

# **Developing Formulation Strategy Areas Msmes Banana Chips Based On Superior Commodities In Inhil County**

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## ***Abstract***

Purpose this research to help district Indragiri Hilir Riau Province to arrange development strategy area of Micro, Small and Medium Enterprises (MSMEs) banana Chips, so that they can increase income civil society there with using benefit of their superior commodity area and another area doesn't have it. The resource of information in this research using interviews and observation method and to arranging development strategy analysis we use the SWOT analysis-24 k it was development from SWOT analysis-4 k, it have function to clearly business position and using it as competitive strategy for creating and formulate development strategy. Result of this research showed that strategy development of MSMEs banana chips district Indragiri Hilir is turnaround strategy with using government fund and making program national banana chips event

***Keywords:*** Strategy development, SWOT-24 k

## ***Abstrak***

Tujuan penelitian ini untuk membantu Kabupaten Indragiri Hilir Provinsi Riau dalam menyusun strategi pengembangan Usaha Mikro, Kecil dan Menengah (UMKM) dalam usaha keripik pisang, sehingga dapat meningkatkan pendapatan masyarakat sipil di sana dengan memanfaatkan komoditas unggul dan daerah lain. Sumber informasi dalam penelitian ini menggunakan metode wawancara dan observasi dan untuk menyusun analisis strategi pembangunan, kami menggunakan analisis SWOT - 24 k, pengembangan dari analisis SWOT - 4 k, memiliki fungsi untuk posisi bisnis yang jelas dan menggunakannya sebagai strategi bersaing untuk menciptakan dan merumuskan strategi pembangunan. Hasil penelitian ini menunjukkan bahwa strategi pengembangan keripik UMKM Kabupaten Indragiri Hilir adalah strategi turnaround dengan menggunakan dana pemerintah dan pembuatan program acara keripik pisang nasional.

***Kata Kunci:*** Pengembangan strategi, SWOT-24 k

## **Introduction**

Micro, Small and Medium Enterprises (MSMEs) development an area is one of the ways that is done to improve the local economic sector in the region. The local economy is related to the productivity of the area because of the higher productivity of the economy of a region then your income will be an area of high

per capita income, increased wellbeing, be nice and indirectly can expand the economic development of a region. Relationship development with productivity areas related to regional conditions conducive business environment that supported both from industrial sectors and sub sectors of these regions imaginable and well managed so that it is able to support the productivity of an area. (Hamzani and Achmad 2016) to improve welfare an area or the area's economy then it must rely on the productivity of the area. Therefore, one approach is to develop the area an area in order to be productive is through the development of the local economy with multiply commodities area mentioned. The utilization of the local flagship commodities an area can be done by way of a multiply local wisdom, although it has limitations to dig as natural resource limitations, human, Physical, cultural and Social technology (Chawan and Vasudevan 2014). However, it does not cover the possibility that the area has the advantage of commodities that have not been excavated and be used also to the maximum which is not possessed by the other regions. One way is with the utilization natural resources sourced from farms and plantations are abundant but not underutilized but has high economic value if processed properly.

Indragiri Hilir Regency (Inhil) is an agricultural producer and the flagship commodities plantation with coconut. Indragiri Hilir Regency in addition also have the another commodities plantation, it is banana but it is still not exploited to the maximum by local people. One of the areas that is Batang Tuaka is the producer of the banana fruit is commodities which is currently only sold fruit to Central Districts or abroad (exports), whereas its potential if processed with maximum by making product diversification from banana fruit so it can be increase the opinion of the economy. However, to maximize the banana fruit so it has economic value communities banded some problems there are less capital, lack of entrepreneurial soul difficulties in marketing, HR and limitation low quality, poor quality of produce technology and the role of County Government is still low. This problem resulted in the desire of the community to cultivate fruit banana (banana Horn) became a ready-made products with diversified products such as banana chips into low plus yet the formation of area MSMEs Banana Chips.

Therefore the necessary stages of drafting development strategies to maximize commodities banana in Indragiri Hilir. According to some strategists is

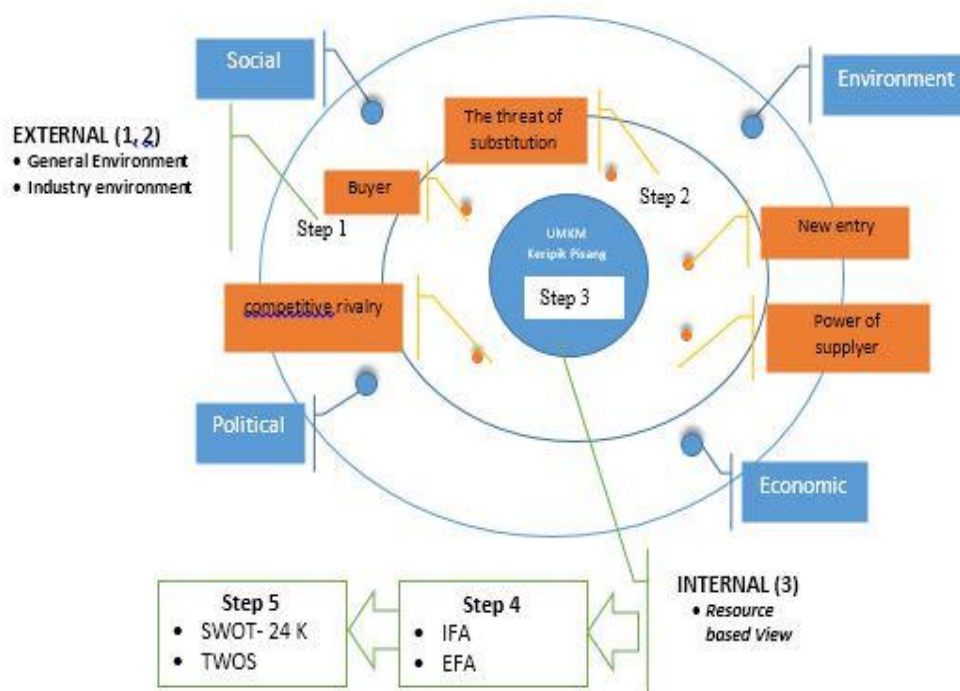
a way for the company/organization purposes passed (Panwar et al. 2016), (Wheelen. Thomas L 2016) while the management strategy of arts or science in formulating, evaluating, and implementation of the strategy has been made (Dobbs 2014). The strategy also with regard to competitive advantage (competitive advantage), this advantage makes the company different from other companies (Rao 2012) (Lin and Tsai 2016)(F. R. D. & F. R. David 2014) so that another company will be difficult to replicate the advantages that we have (Dobbs, 2014) as well as Downstream Indragiri district who has the edge in banana plantations, in particular commodities the competitive advantage that can be differentiated from competitors and is a key success factor (Sin et al. 2016)(Liao 2016) areas based on raw materials products of banana chips. Some previous research about the development of banana chips has been done such as Bandar Lampung province Indonesia with the results of the study showed that the results showed that the deciding factor of the success of the development efforts of banana chips to increase market share and became the flagship product in Bandar Lampung is: (1) the technical capability, managerial skills (2), (3) access to information, (4) the production process, and (5) the availability of raw materials (Apriyani, Hardjomidjojo, and Kadarisman 2014) Based on the explanation of the background above, so a single formulation of the problem namely how development strategies area of banana chips for MSMEs into productive areas in Indragiri Hilir-based flagship commodities so that it can increase the product value of bananas.

## **Method**

This research was conducted at the Batang Tuaka Indragiri Hilir Regency, Riau Province. The method of research used the qualitative technique using descriptive which aims to describe something that is ongoing by conducting an analysis of external and internal (Shahba et al. 2017)(Bell and Rochford 2016) for samples we used purposive sampling , namely the respondent based on certain criteria. The next data collection method using interview techniques, observation and literature (Li et al. 2016). On data analysis using SWOT analysis-24 k (Muhammad 2013) with several stages, namely to (1) the analysis of the environment external used to know the threats and opportunities that will be entered from general environment and industry environment (Barutçu and Tunca

2012) into a table Matrix EFE (External Factor Evaluation) (F. R. D. and F. R. David 2016)(Huarng and Mas-Tur 2015) stages to (2) the Internal Environment Analysis is used to find out the strengths and weaknesses that will then be placed into a matrix of EFI (Internal Factor Evaluation) (Mohsenzadeh and Ahmadian 2016)(Linton and Kask 2017) After the second stage of the above process is finished doing the weighting of each indicator is considered to have an impact on the development of MSMEs of banana chips (Thomas L Wheelen, J David Hunger, Alan N Hoffman 2015). Next stages to (3), namely making a SWOT matrix-24 k (Muhammad 2013), stages to (4) to arrange TWOS Matrix consisting of the strategy SO, WO, WT, ST (Bell and Rochford 2016) to determine the right strategy for the development of the area of the County of banana chips Micro, Small and Medium Enterprises (MSMEs) Indragiri Hilir.

**Figure 1. Model Research**



## Results and Discussion

Based on the results of observation with a few added data the researchers get from secondary information then with using some of the analytical tools used in the formulation of strategies management strategies are generated that the position of the MSMEs strategy banana chips of Indragiri Hilir regency banana debuted defensive this means MSMEs banana chips should work closely with the

government and the company to correct any weaknesses that are owned now by using the powers now. Meanwhile some strategies that can be used to develop MSMEs banana chips the area include utilizing government funds and state owned enterprises to make banana chips the MSMEs area, making banana chips became flagship product Inhil as a gift, make a banana chips sales in central port terminal, and crowd center who often traveled, and build the region MSMEs banana chips in Batang Tuaka.

## Discussion

On the discussion of these researchers will be explain one by one how the process of the preparation of the development strategy by looking at the different aspects that affect the development of chips of banana (banana horns) of Indragiri Hilir Regency of Riau Province

### 1. Identify External Environment

#### a. General environment analysis

Indragiri Hilir Regency Politics consists of 20 sub-districts with a total of representation people's Council areas as many as 45 people. Business the

**Table 1. PDRB Based on Business field (%), 2011-2015**

Lapangan Usaha/Industry	2011	2012	2013	2014*	2015**
(1)	(2)	(3)	(4)	(5)	(6)
A Pertanian, Kehutanan, dan Perikanan/Agriculture, Forestry and Fishing	50.78	49.88	49.41	49.31	48.37
B Pertambangan dan Penggalian/Mining and Quarrying	0.44	0.46	0.79	0.74	0.63
C Industri Pengolahan/Manufacturing	24.56	25.06	25.41	24.52	24.81
D Pengadaan Listrik dan Gas/Electricity and Gas	0.04	0.04	0.03	0.03	0.04
E Pengadaan Air, Pengelolaan Sampah, Limbah dan Daur Ulang/Water supply, Sewerage, Waste Management and Remediation Activities	0.02	0.02	0.02	0.01	0.01
F Konstruksi/Construction	4.84	5.03	5.24	5.11	5.35
G Perdagangan Besar dan Eceran; Reparasi Mobil dan Sepeda Motor/Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	13.35	13.21	12.74	14.08	14.39
H Transportasi dan Pergudangan/Transportation and Storage	0.95	1.00	1.04	1.04	1.09
I Penyediaan Akomodasi dan Makan Minum/Accommodation and Food Service Activities	0.42	0.43	0.44	0.43	0.43

Government of the in ensuring progress and development of SMES was also added by the Ministry of finance through the decision letter of the Minister of Finance (the Minister) No. 316/KMK. 016/1994. The decree requires that State-owned

enterprises (SOEs) to set aside 1-5% of the profit of the company for the construction of small enterprises and cooperatives (PUKK). The obligation of State Owned Enterprises to set aside its profits 1-5% has not been managed and implemented properly (Sukarwanto 2016a) whereas Economic district of Indragiri Hilir is an agricultural areas (Sukarwanto 2016). Most of its residents work as

farmers, so that agriculture is mainly a plantation is the main business field and dominant in the wheel of the economy community of Indragiri Hilir Regency. Agriculture, forestry and fisheries is the biggest contributor to the total GDP of Indragiri Hilir Regency.

The contribution of agriculture, forestry and fisheries to the total GDP of Indragiri Hilir Regency in 2015 achieving 48.37 percent. Indragiri Hilir economy by 2015 are experiencing a slowdown compared to the previous year, from 7.17 percent (2013) and 6.86 percent (2014) be 2.06 percent (2015). The slowdown mainly happens on business processing industry field, from 11.04 percent (2013) and 5.48 percent (2014) be 3.17 percent (2015) see table 1.

Indragiri Hilir is a Regency environment widest in Riau Province. Indragiri Hilir Regency reached vast 11,605.97 Km<sup>2</sup>. Is geographically located in the South of Indragiri Hilir Riau Province with layout between 36 00 ' North latitude and 10 07 ' South latitude, and between 1040 10 ' East longitude and 1020 32 ' East longitude. Most of the land area of the District of Indragiri Hilir is a lowland area with an average altitude of < 5

Table 2. Indicator Population Indragiri Hilir, 2013-2015

Uraian	2013	2014	2015
(1)	(2)	(3)	(4)
Jumlah Penduduk (jiwa)	685.530	694.614	703.734
Kepadatan Penduduk (jiwa/km <sup>2</sup> )	59	60	61
Seks Rasio (%)	105,65	105,61	106
Jumlah Rumah Tangga	167.723	169.946	172.120
Rata-rata ART (jiwa/ruta)	4	4	4
Penduduk Menurut Kelompok Umur			
0-14 tahun	205.275	205.965	206.641
15-64 tahun	458.261	465.740	473.137
> 65 tahun	21.994	22.909	23.956

meter from the sea surface that results in this area into a swamp area of tropical wet. However, there are villages whose land is high. The County is also bordered by the State of neighbor, namely Malaysia and Singapore. While the social environment of Indragiri Hilir Regency Residents by 2015 amounted to 703,734 inhabitants. Where is the number of the male population in Indragiri Hilir more than female population see table 2.

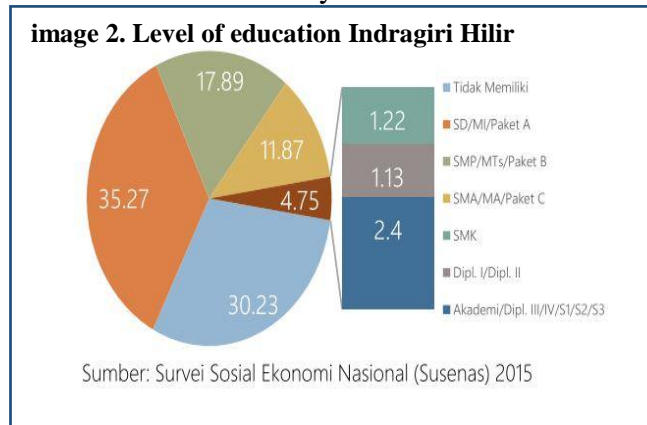
#### **b. Environment Industry Analysis**

On the environment industry competitors is the most influential factor since it has been the formation of free trade promoted against the medium-small business (SMEs) who are in Indonesia, with the existence of free trade that goes to Indonesia, making the domestic market became sluggish because society prefers

and love towards the outside of the product. And every year the impact free trade against SMES increased, due to the still low level of competitiveness of the product compared to the product that has a good quality.

## 2. Identify The Internal Environment

The approach of the Resource Base View that Physical resources are the raw materials is a County owned excellence Indragiri Hilir based on table 3 it can



be noted that of the 10 commodities the main fruits banana fruit by 2015 have area (Ha) the most extensive 168.69 compare other fruit with the number of production (tons) 3859.49 (Sukarwanto 2016a) Location

of Indragiri Hilir is a of Riau, Indonesia's largest. Indragiri Hilir Regency broad reach 11,605.97 directly adjacent with Km2. Malaysia and Singapore with a swamp soil conditions are very good for planted bananas and Indragiri district position geographically strategic downstream (Sukarwanto 2016b).

Human resources with the population of the County Population of Indragiri Hilir in 2015 numbered 703,734 inhabitants, Indragiri Hilir Regency is dominated by young/adult population. If we look at the distribution of the population according

**Tabel 3. The main commodity fruits Indragiri Hilir 2015**

Jenis Buah	Luas Panen (Ha)	Produksi (ton)
(1)	(2)	(3)
Pepaya	7,45	129,24
Semangka	139,00	151,80
Rambutan	81,67	168,58
Manggis	70,37	233,08
Sawo	107,81	341,40
Nangka/Cempedak	125,36	424,19
Mangga	147,28	746,30
Jeruk	121,22	1299,65
Pisang	168,69	3859,49
Nanas	127,78	9768,06

Sumber: Indragiri Hilir Dalam Angka 2016

to age indicates that the percent of the population aged 29.36 young (aged 0-14 years), 67.23 percent age of prolific 22,465 (aged 15-64 years), and only 3.4 per cent aged 65 years. Based on absolute numbers can be obtained number

dependence (dependency ratio) of 48, 73. The figures show that every 100 productive population ages took around 48-49 people unproductive population ages and educational levels to Nearly 35.27% of Indragiri Hilir have a diploma/STTB-level SD and greatest among regency in Riau. Then who did not have a diploma/STTB around 30, 23%, the greatest number two after Islands Meranti (31, 77%). As for residents who have a diploma/Bachelor-level STTB only 2.4% lowest in Riau see Figure 2 (sukarwanto 2016). After the known external and internal company data from the counties of the State of the next stages of Indragiri stages to 4 as shown in Figure 1 that is determining the value of an external Factor Analysis (EFA) and Internal Factors Analysis (IFA). Source value determination of external and Internal Factors based on external and internal data obtained through observation and review of the literature, after appraisal and weighting and determining the scale factor the external opportunities found the most influential is the Government's policy on SMES with the weighted value of opportunity while 0.7284 the lowest factor is adjacent to Malaysia and Singapore. Next is the threat of external factors that have an influence on high enough against the banana chips SMES obtained a weighted value of similar businesses in the industry are competition eat lightly 0.7336. as for the internal factors analysis of the value of the power of the most influential is the production by 2015 and banana trees with land area value 0.8613 and 0.8076, but behind the strength of



Indragiri Hilir Regency is owned by there is a weakness that is the least the ability of expertise in the management of banana chips with value 1.1608 and least celebrated knowledge about entrepreneurship 0.9364 value.

After the weighted value of known factors both external and internal SMES next banana Chips are counting the value of the difference of each threat with the value of the acquisition-0297. Being the weighted value of internal factors i.e. strengths and weaknesses-the difference of the value of 0.6351 obtained will be used to determine the position of the SME strategy of banana Chips by using SWOT-24 k, by using it we will be able to determine how the strategy of development of the area from the MSMEs Inhil District of lower banana Chips see table 4 below.

**Table 4. External & Internal Factor Analysis (EFA, IFA**

No	External factors	Weights	Twig	Weighted Value
	<b>Opportunities</b>			
1	Government policy on MSMEs	0.1821	4	0.7284
2	The obligation of State-Owned Enterprises to give Profit 1-5%	0.1612	4	0.6448
3	The Types Of Jobs Farmers	0.0911	3	0.2733
4	Adjacent to Malaysia and Singapore	0.0676	2	0.1352
5	Interest community high enough against the traditional chips.	0.0521	3	0.1563
6	Security conditions guaranteed area to manage the effort.	0.0701	2	0.1402
7	Line transportation already supports up to the village program independent of the effects of regency Inhil	0.0892	3	0.2676
	<b>SUB TOTAL</b>			<b>2.3458</b>
	<b>threat</b>			
1	The effects of the free market by 2015	0.1803	4	0.7212
2	Easy foreign products entry	0.1687	3	0.5061
3	Business competition of its kind in the industry light dining	0.1834	4	0.7336

4	There are products like crackers amplang Chair	0.0976	4	0.3904
5	Lack of special attention from local authorities against MSMEs	0.0723	4	0.2892
	<b>SUB TOTAL</b>			<b>2.6405</b>
	<b>Difference in Value Weighted strengths and weaknesses</b>			<b>-0.2947</b>
No	Internal factors	Weights	Twig	Weighted Value
	<b>strength</b>			
1	For raw materials the raw fruit harvest banana 168.69 land (Ha) compared to other fruit	0.2019	4	0.8076
2	Production by 2015 of banana fruit 3859.49 (ton)	0.2871	3	0.8613
3	Geographical location of the great swamp land to plant bananas	0.1012	2	0.2024
4	District strategic position dealing directly with Malaysia and Singapore	0.1601	1	0.1601
5	Access easy book materials	0.1809	2	0.3618
6	The population is pretty much 703,734 soul where the more male-dominated	0.0901	2	0.1802
	<b>SUB TOTAL</b>			<b>2.5734</b>
	<b>weakness</b>			
1	Lack of expertise in the management capabilities of banana chips	0.2902	4	1.1608
2	Capitalization is still low and limited	0.1202	3	0.3606
3	Public knowledge about the entrepreneurship still low	0.2341	4	0.9364
4	The difficulty in marketing the product	0.1901	3	0.5703
5	Still low levels of education the majority of primary school graduates	0.0902	2	0.1804
	<b>SUB TOTAL</b>			<b>3.2085</b>

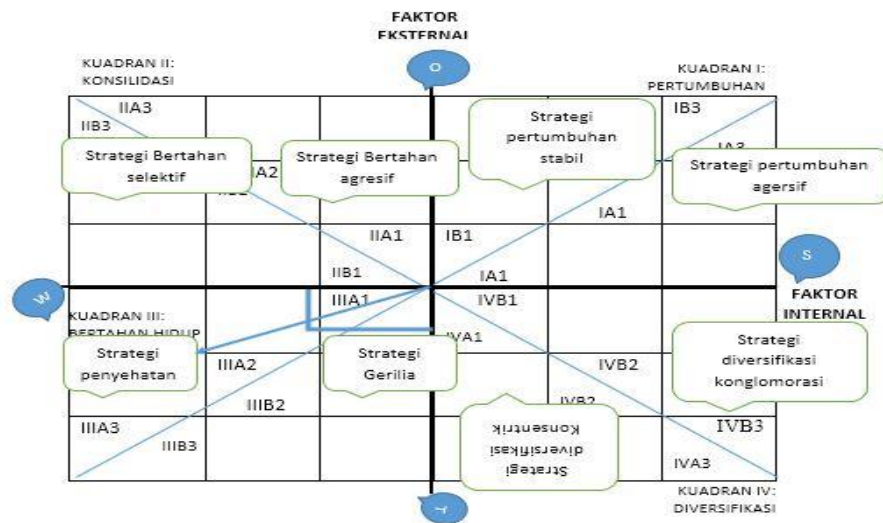
	<b>The weighted value of the difference between the opportunities and threats</b>			<b>-0.6351</b>
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Source: (processed data, 2017)

### 3. SWOT Matrix-24 k

Once known the value of the difference of the factors internally and externally from MSMEs Banana chips then the next stage is to determine the strategic positioning by using SWOT-24 k below see Figure 3.

**Image 3. SWOT-24k**



Based on SWOT matrix-24 k MSME strategic position it was found that the banana Chips are placed the Bank Strategy according (F. R. D. and F. R. David 2016)) suggested the company should focus on internal weaknesses and rectify related diversification. Defensive strategies including release, reduction, liquidation, and diversification. On the basis of the mind that MSMEs Banana Chips need a lot of fixing of the internal factors that are still weak as still weak Government's role and the level of knowledge and expertise in managing the Community banana fruit still low educational level plus still low dominant still educated primary school (elementary school), plus internal factor which threatens also has a great influence on banana Chips such as SME to factor simply enter products from Malaysia and foreign competitors industry snacks such as crisps amplang, crackers and other

**4. TWOS Matrix**

This stage is the last stage in the formulation of development strategies area of Banana Chips Indragiri district SME downstream. This method of using techniques from various formulation factors internally and externally so that it appears some strategies SO (strengths and opportunities), WO (weaknesses and opportunities), ST (strength and threat), WT (weaknesses and Threats) see table 5 below.

**Table 5. Banana Chips SME TWOS Matrix Inhil**

<p><b>Internal factor</b> <b>External Factor</b></p>	<p><b>Strength</b> K1. For raw raw material K2. Production by 2015 of banana fruit K3. Geographic location K4 40. District strategic position K5. Access easy book materials K6. The number of residents</p>	<p><b>Weakness</b> L1. Lack of expertise in the management ability L2. Capital L3. Knowledge society L4. Still low levels of education</p>
<p><b>Opportunities</b> P1. Government Policy P2. The Obligation Of State Owned Enterprises P3. Type Of Work P4. Adjacent to Malaysia and Singapore P5. Interest community P6. The condition of the security area P7. Line transportation</p>	<p><b>Strategy SO</b> 1. Utilize Government funds and state-owned enterprises to make Banana Chips the SME Area (K1, K2, P1, P2) 2. Making Chips banana Became flagship product Inhil as a gift shop (K3, K4 40, K5, P4, P7)</p>	<p><b>WO Strategies</b> 1. Improvement management of Government funds from state-owned enterprises (L2, P1, P2) 2. Service-Service Activity to conduct training and supervision (L1, L3, L4, P1, P5, P7) 3. Create programs about banana chips</p>

	<p><b>3. Make Banana Chips Sales in Central Port terminal, and crowd Center (K6, P7, K3, P4)</b></p> <p><b>4. Build region SMES Chips banana in Kec. Batang Tuaka (P6, P7, K3, P4, K1, K2)</b></p>	<p><b>(L3, L1, P1, P4, P7)</b></p> <p><b>4. Always give the program accompaniment of programs (L1, P1, P2)</b></p>
<p><b>Threat</b></p> <p>A1. The effects of the free market</p> <p>A2. Easy foreign products</p> <p>A3. Similar business Competition</p> <p>A4. There are remote control products</p> <p>A5. Lack of special attention from the Government</p>	<p><b>ST Strategies</b></p> <p><b>1. Make training diversification product made of banana chips (K1, K5, A3, A4)</b></p> <p><b>2. Create rules that MSMEs profit Banana chips (K2, K1, A1, A5)</b></p>	<p><b>Strategies WT</b></p> <p><b>1. Increase the Government's attention with a rolling Fund (A3, A5, L2, L4)</b></p> <p><b>2. Improve public knowledge with the SME programs (L1, L4, A5, A4, A2)</b></p>

Based on table 5 above found several strategies that can be used to develop the SME area of banana Chips Inhil Regency are:

- SO Strategies: Utilize Government funds and state-owned enterprises to make Banana Chips the SME Area, making Chips banana Became flagship product Inhil as a gift, make a Banana Chips Sales in Central Port terminal, and crowd center who often traveled, and build the region MSMEs Banana Chips in district Batang Tuaka
- WO Strategies: improvement management of Government funds From State-Owned Enterprises, The Liveliness Of Department Ministries To

Conduct Training And Supervision, Creating Programs About Banana Chips, And Always Gives The Program Accompaniment of programs

- ST Strategies: Make training diversification product made of banana chips, and make regulations that MSMEs profit Banana chips
- WT Strategies: The Government's increased attention by rolling funds and increase public knowledge with the SME programs

## **Conclusion**

Indragiri Hilir District have the opportunity to make the focus to SMES such as banana Chips with coconut that's been well-known for a long time, the investigation results of the strategy formulation by using IFA, EFA, the SWOT-24 k, and TWOS found myriad opportunities that still hasn't maximized well when it is plentiful in Indragiri Hilir District, even the Banana Fruit can be an advantage to be proud in the area as typical of the second coconut. After do it this research hope researchers to the Inhil County Government to give special attention to the community to develop the commodities banana fruit by making programs related with banana chips management by utilizing funds from the Government and enterprises and to the determination of the sale price determined by the market itself (perfect competition market) is not determined by the companies or the Government so the possibility to progress and grow extremely large opportunity.

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