2,148	Rp1,055	Rp1,093
9	September	Rp1,520	Rp908	Rp612
10	October	Rp6,227	Rp3,495	Rp2,732
11	November	Rp7,137	Rp4,185	Rp2,952
12	December	Rp7,960	Rp4,110	Rp3,850
Total		Rp44,722	Rp25,592	Rp19,130

Source: Primary Data (2022)

Cycling euphoria booming due to the impact of the Covid-19 pandemic has made the number of cyclists in the city of Bandung increase. One of the favorite areas for cyclists in the city of Bandung is the Dago Cikapayang area, this location is often a Car Free Day (CFD) area which is usually held on Sundays from 07.00 to 09.00 in the morning. From the results of calculations carried out for 1.5 hours (07.30 - 09.00) every 15 minutes about 1,500 to 1,700 cyclists are counted, cut off the pause with the following details:

Table 4. The Number of Bike Users Crossing Dago on Sunday



Marketing Mix Cyclewohl

Marketing mix is variables Controllable that companies can use to influence consumer responses from certain market segments targeted by the company (Daryanto, 2019):

Table 5. Marketing Mix Cyclewohl

Marketing Mix Cyclewohl (4P)			
Product	Price	Place	Promotion
Product Variations	Discount	Channel	Advertising
Product Quality	List Prices	Inventory	Social Media
Design Product	Price Comparison	Distribution Flow	Market Place
Product Functions Product	Benefits		Endorse
Product Display	Payment Method		Support Events
Product Size	Network Community		
Branding Product			
Packaging			

Source: Primary Data (2022)

Table 6. Comparison of 4Ps With Competitors

	Store A	Store B	Store C	Store D
Location	Jakarta	Pati	Bekasi	Bekasi
Kind of Products	Front Rack Rack Saddle Holder Lamp	Handlebar Stem Dust Cap Center Pull	Front Rack Holder Lamp Bag Sketch	Stem Handlebar Bottle Cage Rear Bag
Target Market	Men & Women Bike Users Commuter	Male & Female Bike Users Commuter	Men & women Folding bike users Bicycle	Men & Women Bicycle Users Commuter

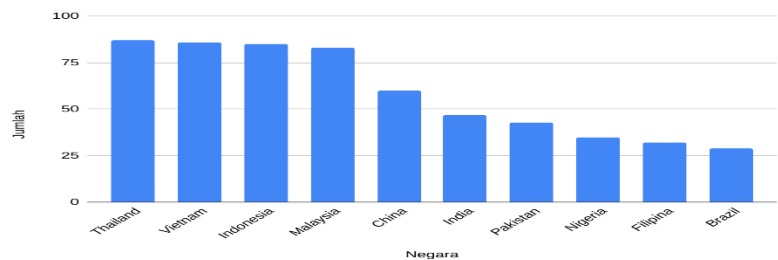
Source: Primary Data (2022)

Potential Internationalization Destination Counties

During the last 2 years, Cyclewohl has made several transactions abroad through e-commerce such as Shoppe, Tokopedia, and others. Countries that carry out transactions include ASEAN countries such as Singapore and Malaysia. After approximately 2 years in the bicycle business, Cyclewohl certainly wants to expand and reach a wider ASEAN market.

As a country that has the most motorcycle riders in the world, Thailand is a target that has considerable potential to become a target for expansion. According to the Pew Research Center, of the country's 69.8 million population, 87% of households own at least one motorbike, or of 18 million households, at least 15 million bicycles in the country (inews.id). Based on this, Cyclewohl projects that in future Thailand is a country that can be used as an investment in the bicycle business. In this case, it certainly causes congestion and pollution, especially in the city of Bangkok, so it's no wonder the Thai government has issued a lot of strategies to overcome this problem from building and supporting the running of public transportation infrastructure (kumparan.com). So with this, of course, Thailand will be a suitable country to offer environmentally friendly modes of transportation such as bicycles.

Table 7. Countries With the Most Number of Motorcycles in the World 2020



Source: World Atlas

SWOT Internationalization of the Cyclewohl Bicycle Business

Strengths

After the regulations regarding restrictions on activities caused by the Covid-19 pandemic have been relaxed, the City of Bandung is one of the cities whose enthusiasm for cycling activities has begun to increase both people who just want to start a healthy life because of a supportive environment or old cyclists who add more activities. This can be seen from the many communities that have started to carry out their activities and many people who have started to join the bicycle communities in the city of Bandung. There are several factors that become the strength of the Cyclewohl Bicycle business, including.

1. The products produced are branded.

Branding is an activity whose purpose is to build and raise the identity of a brand/ brand with a very broad scope, including trade names, logos, characters, and consumer perceptions of the brand (Sulistio, 2020). Cyclewohl is a business whose products and businesses have been branded before the company is finally run. The selection of the name Cyclewohl which will not be too difficult to pronounce, and can be easily recognized by the local community, this shows that Cyclewohl itself has fulfilled the purpose of the branding: One of the benefits of branding is "Easy to Recognize" (Sulistio, 2020)
2. Prioritizing the latest models in product manufacture.

In the manufacture of products, Cyclewohl follows developments and trends in order to match the promising market potential. In its manufacture, Cyclewohl considers the manufacture of products that are mushrooming or in great demand by the public. This is considered so that the reach of the product is right on target and ensures the business can continue to run and be known to the public.
3. Can make custom

In product manufacture, manufacture by request is another thing that gives it another advantage over competitors. Cyclewohl can fulfill orders that can be customized according to customer requests. It aims to make customers feel that Cyclewohl's products can easily match the wishes of customers.

4. Affordable selling price

Price is one of the factors that make a product in demand. Because the target market of Cyclewohl is in all segments of society, therefore the prices offered by Cyclewohl are affordable and can be demanded by all levels of society, both the lower middle class to the upper class.

5. Builders who are experts in their fields

In terms of activities to make qualified products, builders are things that can make the quality of a product guaranteed, Cyclewohl collaborates with stakeholders who have guaranteed quality in making a product even at an affordable price.

Weaknesses

- 1. The weakness of Cyclewohl is that it does not yet have an offline store, so the main ongoing activity is online.
- 2. The time period that is treated to produce for the builder is still often past the time limit so the estimated production of the product is often stretched.
- 3. The capital allocated for business development can be said to be still lacking.
- 4. There are still some products that are lost in terms of control, so there are some products whose finishing is still not premium.

Opportunities and Threats

Table 8. Cyclewohl

Opportunities	Threats
Market is still there and tends to increase.	Prices/payments builder is increasing.
There are still many competitors who sell their products at prices that do not reach all segments.	Many competitors are starting to enter the same business field.
There are still many competitors who have not been able to make Cyclewohl products.	

Sumber : Hasil Wawancara (2022)

Readiness of Cyclewohl Bicycle Business Internationalization

Based on the results of field research that took place from March to August 2022, it was found that in terms of the desire to internationalize the Cyclewohl bicycle business to ASEAN countries, it can be grouped into two parts. (1) Have the desire but still not ready for internationalization; (2) Have the desire and be ready to internationalize the business. In the first group, the underlying reason is that the thought is not ready for internationalization due to fear factors in terms of the inability to control the business and fear of taking risks if there is a failure in the expansion activities. This is seen by Loustarinen (1979) which is expressed as firm and manager rigidity in making decisions and calls it "lateral rigidity". Perceptions of limitations, risks, and uncertainties also become obstacles for a company to internationalize (Vivekananda & Rajendran's, 2006; Welch & Luostarinen, 1988).

The rest, of the entrepreneurs in this category, also think that they want to focus on further developing their business on the national level first by opening an offline store or further improving the quality of the products they produce. According to him, if you want to carry out a more secure internationalization, you must first strengthen your business roots which are in the area of origin of the business. SP2 said:

"Obviously I want the business that we are running to someday enter the ASEAN market, but for now, from my own point of view, Cyclewohl still needs to strengthen its foundations first before the products we make can truly compete with competitors in the world. country of destination."

Actually, when viewed from the aspect of the brand and the products that are produced and sold, Cyclewohl has received enough attention from cyclists in the city of Bandung, both individually and in the community. Even the Cyclewohl bicycle business owned by SP1 has been able to sell its products to customers outside Indonesia through online transactions. The second group, in terms of internationalization, SP1 and SP3 argue that they have the desire and belief in expansion in terms of massive sales that will be distributed to the ASEAN market where Thailand is the target country for business. The factor is that they think that the products they produce are worthy of large distribution. In addition, SP2 who is a partner of SP1 already has knowledge related to the international market and is believed to be able to bring Cyclewohl to the international market. SP1 expressed his opinion:

“Of course, that is my big target in running this business, I consider that all the products that Cyclewohl produces are sufficient to be distributed to the ASEAN market and are ready to compete. In addition, my partner is someone whose background is in International Business. I believe his knowledge of international markets can bring Cyclewohl competitive. And previously, Cyclewohl has also done transactions for overseas customers, so from me it won't be difficult if you start focusing on that from now on. In this case, I mean to increase the amount of production to be exported abroad”.

The same reason was also expressed by SP3 where if all parties are ready to increase the number of products to be exported, then I as part of the production department will also be ready to do this. In terms of production itself, to increase the amount to be exported, it will not experience too significant obstacles if it is associated with internal production activities. However, SP3 also argues that although there is a view that Cyclewohl has the potential to increase product production for export to Thailand as a destination country, the internationalization decision cannot be made in the near future. Cyclewohl parties will only make a decision when there is sufficient capital to do so.

Table 9. *Internationalization Readiness*

No	Code	Internationalization		
		Desire	Readiness	Final Decision
1	SP1	V	V	V
2	SP2	V	X	X
3	SP3	V	V	T

Note: v = want/ready, x = don't want/not ready, t = delay

Source: Interview Results (2022)

CONCLUSION

In accordance with the discussion and research results, it can be concluded that regarding the readiness for the internationalization of the Cyclewohl bicycle business to the ASEAN region, it is divided into two categories: 1. Having a desire but not being ready, in this case, being unprepared due to fear of being unable to control the business and prioritizing developing and focusing on the local market first. 2. Having the desire and readiness, in terms of capacity and capability feel ready to carry out internationalization. Information on market interest and market business opportunities in the destination country is deemed to have been sufficiently controlled, however, due to limited capital, further efforts need to be made so that the decision to internationalize needs to be postponed.

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