
Business Innovation as the Key to Sustainability and Competitiveness at the PT Yamaha Music Manufacturing Asia Cooperative

Santi Rimadias

Management Study Program, Faculty of Economics, STIE Indonesia Banking School, Jakarta, Indonesia

✉ Author Correspondence Email's: santi.rimadias@ibs.ac.id

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ABSTRACT

Cooperatives face various challenges in maintaining sustainability and competitiveness due to technological developments, changing member needs, and increasing business competition. These conditions require cooperatives to be able to develop business innovation as a strategy to improve service quality and added value for members. This community service activity was packaged in the form of training, aimed at increasing the understanding of the management and members of the PT Yamaha Music Manufacturing Asia Cooperative regarding the concept of business innovation and encouraging their ability to identify and design innovations that suit the needs of the cooperative. The activity was carried out on November 15, 2025, through a participatory approach that combined lectures, interactive discussions, case studies, group simulations, reflections, and question-and-answer sessions. Evaluation was carried out through observations of participant participation, discussion results, and innovation ideas generated during the activity. The results of the community service showed an increase in participants' understanding of the concept of business innovation, the difference between invention and innovation, and various forms of innovation that can be applied to cooperatives. Participants were also able to identify factors that drive and hinder innovation and formulate various realistic innovative ideas, such as digitizing member services, developing cooperative products, and utilizing social media as a marketing tool. This activity had a positive impact on increasing knowledge, changing attitudes that are more open to innovation, and the ability of participants to develop alternative solutions for cooperative development. Therefore, business innovation training needs to be continued through mentoring

programs so that the innovative ideas that have been formulated can be implemented sustainably.

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INTRODUCTION

Cooperatives play a vital role in supporting the Indonesian economy by improving the welfare of their members and driving economic growth. However, rapid technological advances, changing consumer preferences, and increasingly fierce business competition have created significant challenges for cooperatives in maintaining their sustainability and competitiveness (Billiet et al., 2021). Many cooperatives continue to experience declining member participation, limited business diversification, conventional management practices, and inadequate utilization of digital technology (Mujiyanti, 2023). This condition reduces their ability to create value for members and compete with more innovative business organizations.

Business innovation has become a key factor determining organizational sustainability (Adriansyah & Rimadias, 2023). Innovation is no longer limited to creating new products but also encompasses improving business processes, marketing approaches, service delivery, and business models that generate added value for stakeholders (Regi et al., 2023; Rimadias, 2019). Organizations that continuously innovate tend to adapt more effectively to environmental changes (Pamekas et al., 2019), improve operational efficiency, strengthen customer relationships (Angelo et al., 2020), and achieve sustainable competitive advantage (Krisdiyani & Rimadias, 2023). Conversely, organizations that fail to innovate are more vulnerable to losing market relevance (Hu et al., 2024).

Although innovation is widely discussed in large corporations and startups, many cooperatives still perceive innovation as expensive, complex, and only achievable through advanced technology (Rimadias, 2024; Vivona et al., 2023). In reality, innovation can begin with simple improvements based on member needs, operational issues, and opportunities in the surrounding business environment (Pandey et al., 2022). Therefore, strengthening innovation capabilities among cooperative managers and members is crucial to fostering a more adaptive organizational culture and improving cooperative performance.

The PT Yamaha Music Manufacturing Asia Cooperative also faces the need to continuously improve its organizational capacity to respond to changes in the business environment. As an employee cooperative, it is expected to not only provide financial and commercial services to its members but also to continue to develop innovative programs that enhance member satisfaction and organizational sustainability. Initial discussions with the cooperative's management indicated the need for practical knowledge regarding the concept of business innovation, innovation strategies, and their implementation within a cooperative context.

To address this challenge, a training program themed "Business Innovation: The Key to Sustainability and Competitiveness in Cooperatives" for the management and members of the PT Yamaha Music Manufacturing Asia Cooperative was implemented through lectures, interactive discussions, case studies, and group simulations. This training program introduced participants to the basic concepts of business innovation, the various types of innovation applicable to

cooperatives, the factors that encourage and hinder innovation, and provided practical exercises in developing innovative ideas that could be implemented within their own cooperatives.

The objectives of this training activity were to (1) enhance participants' understanding of the concept of business innovation and its relevance to cooperative development; (2) enhance participants' ability to identify opportunities for product, process, marketing, and business model innovation; and (3) enhance participants' ability to identify opportunities for product, process, marketing, and business model innovation. (3) encourage participants to analyze the challenges faced by their cooperatives and formulate practical innovation strategies; and (4) foster an innovation-oriented mindset that supports the long-term sustainability and competitiveness of cooperatives.

METHOD

This activity was conducted in the form of participatory training and mentoring for the management and members of the PT Yamaha Music Manufacturing Asia Cooperative. The goal was to increase understanding of the importance of business innovation as a strategy to increase competitiveness and organizational aspirations. The target group was the management and members of the PT Yamaha Music Manufacturing Asia Cooperative who participated in the face-to-face training.

The implementation method used a participatory approach that combined material delivery, interactive discussions, case studies, group simulations, reflection, and a question-and-answer session. This approach was chosen so that participants not only gained conceptual knowledge but also were able to identify problems faced by cooperatives and formulate alternative innovative solutions that could be applied to their organizations.

The implementation of activities is carried out through several stages as follows:

1. Presentation (Lecture)

The initial stage involved presenting material on the basic concepts of business innovation. The material covered the definition of innovation, the difference between invention and innovation, the importance of innovation in improving organizational well-being and competitiveness, and the impact of undermining innovation on business sustainability. To facilitate participants' understanding, the presenter used various illustrations and examples of companies that have successfully and unsuccessfully adapted to changes in the business environment.

Next, participants were introduced to various forms of business innovation, including product innovation, process innovation, marketing innovation, and business model innovation. Each type of innovation was explained through real-world examples from various companies to provide participants with an overview of the implementation of innovation in the business world. At this stage, the presenter also presented each form of innovation and its application opportunities

in various types of cooperatives, such as savings and loan cooperatives, consumer cooperatives, agricultural cooperatives, and employee cooperatives.

2. Interactive Discussion

After gaining a conceptual understanding, participants participated in an interactive discussion to identify factors that encourage and hinder innovation in cooperatives. The driving factors discussed included the development of digital technology, changing consumer needs, increasing business competition, and the importance of an organizational culture that supports creativity. Meanwhile, barriers to innovation discussed included limited resources, resistance to change, lack of management support, and fear of risk-related failure. During this discussion, participants were asked to reflect on the real-world conditions of their respective cooperatives.

3. Case Studies

To strengthen participants' understanding, the activity continued with a discussion of several case studies of companies that have successfully implemented business innovation, such as Kopi Kenangan, Gojek, Asinan Niekting, and Nescafé's marketing campaign, The Hello Bench. These case studies served as learning tools to demonstrate that innovation can be applied to products, processes, services, marketing, and business models, including in small organizations like cooperatives.

4. Group Simulation

The next stage was a group simulation aimed at developing participants' ability to apply innovation concepts to the cooperative context. Participants were divided into groups and asked to choose a type of cooperative for discussion. Each group identified a real-life problem and then designed an innovative solution, considering target users, required resources, potential risks and mitigation strategies, and the expected benefits for the cooperative and its members. The results of the discussion were then presented to all participants for input and improvement.

5. Reflection and Evaluation

At the end of the activity, a reflection session was held to summarize the material learned, assess participants' understanding, and explore follow-up plans that could be implemented in their respective cooperatives. In addition, an open question-and-answer session was held throughout the entire series of activities so that participants could discuss various problems and experiences related to business innovation in cooperative management.

The success of the activity was evaluated qualitatively through observations of participant participation levels during discussions, their ability to identify cooperative weaknesses, and the quality of innovative ideas generated during group simulations. The evaluation results were used as a basis for assessing improvements in understanding and the potential for implementing business innovations within cooperatives.

RESULT

The community service activity themed "Business Innovation: The Key to Sustainability and Competitiveness in Cooperatives" was held on Saturday, November 15, 2025, at the PT Yamaha Music Manufacturing Asia Building, MM2100, West Cikarang, Bekasi. The activity was guided by Santi Rimadias, targeting cooperative administrators and members. The entire series of activities took place interactively through material delivery, discussions, case studies, group simulations, and reflection sessions.



Figure 1. Presentation of material by the resource person

This activity demonstrated that the training approach improved participants' understanding of the concept of business innovation and its application to cooperative management. This improved understanding was evident in participants' ability to differentiate between invention and innovation and identify various forms of innovation they had previously been unaware of in cooperative activities.



Figure 2. Participants in the PT Yamaha Music Manufacturing Asia Cooperative training

These findings align with (Damschroder et al., 2022) assertion that innovation is an idea, practice, or object perceived as new by individuals and organizations. Therefore, innovation is not always synonymous with radical technological discoveries; it can also involve improvements to products, processes, or services that provide added value to users. This understanding is crucial because many organizations still perceive innovation as requiring significant investment, making them reluctant to make changes.

In addition to enhancing conceptual understanding, this activity also encouraged participants to identify various innovation opportunities relevant to the needs of cooperatives. Most participants proposed digitizing member services, developing more flexible savings and loan products, and utilizing social media as a communication and marketing tool. This demonstrates that training participants were able to connect the concept of innovation to real-world problems facing their organizations.

Participants' ability to identify these innovation opportunities aligns with the concept of innovation proposed by (Stahl, 2002), who explains that innovation can take the form of product innovation, process innovation, marketing innovation, and organizational innovation. These four forms of innovation do not have to be implemented separately but can complement each other to improve organizational performance. In the context of cooperatives, digitalization of services and the development of new business models are forms of innovation that have the potential to improve service quality while strengthening the relationship between cooperatives and their members.

Discussions during the activity also revealed that participants recognized the importance of innovation in response to changes in the business environment. Developments in digital technology, increased business competition, and changing member needs are key factors driving cooperatives to adapt. Conversely, limited human resources, an organizational culture that still maintains conventional work methods, and concerns about the risk of failure are key barriers to the innovation process.

These findings support the opinion (Hillmann & Guenther, 2021), namely that organizations that are able to survive are not only those with the greatest resources, but also those that are able to recognize environmental changes, capitalize on opportunities, and transform their resources into competitive advantages. In the context of cooperatives, this capability can be realized through increasing the capacity of management, utilizing digital technology, and establishing an organizational culture that supports continuous learning and innovation.

The implementation of group simulations provides participants with the opportunity to apply learned concepts to real-world problem-solving. The various innovation ideas generated, such as the development of information services based on instant messaging applications, thematic loan products, promotions through social media, and collaboration with local suppliers, demonstrate that participants are able to translate innovation concepts into realistic action plans that are appropriate to the conditions of the cooperative.



Figure 3. Group Simulation

These results indicate that the use of participatory learning methods provides a more effective learning experience than one-way delivery. According to (Chuang, 2021), adult learning will be more meaningful when participants are actively involved in the process of identifying problems, discussing them, and developing solutions based on their own experiences. Therefore, a combination of lectures, case studies, discussions, and group simulations is an appropriate approach to improving participants' competency in designing business innovations.



Figure 4. Resource person with PT Yamaha Music Manufacturing Asia Cooperative training participants

Overall, this community service activity had a positive impact on three main aspects:

increased knowledge, changed attitudes, and strengthened skills. From a knowledge perspective, participants gained a more comprehensive understanding of the concept of business innovation. From an attitude perspective, participants became more open to change and realized that innovation can start with simple steps. Meanwhile, from a skills perspective, participants were able to identify organizational problems and design innovative alternative solutions that can serve as the basis for developing cooperative work programs.

CONCLUSION

This community service training program successfully enhanced the capacity of the management and members of the PT Yamaha Music Manufacturing Asia Cooperative to understand and apply the concept of business innovation to cooperative management. Through a participatory learning approach combining lectures, discussions, case studies, group simulations, reflection, and Q&A, participants not only gained an understanding of the concept of innovation but also identified innovation opportunities relevant to the cooperative's situation.

The results of the training demonstrated that participants were able to design various innovation alternatives across product, process, marketing, and business models, as well as identify factors that support and hinder innovation implementation within the cooperative. In addition to enhancing knowledge, this training also encouraged a shift in participants' mindsets, making them more adaptive to changes in the business environment and more open to developing new ideas that provide added value for members.

Practically, this training program generated several innovative ideas that can serve as the basis for developing cooperative work programs to improve service quality, operational efficiency, and organizational competitiveness. However, to ensure the program's benefits are sustainable, follow-up support, regular monitoring, and evaluation are required to ensure the innovative ideas are consistently implemented and have a tangible impact on improving the cooperative's performance and achieving its goals.

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