

TRANSFORMATION OF SAMBER BINYERI MAJU COOPERATIVE: ASSISTANCE TOWARDS MODERN COOPERATIVES IN BIAK NUMFOR REGENCY, PAPUA

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Abstract: *The Samber Binyeri Maju Cooperative in Biak Numfor Regency, Papua, is a cooperative engaged in the fisheries sector with the aim of improving the welfare of members through sustainable management of fishery resources. This study discusses the problems faced by cooperatives, the goals and methodology of the mentoring program carried out by the Modern Cooperative Assistance Team (TPKM), as well as the results of the implementation of the program. Through SWOT analysis and Business Model Canvas, this cooperative shows great potential to grow with the right support. The results of the assessment showed significant improvements in various aspects, including institutional, business, market, finance, and digitalization. This research also provides recommendations for the development of cooperatives in the future.*

Keywords: *Cooperatives, Mentoring, Digitalization, Management, Fisheries.*

1. Introduction

The Samber Binyeri Maju Cooperative, located in Biak Numfor Regency, Papua, is one of the cooperatives engaged in the fisheries sector. This cooperative was established with the aim of improving the welfare of members through sustainable management of fishery resources. However, in its operational journey, this cooperative faced various challenges that hindered its growth. The problems faced include institutional, business, market, financial, and digitalization aspects.

In the institutional aspect, cooperatives experience difficulties in terms of legality and compliance with applicable regulations. Many licensing documents are incomplete, thus hindering cooperative access to government support. In addition, the involvement of members in cooperative activities is still low, which results in reduced participation and trust of members. The lack of education and training programs is also an obstacle, where members and administrators do not have adequate skills to manage cooperatives effectively (Hadi & Santoso, 2021).

From the business side, cooperatives do not have a clear strategic plan, which results in difficulties in determining priorities and anticipating future challenges. Inefficient operational systems, as well as poorly defined division of labor, also hamper cooperative productivity. In terms of marketing, cooperatives face challenges in understanding market needs and developing effective promotional strategies, resulting in cooperative products being less in demand by consumers (Rahman et al., 2020).

The financial aspect is also a major concern, where cooperatives experience a lack of capital for expansion and suboptimal financial management. Transparency in financial reporting is still lacking, which can reduce members' trust in cooperative management. In the era of digitalization, cooperatives have not made full use of digital technology, both in terms of administration and marketing, which makes them lag behind in competing in an increasingly digitally connected market (Ghosh & Pati, 2022).

The importance of this Assistance Program is that the Assistance Program carried out by the Modern Cooperative Assistance Team (TPKM) aims to assist the Samber Binyeri Maju Cooperative in overcoming the problems faced and increasing the capacity of the cooperative. This assistance covers various aspects, ranging from improving the quality of governance, strengthening institutions, increasing managerial capacity, to business development and marketing. With this program, it is hoped that cooperatives can transform into modern cooperatives that are efficient and sustainable.

Previous research has shown that effective mentoring can improve cooperative performance. Hadi and Santoso (2021) found that cooperatives that received assistance in management and operations showed a significant increase in productivity and competitiveness. In addition, Rahman et al. (2020) emphasized the importance of digitalization in cooperatives to improve efficiency and competitiveness in the global market. Thus, this mentoring program is expected to have a positive impact on the Samber Binyeri Maju Cooperative and its members.

The purpose of this study is to analyze the condition of the Samber Binyeri Maju Cooperative before and after the mentoring program, as well as to evaluate the impact of the program on the performance of the cooperative. This research also aims to provide recommendations for the development of cooperatives in the future, so that they can operate more effectively and sustainably.

2. State of the art

Research on cooperatives, especially in the context of capacity building and governance, has been carried out by various researchers with various focuses. Some of these studies provide important insights into the challenges and opportunities faced by cooperatives, as well as strategies that can be implemented to improve their performance.

Hadi and Santoso (2021) in their research entitled "The Role of Mentoring in Improving Cooperative Performance: A Case Study in Indonesia" emphasized the importance of mentoring programs in improving cooperative performance. This study shows that cooperatives that receive assistance in management and operations have experienced a significant increase in productivity and competitiveness. They found that structured mentoring can help cooperatives in overcoming internal weaknesses and taking advantage of external opportunities.

Rahman et al. (2020) in the article "Digital Transformation in Cooperatives: Challenges and Opportunities" discusses the importance of digitalization in cooperatives to increase efficiency and competitiveness. This research shows that cooperatives that adopt digital technology in operations

and marketing can expand market reach and increase transparency. They also noted that the main challenge in digitalization is the lack of digital literacy among cooperative members, which requires a proper training program.

Ghosh and Pati (2022) in their study entitled "Cooperatives in the Modern Era: Insights and Perspectives" identified that successful cooperatives are cooperatives that are able to adapt to market and technological changes. This research emphasizes the need for innovation in products and services, as well as the importance of building strategic partnerships with various parties to strengthen the cooperative's position in the market. They also noted that cooperatives that have a strong and transparent institutional structure tend to be more successful in attracting members and investors.

David and David (2016) in their book "Strategic Management: A Competitive Advantage Approach, Concepts and Cases" explain that SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is an effective tool for formulating business strategies. This research shows that by understanding internal strengths and weaknesses as well as external opportunities and threats, cooperatives can formulate better strategic plans to improve their performance.

Sari and Nugroho (2023) in a study entitled "The Impact of Cooperative Education on Member Participation and Performance" found that education and training provided to cooperative members had a positive effect on member participation and cooperative performance. This study shows that cooperatives that are active in providing education to their members tend to have higher participation rates and better performance.

These studies show that cooperatives, such as the Samber Binyeri Maju Cooperative, can take valuable lessons from existing experiences and findings. By implementing the best practices identified in this study, cooperatives can improve their managerial, operational, and financial capacity, as well as strengthen their position in the market.

3. Research Method

A. Research Approach

This study uses a qualitative approach with a case study method. This approach was chosen to gain a deep understanding of the condition of the Samber Binyeri Maju Cooperative, as well as to evaluate the impact of the mentoring program carried out by the Modern Cooperative Assistance Team (TPKM). With this approach, researchers can dig up richer and more contextual information about the challenges and opportunities faced by cooperatives.

B. Data Collection Techniques

Data is collected through the following techniques:

1. **Direct Observation:** The researcher makes direct observations of the cooperative's operational activities, including the fish processing process, financial management, and interaction

between cooperative members. This observation aims to understand firsthand how cooperatives operate and identify existing problems.

2. **In-Depth Interviews:** Interviews are conducted with administrators, members, and other related parties, such as representatives from the Cooperative Service and the Marine and Fisheries Service. This interview aims to explore their views and experiences related to cooperative management, the challenges faced, and hopes for the future of cooperatives. The interview questions are designed to obtain comprehensive information regarding institutional, business, market, financial, and digitalization aspects.
3. **Document Analysis:** The researcher also analyzes related documents, such as the cooperative's financial statements, meeting notes, and licensing documents. This analysis helps to understand the financial condition of the cooperative and compliance with applicable regulations.

C. Research Procedures

Initial Assessment: Before the mentoring program begins, an initial assessment is carried out to evaluate the condition of the cooperative based on five main aspects: institutional, business, market, finance, and digitalization. This assessment uses pre-prepared assessment instruments, which include key indicators for each aspect.

Implementation of the Mentoring Program: After the initial assessment, the mentoring program is implemented over a specific period, focusing on building managerial capacity, strengthening institutions, and developing business strategies. This assistance is carried out through training, workshops, and direct guidance to cooperative administrators and members.

Final Evaluation: After the mentoring program is completed, a final evaluation is carried out to assess the impact of the interventions carried out. This evaluation includes repeating the assessment to measure changes in the scores of each aspect that has been previously assessed. The data obtained from the final evaluation is compared with the initial assessment data to determine the level of improvement achieved.

D. Data Analysis

The data collected from observations, interviews, and document analysis were analyzed qualitatively. Researchers use thematic analysis techniques to identify patterns and themes that emerge from the data. The results of this analysis are then used to prepare recommendations for the development of cooperatives in the future.

E. Validity and Reliability

To ensure the validity and reliability of the data, the researcher triangulation the data by comparing information obtained from various sources (observations, interviews, and documents). In addition, the researcher also held discussions with members of the accompanying team to get input and clarification regarding the findings obtained.

4. Results and Discussion

A. Research Results

The results of this study are based on the assessment carried out on the Sember Binyeri Maju Cooperative before and after the mentoring program. The assessment was carried out on five main aspects: institutional, business, market, finance, and digitalization. The following are the assessment results of each aspect:

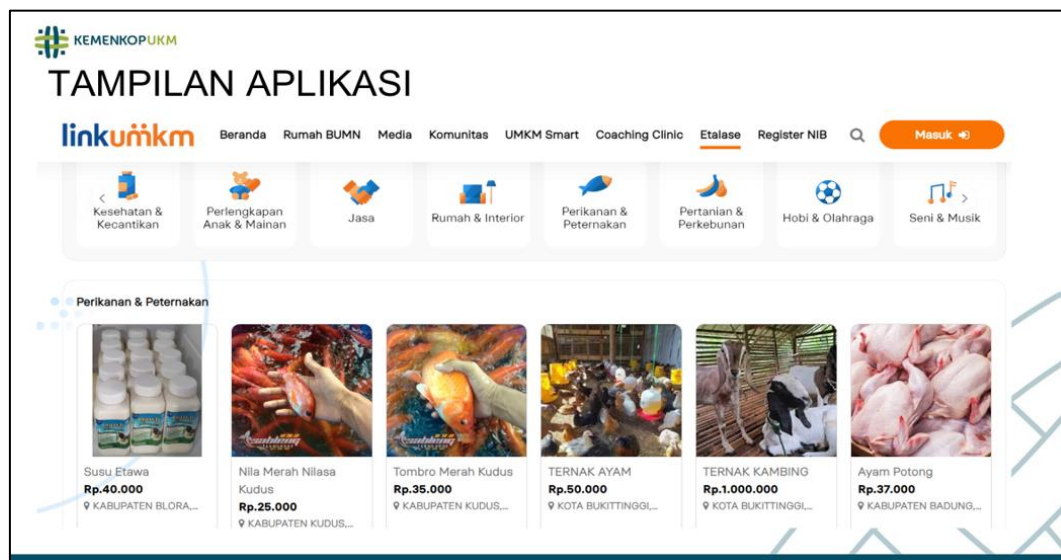


Figure 1. Linkumkm Application

Institutional

Starting Score: 51.85

Final Score: 84.07

Development: 32.22 points

Description: Rising

The improvement in the institutional aspect shows that the cooperative organizational structure is getting better. This includes improvements in transparency, accountability, and member participation. According to Hadi and Santoso (2021), institutional strengthening through education and training can improve the overall performance of cooperatives.

Business

Starting Score: 18.75

Final Score: 54,375

Development: 35,625 points

Description: Rising

The business aspect shows significant development, reflecting improvements in planning and operations. This is in line with the findings of Rahman et al. (2020) who stated that cooperatives that have good business planning tend to be more successful in carrying out their operations.

Market

Starting Score: 11.11

Final Score: 88.89

Development: 77.78 points

Description: Highly Improved

A very significant improvement in the market aspect shows that the cooperative has succeeded in expanding the market reach and improving marketing strategies. Ghosh and Pati (2022) emphasized that a good understanding of market needs is the key to improving the competitiveness of cooperatives.

Finance

Starting Score: 12.50

Final Score: 83.75

Development: 71.25 points

Description: Highly Improved

The improvement in the financial aspect shows that the cooperative has managed its finances better. This includes improvements in more transparent financial recording and reporting. According to David and David (2016), good financial management is one of the key factors in the success of cooperatives.

Digitization

Initial Value: 14.29

Final Score: 85.71

Development: 71.42 points

Description: Highly Improved

The improvement in the digitalization aspect shows that cooperatives have begun to adopt digital technology in their operations. This is important to improve efficiency and competitiveness in an increasingly digitally connected market (Rahman et al., 2020).

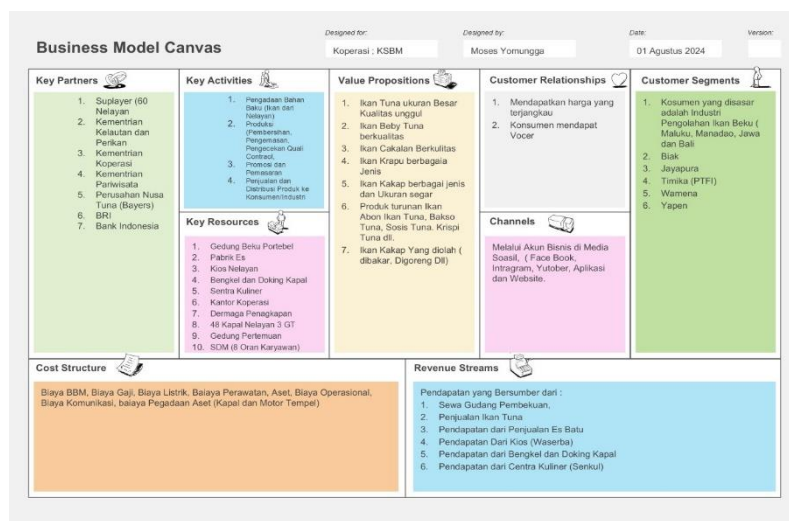


Figure 2. Cancas Business Model

B. Discussion

The results of the assessment show that the Samber Binyeri Maju Cooperative has undergone a significant transformation from "Not Modern" to "Modern" after the mentoring program. The improvements that occurred in each aspect show that the interventions carried out by the Modern Cooperative Assistance Team (TPKM) have been successful in increasing the capacity and performance of cooperatives.

Institutional Improvement

Improvements in institutional aspects reflect success in strengthening organizational structures and increasing member participation. This is important because cooperatives that have a strong institutional structure tend to be better able to face challenges and take advantage of existing opportunities (Hadi & Santoso, 2021).

Improvements in Business and Operations

With better business planning and a more efficient operational system, cooperatives can increase their productivity and competitiveness. Research by Ghosh and Pati (2022) shows that cooperatives that are able to adapt to market and technological changes have a greater chance of developing.

Market Expansion

A very significant improvement in the market aspect shows that the cooperative has managed to reach more customers and introduce new products. This is in line with the global trend where digitalization and online marketing are becoming increasingly important in reaching consumers (Rahman et al., 2020).

Financial Stability

The improvement in financial management reflects that cooperatives have implemented better and transparent accounting practices. This is important to build member trust and attract potential investors (David & David, 2016).

Adoption of Digital Technology

The digital transformation that has occurred in cooperatives shows that they are starting to realize the importance of technology in improving operational efficiency. According to Rahman et al. (2020), cooperatives that adopt digital technology can increase competitiveness and efficiency in their operations.

This study focuses on evaluating the impact of the mentoring program provided by the Modern Cooperative Assistance Team (TPKM) to the Samber Binyeri Maju Cooperative. Through a qualitative approach that includes interviews, direct observations, and document analysis, this study successfully identified significant improvements in various aspects of cooperative operations after the intervention.

Improving Cooperative Performance

Based on the results of the initial and final assessments, the Samber Binyeri Maju Cooperative shows clear progress in the five aspects assessed, namely institutional, business, market, finance, and digitalization. This increase occurred thanks to the implementation of better managerial practices and support from TPKM. This shows that mentoring programs are effective not only in providing knowledge but also in building the capacity necessary for the application of such practices in the daily operations of cooperatives.

Strong Institutional Development

The institutional aspect that has experienced a significant improvement shows that cooperatives can build a better organizational structure. Member participation in decision-making has increased, which is important for building a sense of belonging and responsibility among members. According to Hadi and Santoso (2021), the success of cooperatives often depends on the active involvement of their members and the capacity of the management in facilitating effective collaboration.

Improvements in Business Strategy

Cooperatives have succeeded in formulating and implementing a more systematic and planned business strategy. This includes the development of new products and adjustments to market demand. Increased managerial knowledge in the field of business planning is a key factor in this success. Ghosh and Pati (2022) emphasized the importance of adaptation and innovation in business strategies to face competition in the global market.

Significant Market Expansion

With an increased understanding of market needs and the implementation of more effective marketing strategies, cooperatives have managed to achieve significant growth in market reach. Cooperatives can now reach more consumers and diversify the products offered, according to customer needs. This shows that success in the market is highly dependent on the cooperative's ability to adapt to evolving trends and demands.

Improved Financial Conditions

The excellent improvement in financial management allows the Samber Binyeri Maju Cooperative to achieve better financial stability. Transparency and accountability in financial statements have increased the trust of members and stakeholders. David and David (2016) stated that good financial management is the basis for the long-term growth and sustainability of a cooperative.

Digital Transformation as a Pillar of Development

The adoption of digital tools and practices in cooperative operations makes a positive contribution to efficiency and effectiveness, thereby increasing competitiveness in the context of an increasingly digital economy. The application of technology in data management and marketing gives cooperatives a competitive advantage that cannot be ignored, creating opportunities to expand market reach and improve operations.

Recommendations for Further Development

Based on these findings and conclusions, it is recommended that the Samber Binyeri Maju Cooperative continue to continue the institutional strengthening and mentoring program. Education and training programs for members need to be improved, especially in the field of digital management and modern marketing. In addition, cooperatives also need to establish partnerships with outside institutions to expand access to resources and information and take advantage of opportunities that exist in a wider market.

In this way, the Samber Binyeri Maju Cooperative can not only maintain the achievements that have been achieved but also develop further towards sustainability and economic independence in the future.

5. Conclusion

The Samber Binyeri Maju Cooperative shows great potential to develop through a structured mentoring program. Significant improvements in various aspects show that with the right support, cooperatives can transform into modern cooperatives that are efficient and sustainable. Recommendations for further development include increasing financial literacy, further utilizing digital technology, diversifying products, and improving marketing networks both locally and regionally.

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