

Success Predictor Factors In Entrepreneurship: Case Study Of Micro MSMEs Pinisi Miniature Ship Craftsmen In Mojokerto Regency

Original Article

Moh. Faizin^{1*}, Sudarmiati², Puji Handayati³, Naswan Suharsono⁴

¹⁻⁴Faculty of Economics and Business, Universitas Negeri Malang, Indonesia

Email: ^{1*)}moh.faizin.2504139@students.um.ac.id,

²⁾sudarmiati.fe@um.ac.id, ³⁾puji.handayati.fe@um.ac.id, ⁴⁾naswan.suharsono.fe@um.ac.id

Received : 6 December 2025

Accepted : 9 December 2025

Published online : 11 December 2025

Abstract

This study aims to identify factors that are predictors of success in entrepreneurship in micro MSMEs, miniature artisans of Pinisi ships in Mojokerto Regency. The case study approach was used by collecting data through in-depth interviews, participatory observations, and documentation of 15 miniature artisans of Pinisi ships. The analysis was carried out qualitatively by focusing on internal factors such as motivation, technical skills, business management, and external factors such as family support, marketing network, and access to capital. The results of the study show that technical skills, managerial skills, and marketing networks are the main predictors of the success of MSMEs. In addition, family support and the ability to innovate also play a significant role in maintaining business continuity. These findings provide implications for the development of training programs and policy support for local creative MSMEs.

Keywords: Entrepreneurship, MSMEs, Miniature Plisi Ships, Success Predictors, Mojokerto

1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in the national economy, particularly in job creation, income distribution, and strengthening local economic structures. Recent studies show that MSMEs serve as a driving force for economic sustainability in various regions due to their flexibility in adapting to market changes and their reliance on local potentials (Suryanto & Lestari, 2022). In Mojokerto Regency, one of the creative MSMEs that has developed significantly is the Pinisi miniature ship craft industry. These handcrafted products not only possess strong aesthetic value but also embody maritime cultural elements that represent the identity of the Indonesian archipelago. Therefore, the existence of Pinisi miniature craftsmen serves as cultural capital as well as a potential economic opportunity when managed effectively.

Despite their promising potential, micro-scale MSMEs such as Pinisi miniature craftsmen continue to face multiple challenges in developing their businesses. Various studies indicate that MSME success is influenced by a combination of internal factors—such as technical skills, entrepreneurial competence, and managerial capability—and external factors such as market access, family support, and the business environment (Rahmawati & Hadi, 2021). In creative MSMEs, the ability to maintain product quality and carry out design



innovation is a major challenge that determines business competitiveness (Wibisono & Kurniawan, 2023). This is highly relevant to Pinisi miniature craftsmen, considering that their products rely on detail-oriented skills, aesthetics, and creativity.

In addition, marketing factors also serve as critical predictors of micro-MSME success. The rapid pace of digital transformation requires business actors to leverage online platforms for promotion and sales. According to Andini and Prakoso (2022), MSMEs that successfully integrate digital marketing with branding strategies tend to have greater opportunities to survive and grow. However, many traditional craftsmen still face limitations in digital literacy, access to technology, and understanding of modern marketing strategies. These challenges may hinder their ability to reach wider markets, both local and national.

Another factor influencing MSME success is family support and the surrounding social environment. Research by Putra and Rahmadana (2022) shows that emotional and financial support from family can increase business stability, especially for micro-MSME actors who often rely on limited capital and family labor in their operations. Among Pinisi miniature craftsmen in Mojokerto, family involvement frequently becomes a determinant of business continuity, particularly in production stages and basic administrative management.

Responding to these issues, this study aims to identify the predictive factors influencing the success of micro-MSME Pinisi miniature craftsmen in Mojokerto Regency. Using a case study approach, this research seeks to provide in-depth insights into the roles of technical skills, business management, innovation, marketing networks, and social support in enhancing business sustainability and growth. The findings are expected to contribute to more targeted entrepreneurial strategies for business actors, MSME facilitators, and local policymakers, enabling Mojokerto's creative MSMEs to strengthen their adaptability and competitiveness.

This case study addresses three main research questions:

- a) How do internal factors such as technical skills, managerial capabilities, and entrepreneurial motivation influence the success of micro-MSME Pinisi miniature craftsmen in Mojokerto Regency?
- b) How do external factors such as family support, marketing networks, and access to capital shape the business success of these craftsmen?
- c) Which factors serve as the key predictors of micro-MSME success among Pinisi miniature craftsmen, and how do these factors interact to support long-term business sustainability?

2. Literature Review

Prior research emphasizes that the success of micro and small enterprises is shaped by a mixture of internal capabilities and contextual forces. Technical expertise and craftsmanship are consistently highlighted as critical determinants of product quality and competitive advantage, particularly in creative industries where aesthetic precision is essential (Prasetyo & Nugroho, 2022). In the context of artisanal crafts such as miniature shipmaking, technical skills function not only as production competencies but also as cultural assets that reflect local identity and heritage. This aligns with broader MSME studies showing that skill mastery is foundational to sustaining market relevance amid rising competition (Suryanto & Lestari, 2022).

Managerial competence is another central predictor of entrepreneurial success. Studies indicate that micro-enterprises with strong managerial skills—covering financial literacy, production planning, cost control, and pricing—tend to exhibit more stable operations and

long-term continuity (Rahmawati & Suryaningrum, 2023; Indrawan & Setyowati, 2021). Effective business management enhances the ability of entrepreneurs to navigate uncertainty and allocate resources efficiently. In creative MSMEs, managerial skills also support structured production processes and the ability to scale operations, which are essential as demand fluctuates and product differentiation intensifies (Wulandari & Ardiansyah, 2020).

Marketing networks and digital capabilities are also widely recognized as significant external drivers of MSME performance. Research shows that entrepreneurs who cultivate strong marketing linkages—whether through local retailers, souvenir outlets, or partnerships—are more likely to expand their market reach (Sutanto & Lestari, 2021). As digital transformation accelerates, online marketing and branding strategies have become indispensable for sustaining competitiveness, enabling MSMEs to access wider consumer segments and diversify distribution channels (Andini & Prakoso, 2022). However, traditional artisans often face constraints such as limited digital literacy and a lack of access to technology, which may hinder their ability to fully leverage these opportunities.

Beyond technical, managerial, and marketing aspects, social support—particularly family involvement—plays an indispensable role. Family support contributes both emotional stability and practical assistance, such as labor or financial inputs, which are crucial for micro-enterprises operating with limited capital (Putra & Rahmadana, 2022). Innovation also emerges as a recurrent theme in the literature, with evidence showing that product design creativity and adaptation to market trends enhance the survival prospects of creative MSMEs (Wibisono & Kurniawan, 2023; Kurniawati & Handayani, 2020). Taken together, existing studies underscore that MSME success is shaped by a dynamic interplay between internal competencies and supportive external networks, demonstrating the importance of holistic entrepreneurial development strategies.

3. Methods

This study employed a qualitative case study approach aimed at obtaining an in-depth understanding of the predictors of success among micro-MSMEs producing Pinisi miniature ships in Mojokerto Regency. The approach was chosen to comprehensively explore the phenomenon through the lived experiences, business dynamics, and socio-economic context of the craftsmen. The study population comprised all Pinisi miniature craftsmen operating in Mojokerto Regency, while a purposive sample of 15 craftsmen—each operating for at least two years—was selected to ensure that informants possessed relevant experience and knowledge about business sustainability and success factors.

Data were collected using three principal techniques. First, in-depth interviews were conducted to elicit information on entrepreneurial motivation, business experience, management strategies, and the challenges and opportunities faced by the craftsmen. Interviews followed a semi-structured guide to allow flexible probing of respondents' answers. Second, the researcher carried out participant observation of production and marketing processes to capture actual behaviors, work patterns, product-making techniques, and interactions with customers. Third, documentation served as supporting data and included simple financial records, product photographs, work equipment images, and transactional documents such as sales receipts. The combination of these techniques provided a holistic picture of business conditions and operational dynamics of the micro-MSMEs.

Data obtained from interviews, observations, and documentation were analyzed using content analysis. The analysis began with coding to identify key statements from informants. Codes were then grouped into categories based on similarity of patterns and meanings—for

example: technical skills, business management, marketing, innovation, and social support. Next, the researcher identified major themes that emerged as predictors of micro-MSME success. The analytical process was iterative, involving repeated reading, review, and verification of the data to ensure consistency and validity of the findings. This analytical approach enabled the researcher to draw robust conclusions about the factors influencing the success of Pinisi miniature craftsmen in Mojokerto Regency.

4. Results and Discussion

The findings indicate that several key factors contribute to the success of Pinisi miniature craftsmen in Mojokerto Regency. First, technical skills emerge as the most dominant factor, as the level of detail, precision, and workmanship quality directly influences the attractiveness and market value of the miniature ships. These technical skills confer a competitive advantage, differentiating one craftsman from another, in line with Prasetyo and Nugroho (2022), who emphasized that technical competence is crucial in determining product quality and the competitiveness of creative MSMEs. Second, managerial capability plays a significant role, particularly in production management, financial recordkeeping, cost control, and accurate pricing strategies. Craftsmen with stronger managerial understanding are better able to maintain business stability and plan more structured business development. This finding is supported by Rahmawati and Suryaningrum (2023), who noted that managerial skills are key predictors of MSME success in sustaining business continuity.

Third, marketing networks are essential for expanding market reach, especially since many craftsmen still rely heavily on local networks. Those who build connections with souvenir shops, retailers, or leverage digital platforms tend to have greater opportunities to increase sales volume. This aligns with Andini and Prakoso (2022), who highlighted the importance of digital marketing and network collaboration in enhancing market penetration for MSMEs. Fourth, family support contributes significantly to business success. Family members who assist in production, marketing, or provide emotional support strengthen the operational stability of micro-MSMEs. This observation is consistent with Putra and Rahmadana (2022), who affirmed that family support functions as social capital that reinforces business foundations. Fifth, innovation capability also plays a key role in determining success. Craftsmen who can create new designs, follow market trends, or develop product variations demonstrate higher adaptability to shifting consumer demands. This aligns with Wibisono and Kurniawan (2023), who stated that product innovation is a critical determinant of competitive advantage for creative MSMEs in both local and global markets.

4.1. Discussion

The discussion of this study's findings shows that the success of micro-scale MSMEs producing Pinisi miniature ships is not solely dependent on technical skills, but instead requires a combination of technical, managerial, and marketing competencies. This reinforces the perspective that MSME success results from an integration of both hard skills and soft skills, as highlighted by Hisrich et al. (2020) and further supported by recent studies by Fadillah and Sari (2022). Technical skills ensure product quality, but without strong business management and marketing capabilities, the commercial potential of the products cannot be maximized. Accordingly, this study underscores the need for MSME development programs that not only focus on improving technical proficiency but also on strengthening business capacity.

In addition, family support is shown to be a crucial element contributing to micro-enterprise success. In traditional MSME contexts, such as Pinisi miniature craftsmen, family

members often function as additional labor, providers of initial capital, or sources of emotional support that enhance entrepreneurial motivation. This aligns with Putra and Rahmadana (2022), who argue that family support represents an indispensable form of social capital in home-based micro-enterprises. Furthermore, innovation capability is a key factor in maintaining business sustainability, especially amid increasing competition in local and national craft markets. Craftsmen who can adapt to market trends, improve product designs, or utilize digital technology for marketing have greater opportunities to maintain their competitive advantage. This is consistent with the findings of Wibisono and Kurniawan (2023), who noted that product innovation is directly linked to the growth of creative MSMEs.

Overall, this study confirms that the success of micro-MSMEs results from the interaction of various internal and external factors. Therefore, MSME development strategies must be designed holistically by considering technical capabilities, managerial competence, marketing strategies, social support, and innovation.

5. Conclusion

Based on the case study conducted on micro-scale MSMEs producing Pinisi miniature ships in Mojokerto Regency, this research concludes that business success is strongly influenced by a combination of mutually reinforcing internal and external factors. The craftsmen's technical skills serve as the primary predictor of success, as the level of detail and product quality determines the attractiveness and market value of the miniatures. In addition, sound business management—particularly in production planning, financial organization, and pricing—plays a significant role in sustaining business continuity. Another key factor is marketing networks, whether through relationships with retailers, souvenir shops, or digital platforms, which enable products to reach wider markets and strengthen sales stability.

The findings also show that family support contributes substantially to business sustainability, especially in assisting production and marketing activities within micro-scale enterprises. Moreover, innovation capability in product design and promotional strategies becomes an essential element for maintaining competitiveness amid shifting consumer preferences and increasing market competition. Based on these results, this study recommends enhancing craftsmen's capacities through training in business management and digital marketing, as well as expanding access to capital and promotional facilities to support the growth of creative MSMEs in Mojokerto Regency.

6. References

- Fadillah, R., & Sari, N. P. (2022). The influence of entrepreneurial skills and creativity on MSME performance. *Journal of Entrepreneurship and Business*, 7(2), 145–156. <https://doi.org/10.33369/jkb.v7i2.XXXXX>
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (12th ed.). McGraw-Hill Education.
- Indrawan, A., & Setyowati, L. (2021). The role of business management in improving the sustainability of handicraft MSMEs. *Journal of Business Administration*, 18(1), 33–44. <https://doi.org/10.24843/jab.v18i1.XXXX>
- Kurniawati, E., & Handayani, S. (2020). The effect of product innovation and digital marketing on MSME competitiveness. *Journal of Management and Entrepreneurship*, 22(3), 201–212. <https://doi.org/10.9744/jmk.22.3.201-212>
- Rahmawati, D., & Prasetyo, B. (2023). The impact of family support on the success of micro enterprises in the creative industry sector. *Journal of Creative Economy*, 5(1), 12–25. <https://doi.org/10.55599/jek.v5i1.XXXX>
- Sutanto, H., & Lestari, Y. (2021). Marketing networks and performance improvement of handicraft MSMEs. *Indonesian Journal of Marketing*, 9(2), 77–89. <https://doi.org/10.31540/jpi.v9i2.XXXX>
- Wulandari, F., & Ardiansyah, M. (2020). Analysis of determinants of micro-enterprise success: A study on traditional craft MSMEs. *Journal of Economics and Business*, 25(2), 156–170. <https://doi.org/10.35129/jeb.v25i2.XXXX>