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Strategy for Development of Wooden Handicrafts CV.FZ. Foundation (Situbondo – East Java)

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ABSTRACT: The purpose of this study is to formulate an alternative strategy development of wooden handicrafts business in CV. FZ. Foundation Situbondo – East Java. The method that is used is preliminary scoring, self-scoring by the owner, and analysis of Strength, Weakness, Opportunity, and Threat (SWOT) used to identify an internal environment (weakness and strength) and external (opportunity and threat) company. The result showed on quadrant V that the internal company condition is in average category (middle) and the external condition can be categorized facing a problem. Market penetration is an effort to look for bigger market share, new buyer target, or increasing the market share of the existing product, through increasing marketing effort (Ahmad Alkhadri, 2014), where the company can use local government cooperation also social media as the promotional media for maximizing the product marketing and increasing the production process.

KEY WORDS: wooden handicrafts, development strategy, SWOT

I.INTRODUCTION

Small industry enterprise is a part of a national industry that has a mission to absorb worker, expand business opportunity, increase society welfare, also become a supplier of goods and services both for domestic and international markets (BPS 2000). The small and medium-sized industry is called (SMEs) Small and medium-sized enterprises can help to improve the regional economy and equitable development efforts in a region. One of the Small industry enterprises is the wood carving industry. Wood carving is the activity of scraping or sculpting letters and images on wood to produce an embossed and concave or flat shape by the drawing plan and aesthetic beauty (Sudarmono and Sukidjo 1979).

One form of handicraft that attracts tourists when visiting a tourism destination is the wooden handicrafts, not the wooden furniture. The center of the wood industry in Indonesia commonly in East Java is centered in Situbondo Regency. The number of wood industries has increased from 2016 to 235 to 263 in 2019 (Pusda Situbondo 2019). In the 2009 Indonesian Business Field Standard Classification (KBLI), it was explained that this handicraft group included the business of any kind handicraft items and wood carvings, such as reliefs, masks, sculptures, puppets, flower vases, frames, and lampshades.

Located in Situbondo Regency, Kendit village there is some wooden handicrafts business. One of them is CV. FZ. Foundation which is the driving force of wooden handicrafts business in the form of carved ornaments, sculpture masks, key chains, and refrigerator attachments, as we often find at the central shop as souvenirs from a visit or tour were in the past 10 years, the sales have reached to the international market. This business involved craftsmen in the Kendit village, Situbondo, which reached 40 home craftsmen, CV. FZ. Foundation maximizes the ability of craftsmen to be able to produce approximately 5,000 items of processed wooden handicrafts per month. At present, the company has been able to supply its handicraft products to several well-known shops in Indonesia such as The Center for Souvenirs by Krisna Bali, Cening Bagus Bali, Mr. Joger, Mega Jaya Malang, Sasak Lombok, also several other well-known shops.



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Many obstacles and problems faced by SMEs in conducting their business, some of the problems faced by SMEs include: difficulties in obtaining capital, difficulties in obtaining raw materials, business management that is still simple, and problems in marketing products (Prihardiputra 2012). CV. FZ. Foundation also has limitations in increasing sales, one of the problems is limited production equipment, the processing of products from raw materials to ready-to-use materials requires a long time. A website and the new way transactions as online product sales systems have been made have not been able to maximize the interest of consumers for online transactions. Employee performance is not as expected by the owner, and so far, the owner of the company organizes its financial affairs which are only assisted by an employee in conducting financial records.

Based on the background this research wants to discuss the management and development of wooden handicrafts business in the CV. FZ. Foundation by formulating a strategy formulation. According to Pearce and Roobinson (2008, p.29), strategy formulation will direct executives in defining the business where their company is located, the ultimate goal to be achieved, and the media to achieve that goal.

II. LITERATURE REVIEW

A. Strategy management

Susanto (2014), strategy management is a process that is used to determine the direction and goals of an organization in the long term along with the selection of methods to achieve them through the development of formulations and strategy implementation that is planned systematically. David (2017), strategic management defines as an art and science for formulating, implementing, and evaluating cross-functional decisions that enable organizations to achieve their goals.

B. Strategy management Process

According to David (2017), the process in strategy management consists of three stages namely formulation, implementation, and evaluation of strategies. Strategy management focuses on integrating management, marketing, finance, production, research and development, and information systems to achieve company goals. Strategy formulation includes developing a vision and mission, identifying external opportunities and events, determining strengths and weaknesses, creating long-term goals, formulating alternative strategies, and choosing specific strategies to be implemented.

C. Business Development

According to Lili, Hartono and Dyah, Yuni K (2018) so that the wooden handicraft business can survive and develop, it is necessary to do a variety of creative and innovative businesses, including through the development of design, product diversification, network development and expansion, and the development of promotional media and marketing.

III. METHODOLOGY

The processing method and data analysis that is used in this research is strategic management approaching concept. The data analysis is conducted through a descriptive approach, a qualitative and quantitative approach presented in tables, figures, and descriptions. The sampling technique in this study uses purposive sampling. According to Sugiyono (2018), Purposive Sampling is a sampling technique based on certain considerations. The selection and determination of the sample as a respondent use "Purposive Sampling" with consideration that the intended respondent has the ability and authority in formulating company policy, including formulating the company's marketing strategy. Because of that, the respondent in this research uses SWOT analysis from internal sides are the business owner and employee, and external sides are company partners and SWOT experts.

A. Research Variables and Instruments

1. The variables in this study are to analyze and classify the company's internal and external factors
2. The instruments that are used in this study are interviews and closed questionnaires that are shown to business owners, employees, partners, and expert SWOT experts. It is conducted to get information related to company

conditions regarding components related to strengths, weaknesses, opportunities, and threats to the business of CV. FZ Foundation as well as to know about alternative strategies that are priorities for the business of CV. FZ Foundation in product business development.

B. Analysis Technique

1. Giving questioner for preliminary scoring. Respondent: the owner, employee, business partner, and SWOT expert.
2. Making Internal and External Factor Matrices (IFE & EFE). (David, 2017).
3. Internal External Matrix, positioning itself in various divisions is organized in a nine-cell display. The IE matrix is based on 2 key dimensions: the IFE weighted total score on the x-axis and the total weighted EFE score on the y-axis, remember that at each organizational division it is necessary to construct the IFE matrix and EFE matrix from 1.0 to 1.99 presenting a weak internal position: scores from 2.0 to 2.99 are considered average: and scores from 3.0 to 4.0 are considered high.
4. Creating a SWOT Matrix to compile a list of internal and external factors, matching strengths, weaknesses, and threats to record the resultant strategies SO, WO, ST, and WT. According to David (2016), states that the SWOT (Strength-Weaknesses-Opportunity-Threats) matrix is an important matching tool that helps companies develop four types of strategies: Strength-Opportunities (SO) Strategy, Weaknesses-Opportunities: WO) strategy, Strength-Threats strategy (ST) and Weaknesses –Threats (WT).

IV. RESULT AND DISCUSSION

A. Business Problem

Based on the description of the vision and mission that want to be achieved by the CV. FZ The Foundation needs to develop continuously the business so that it can have its vision and mission, but the problems that exist in the business can become obstacles to develop. Problems that exist in these businesses include the lack of support from the relevant agencies, employee performance is not as expected by the owner, they only work according to the target that is determined by the owner, the limited number of tools and machines that only two units of machines available. A website and the new way transactions as online product sales systems have been made have apparently not been able to maximize the interest of consumers for online transactions, and so far, the company owner manages his financial affairs that are only assisted by an employee in conducting financial records.

B. External and Internal Audit Result of Company

a. Internal audit results can be seen in the table below:

Table 1. Internal Audit Results

Factor	Strength	Weaknesses
Production and Operational	<ol style="list-style-type: none"> 1. Any kind of craft products (many types of handicraft products, such as wood airbrush, painting, carving, decal, resin, and accessories) 2. Availability of raw materials (convenience in the supply of raw materials makes the production of craft products-completed according to the target) 	<ol style="list-style-type: none"> 3. The production process takes a long time in rainy season 4. Production equipment and facilities that has not yet supported
Marketing management	<ol style="list-style-type: none"> 1. Strategic business location (near to the availability of raw materials, craftsmen and affordable raw material prices) 2. Table 4.1 Internal Factors of Potential tourist sites to supply products are developing 	<ol style="list-style-type: none"> 3. Promotional system that has not been maximized 4. The development of online sales has not been used well
Human Resources	<ol style="list-style-type: none"> 1. Suitability of expertise for each workforce. 	<ol style="list-style-type: none"> 2. Management of human resources that are still lacking
Financial Environment	<ol style="list-style-type: none"> 1. clear contractual agreements Payment system with business partners so that can increase product sales in greater numbers 	<ol style="list-style-type: none"> 2. Poor financial management

b. External Audit Results

In an external audit, some opportunities and threats exist in the company as a step CV. FZ Foundation to take opportunities by avoiding threats that can affect the sustainability of the business.

Table2. External Factors

	Opportunities	Threats
Economic Condition	1. The tendency of business partners to order large quantities of craft products regularly with a contract system 2. Availability of labor / human resources	Price raising of raw material
Politics and Policy	1. Local government support for developing the potential of craft Producing areas 2. Society attitudes that support the existence of CV. FZ Foundation	No capital loan available
Technology	The development of technology, especially internet can facilitate business transactions and promotions	Management of other craft businesses is better
Customer	Customer Loyalty	Changes in Customer interest
Competitor	Increasing quality product	1. Competitors/competition with other craft businesses 2. Craftsmen open their craft businesses

C. IE Matrix

IE matrix analysis aims to provide information to strategic positions and alternative strategies that describe the business position of CV.FZ. Foundation on a dimension of the current condition of the company. IE matrix is obtained from the total score from the IFE matrix and EFE matrix. IE Matrix is divided into three main parts namely Quadrant Cell Division I, II, and IV which are growth and development positions, intensive strategy (market penetration, market development, or product development). Quadrant cell divisions III, V, and VII are the best is managed by a defense strategy. Market penetration and product development strategies are the two strategies commonly used in this division. The divisions in cells VI, VIII, and IX are the best managed by a harvest or divestment strategy. (David, 2017).

Based on the total score on the IFE matrix is 2,154 that shows the position of CV.FZ. Foundation is on average level that means are not strong or weak. While the EFE matrix score total is 2,221 that shows CV. FZ Foundation business can use its opportunities to avoid threats. From both IFE and EFE results business is on cell V that means can be defended. Here the following IE matrix in the CV. FZ Foundation

		SKOR TERTIMBANG		
		TOTAL IFE (2.154)		
		Kuat	Rata-Rata	Lemah
		3,0-4,0	2,0-2,99	1,0-1,99
		Tinggi 4,00	3,00	2,00
3,0-4,0		I	II	III
SKOR TERTIMBANG TOTAL EFE (2.221)		IV	V	VII
Sedang 2,0-2,99				
Rendah 1,0-1,99		VII	VIII	IX

Figure1. Matrix IE of CV. FZ. Foundation business



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Information:

I,II,IV : Intensive Strategy and Integrity Strategy
III, V, VII : Defense and Maintaining Strategy
VI, VIII, IX : Harvest and Divestment Strategy

Based on Figure 1 the position of the business CV. FZ Foundation is in quadrant V which shows that the internal condition of company is in the average (middle) category and external conditions can be categorized as facing problems. The strategies that can be applied to companies are market penetration strategies and product development. Maintaining and defending strategy categories include market penetration strategies or product development strategies. Market penetration is an effort to look for a larger market share, look for new buyer targets, or increase the market share of existing products through increased marketing efforts (Ahmad Alkhadri, 2014) where companies can use local government cooperation also social media as the promotional media for maximizing the product marketing and increasing the production process

D. SWOT Matrix

The SWOT matrix is an analytical tool to formulate alternative strategies that will be applied to the CV. FZ Foundation business. includes Strength factors, Weaknesses, Opportunity, and Threat. The resulting alternative strategies are adjusted to the business position in the results of the IE matrix analysis. The SWOT matrix produces four types of strategies, namely alternative SO strategies, a strategy that uses the strengths of opportunities, WO strategy is a strategy to minimize the weaknesses to attract the opportunities that exist, ST strategy is a strategy that use strengths to avoid threats, the last is a WT strategy is a strategy to minimize the weakness that exists by avoiding threats. (David, 2017).

Based on the results of the SWOT matrix analysis above obtained alternative strategies are the following:

1. S-O Strategy (Strength-Opportunity)

It is a combined strategy of strengths that are owned by the company to use its opportunities. Here the following strategies that can be applied to the CV FZ Foundation business.

- a. Introduce and propose the craft products of company to the local government with the strategic consideration of the business for the tourism sector.

The various types of wooden craft processing products of the company as well as the potential for business development, especially for the tourism sector, are the main attraction for business owners to introduce and propose these products that so far have not received material and non-material support from local governments.

- b. Maximize the use of IT (Information Technology) in this case is social media to promote various types of company products to attract people making online purchasing.

2. W-O Strategy (Weakness-Opportunity)

It is a strategy to minimize weaknesses by using its opportunities that are owned by the company. Here the following strategy:

Superior HR management is needed to form Customer loyalty. The principle of the right man in the right place needs to be carried out by increasing the ability of human resources and the placement of workers according to the expertise and tasks given (Muklis Wibawa, 2018). The measure of success of a business is customer loyalty to repurchase products, to achieve this the most important element that must be improved is HR. A qualified human resource will produce quality products and be able to bring customer trust.



Table 5. SWOT Result

	<i>Strength - (S)</i>	<i>Weakness - (W)</i>
	<ol style="list-style-type: none"> Any kind of craft products (many types of craft products, such as wood airbrush, painting, carving, decal, resin, and accessories) Availability of raw materials (convenience in the supply of raw materials makes the production of craft products-completed according to the target) Strategic business location (near to the availability of raw materials, craftsmen and affordable raw material prices) Potential tourism sites that will be supplied with products that are developing (the development of new tourism locations in Indonesia, especially those that are potentially increasing to be supplied with craft products as souvenirs at the tourism location. clear contractual agreements Payment system with business partners so that can increase product sales in greater numbers 	<ol style="list-style-type: none"> The production process takes a long time in rainy season Production equipment and facilities that has not yet supported Promotional system that has not been maximized The development of online sales has not been used well Management of human resources that are still lacking Poor financial management
<i>Opportunities - (O)</i>	<i>Strategy SO</i>	<i>Strategy WO</i>
<ol style="list-style-type: none"> The tendency of business partners to order large quantities of craft products regularly with a contract system The tendency and interest of people in buying products personally by seeing the product directly. The development of technology, especially internet can facilitate business transactions and promotions Availability of labor / human resources Customer Loyalty Local government support for developing the potential of craft Producing areas Society attitudes that support the existence of CV. FZ Foundation 	<ol style="list-style-type: none"> Introduce and propose the craft products of company to the local government with the strategic consideration of the business for the tourism sector. S3, S4, O6. Maximize the use of IT (Information Technology) in this case is social media to promote various types of company products to attract people to make online purchases. S1, O2, O3. 	<ol style="list-style-type: none"> It is needed for Human Resources Management to form customer loyalty. W5, O4,O5
<i>Threats - (T)</i>	<i>Strategy ST</i>	<i>Strategy WT</i>
<ol style="list-style-type: none"> Competitors/competition with other craft businesses Management of other craft businesses is better Craftsmen open their craft businesses. 	<ol style="list-style-type: none"> Keep good relations with craftsmen and business partners to increase product sales. S5, T1, T3. Keep the sale price, and quality to face competition. S1, S2, T1, T2. 	<ol style="list-style-type: none"> Business management and procurement of facilities with the addition of machines so that the craftsmen become happy at work and increase production capacity. W2, T2, T3

**3. S-T Strategy (Strength-Threats)**

ST strategy is a strategy of using power to avoid threats that can be applied CV. FZ. Foundation business is as follows:

- a. Keep good relations with craftsmen and business partners to increase product sales. S5, T1, T3.
Sales of craft products CV. FZ The Foundation encountered a few obstacles in the slow pace of craftsmen handing over wooden raw materials to be carved or decorated. It is due to jealousy among craftsmen who think that business owner only prioritizes the craftsmen with the highest production results. The owner shall resolve the assumptions by using intense communication to all craftsmen and business partner so that the productivity of the company is safe
- b. Keep the sale price, and quality to face competition. S1, S2, T1, T2.
The selling price of this product is quite affordable, especially for tourists who are always eager to buy craft as souvenir, with affordable prices and good product quality that is expected to be kept by the company so that healthy competition with competitors is maintained well.

4. W-T Strategy (Weakness-Threats)

It is a strategy to reduce weaknesses and avoid threats to the CV. FZ. Foundation business. The WT strategy that can be applied to the business of CV. FZ Foundation is:

Business management and procurement of facilities with the addition of machines so that the craftsmen are happy at work and the production capacity is increasing. So far, CV. FZ The Foundation uses conventional machines to print thousands of forms of woodcraft, but the number of units is still limited, with production reaching more than 1000 pcs per day. Procurement of facilities is needed to increase craft production, one of them is by increasing the number of wooden processing machines if the number of machines can be increased, it allows employee performance to be faster so that production increases and marketing can expand wider.

V. CONCLUSION

SWOT matrix analysis results from 5 alternative strategies that can be applied to the company, these are 1). Introduce and propose the craft products of company to the local government with the strategic consideration of the business for the tourism sector. 2). Maximize the use of IT (Information Technology) in this case is social media to promote various types of company products to attract people to make online purchases. 3). Business management and procurement of facilities with the addition of machines so that the craftsmen are happy at work and increase the production capacity. 4). Do not use preservatives to maintain product quality to minimize changes in consumer interest. 5). Superior HR management is needed to form Customer loyalty after that the calculation is conducted to find the greatest value of the 5 alternative strategies to obtain priority strategies.

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