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The Impacts of Coaching on Innovative Food Business Performance: A Study of Indonesian Entrepreneurship Development Program

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ABSTRACT

Business coaching has emerged as a prominent tool for enhancing organizational performance and individual development. Relying on the Goal-setting theory, this article uses qualitative method to provide an empirical study about the impacts of the GROW (Goals, Reality, Options, and Will) model of business coaching on product development, managerial improvement, and fulfilment of legal aspects on top of financial aspects for Indonesian micro and small food businesses. The study was conducted based on the results of the Indonesian Food Innovation (IFI) coaching program; an entrepreneurship development activity initiated by the Indonesian Ministry of Industry. The data in this study was gathered from the tracery study carried out by the IFI committee. Conducting an experiment method using comparative of pre- and post-activities, this research compares the participants' business performance before vs. after coaching intervention, this study finds evidence of the significant positive impacts of business coaching on enhancing business performance, such as sales value and business valuation. The success of an entrepreneurship development program is determined by the insight into vital issues that are specifically often faced in a particular industry. Therefore, entrepreneurship development programs need to be customized according to the industry.

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Introduction

The Indonesian food sector plays a crucial role in the national economy, significantly contributing to employment and local supply chains. The food industry contributed to approximately 13.73 billion USD in exports during the first quarter of 2020 (Ryandono, Mawardi, et al., 2022). Furthermore, there were 1.9 million food businesses that account for 60% of the micro, small, and medium enterprises (MSMEs) in Indonesia (Sarasi, 2023). Overall, MSMEs contributed to 61.07% of Indonesia's GDP and 97% of the workforce during pandemic (Ryandono, Kusuma, et al., 2022). Despite the contributions of the food industry to economic output, these Indonesian food MSMEs are difficult to grow due to the lack of financial access (Najib et al., 2021; Nugroho, 2023), technological advancements, effective management practices, and compliance with safety and quality standards (Yudha et al., 2024).

Business coaching has gained considerable attention, especially in the context of micro, small, and medium enterprises (MSMEs), due to its ability to enhance leadership effectiveness, drive organizational changes, and improve overall business performance (Wijayanti, n.d.). As businesses expand, various operational costs come into play, highlighting the need for structured managerial to maintain business performance, such as sales value, profitability, and business valuation. Especially when the business elevates from micro-enterprises to small or medium enterprises, the reliance on the owner alone for daily operations becomes impractical, necessitating the implementation of human resource management (Loestefani et al., 2022). Business coaching enhances leadership competencies, significantly improves employees' skills, clarifies roles, cultivates growth mindsets, and provides personalized support to foster leadership development (Zaki et al., 2024). Empirical research supports a positive relationship between business coaching and business performance, such as employee productivity, leadership effectiveness, and organizational culture (Muhaimin et al., 2023).

On the other hand, when business environment dynamics have pushed business organizations to continually seek ways to adapt an innovation, business coaching offers a tailored approach to address specific challenges, capitalize on opportunities, and unlock the potential of individuals and teams within an organization (Mendo et al., 2023). By aligning clear objectives with action plans, business coaching can drive performance improvements and contribute to the overall success of organizations. For these reasons, business coaching has become more popular among business trainers and regulators in charge of elevating MSMEs (Ryandono et al., 2019). Despite the potential of business coaching to improve organizational performance, there is limited empirical evidence on the specific impacts of GROW-based coaching models on food businesses in Indonesia. The research addresses this gap by evaluating the effectiveness of coaching interventions in improving product development, managerial practices, and legal compliance among food MSMEs.

According to the goal-setting theory, this article presents an empirical study about the impacts of GROW-based business coaching on Indonesian food MSMEs. The information was provided by participants in a coaching program held by the Indonesian Ministry of Industry's Food Directorate. This study emphasizes the importance of simultaneous legal, technological, and managerial coaching to yield optimum outcomes. The novelty of this research lies in its focus on the application of the GROW coaching model specifically within the Indonesian food industry. Previous studies on GROW-based coaching have largely focused on general business performance and leadership development across various sectors. This research, however, provides a detailed examination of how the GROW model can be tailored to address the unique challenges faced by food MSMEs, particularly in integrating technological, managerial, and legal

improvements. Furthermore, the study contributes new insights into how these aspects interact to drive business growth and performance in a sector-specific context.

Literature Review

Business Coaching and Goal-setting Theory

Goal-setting theory posits that specific and challenging goals can enhance motivation and performance (Locke & Latham, 2015). Business coaching may facilitate the matching up of clear objectives and related action plans, thereby driving business performance, through employee productivity, leadership effectiveness, and organizational culture (Zakik et al., 2022). Business coaching improves employees' skills, clarifies their roles and responsibilities, and cultivates a growth-focused mindset (A. Atkinson et al., 2021). Coaching helps employees understand the organization's mission, vision, and values, leading to a sense of ownership of the organization's goals (Mafruchati et al., 2024). As a result, organizations experience higher employee engagement, retention, and adaptability (Wardhana, 2021).

This research follows the GROW model of the coaching method (Whitmore, 2017). This model provides a systematic approach for coaches to guide individuals in setting goals, assessing their current realities, exploring various options, and determining the will to act towards achieving their objectives (Herianingrum et al., 2024). The GROW model has been identified as a proven performance coaching instrument to address organizational performance issues in various fields (Herd, 2015), such as in healthcare and education (Fauziana et al., 2022). However, there is a gap in the academic literature about implementing the GROW coaching model in the food industry.

Indonesia Food Innovation (IFI)

The IFI program is an initiative to foster innovation and enhance Indonesian food MSMEs' competitiveness. It is designed to support food MSMEs by providing mentorship, training, and resources to improve product quality and market access. The program typically focuses on capacity building, business development, and innovation within the food sector, helping participants to scale up their businesses, adapt to market demands, and promote sustainable practices (Ghifara et al., 2022).

IFI participants are limited to only forty food MSME owners, with only a dozen passing the coaching stage each year (see <https://ifi.kemenperin.go.id/>). There are two product categories in IFI, i.e., intermediate and end food products (ready-to-eat or ready-to-cook foods). The intermediate products are raw and semi-finished materials ready to be processed into end food products. Normally, the intermediate products are sold on a B-to-B basis, while the end food products are sold on a B-to-C basis (Yudha et al., 2024).

The IFI program consists of three stages, i.e., the curation stage, lecturing (one month), and coaching (six months). The curation process began with selecting applicants who met the administrative criteria and then curating their innovation and business potential. Usually, only hundreds out of two thousand applicants fulfil the minimum administrative criteria, i.e., Indonesian, already has a business license (NIB) for 2-5 years, having at least one type of distribution permit (e.g., PIRT or MD), has annual revenue at least IDR 300 million. Applicants who meet the administrative minimum criteria have their innovation level curated. The registered product should at least provide increased benefits (e.g., healthier, more hygienic) or be produced better (e.g., more energy or time-efficient, more environmentally friendly) to pass this curation stage. The products that passed the innovation curation were assessed for their business opportunity, i.e., marketable (desirable), able to be produced in large quantities continuously (feasible), and profitable. On top of these selection criteria, the business owner's character was the most important aspect.

Thus, interviews were conducted to get to know their character. Then, the forty selected applicants were called IFI participants, and entitled to business lectures from reputable academicians and food industry practitioners (Sidaoui et al., 2022).

The lectures taught online contained practical knowledge about innovative food business creation, improvement, and scale-up. The innovative food business creation syllabus included material about the ecosystem, strategy, technology, innovation in the innovative food business and new food product development. The innovative food business creation syllabus included material about financial management, operation management, quality management, marketing management, branding management, and food safety regulation. The innovative food business scale-up syllabus included material about innovative food business process improvement, advanced food processing, food technology 4.0, and export-import regulation. All this knowledge was presented interactively for around 80 hours. At the end of the lecturing stage, the IFI participants were assessed on the extent to knowledge taught was implemented in business improvement planning. The best twenty participants had an opportunity to get business coaching for six months.

First, all qualified participants presented their future business acceleration plans and how the business knowledge acquired from IFI lecturing may affect their approach to overcoming any possible obstacles. After the participants and the IFI committee agreed on the specific coaching interventions, one or two coaches were assigned for each participant regarding the participant's coaching needs. Relying on the Goal-setting theory and the GROW coaching model, the coaching interventions encouraged the participants to set clear goals according to their current circumstances, and then the coaches guided the participants in arranging possible activities to achieve the goals (Haneef et al., 2015).

The first coaching session focused on setting the financial and non-financial targets for the next six months. Business valuation and revenue were used to set the financial targets, while the non-financial targets were related to technological, managerial, and legal aspects. The technological elements included finding superior recipes, installing cutting-edge food processing machines, or renovating production houses. The managerial-related targets included finding a better marketing and branding strategy, implementing more effective and efficient production procedures, human resource standard operation procedures, or better financial administering. Importantly, the participants likely also set legally related targets, such as getting a distribution permit and a Halal and HACCP certificate (Santoso & Kusuma, 2023). Within a month after the first coaching session, each coach visited their coach's production house to understand the challenges and opportunities faced. Monthly sessions continued until each participant completed five coaching sessions. In the final stage, participants presented their business improvements, and the IFI committee evaluated results by comparing business performance before and after coaching, focusing on gaps between targets and outcomes.

The Roles of Technological, Managerial, and Legal Aspects of Food Business Performance

The integration of innovative technologies in production processes, such as formulating superior recipes (Wardhana & Ratnasari, 2022), installing cutting-edge food processing machines (Gunawan, 2023), renovating production facilities can improve product quality, process efficiency, market competitiveness, and command higher prices. Further, the interplay between marketing and branding strategies, the use of digital marketing platforms, efficient production procedures, robust human resource management, and sound financial administration created a comprehensive framework for improving the financial performance of food businesses (Febriyanti et al., 2022).

Regulatory compliance, certification, and permits significantly enhance food business performance by ensuring adherence to safety standards, improving consumer trust, and facilitating market access. The implementation of food safety certifications, such as Halal, Hazard Analysis Critical Control Point (HACCP), and other international food safety management systems, has substantial benefits for food businesses. Compliance with food safety regulations can lead to operational efficiencies, such as by risk-reducing foodborne illnesses and associated costs (Brown et al., 2014). For these reasons, the IFI coaching program focused on improving these three areas.

Methodology

This study employed an experiment method using a comparative of pre- and post-activities. This qualitative method is commonly used to evaluate the effectiveness of various interventions across different fields, including healthcare, education, and community programs. This analysis typically involves measuring specific outcomes before and after an intervention to determine its impact (Putri et al., 2023).

Relying on convenience sampling, this study analyses the impacts of GROW model coaching on the business performance of 11 IFI participants from the first batch (class of 2020) and 13 from the second batch (class of 2021) who have qualified to participate in the IFI coaching program. The GROW model, a systematic coaching approach, has been identified as effective for addressing organizational performance issues across diverse fields (Herd, 2015; Kamarudin et al., 2020). This model provides a structured approach for coaches to guide individuals in goal setting, reality assessment, option exploration, and action determination to achieve objectives, making it a valuable framework for coaching activities (Wijayanti & Ryandono, 2020). IFI may represent capacity-building programs for small and medium enterprises (SMEs) through long-term coaching (e.g., 6 months). The results of this research may provide insight into similar business coaching programs initiated by the Indonesian government.

Following the GROW model, this research calculated the difference between targets and the reality of the coaching impacts. The business valuation and revenue were determined as financial indicators of the coaching impacts. Besides financial aspects, this research also measures non-financial impact that relates to technological, legal, and managerial improvement. The use of non-financial aspects is not uncommon (Cupertino et al., 2023).

This research used information from the tracery study carried out by the IFI committee along with the author to analyze the impacts of the IFI coaching program. The participants were asked three open questions i.e.:

- How much is the participant's revenue and business valuation before participating in the IFI program?
- How much is the participant's revenue and business valuation after participating in the coaching program?
- What are the outcomes of a coaching program related to technological, managerial, or legal aspects?

Due to the researcher's limited resources in doing interviews, the questionnaire was created using Google Forms and emailed to all selected 24 participants of the IFI coaching program. We got 10 and 8 responses from the first (IFI program class of 2020) and second (IFI program class of 2021) batches. We anonymized the participants to protect their privacy. Instead, we put a code, such as 1-x is a 1st batch participant, and described their business nature shortly. Most participants were operating as micro-enterprises when joining. Only one participant from 1st batch (1-10) and three participants from 2nd batch (2-4, 2-5, and 2-8) were considered small enterprises (Indonesia, 2021) when joining the IFI program. This study compared the participants' business performance before vs. after the coaching intervention.

Results

The coaching program significantly impacted the business performance of SME innovative food businesses, as evidenced by the substantial increase in annual sales and business value post-coaching. Table 1 presents a comprehensive overview of the coaching outcomes, showcasing the coaching outcomes and changes in participants' business performance before and after coaching sessions. After coaching, most participants' annual sales and business value significantly increased to 2.25 and 3.02 times on average. Five participants, i.e., 1-1, 1-4, 1-5, 2-1, and 2-7, were scaled-up from micro to small enterprises. Yet, there was a participant (code 2-5), producing seasoning powder for snack products, whose sales value fell 28%, and a participant (code 2-3), producing mozzarella from fresh whole milk, whose sales remained the same compared to before joining IFI. Both participants' (code 2-5 and 2-3) business valuations also remained the same compared to before joining IFI. On the other hand, the sales of participants 1-2, 1-6, 2-1, and 2-8 increased significantly to more than three times.

Most participants benefited from all coaching aspects, including legal, technological, and managerial aspects. Only participants 1-7, 2-1, and 2-5 were not exposed to the technological aspect, while participants 1-8 were not exposed to the managerial aspect, and participant 1-3 was only exposed to the managerial aspect. According to the legal aspects, most participants seemed to utilize the coaching program to help them obtain a HACCP certificate (9 participants) and distribution permit from the Indonesian Agency of Drug and Food (BPOM) (5 participants) as well as upgrade their business status to a limited company (PT) (5 participants). In terms of technological aspects, this IFI coaching program helped participants use the fitted technology to optimize and streamline the production process (7 participants) and increase product shelf life (4 participants). Finally, most participants got benefits from managerial aspects coaching, mostly on marketing, branding, and sales (8 participants), finance (5 participants), and organizational culture and human resources development (4 participants).

Table 1 Coaching Outcomes

Code	Company and products short description	Annual sales (IDR million)		Business valuation (IDR Mio)		Coaching Outcomes		
		Before IFI	After coaching	Before IFI	After coaching	Legal aspects	Technological aspects	Managerial aspects
1-1	A food manufacturer producing healthy snacks for children with preservative and chemical-free	1,700	5,000	5,000	25,000	Comprehensive HACCP implementation	Technology utilization for finished goods inventory	Implementation of a reward and punishment system to enforce company culture
1-2	A honey-based superfood manufacturer producing a mixture of forest honey with lemon, red ginger, and cinnamon	400	1,500	600	8,000	<ol style="list-style-type: none"> 1. Becoming a limited company 2. Acquiring a distribution permit from Indonesian Agency of Drug and Food Control (BPOM) 3. Acquiring Halal permit 4. Acquiring a patent 	<ol style="list-style-type: none"> 1. A machine produces mixed honey (with lemon and spices) with a shelf life of 1 year at room temperature 2. Development of beekeeping with South Korean collaboration technology 	The use of financial software
1-3	A food manufacturer producing gluten-free flour made from a mixture of rice flour, mocha flour, sago flour, and cornstarch	111	277	903	870			Clarified product positioning and brand keywords for a marketing campaign

Code	Company and products short description	Annual sales (IDR million)		Business valuation (IDR Mio)		Coaching Outcomes		
		Before IFI	After coaching	Before IFI	After coaching	Legal aspects	Technological aspects	Managerial aspects
1-4	A startup company producing processed mushroom and plant-based food products with flavour-enhancer-free	1,200	2,500	3,500	9,000	Finishing registration for CPPOB (good, processed food production methods) certification	Getting technological access to F0 (sufficient heat for commercial sterilization processes) test	Market expansion, especially penetration in several Indonesian cities
1-5	An Indonesian artisan honey manufacturer that used single-origin bees on organic plantations	1,500	2,500	10,000	20,000	1.HACCP (Hazard Analysis and Critical Control Points) certificate 2.Distribution permit from Indonesian Agency of Drug and Food Control (BPOM)	Having additional machines for production efficiency	Distribution and packaging development
1-6	A company producing various herbal syrups taken from Indonesian spice, rhizome, and herb farming products	300	420		800	Business legal status turns to Limited Company (PT)	Improvement of production methods	Rebranding the products and creating a new tagline
1-7	Producer of bottled pure young coconut water	245	365	926	1,200	1.Distribution permit from BPOM 2.Halal certificate		1. Sales growth 2. Neater bookkeeping and finances
1-8	Producer of dehydrated fruits, vegetables, and spices with No. additives,	180	576	360	1,296	HACCP certificate	Preparation for IoT & Integrated Manufacturing System	

Code	Company and products short description	Annual sales (IDR million)		Business valuation (IDR Mio)		Coaching Outcomes		
		Before IFI	After coaching	Before IFI	After coaching	Legal aspects	Technological aspects	Managerial aspects
	preservatives, coloring, added flavoring							
1-9	Producer of ready-to-eat wet rendang in package	221	268	201		1.HACCP certificate 2.Distribution permit from BPOM	1. The use of a retort machine for product sterilization 2. Extended product shelf life to two years at room temperature 3. Improved efficiency and effectiveness of the production process	1. The use of journal software for accounting management 2. Export to USA, Australia, Germany, Swiss
1-10	Producer of frozen fruits and vegetables	2,500	3,500		2,000	The understanding of regulatory food safety factors	The use of software to create delivery orders, invoices and financial records	Job description realignment
2-1	A company operating in the cake and bread industry. Its best-seller is <i>kemojo</i> , a traditional Riau muffin	1,029	3,427	5,145	17,135	Business legal status turned from Commanditaire Vennotschaap (CV) to Limited Company (PT)		1. Additional cash from 14% stake offering via URUN fundraiser 2. Expanded market by opening new branches
2-2	Produces gluten-free pasta	360	550	600	1,800	1.Business legal status turns to Limited Company (PT) 2.Halal certification 3.HACCP certification in	Increased knowledge about food production and preservation technology	1. Expanded distribution channel 2. Increased revenue 3. Increased business

Code	Company and products short description	Annual sales (IDR million)		Business valuation (IDR Mio)		Coaching Outcomes		
		Before IFI	After coaching	Before IFI	After coaching	Legal aspects	Technological aspects	Managerial aspects
						progress		valuation
								4. Organisation Development
2-3	A producer of high-tasting mozzarella pasta, pizza, and sticks from fresh whole-milk	1,700	1,750	2,500	2,500	1.HACCP certification 2.SNI (Indonesian National Standard) certification	Weighing automation	Creating Edu tourism Mozzarella-based new product development
2-4	F&B company produces frozen duck with seasoning and chili sauce	2,176	4,801	1,500	3,200	1. HACCP certification for seasoning chilli sauce 2. Surveillant ISO 22000:2018 certification 3. NKV (animal products safety) certification	A better cooking and cooling process for duck and chicken products	Accurate COGS calculation for each product range
2-5	A company producing seasoning powder for snack products	5,000	3,600	650	650	HACCP certification		1. A better organisational structure 2. A better digital marketing content
2-6	A chocolate company with ethical sourcing and environmental impact of its business practices	500	750		2,500	BPOM certification process	A better product taste due to formula improvements	1. Brand refreshment and logo change 2. A better packaging 3. Sharpening of

Code	Company and products short description	Annual sales (IDR million)		Business valuation (IDR Mio)		Coaching Outcomes		
		Before IFI	After coaching	Before IFI	After coaching	Legal aspects	Technological aspects	Managerial aspects
2-7	An Indonesian social enterprise that produces and sells coconut products , e.g. VCO (virgin coconut oil)	1,200	3,000	-	7,000	Business legal status turns to Limited Company (PT)	Production optimization due to the use of fit technology	Production and inventory management
2-8	Frozen food products (e.g., fruits, vegetables, cassava, fish) exporter	2,000	12,000		60,000	HACCP certification	Installing new machines to improve productivity significantly	Have used a 3rd party to issue taxation and financial statements

business value

Source: Data Processed (2024)

Discussion

Based on the result above, it can be inferred that the legal, technological, and managerial aspects of coaching are interconnected in helping the participant's business growth. Intermediate technology, such as food retort machines, is required to improve product quality, especially in enhancing product self-life. Further, the participants must sell their products in sufficient quantities to achieve significant business growth. For this reason, the products must be sold in a large area and even exported. Without sufficient self-life, the products cannot reach a wider market in remote areas of Indonesia, let alone export markets. Additionally, a distribution permit from the Indonesian authority (BPOM) is compulsory to distribute the food products massively, and international certification, such as HACCP, is required to fulfil export regulations. In addition, business legal status, such as being a limited company (PT), is frequently a requirement for participating in Indonesian government spending tenders.

When a product is qualified to be widely circulated in large quantities, the margin must be high to cover distribution and marketing costs (Iman et al., 2022). Thus, an efficient production process is required to achieve an economy of scale with consistent quality (Yudha et al., 2024). This process needs more sophisticated intermediate technology solutions, such as an automatic tilting kettle and liquid nitrogen freezer, as well as production process management. Managerial aspects are needed more than just solving production issues. When production capacity significantly increases, solid marketing management (planning, activities, monitoring and evaluation) must be implemented to maintain sales value (Ryandono et al., 2019). Otherwise, the company will suffer due to an excessive inventory.

Further, daily business activities cannot solely depend on the owner when the business grows and elevates from a micro-enterprise to a small or medium enterprise. Additional employees and a management team become necessary. Therefore, implementing human resource management is inevitable (Juliansyah et al., 2021). Another consequence of being scaled up is the emergence of various operational costs for labor, rent, depreciation, utilities, and others. These expenses are not recognized when the business is small, as such costs are typically absorbed into the owner's expenses (Giorgi, 2022). For instance, owners likely have not calculated their salary yet. Accounting and financial management must be implemented to maintain a positive cash flow and to acquire sufficient net profit and growing assets (Qosim et al., 2023). Thus, the participant must have a well-recorded periodic financial report.

Overall, the results presented in this article are in line with the Goal-setting theory in these ways. First, the coaching interventions start with setting clear and specific goals to be achieved. This aligns with the core of Goal-setting theory, which posits that specific and challenging goals lead to higher performance. The participants were guided to set specific targets, such as improving technological aspects, enhancing managerial practices, or securing legal certifications. These specific goals motivated the participants to achieve tangible outcomes, like increased sales, better business valuation, and obtaining certifications such as HACCP or BPOM distribution permits. Second, the theory suggests that when individuals are committed to achieving set goals, their performance is likely to improve (Gehring & Kirkpatrick, 2020). In this study, the participants who set clear and challenging goals during the coaching sessions saw substantial increases in their annual sales and business valuations, demonstrating the effectiveness of goal-oriented coaching in enhancing performance. Third, this approach was in line with the procedural aspects of Goal-setting theory, which emphasizes the importance of setting goals and having a plan to achieve those goals. Participants who engaged with this structured coaching process were able to implement changes that led to improved business outcomes (Ghifara et al., 2022).

However, there are exceptions where certain participants did not observe improvements in sales value or business valuation after coaching. The varying outcomes among participants suggest that the effectiveness of coaching may depend on factors such as the nature of the business, the specific challenges faced, and the receptiveness of the business owner to coaching interventions. For instance, the business nature of participants 2-5 was very much influenced by the pandemic. Its customers were hawkers who sold snacks with sprinkles in elementary schools. During the period of physical distancing in Indonesia, which was strictly enforced from 2020 to 2021, all schools were closed, so most customers went bankrupt. When physical restrictions were eased in 2022, only 20% of its B-to-B customers (the hawkers) could recover.

Accordingly, selling online changes the target customers from B-to-B to end users (B to C). Then, the coaching focused on developing online marketing strategies and activities. Although the impact of online marketing activities has been considerable, it has not been able to compensate for the reduction in onsite sales. On the other hand, Participant 2-8 increased their sales value by six times due to their ability to handle unexpected demand for frozen fruits and vegetables from a multinational mining company operated in Indonesia and frozen fish from customers in South America. These rare opportunities were quickly responded to by installing a liquid nitrogen freezer to increase production capacity and get a HACCP certificate massively. Its product ranges are now expanded from frozen cassava to frozen vegetables, fruit, and fish. In this case, the ability to capture opportunities is inseparable from the participant's educational background and expertise in food technology. The participants near future challenge is managing growth, closely related to human resource management.

Overall, this study offers some insightful findings. First, the successful implementation of the IFI coaching program underscores the value of aligning coaching strategies with established conceptual frameworks like the Goal-setting theory and the GROW model to optimize participants' business performance specifically and achieve sustainable growth in SME innovative food businesses broadly (Sidaoui et al., 2022). The GROW (Goals, Reality, Options, Will) model provides a structured approach for coaches to assist individuals in setting clear objectives, evaluating their current situation, exploring alternative courses of action, and fostering the determination to achieve their goals. Second, the impact of coaching on business performance can differ depending on the business type, challenges encountered, and the owner's receptiveness to coaching (Wardhana, 2022). While coaching schemes encompassing legal, technological, and management aspects have generally proven successful in enhancing business performance, individual outcomes may differ, highlighting the need for tailored approaches based on business context.

Conclusion

The study highlights the interconnectedness of legal, technological, and managerial aspects in fostering business growth through coaching. The coaching program's effectiveness, using the Goal-setting theory and GROW model, varies by participant due to business type and external factors. Successful cases show substantial growth by adapting to new opportunities, while others struggled with limited improvements. The study underscores the need for tailored coaching approaches and further research on long-term impacts and diverse Micro Small Medium Enterprises (MSMEs) contexts. This study contributes to the literature by understanding how the GROW model and Goal-setting theory can be applied in coaching practices to drive organisational success, particularly in the context of Indonesian MSMEs. Specifically, this study enhances the understanding of the "options" factor in the GROW model by showing how the interaction among legal, technological, and managerial aspects is essential in scaling up food MSMEs.

While the study provides valuable insights into the impacts of coaching on MSME innovative food business performance and proposed practical implications and conceptual contributions, these potential limitations should be considered to ensure a comprehensive understanding of the findings and their implications. First, the study's generalizability may be limited by its exclusive focus on a particular sector, such as Indonesian SME innovative food businesses. Future research could investigate different industries if the results are expected applicable beyond the specific context of Indonesian food MSMEs. Second, as the study only focuses on specific coaching aspects, it may overlook other potential areas for improvement. Future research could investigate other areas that might impact business performance, such as marketing strategies, supply chain management, or digital transformation. Third, the study's effectiveness in capturing a diverse range of MSMEs and coaching interventions may be limited by the sample size or homogeneity of the businesses studied. Future studies could involve a more varied MSME population to generalize the applicability of the findings. Fourth, this study may not capture the coaching long-term effects on business performance. A more extended observation period is required to assess the impact of coaching interventions. Fifth, the self-reported data in this study to evaluate the effects of coaching may lead to biases in the findings. Objective and standardized evaluation methods may be necessary to enhance the robustness of the findings. Finally, future research should also account for external factors or market conditions that might independently influence MSME performance, separate from coaching interventions. This would allow for a more accurate attribution of performance changes to the coaching received.

In addition, this study provides suggestions for Indonesian food business owners and policymakers, as follows. The food business owners should adopt appropriate technological solutions to gain scalability, leading to larger market demands. The business also should comply with all necessary legal requirements to expand the market reach. Finally, the business activity should improve financial management practices to sustain business growth and ensure long-term profitability.

The government should continuously support and expand programs like the IFI, ensuring that such initiatives are tailored to meet the specific needs of different industries within the MSME sector. The government also requires offering tax incentives for MSMEs to adopt new technologies, including funding for purchasing advanced equipment. Importantly, streamlining regulatory processes can encourage more businesses to comply and grow. For instance, simplifying the process of obtaining necessary permits and certifications, such as HACCP and Halal certifications, and providing legal support and advisory services to help MSMEs navigate business registration, intellectual property rights, and export regulations. Finally, the government should have systems to monitor and evaluate the long-term impact of coaching programs. This will help in refining future programs to ensure sustainable benefits to MSMEs.

Author's Contribution

The lone author has contributed to all aspects of the final manuscript.

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Declaration of Competing Interest

The authors declare that they have no competing interests

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