

COMPLETION REPORT

Japanese enterprises role on SMEs development in Indonesia: Inside the flying fish roe export and import

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After conducting a research within a particular period, this study then completed with some major findings that are aimed to primarily contribute into the growing body of the knowledge. As the main objective of this study is the role of foreign enterprises, represented by Kanetoku Corporation and Kanematsu Corporation in this study, on the development of Indonesian SMEs, the findings of this study are both methodologically and theoretically supported.

First of all, this study uncovers that the innovation strategy, which undertook by both Japanese enterprises during their market expansion in Indonesia, offers the improvement on local SMEs' performances especially those specialized in *Tobiko*. For instance, the improvement on the *Tobiko*'s process and product of SMEs provides a more quantity and a better quality of *Tobiko*. Besides, the improvement is not only on both abovementioned, but also takes on the position and paradigm of SMEs.

Second of all, this study discovers that such innovation strategy later motivates SMEs to implement the learning process due to several reasons. The most important reason is the increasing request of *Tobiko* quantity and the rising need of better quality by global markets. Respect with such vital requirements especially the former one, this study finds that the local SMEs then encouraged to expose a mostly impossible new flying fish roe's harvesting spot outside the Sulawesi Island in order to meet the minimum quantity requirement every year. In addition, according to this study's outcomes, local SMEs also encouraged to reveal a new harvesting spot of *Tobiko* due to Sulawesi Island was the only *Tobiko* harvesting spot in Indonesia and only once a year the harvesting season available.

Finally, this study also discovers that during the positive improvement of SMEs' process, product, position, and paradigm, both Japanese firms together provide some training or education for local SMEs such as new tools application training (plastic robe, packaging, Telex machine, and so on). To this knowledge, this resulting the existence of the transfer knowledge activity between both Kanematsu and Kanetoku Corporation and SMEs including managers, fishermen, as well as administration officers. Accordingly, this study confirms that the moderating effect of knowledge transfer, which is constructed in the research framework, between the role of Kanetoku Corporation and Kanematsu Corporation on Indonesian SMEs' development is theoretically confirmed.

In sum, this study conclusively confirms that through the application of innovation and knowledge transfer activity, there is a crucial role played by Kanetoku Corporation and Kanematsu Corporation on the development of SMEs in Indonesia. Their roles are not only participating on the development of South Sulawesi SMEs, including (1) internationalization process; (2) knowledge; and (3) wealth, but also (4) the contribution on the remarkable discovery of a new harvesting spot of *Tobiko* outside the South Sulawesi.

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