



TRAINING ON SIMPLE AND PRACTICAL ANTI-RIBET BUSINESS PLANNING AND MANAGEMENT FOR MSMEs IN RAPAMBINOPAKA VILLAGE

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<p>Info Article</p> <p>Received : 11 November 2025</p> <p>Revised : 08 Desember 2025</p> <p>Accepted : 15 Desember 2025</p> <p>Publication : 31 Januari 2026</p>	<p>Abstract: <i>This community service program aims to enhance the managerial capacity of MSME actors in Rapambinopaka Village, Lalonggasumeeto District, Konawe Regency through the “Anti-Ribet Business Management” training, which emphasizes simplified and practical approaches to business planning and management. The program was carried out in four stages preparation, core training, mentoring, and evaluation using an andragogical and hands-on learning approach to ensure that the materials were easily understood and applied. The results indicate improvements in participants’ ability to prepare one-page business plans, conduct simple and regular financial recording, apply basic digital marketing strategies, and implement task division within family-operated businesses. Participants also began using financial applications and social media platforms to expand their market reach. These improvements demonstrate increased managerial understanding and independence in business operations. The program further strengthened MSME collaboration through shared learning and local business networking.</i></p>
<p>Keywords: <i>Business Planning; Business Management; Community Empowerment</i></p> <p>Kata Kunci: Perencanaan Usaha; Pengelolaan Usaha; Pemberdayaan Masyarakat</p>	<p>Abstrak: Kegiatan pengabdian kepada masyarakat ini bertujuan meningkatkan kapasitas manajerial pelaku UMKM di Desa Rapambinopaka, Kecamatan Lalonggasumeeto, Kabupaten Konawe melalui pelatihan “Manajemen Usaha Anti Ribet” yang menekankan penyederhanaan praktik perencanaan dan pengelolaan usaha. Kegiatan dilaksanakan melalui empat tahap, yaitu persiapan, pelatihan inti, pendampingan, dan evaluasi, dengan pendekatan andragogi dan praktik langsung agar materi mudah dipahami dan diterapkan. Hasil kegiatan menunjukkan peningkatan kemampuan peserta dalam menyusun rencana usaha satu halaman, melakukan pencatatan keuangan sederhana secara rutin, menerapkan strategi pemasaran digital dasar, serta membagi tugas dalam usaha keluarga. Selain itu, peserta mulai memanfaatkan aplikasi keuangan dan media sosial untuk memperluas pasar. Penerapan praktik sederhana ini berdampak pada peningkatan pemahaman manajerial dan kemandirian peserta dalam mengelola usaha. Program ini juga mendorong kolaborasi antar-UMKM desa melalui pertukaran pengalaman dan penguatan jejaring usaha lokal.</p>
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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are one of the main pillars of national economic development, particularly in rural areas. MSMEs not only contribute to increasing household income but also act as drivers of local economic activity through job creation, community empowerment, and the circulation of the rural economy. However, various studies and field observations show that many MSMEs continue to face fundamental challenges in business management, especially due to the traditional and informal practices that are still widely adopted.

Rapambinopaka Village, located in Lalonggasumeeto District, Konawe Regency, is a rural area characterized by household-based economic activities and strong communal social networks. The majority of local livelihoods rely on small-scale trade, home-based food processing, micro-service businesses, and several agro-based activities. The main market access is limited to village markets, sub-district markets, neighbor-to-neighbor sales, and consignment in small local shops. Despite having considerable micro-business potential, MSME actors in the village have not fully developed effective business management skills due to limited managerial knowledge.

This condition aligns with findings in the literature, which consistently highlight weak managerial capacity as a major obstacle to the growth of MSMEs. Tambunan (2019) affirms that although MSMEs play a strategic role in employment, many experience stagnation due to low managerial and financial literacy. Utami et al. (2023) demonstrate that simple management training significantly improves MSME performance in financial record-keeping and production planning. Furthermore, Astuti (2021) reports that 70% of MSMEs in Indonesia do not use basic bookkeeping systems, making it difficult to distinguish personal finances from business finances. Wahyuni (2020) emphasizes the effectiveness of practice-based training modules in skill transfer, while Purwanto (2021) shows that simple digital marketing through WhatsApp Business and social media can greatly expand MSME market reach.

These findings are reinforced by the theoretical concept of Managerial Capability, which states that a business's long-term growth is largely determined by the owner's ability to plan, organize, and evaluate business activities. According to Penrose's Theory of Firm Growth, a firm's expansion capacity is constrained by the managerial skills of its owners; without sufficient capability, businesses stagnate regardless of market opportunities.

Additional theoretical foundations further strengthen the relevance of management capacity building for MSMEs. The Theory of Planned Behavior (Ajzen, 1991) explains that MSME owners' intentions and behaviors are shaped by attitudes, perceived social norms, and perceived behavioral control, which means that training programs must not only transfer knowledge but also reshape perceptions about the importance of good management practices. Human Capital Theory (Becker, 1993) emphasizes that investments in training and skill development produce long-term gains in productivity and competitiveness. In the context of rural MSMEs, this theory explains why business actors with higher skills tend to make better financial decisions, manage production more effectively, and adopt relevant technologies more quickly. The Resource-Based View (RBV) also highlights that internal capabilities—managerial knowledge, entrepreneurial skills, and strategic orientation—serve as competitive advantages that cannot be easily replicated.

Empirical studies after 2019 further reinforce the need for managerial strengthening. Sari & Rahman (2020) found that MSMEs with structured financial records show a 35% increase in profitability compared to those relying solely on informal bookkeeping. Lubis et al. (2022) demonstrated that MSMEs receiving basic production planning training experienced improved consistency in output quality. Meanwhile, Nugroho (2021) showed that the adoption of simple marketing tools such as catalog-based WhatsApp promotion significantly enhances customer reach for rural MSMEs. Research by Lestari & Pramudita (2024) reveals that training using a “simple step-by-step method” greatly increases learning absorption among micro-entrepreneurs with low educational backgrounds. Additionally, studies in community development note that localized training models tailored to rural socio-cultural contexts create higher adoption rates than generic training modules (Hidayat, 2023).

Similar issues are found among MSMEs in Rapambinopaka Village, where most businesses rely solely on habitual practices without proper production planning, systematic financial recording, or clear marketing strategies. The lack of understanding of basic business management principles leads to limited business growth and low competitiveness, making many MSMEs unable to develop sustainably or adapt to increasingly competitive market dynamics. This gap between the village's economic potential and the managerial capacity of MSME actors highlights the need for targeted interventions through practical and locally relevant management training. This is in line

with the Capability-Building Framework, which suggests that skills development must be contextual, easily understood, and directly applicable to daily operations.

This community service initiative is designed to address these issues through the “Anti-Ribet Business Management” training approach, which emphasizes the simplification of business planning and management so that it can be easily understood and applied without requiring advanced business knowledge. This practical approach is expected to strengthen the basic managerial skills of MSME actors, including business planning, simple financial recording, production management, and practical marketing strategies. The design of this training also adopts principles from experiential learning theory, which states that adults learn best through direct practice, reflection, and application in real contexts. As supported by Dewi et al. (2023), experiential learning significantly increases skill retention among MSME participants.

Therefore, this community service program aims to improve the managerial capacity of MSMEs in Rapambinopaka Village through simplified and practical business planning and management training using the “Anti-Ribet Business Management” approach, in order to enhance business sustainability, competitiveness, and local economic development.

Furthermore, this program represents a tangible contribution from the university in implementing the Tri Dharma of Higher Education through community empowerment. By responding to actual field conditions and the specific needs of MSMEs, this activity is expected to generate significant positive impacts on MSME development and the economic progress of Rapambinopaka Village. The combination of empirical evidence, theoretical frameworks, and local context shows that strengthening managerial capacity is not only relevant but also essential for enabling MSMEs to grow and sustain themselves in a dynamic economic environment.

METHOD

The community service program will be carried out in Rapambinopaka Village, Lalonggasumeeto District, Konawe Regency. The selection of this location is based on the significant potential of MSMEs in the village, particularly in the sectors of processed food, small-scale trade, and household services, which nevertheless continue to face challenges in business planning and management. The activity is planned to be implemented over a period of 45 days following the approval of this proposal, covering the stages of preparation, core training, mentoring, and evaluation. The primary targets

of this program are MSME actors who have been actively running their businesses for at least the last six months, are willing to participate in the entire training series, and are motivated to improve and strengthen their managerial capabilities. A total of 25 MSMEs will participate, allowing the training and mentoring processes to be carried out more effectively, intensively, and in accordance with the specific needs of each participant.

The approach used in this program is designed based on the principles of andragogy and hands-on learning (learning by doing), enabling participants to understand the material through real experiences. The material is delivered in a simple, concise, and practical manner to ensure relevance to the needs of MSME actors in the village. The methods applied include interactive lectures to introduce basic business management concepts, case study discussions to analyze real problems faced by participants, hands-on practice in preparing business plans, recording transactions, and using business tools, as well as simulations of cost calculation, pricing strategies, and simple digital promotion. In addition, the program is complemented by post-training mentoring to ensure that the acquired skills can be implemented consistently by participants.

The implementation begins with the preparation stage, which includes coordination with village authorities and related stakeholders, dissemination of information to prospective MSME participants, and the development of the “anti-ribet” business management training module. The core training stage then covers four main topics, namely simple business planning through the development of a one-page business plan that includes product details, target market, cost requirements, and sales targets; practical financial recording through exercises on documenting income and expenses using simple formats such as cash books, Excel sheets, or free applications; basic digital marketing strategies through the creation of WhatsApp Business or Instagram business accounts, product photography techniques using mobile phones, and simple content creation; and family-based business human resource management, including task division, work-hour recording, and basic performance evaluation.

The next stage is mentoring, which consists of field visits to participating MSMEs to monitor the application of the training materials, particularly in business planning, financial recording, marketing strategies, and human resource management. During this stage, consultation services are also provided for MSMEs that encounter difficulties in implementing the materials. Finally, the evaluation stage is conducted continuously during and after the training to assess participants’ understanding and ability to apply the

concepts provided. Feedback from participants is also collected as a basis for improving future community service training programs.

RESULTS AND DISCUSSION

The results of this community service program demonstrate a significant improvement in the managerial capacity of MSME participants, particularly in the areas of business planning, practical financial recording, basic marketing strategies, family-based human resource management, and understanding of the local economy. These findings align with the initial objectives of the program, which aimed to strengthen simple yet effective business management skills among MSME actors in Rapambinopaka Village. This improvement can be explained through the lens of micro-business management theory, which emphasizes planning, organizing, implementing, and controlling as the core pillars of business sustainability. According to Fayol's classical management theory, planning is a fundamental function that directs organizations toward their goals in a structured manner. This is relevant to the initial condition of participants, many of whom ran their businesses without written plans. After the training, all participants were able to prepare a one-page business plan outlining the flow of their business. This supports the theoretical claim that simple business planning can enhance focus, operational efficiency, and business success opportunities (Rahayu & Sulistyowati, 2020).

The success of the business planning training is consistent with previous studies demonstrating that practice-based entrepreneurship training significantly improves the ability to formulate business models. A study by Wijaya (2021) found that MSME actors who received one-page business plan training showed a significant increase in their capacity to design sales strategies and financial projections. The 72% improvement in understanding among Rapambinopaka participants, based on pre-test and post-test comparisons, aligns with these findings. Additionally, the andragogical learning approach used in the training emphasizing adult learning through experience and direct practice proved effective in helping participants understand and apply simple business management principles. Knowles (2015) argued that adult learning is more effective when directly connected to real-life experiences, which was reflected in the use of discussions, case studies, practical planning, and production simulations throughout the program.



Figure 1. Activity Documentation Photo

The improvement in practical financial recording is another key finding. Before the training, most participants did not separate personal and business finances and rarely recorded daily transactions. After the program, more than 80% began implementing routine financial recording and preparing simple weekly income statements. This change aligns with the concept of financial literacy, which highlights the importance of understanding cash flow and financial reports for informed business decision-making (Lusardi & Mitchell, 2020). This result is consistent with findings by Handayani (2022), which showed that financial training using simple applications improved transaction recording accuracy for MSMEs and resulted in increased business profitability. Participants also reported that financial recording helped them identify real profits, reduce unnecessary spending, and begin planning business savings, supporting the theoretical view that financial literacy directly influences MSME business resilience.

In terms of marketing strategies, the training encouraged participants to utilize simple digital tools such as WhatsApp Business, Facebook, Instagram, and promotional videos created using CapCut. Previously, most participants relied solely on offline marketing through local stalls or markets. After the training, approximately 65% created online business accounts and began posting their products consistently. The impact of this training can be explained through digital marketing theory, which emphasizes the importance of online presence as part of the modern marketing mix (Kotler & Keller, 2020). Participants' ability to use simple digital technologies, including AI-assisted design tools such as Canva, significantly strengthened their business competitiveness.

This finding is supported by Sari & Putra (2023), who found that digital marketing training among rural MSMEs increased customer reach and directly boosted sales within a short period. The increase in sales observed among several Rapambinopaka participants after the training reflects a similar pattern.

Family-based human resource management also improved significantly. Before the training, participants tended to operate their businesses without clear task division, resulting in inefficiency and role conflict. The Anti-Ribet Business Management training introduced the importance of structured work assignments, task communication, and simple performance evaluations that are easy to apply in family-run micro-businesses. This aligns with micro-scale Human Resource Management (HRM) theory, which views task division as a foundation for productivity in small family businesses (Mathis & Jackson, 2016). The mentoring sessions revealed that most participants began dividing tasks among family members according to production, sales, and finance functions. Some had even started drafting simple weekly work schedules. These findings support Dewi's (2020) research, which showed that family-based HR training increased MSME productivity and reduced operational errors.

Local economic theory also played a central role in this program. Participants gained insights into the economic potential of their village and the importance of collaboration among MSME actors. They successfully identified opportunities for synergy, such as joint product packaging or collective promotional campaigns. This reflects the principles of Local Economic Development (LED), which highlight collaboration among local actors as a driver of community-level economic progress (Blakely & Leigh, 2019). Rahman's (2021) study also supports this finding, showing that inter-MSME collaboration in rural areas can increase competitiveness through cost efficiency and enhanced market appeal. The increase in turnover and market expansion experienced by several Rapambinopaka participants illustrates the real economic impact of this training.

Overall, these findings indicate that the "Anti-Ribet Business Management" training model is highly effective because it integrates simple management concepts, adult learning approaches, easy-to-use digital tools, and practical hands-on exercises aligned with the characteristics of rural MSMEs. The significant improvements observed in participants both in test results and in behavioral changes such as adopting financial recording, expanding digital marketing, dividing family work roles, and engaging in inter-MSME collaboration strengthen the conclusions of previous research that practice-

based training interventions are among the most effective strategies for improving MSME capacity, especially in rural communities.

CONCLUSION

The community service program on Anti-Ribet Business Management for MSMEs in Rapambinopaka Village has proven effective in enhancing the managerial capabilities of micro-entrepreneurs across essential aspects of business operations. Through the integration of simple business planning techniques, practical financial recording, basic digital marketing strategies, family-based human resource management, and local economic analysis, the program successfully addressed the initial problems faced by participants. The andragogical approach emphasizing hands-on practice, direct experience, and active participation enabled MSME actors to engage deeply with the learning materials, resulting in significant improvements in their ability to manage and develop their businesses. Enhanced post-test results, the adoption of regular financial reporting, the use of digital platforms for product promotion, improved division of labor within family-run businesses, and emerging collaboration among local MSMEs further demonstrate the program's tangible impact. These outcomes are consistent with theoretical frameworks on micro-enterprise management, financial literacy, and community-based economic development, and align with contemporary research findings that highlight the importance of experiential learning, practical tools, and digital empowerment for strengthening MSME performance. Overall, the program contributed not only to knowledge acquisition but also to the economic vitality of the village, as evidenced by improved business organization, increased turnover, and expanded market reach among participants.

Building upon these achievements, several recommendations are proposed to ensure the sustainability and broader impact of the program. MSME participants are encouraged to continuously update their business plans, maintain routine financial records, and actively manage their digital marketing content so that the improvements gained through the Anti-Ribet Business Management program remain consistent over time. Sustained implementation of these practices is crucial for reinforcing the behavioral changes initiated during the training. The village government is advised to institutionalize ongoing MSME development programs by allocating routine funding and establishing a dedicated support unit to provide mentoring, consultation, and digital literacy assistance, ensuring long-term capacity building beyond the duration of this

activity. Strengthening collaboration among MSMEs is also essential, particularly through joint marketing initiatives, shared distribution channels, and collective branding strategies that can enhance the competitiveness of local products. Academic institutions are encouraged to maintain their engagement through periodic monitoring, advanced training modules, and applied research that explore innovations relevant to rural MSMEs, including low-cost technologies, product diversification models, and sustainable business practices. Future community service programs should also consider integrating more advanced digital tools such as simple financial dashboards, inventory tracking applications, and AI-assisted promotional templates to further boost MSME competitiveness. In addition, the development of a replicable training model based on the Anti-Ribet Business Management approach may enable its implementation in other villages with similar characteristics, thereby expanding the positive impact of community empowerment efforts.

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