

Communication Strategy of Bank Indonesia's Mentoring Program for Partnered MSMEs (A Qualitative Descriptive Study on Kaywood MSME)

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ABSTRACT

Every business actor expects their products to be recognized by a wider community. Consumers generally prefer well-known brands because they feel safer choosing something familiar. People distinguish products through logos, shapes, and images—creating brand awareness. The marketing communication strategy used by Kaywood Watches focuses on innovative, artistic, and trendy designs suited for special events and as gifts, made from ebony, sonokeling, teak, and maple wood. This research examines the communication strategy of bank indonesia's mentoring program for partnered MSMEs using SWOT analysis. It employs a descriptive qualitative method in which the researcher not only describes findings but also supports them through interviews centered on Kaywood's marketing communication strategy via social media to build brand awareness. Data are collected, compiled, explained, and analyzed to generate solutions aligned with identified problems. The findings highlight several key initiatives. Product assistance involves the creation of names and logos. Institutional strengthening provides opportunities to join marketing events, exhibitions, and collaborations with external partners. Technical assistance includes training, research, and facility support, while financing is provided through working capital loans used for machinery and raw material purchases. To enhance visibility, Kaywood implements digital marketing through Facebook, Instagram, TikTok, YouTube, Shopee, Blibli, and Lazada.

Keywords: Communication Strategy, Mentoring Program, MSMEs

INTRODUCTION

The existence of Micro, Small, and Medium Enterprises (MSMEs) plays an important role in driving national economic growth (Hayati & Fatarib, 2022; Juminawati, Hamid, Amalia, Mufraini, & Mulazid, 2021). One of the positive impacts of MSMEs is the reduction in the unemployment rate due to increased job opportunities. By absorbing a large workforce, MSMEs play a crucial role in helping the government address poverty and unemployment issues.

Support from various parties, including government agencies, is essential for the sustainability of MSMEs (Kurniawan, Maulana, & Iskandar, 2023; Onyeje, Court, & Agbaeze, 2022). One of these institutions is Bank Indonesia. As a major financial authority, Bank Indonesia is not only responsible for monetary policy but also plays a role in controlling inflation and assisting MSME development (Saifurrahman & Kassim, 2024; Saputra, Zulpahmi, & Fitriyanto, 2023). To maintain the stability of the rupiah, one of Bank Indonesia's responsibilities is to keep inflation at a balanced level. Inflationary pressures arising from the demand side can be managed through monetary policies issued by Bank Indonesia (Juarsa, Janwari, Hasanuddin, Ridwan, & Athoillah, 2025; Mardhiah, 2025; Wartoyo, Lutfiyanti, & Ainun, 2024). Meanwhile, supply-side issues are addressed through empowerment programs for the real sector and MSMEs, implemented under its monetary and economic functions (Braunerhjelm, 2022; Troilo, Freeman, & Abe, 2025). This includes planning and executing

empowerment programs for sectors such as cooperatives, state-owned enterprises (SOEs), and MSMEs based on prior assessments (Farisani, 2022; Sunaryo & Lindati Dwiatin, 2022). Bank Indonesia also provides information on planned programs to stakeholders to encourage the banking sector to extend financial support to MSMEs through a cluster-based approach (BI, 2016).

To support and develop MSMEs, Bank Indonesia launched a mentoring program aimed at MSMEs under its supervision, focusing on fostering the growth of Micro, Small, and Medium Enterprises across the country (Saiful, 2025; Tambunan, 2022). The MSME Assistance Program is a strategic initiative to strengthen the economy and control inflation (Kadaba, Aithal, & KRS, 2023; Sari & Kusumawati, 2022). It provides guidance, training, and resources to enable MSMEs to face challenges and seize opportunities in the evolving business landscape. By promoting growth and innovation in the MSME sector, the program contributes to overall economic development and resilience (Kumari, 2025; Omowole, Olufemi-Phillips, Ofodile, Eyo-Udo, & Ewim, 2024; Susilawati, 2024). Cooperation and coordination between Bank Indonesia and other ministries and institutions are key to the program's success (Harjowiriyono, Widodo, Satrio, & Prasetyo, 2024; Indonesia, 2020). The MSME Development Framework implemented by Bank Indonesia emphasizes synergy to support inflation control, encourage export-oriented MSMEs, and expand financial access (Indonesia, 2020; Muhammad, Fitriani, Chalong, & Prattana, 2025).

Generally, Bank Indonesia's role in MSME assistance programs includes strengthening MSMEs, providing technical assistance, and facilitating supply-side financing (für Wirtschaft, 2019; Muhammad et al., 2025). To foster MSMEs, Bank Indonesia Banten Province organizes the Banten Creative Works Expo annually, featuring 34 MSME products. This event serves a strategic function as a platform to accelerate digital innovation in the economic and financial sectors, while fostering new initiatives, trends, and creativity to advance MSME development. It aligns with the National Movement of Proud of Made in Indonesia (GBBI) and Proud of Tourism in Indonesia (GBWI).

Among the MSMEs fostered by Bank Indonesia in Banten Province, the researcher selected Kaywood as the subject of this study. Kaywood produces wooden watches and operates as a fashion accessory brand crafting wooden timepieces primarily from wood and wood waste. Established in 2017, Kaywood has undergone various stages of marketing development.

Kaywood falls under the craft category of MSMEs fostered by Bank Indonesia Banten Province and holds the distinction of being the first and only wooden watch brand in Banten with added value rooted in local wisdom. The assessment by Bank Indonesia Banten Province for MSMEs in the craft category considers several criteria, with the most influential being product standardization and quality, weighted at 20%, as these factors affect the added value of Kaywood's products.

Marketing is one of the main activities undertaken by business actors to maintain business continuity and competitiveness. Therefore, sound marketing management and effective marketing strategies are required. However, achieving this objective is challenging, especially in maintaining consumer loyalty amid numerous competitors offering similar products.

Research conducted by (Ramadhan 2019) on *Marketing Communication Strategies Through Online Media in Building Brand Awareness (Case Study: Kmall.id)* found that

Kmall.id built brand awareness through Facebook and Instagram, along with promotional and educational campaigns supported by analytical data from Google Analytics to understand consumer behavior (Ramadhan, 2019).

The gap identified in previous research highlights the need for a deeper study of marketing communication aimed at enhancing brand awareness, particularly in identifying the most effective communication strategies for boosting product sales. Therefore, this study seeks to assist PT Kaywood in building brand awareness in Indonesia.

The research gap from earlier studies underscores the importance of a comprehensive analysis of marketing communication strategies to enhance brand awareness and determine effective approaches for increasing product sales. This study addresses that gap by analyzing Bank Indonesia's mentoring program for the Kaywood MSME in Banten Province.

The aim of this research is to analyze the communication strategy of bank indonesia's mentoring program for partnered MSMEs. The specific objectives are to: (1) identify the communication strategies employed in the mentoring program; (2) evaluate the effectiveness of product introduction, institutional strengthening, technical assistance, financing, and social media strategies; and (3) analyze the strengths, weaknesses, opportunities, and threats faced by Kaywood in implementing these strategies.

This study contributes to understanding how institutional support programs enhance MSME competitiveness and provides practical recommendations for improving Bank Indonesia's mentoring programs. The findings are expected to benefit policymakers in designing effective MSME support programs, MSME practitioners in optimizing communication strategies, and researchers in analyzing institutional support dynamics for MSMEs.

METHOD

The method used in this study is a qualitative method as a research procedure that produces descriptive data in the form of written or spoken words or narratives. By using a SWOT analysis. This analysis is based on a logic that can maximize strengths and opportunities, but at the same time can minimize weaknesses and threats. The process of making decisions on a company's strategy is always closely related to the development of the company's vision, mission, goals, strategies and policies (Hamzah et al., 2020). The study focused on examining the communication strategy of Bank Indonesia's mentoring program for fostered MSMEs.

Data sources in this study consisted of primary and secondary data. Primary data were obtained through in-depth interviews with key informants, including the owner of Kaywood MSME and representatives from Bank Indonesia Banten Province. Secondary data were collected from documents such as program reports, financial records, and promotional materials. Informants were selected using purposive sampling technique, which is a sampling technique for data sources based on specific criteria relevant to the research objectives. Data collection techniques included semi-structured interviews, participant observation during mentoring activities and exhibitions, and documentation study of program materials, social media content, and institutional records.

Data analysis followed the Miles and Huberman (1984) model. According to Miles and Huberman (1984), activities in qualitative data analysis are carried out interactively and take

place continuously until complete, so that the data is saturated. The stages of data analysis are data reduction, data presentation, and conclusion drawing/verification. Data reduction involved selecting, focusing, simplifying, and transforming raw data from field notes and transcripts. Data presentation organized the reduced data into structured formats such as matrices and narrative descriptions to facilitate pattern recognition. Conclusion drawing involved identifying patterns, themes, and relationships in the data, with verification conducted through source triangulation. The researcher used source triangulation to assess the credibility and validity of the data by checking the data obtained through multiple sources, including interviews with different stakeholders, observations, and document analysis.

RESULTS AND DISCUSSION

Kaywood is an MSME engaged in handicrafts with a focus on wood products and wood waste. With a love for the beauty and power of Indonesian tropical wood, Kaywood creates a variety of products such as fashion accessories, premium souvenirs, and home décor that are not only unique but also functional. Inspired by the long history of Indonesian people's skills in processing wood, Kaywood is here as a form of appreciation for cultural heritage while following the world's trend of returning to nature. Through various experiments and creative processes, Kaywood has managed to develop its products into more than just a business, but also a means of collaboration with local artisans, thus having a wider social impact. What is characteristic of Kaywood watches is that they apply Banten wastra and other tribes, into our products. Some of them are Baduy weaving, Tidore weaving, NTT weaving and batik. Kay also makes other handicraft products that come from the waste of the main product and packaging comes from factory waste, namely pallet wood which is widely found in the Banten area. The Kaywood watch company is located at Jalan Jl. Talaga, Ciekek Babakan Karaton, Majasari District, Pandeglang Regency.

In this study, the communication strategy of the mentoring program provided by Bank Indonesia to Kaywood is in the form of product introduction, institutional strengthening, technical assistance, capital increase or financing and social media.

Kaywood Product Introduction

The products produced by Kaywood are Kaywood watches that are in great demand by the people of Serang City, namely the Jethro Series, Balin Series, and Baduy Series types. In addition to watches, there are also souvenirs in the form of box name cards, id cards and alarm clocks. The next product introduction, namely by providing a name, logo, and slogan is an important unit that must exist in a brand. These three elements will later represent your business more clearly. Therefore, try to make these three elements easy to remember so that consumers and potential consumers do not think of other brands. The people of Banten Province for Kaywood watch products are quite good, namely at the level of already knowing Kaywood products, this is because Kaywood watch products are already in the hearts of the community, especially young people who have their own aesthetic and unique soul, namely made of wood materials and woven fabrics of baduy, songket and from other regions in Indonesia, As an environmentally friendly watch, it has attractive designs.

To find out how the situation of Kaywood product introduction is explained using a SWOT analysis conducted by the researcher. Recognizing the strengths and weaknesses in a

business and understanding the existence of opportunities and threats is an important thing that must be done in developing marketing communication strategy steps carried out by business people. The following is an explanation of the SWOT analysis of Kaywood Products.

1. Strengths

Strengths analysis is an analysis of the strengths possessed by a business. In this case, the strength of Kaywood products is that they are made of wood, unique models, use environmentally friendly materials, have local wisdom.

2. Weaknesses

Weaknesses are shortcomings or limitations that can hinder business performance. The weakness factor of Kaywood's products is the limited product, this is influenced by several aspects such as resources, facilities, finances, skills and capabilities that have a negative impact on competitiveness between business people.

3. Opportunities

Opportunities are various things and external situations of the company that are beneficial if they can be used properly. The ability of businesses to be able to see these opportunities can help to improve business performance through strategic steps that have been prepared.

4. Threats

Analysis of the threat of Kaywood products, namely the existence of the same products from competing companies, this can divert the decision of potential consumers to buy products.

Institutional Strengthening Provided by Bank Indonesia to Kaywood

The institutional strengthening provided by Bank Indonesia to its fostered MSMEs, especially Kaywood, is in the form of helping to introduce its products, namely by providing opportunities for MSMEs to participate in marketing events and exhibitions organized by Bank Indonesia both domestically and abroad.

To introduce its products, Kaywood diligently participates in MSME events organized by Bank Indonesia as a promotional event to introduce its business brand. Each region usually has an annual event that helps MSME actors promote their businesses. In the business world, this is known as event marketing strategy. Event marketing is a promotional strategy that involves face-to-face contact between business owners and consumers at events such as conferences, trade shows, and seminars. Each event will certainly have a different audience, so you can reach out more broadly to potential consumers. The marketing event carried out by Kaywood to introduce its products is by participating in the Juragan program on Private Television, namely Metro TV in 2024. Furthermore, a marketing communication strategy that aims to build brand awareness to Kaywood Watch consumers by visiting the invitation to exhibitions held in Padang City and at Soekarno Hatta Cengkareng Airport.

To find out how the situation of institutional strengthening of Kaywood is explained using a SWOT analysis conducted by the researcher. Recognizing the strengths and weaknesses in a business and understanding the existence of opportunities and threats is an important thing that must be done in developing marketing communication strategy steps carried out by business people. The following is an explanation of the SWOT analysis of Kaywood Products.

1. Strengths

Strengths analysis is an analysis of the strengths possessed by a business. In this case, the advantage of Kaywood products is that they establish a partnership with Bank Indonesia Banten.

2. Weaknesses

Weaknesses are shortcomings or limitations that can hinder business performance. The weakness of Kaywood's products is the lack of cooperation with other institutions such as campuses, other institutions.

3. Opportunities

Opportunities are various things and external situations of the company that are beneficial if they can be used properly. The ability of businesses to be able to see these opportunities can help to improve business performance through strategic steps that have been prepared.

4. Threats

Analysis of the threat of Kaywood's products is the number of competing companies that have collaborated with outside parties.

Technical Assistance Provided by Bank Indonesia to Kaywood

Technical assistance is a form of assistance provided by Bank Indonesia Banten to Kaywood in the form of training, research, information and facilities. Bank Indonesia (BI) Banten Province organizes various trainings for MSMEs, including halal certification training, digital marketing training, business management training, and technical skills training. In addition, BI Banten also facilitates MSMEs through programs such as MSME curation, onboarding assistance, and business matching. Before technical assistance is given, curation or feasibility selection is carried out to Kaywood. After curation or feasibility selection has been carried out, MSMEs are provided with debriefing and assistance in terms of digital marketing and facilitating meetings between MSMEs and potential buyers or investors to open up opportunities for business cooperation.

To find out how the technical assistance situation of Kaywood is explained using a SWOT analysis conducted by the researcher. Recognizing the strengths and weaknesses in a business and understanding the existence of opportunities and threats is an important thing that must be done in developing marketing communication strategy steps carried out by business people. The following is an explanation of the SWOT analysis of Kaywood Products.

1. Strengths

Strengths analysis is an analysis of the strengths possessed by a business. In this case, the strength of Kaywood products is to become the flagship MSME of Bank Indonesia Banten.

2. Weaknesses

Weaknesses are shortcomings or limitations that can hinder business performance. The weakness factor of Kaywood products is that there has been no increase in business volume from MSMEs.

3. Opportunities

Opportunities are various things and external situations of the company that are beneficial if they can be used properly.

4. Threats

Analysis of the threat of Kaywood products is the number of competing companies that have collaborated with outside parties.

Financing provided by Bank Indonesia to Kaywood

In addition to providing technical assistance, Bank Indonesia Banten also provides financing assistance to MSMEs in the form of working capital that can be used for the provision of machinery and raw materials.

To find out how Kaywood's financing situation is explained using a SWOT analysis conducted by the researcher. Recognizing the strengths and weaknesses in a business and understanding the existence of opportunities and threats is an important thing that must be done in developing marketing communication strategy steps carried out by business people. The following is an explanation of the SWOT analysis of Kaywood Products.

1. Strengths

Strengths analysis is an analysis of the strengths possessed by a business. In this case, the strength of Kaywood products is to become the flagship MSME of Bank Indonesia Banten.

2. Weaknesses

Weaknesses are shortcomings or limitations that can hinder business performance. The weakness factor of Kaywood products is that there has been no increase in business volume from MSMEs.

3. Opportunities

Opportunities are various things and external situations of the company that are beneficial if they can be used properly.

4. Threats

Analysis of the threat of Kaywood products is the number of competing companies that have collaborated with outside parties.

Social Media That Kaywood Uses To Promote Its Products

The use of social media used by Kaywood to promote its products through print advertising, electronic advertising, word of mouth, as well as sales through social media such as Facebook, YouTube, Instagram and TikTok and online sales such as Shopee and Blibli.

In introducing its products, Kaywood made a social media account with the name [@Kaywood_official](#). [@Kaywood_official](#) based on website analytics data obtained from Google Analytic which will later from this data you can see what the behavior of potential consumers who come to [@Kaywood_official](#) website is like, then optimized and made promo campaigns such as: discounts. In addition, [@Kaywood_official](#) also create educational campaigns, where the content of this educational campaign is to provide information on the products sold and introduce [@Kaywood_official](#) and also not forget to include promo elements to attract the attention of potential consumers. The content of the two campaigns is assisted by paid marketing so that the engagement, awareness, and impression obtained are greater. In addition to building brand awareness, the campaign is also to build consumer trust in [@Kaywood_official](#).

To find out how the social media situation that Kaywood uses to promote his products is explained using a SWOT analysis conducted by the researcher. Recognizing the strengths and weaknesses in a business and understanding the existence of opportunities and threats is an important thing that must be done in developing marketing communication strategy steps

carried out by business people. The following is an explanation of the SWOT analysis of Kaywood Products.

1. Strengths: Strengths analysis is an analysis of the strengths possessed by a business. In this case, the strength of Kaywood products is to become the flagship MSME of Bank Indonesia Banten.
2. Weaknesses: Weaknesses are shortcomings or limitations that can hinder business performance. The weakness factor is the lack of manpower in the field of digital marketing.
3. Opportunities: Opportunities are various things and external situations of the company that are beneficial if they can be used properly by participating in digital marketing trainings.
4. Threats: Analysis of the threat of Kaywood's products, namely the number of competing companies that have mastered digital marketing.

After looking at the SWOT analysis above, the Communication Strategy of Bank Indonesia's assistance program for fostered MSMEs found that there are many weaknesses and threats of Kaywood products. The disadvantages of Kaywood products are:

1. In terms of human resources, especially in the field of sales, namely the Owner is also a salesman, Kaywood should have its own sales.
2. Kaywood does not yet have a special section/department that handles the field of marketing communication, so the policy is carried out by the owner.
3. Limited product availability
4. Customers do not immediately make a purchase decision when they come to the Kaywood booth, customers look for as much information as possible about the product they want and compare it with other products first and after they process it then make a purchase.

CONCLUSION

The study focuses on introducing and strengthening its fostered MSMEs, such as Kaywood—an iconic Banten-based fashion accessory brand that combines local wisdom with modern trends to attract national and international markets. Bank Indonesia supports these MSMEs through institutional strengthening by facilitating participation in local and global exhibitions, providing technical assistance through training, research, and facility support, and offering financial aid for working capital to enhance production capacity. Additionally, MSMEs are encouraged to optimize digital marketing via platforms such as Shopee, Blibli, Tokopedia, and Lazada. For future research, it is suggested to examine the effectiveness of digital marketing training and collaboration between MSMEs, universities, and industries in expanding market reach and improving business sustainability, as well as to analyze how simplified financing procedures impact MSME growth and competitiveness.

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