

Analysis of Business Strategy "UMK Sokasi" in Kayubih Village, Bangli District



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ABSTRACT: Micro, Small and Medium Enterprises need to receive serious attention, especially Micro and Small Enterprises (MSEs) to become businesses that are more efficient and able to develop independently, increasing people's income, creating employment opportunities and increasingly being able to increase their role in providing goods and services. So that companies remain able to compete, company management must be able to use strategies to maintain or improve its market position. One of the micro and small businesses that is always close to the cultural life of the Balinese people is the bamboo woven business specifically for "sokasi" products in Kayubih village, Bangli District, Bangli Regency. With various motifs and sizes, the types of Sokasi produced, such as the Matahari, Sroni, Rangrang, Kincir, Lilin, Swastika motifs, etc., are a special attraction for Sokasi enthusiasts in the Bali region. With conditions like this, craftsmen need to pay attention to their strengths, weaknesses, opportunities and future challenges so that they can determine strategies to maintain and even expand the market for Sokasi products, especially in Kayubih village MSEs.

KEYWORDS: MSEs, Sokasi, SWOT, Strategy, Marketing

I. INTRODUCTION

Micro, small and medium enterprises (MSMEs), more specifically Micro and Small Enterprises (UMK), need to be fostered because the amount of capital and assets owned is relatively small compared to medium enterprises, let alone large enterprises. In order for a company to remain able to compete, company management must be able to use strategies to maintain or improve its market position. The company's success in achieving its goals really depends on the company's ability to carry out good marketing activities so that it can win the competition.

Sokasi is a very famous Balinese handicraft. Made from bamboo woven using certain techniques to produce distinctive shapes and patterns, using decorations and accessories. In Bali sokasi is often used as infrastructure for prayer, especially as a place for offerings or ceremonial offerings. This sokasi is always used during prayers because this sokasi is very easy and practical to carry when traveling long distances to the temple. Sokasi craftsmen are usually found in the Bangli area, where Bangli is a bamboo producer. One of the bamboo craftsmen in Bangli is based in Kayubih Village.

The efforts taken by the company to be able to compete and provide maximum results are by carrying out effective marketing activities. This is a problem that must be overcome so that the total sales value is superior to competitors. In an effort to increase sales value, Kayubih Bangli UMK needs to carry out an analysis SWOT. SWOT is a strategic planning method used to analyze the strengths, weaknesses, opportunities and challenges of a business.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 SWOT Analysis

SWOT analysis is an abbreviation that comes from the four elements in this analysis method, namely Strength which means strength, Weakness which means weakness, Opportunities which means opportunity, and Threats which means threat. Thus, we can interpret SWOT analysis as a strategic planning and problem solving technique that we can use in everyday life, especially for certain business needs or a project. This method emphasizes the importance of the role of internal and external factors in developing strategies for planning ideas and solving problems effectively.

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2.2 Micro Small and Medium Enterprises

Micro, Small and Medium Enterprises (MSMEs) are an economic sector consisting of various small to medium scale businesses. MSMEs have an important role in a country's economy because they contribute to job creation, economic growth, innovation and equal distribution of income. The following is a further explanation about MSMEs: Micro Enterprises (UM): Businesses that have the smallest scale among the MSME classification. Usually run by the owner himself or with the help of a few small employees.

2.3 Community Empowerment

According to Payne in Isbandi Rukminto Adi's book (2008: 77-78) states that empowerment is an activity that helps clients gain the power to make decisions and determine actions to be taken, related to themselves, including reducing personal and social obstacles in taking action through increasing abilities. and self-confidence to use the power they have by transferring power from the environment.

According to Nor Hadi (2011: 130) community empowerment is divided into three strategies:

1) Community Relations

This strategy is carried out using activities involving the development of understanding through communication and information to stakeholders. Many CSR programs are directed at short-term, consumable charity activities and incidental social activities.

2) Community Service

CSR implementation strategy that focuses on company services to meet the interests of the community/general. The company is only a facilitator, the community empowers itself.

3) Community Empowering

CSR strategy that provides wider access to the community to support their independence. This strategy positions the community as partners and provides reinforcement.

III. RESEARCH METHODS

This research was carried out in Kayubih Village, Bangli District, Bangli Regency using a survey method, namely by collecting data in the field through direct interviews with the Craftsman community using a prepared list of questions. The sample was determined using the purposive sampling method with the stipulation that people who have continuously carried out the Sokasi craft business for at least 5 years have never stopped. The type of data collected in this research is qualitative data obtained from direct interviews with respondent farmers, and from the results of respondents' answers to questionnaires. The data analysis technique is carried out using SWOT analysis. SWOT analysis is carried out by analyzing internal factors (strengths and weaknesses) and external factors (opportunities and threats).

SWOT analysis consists of several stages, namely as follows: 1). Identifying strategic factors, 2). Providing weighting to strategic factors, 3). Assessment of strategic factors, 4). Determines the value range/interval. To determine the interval, the following formula is used:

$$Interval = \frac{Value\ Range}{Grade} = \frac{3}{4} = 0,75$$

Meanwhile, the dividing line (*cut point*):

$$Cut\ Point = \frac{Total\ grade}{Class} = \frac{4 + 3 + 2 + 1}{4} = \frac{10}{4} = 2,5$$

So, if the value obtained is greater than 2.5, it is an opportunity or strength, whereas if the value obtained is below 2.5, it is a threat and weakness.

From the results of calculating the interval values, the result criteria can be seen as in the table 3.1.

Table 1. Distribution of Research Samples

Value	Range Value	Criteria	Internal	Eksternal
4	3,26 – 4,00	Very good	Strength	Opportunity
3	2,51 – 3,25	Good	Strength	Opportunity
2	1,76 – 2,50	Not enough	Weakness	Threat
1	1,00 – 1,75	Very less	Weakness	Threat

The results of the scores for each factor are entered into internal and external matrices to determine the position of the LPD. Once entered, the appropriate empowerment strategy can be determined according to the company's environmental conditions.

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IV. RESULTS

4.1 Identification of Internal Factors of Sokasi MSEs in Kayubih Village

Analysis of the internal environment of the Sokasi MSEs in Kayubih Village was carried out by multiplying the weights by the rating value obtained based on the questionnaire. Table 5.1 shows the internal factor analysis (IFAS) of the LPD in Peguyangan Village. The weighted average value is categorized as strength if it is $2.50 < N \leq 4.00$ and is categorized as weakness if it is $1.00 < N \leq 2.50$.

Table 2. Internal Factor Analysis Summary (IFAS)

No	Internal Variable Indicators	Weight (%)	Ratings	Weighted value
1	2	3	4	$5 = 3 \times 4$
1	Labor skills	0,16	2,18	0,3488
2	Availability of raw materials	0,16	2,76	0,4416
3	Production management	0,13	2,24	0,2912
4	Product design	0,15	2,84	0,426
5	Marketing and Branding	0,13	1,98	0,2574
6	Commitment to quality	0,13	2,14	0,2782
7	Managerial and financial capacity	0,14	2,62	0,3668
	Amount	1		2,41

4.2 Identification of External Factors of Sokasi MSEs in Kayubih Village

Analysis of the external environment of Sokasi MSEs in Kayubih Village was carried out by multiplying the weights by the rating value obtained based on the questionnaire. Table 5.2 shows the external factor analysis (EFAS) of Sokasi MSEs in Kayubih Village. The weighted average value is categorized as strength if it is $2.50 < N \leq 4.00$ and is categorized as weakness if it is $1.00 < N \leq 2.50$.

Table 3. Eksternal Factor Analysis Summary (EFAS)

No	External Variable Indicators	Weight (%)	Ratings	Weighted value
1	2	3	4	$5 = 3 \times 4$
1	Market demand	0,16	1,96	0,3136
2	Government regulations and policies	0,13	2,04	0,2652
3	Industry competition	0,14	2,2	0,308
4	Technology changes	0,16	2,38	0,3808
5	Climate change	0,13	2,38	0,3094
6	Global and local trends	0,13	2,13	0,2769
7	Economic conditions	0,15	2,3	0,345
		1		2,1989

4.3 Sokasi MSE Development Strategy in Kayubih Village

The formulation of a strategy for developing Sokasi MSEs in Kayubih Village first analyzed the internal and external environmental conditions of the LPD based on a questionnaire distributed to respondents. The collected data is then analyzed using SWOT analysis as discussed previously.

The results of internal and external analysis (IFAS and EFAS) are then entered into an internal-external matrix or often called the IE matrix. In the IE matrix there are nine cells (Figure 5.1), with the following strategies implemented: (1) the growth and build strategy is applied if the company/institution's position is in cells I, II and IV; (2) the hold and maintain strategy is applied if the company/institution's position is in cells III, V and VII; and (3) the harvest and diversify strategy is applied if the company/institution is in cells VI, VIII and IX.

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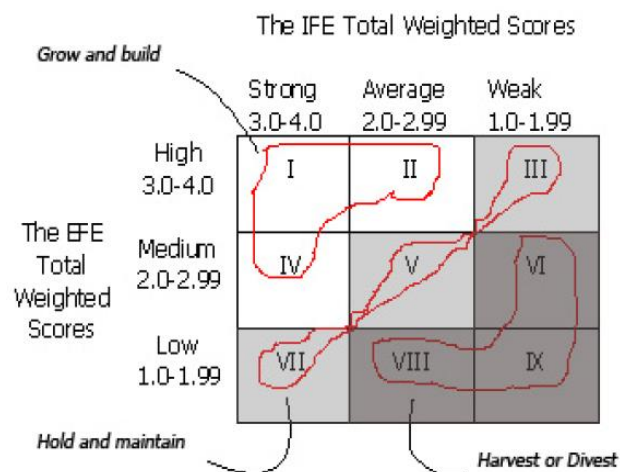


Figure 1. Matriks IFAS – EFAS (IE Matrix)

Source: David (2004)

V. DISCUSSION

5.1 Identification of Internal Factors of Sokasi MSEs in Kayubih Village

Based on table 4.1 above, it is presented that the weighted average IFAS value of strategic internal factors, Kayubih Sokasi UMK is currently worth 2.41, which means it is still below 2.5 and is a weakness of Sokasi UMK. All internal strategic factors have values ranging from 0.2574 to 0.4416. Marketing and branding factors have the lowest value (0.2574). This condition explains that this factor is considered the lowest among other factors in optimizing Sokasi MSEs. The quality of marketing and branding needs to receive special attention and be improved so that it can optimize Sokasi MSEs.

If classified based on a range of values, the internal factors that constitute the strength of the sokasi MSEs in Kayubih Village are: (1) Availability of Raw Materials; (2) Product design; (3) Managerial and financial capacity. Meanwhile, internal factors which are weaknesses of the sokasi MSEs in Kayubih Village include: (1) Workforce skills; (2) Production management; (3) Marketing and branding; (4) Commitment to quality

5.2 Identification of External Factors of Sokasi MSEs in Kayubih Village

Based on the weighted average value of EFAS in Table 4.2, it is presented that the strategic external factor of the Sokasi MSEs in Kayubih Village is currently worth 2.1989, which means it is still below 2.5 and is a threat to the Sokasi MSEs. All external strategic factors have values ranging from 0.2652 to 0.3808. Regulatory factors and government policies were the lowest rated factors (0.2652). This shows that regulatory factors and government policies have not optimally contributed to the development of sokasi MSEs in Kayubih Village. When classified based on value ranges, the existing external factors pose a threat to sokasi MSEs in Kayubih Village.

5.3 Sokasi MSE Development Strategy in Kayubih Village

Based on internal and external analysis, it is known that the weighted average IFAS score for bamboo craft businesses (sokasi) is 2.41 (average) and the weighted average EFAS score for bamboo craft businesses (sokasi) is 2.19 (medium), so the position in the IE matrix it is in cell V, which means that the bamboo craft business (sokasi) currently has medium category competitiveness and attractiveness.

The strategy that is currently suitable to be implemented is the hold and maintain strategy. The implementation of this strategy is through market penetration and product development

VI. CONCLUSION

Based on internal (IFAS) and external (EFAS) analysis, the bamboo craft business (sokasi) is in the medium category of competitiveness and attractiveness, as indicated by the weighted average value of IFAS of 2.41 and EFAS of 2.19. This places this business in cell V in the IE matrix, which indicates that this business is in a fairly stable condition but still has room for improvement and development.

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VII. SUGGESTION

To increase the competitiveness and attractiveness of the bamboo craft business (sokasi), the right strategy to implement is the "hold and maintain" strategy. Implementation of this strategy can be done through two main approaches:

7.1 Market Penetration

- a. Increase marketing efforts to expand market share.
- b. Utilize social media and online platforms to reach wider consumers.
- c. Collaborating with distributors or retail stores to expand product distribution.

7.2 Product Development

- a. Innovation in product design and function to attract new consumers.
- b. Adopt new technology in production processes to improve quality and efficiency.
- c. Carrying out research and development to create new products that suit market trends.

By implementing this strategy, it is hoped that bamboo craft businesses (sokasi) can improve their position in the IE matrix, so that they can compete more effectively and attract wider consumer interest.

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