

PRIMARY BUSINESS DEVELOPMENT STRATEGY OF THE INDONESIAN TEMPEH TOFU PRODUCER COOPERATIVE (PRIKOPTI) SOUTH JAKARTA

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Abstract

This study was motivated by a decrease in the presentation of turnover with an average negative plant per of -1.4%. This negative average income growth is a problem because PRIMKOPTI's main business is the distribution of soybeans to tempeh tofu business actors. This study aims to identify and analyze internal factors and external factors for PRIMKOPTI South Jakarta using the IE matrix and SWOT matrix, formulate several alternatives PRIMKOPTI South Jakarta's business development strategy uses the IE matrix and SWOT matrix, and determines the most important strategy priorities in the business development of PRIMKOPTI South Jakarta using the QSP matrix. The scope of this research includes the formulation and formulation of business development strategies.

The results of this study are known that there are 22 internal factors and 12 external factors of PRIMKOPTI South Jakarta that were identified. Based on the IE Matrix, the company is in diagram I, namely the Grow or Build position. Then in Matrix SWOT, 8 strategies were obtained consisting of 2 S-O strategies, 2 W-O strategies, 2 S-T strategies, and 2 W-T strategies that can be run by the company. Furthermore, the strategy is processed, and a strategy is obtained that the company should do by using the QSP Matrix analysis.

The conclusions of this study show that PRIMKOPTI South Jakarta is in a strong internal position in sales, then the company is in a strong position / state in carrying out strategic management compete.

Keywords: Strategy, Development Strategy, IFE, EFE, IE, SWOT, QSPM, Cooperative

INTRODUCTION

South Jakarta tempeh and tempeh artisans are incorporated in a forum, namely the Indonesian Tofu and Tempe Producers Cooperative (PRIMKOPTI) with the aim of improving the business economic capabilities of members through business distribution of soybeans to the provider of charcoal b and the services needed. PRIMKOPTI has a vision and mission to support the government in carrying out the people's economic movement through the cooperative forum, as well as the welfare of members and the wider community in general. Pin 2014-2018 showed that the development of cooperative members experienced growth even thought was not with a small percentage of 0.3%. Not only that, according to cooperative income data, during 2014-2018 the income obtained by PRIMKOPTI decreased with an average

negative growth of -1.4%. The average growth of cooperative income, which is negative on soybean distribution turnover, is a problem that must be resolved immediately because this is the main business. In addition to the declining turnover of soybean distribution, the business sector in service income and others also experienced a decline with an average negative growth of -6.7%. This decline occurred due to the fluctuating price of soybeans depending on the US dollar exchange rate against the Rupiah

Based on this description, research on the analysis of business development strategies at the Primer Koperasi Produsen Kenal Tempe Indonesia (PRIMKOPTI) South Jakarta needs to be carried out. Based on the problems described, this study aims to, (1) identify and analyze internal factors and external factors for PRIMKOPTI South Jakarta using a matrix IE and SWOT matrix, (2) formulate several alternative business development strategies PRIMKOPTI South Jakarta using the IE matrix and SWOT matrix, (3) determine the most appropriate strategy priorities in PRIMKOPTI south Jakarta business development uses the QSP matrix.

RESEARCH METHODS

Research Time and Location

This research was conducted at PRIMKOPTI, Jl Kalibata Tengah No. 8-9, RT. 3 / RW.3, Kalibata Village, Pancoran District, South Jakarta City. The study was conducted in September 2019-November 2019.

Data Types and Sources

The types of data used in this study are primary data and secondary data. Primary data in the form of data on the field of organizational units, business fields, and financial asset reports. Secondary customs are obtained through literature studies.

Data Analysis

Matrix IFE EFE

According to David (2016), the IFE Matrix is used to find out the strengths and weaknesses of a company, while the EFE Matrix is used to find out the company's opportunities and threats. The IFE EFE matrix consists of columns of internal factors/external factors, weights, ratings and weight scores or total values from the results of weight multiplication and ranking. Regardless of how many factors are entered into the Matrix, the total weight score ranges between 1.0 as the lowest point and 4.0 as the highest point. The determination of weights in the development step of the IFE and EFE Matrix is carried out by asking questions to the relevant company.

IE Matrix

The IE matrix is based on two key dimensions: the total IFE weight score on the x-axis and the total EFE weight score on the y-axis. On the x-axis of the IE matrix, the weight score of 1.0-1.99 is viewed as a position that weak, a score of 2.0-2.99 is considered moderate, and a score of 3.0-4.0 is considered high. Likewise on the y-axis. The IE matrix is divided into three large parts that have different implications. Cells I, II, or IV are described as growing and building. Cells II, V, or VII can be handled through a guarding and maintaining strategy. Cells VI, VIII, or IX are harvested or divested.

Matrix SWOT

According to David (2016) The SWOT matrix is an important matching tool for developing four types of strategies. S-O strategy (strength-opportunity), W-O strategy (weakness-threat), S-T strategy (strength-threat), and W-T strategy (weakness-threat). Matching key external and internal factors is the hardest part of developing a SWOT Matrix and requires good judgment. The point of any matching tool is to come up with alternative strategies that make sense. Therefore, not all developed strategies will be selected to be applied.

Matrix QSPM (*Quantitative Strategic Planning Matrix*)

According to David (2016) in this QSPM Matrix, several alternative strategies are evaluated objectively based on internal and external factors of the company that have previously been identified based on the calculation of the results of *Total Attractive Scores*.

RESULTS AND DISCUSSION

The analysis of the internal environment can be identified that the management contained in PRIMKOPTI is still only in the form of meetings that are held regularly, the briefing of which is carried out by The Chairman of the Cooperative and the Cooperative Supervisory Board are carried out almost every day, and the audit of the financial statements is carried out by the bank auditors. Marketing carried out in addition to selling or distributing soybeans, cooperatives also provide soybean management services even though the promotions carried out only rely on the dissemination of information from the mouth to the mouth. The price sold by the cooperative is very dependent on the importer or arguably unstable. The source of capital of the cooperative comes from principal deposits, mandatory deposits, special deposits, reserve funds, and grants. In addition, cooperatives also have sources of capital based on loans, namely member loans, similar cooperative loans, bank and financial institution loans, issuance of bonds and similar bonds, as well as other legitimate sources are listed on ARD and ART PRIMKOPTI (2019). For production factors other than selling or distributing soybeans, PRIMKOPTI also provides loan services to its members which are divided into 2 types, namely loans USIPA (around 1-5 million rupiah), and KIA (around 6-50 million rupiah) with an interest rate of 1.5 % / month. The information system at PRIMKOPTI is still in the form of manual recording and telephone relationships by *the* treasurer. On the analysis of the external environment, it can be identified that the economic strength perceived by the cooperative depends on the level of soybean sales on the soybean trading exchange Indonesian American. PRIMKOPTI's position in the capital city of Jakarta is an opportunity in terms of social, cultural, demographic, and environmental aspects in the specialization of soybean distribution services, processing equipment credit services, and savings and loans services. Being in the capital city of Jakarta also allows PRIMKOPTI to adjust all planning and all the systematics of cooperative implementation with related regulations. Although the regulations of the central and local governments often change. The application of the latest communication technology is not applied because of its difficult application related to education constraints. Building a family with several importers made PRIMKOPTI get soybeans at a low price based on the agreed cost of goods and shipped continuously every day.

Based on calculations, it shows that the value of the PRIMKOPTI FE I matrix is 3,345, which means that the company is in an above-average position in terms of internal strength. Meanwhile, PRIMKOPTI's EFE matrix is 3,244 which means that the company is in a strong position or state. However, companies must still take advantage of the opportunities that exist so that remains superior and develops.

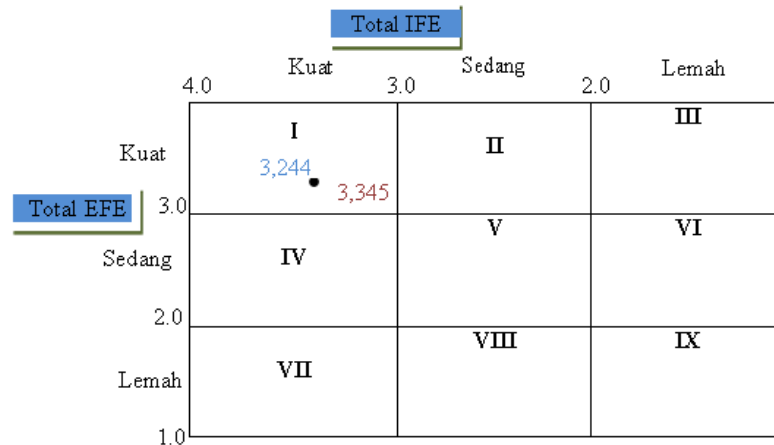


Figure 1. Matrix IE PRIMKOPTI Jakarta Selatan
Source: The data is processed.

The IE matrix shows the position of PRIMKOPTI into cell I, namely the growth strategy, then the strategy that can be applied is an integrative or intensive strategy. An integrative strategy or intensive strategy is a strategy that allows gaining control over distributors, suppliers, and competitors such as developing the web or advertising suggestions to expand marketing, look for importers with competitive quality and prices, as well as know the strengths of competitors' weaknesses. In the SWOT matrix, the following results are obtained:

Table 1. SWOT Matrix PRIMKOPTI South Jakarta.

		Strengths	Weakness
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">External</div> <div style="border-left: 1px solid black; border-right: 1px solid black; padding: 0 10px;">Internal</div> </div>	<ol style="list-style-type: none"> 1. Meetings are held regularly within a period of 1 year as much as 2x. 2. Each position performs a job according to <i>jobdesc</i>. 3. Briefings by superiors every day. 4. Audits of reports and performance are carried out regularly. 5. The cooperative sells soybeans and leases processing services. 	<ol style="list-style-type: none"> 1. The level of education is still neglected in recruitment. 2. Incur additional costs. 3. Prices are highly dependent on importers therefore they are unstable. 4. Less than optimal promotion. 5. Employee education. 6. Very few cooperatives reach undergraduates. 7. The condition of the warehouse is still very 	

	<ol style="list-style-type: none"> 6. Cooperative position and strategic building. 7. Build familial relationships and members and importers. 8. The relationship between employees is established like a family. 9. Visitor-friendly Cooperative Office. 10. Soybeans in and out of the warehouse are recorded on a bookkeeping basis. 11. Soybean delivery services are available. 12. Soybean management services are available in full. 	<ol style="list-style-type: none"> simple not according to warehousing standards. 8. Employees still lack knowledge and implementation of <i>quality control</i> in the warehouse. 9. The schedule of soybean control in the barn is irregular. 10. The absence of research and development. 11. It is still manual and simple with the phone.
<i>Opportunities</i>	SO Strategy	WO Strategy
<ol style="list-style-type: none"> 1. It has 3 importers. 2. Has the largest members. 3. It has no competent competitors. 4. It has no threat of substitution products. 5. There are no similar cooperatives in the South Jakarta area. 6. South Jakarta is part of the capital city of Jakarta. 7. The government and society are very supportive. 8. Assist in the disclosure of information on everything related to soybeans and cooperatives. 	<ol style="list-style-type: none"> 1. Maintain the trust of members and the community by improving relations and services to cooperative members (S1, S2, S3, S4, S5, S6, S7, S8, S9, S10, S11, S12, O2, O3, O4, O5, O7, O8). 2. Maintaining product quality and performance of Cooperative employees and conducting regular evaluations to be able to help expand the scope of the Cooperative (S1, S2, S3, S4, S5, S6, S7, S8, S9, S10, S11, S12, O1, O2, O3, O4, O5, O7, O8). 	<ol style="list-style-type: none"> 1. Improving existing Human Resources (HR) by providing training and development and improving the educational standards of PRIMKOPTI Jaksel employees (W1, W5, W7, W8, W9, O3, O8) 2. Improve warehouse conditions and soybean control schedules, and maximize promotion by utilizing existing technologies (W6, W7, W8, W9, O2, O8)
<i>Threats</i>	Strategy ST	WT Strategy
<ol style="list-style-type: none"> 1. The existence of a shop selling soybeans despite the small scale 2. The level of sales of soybeans is highly dependent on the state of the economy 3. All the planning and activities of the 	<ol style="list-style-type: none"> 1. Maximizing soybean processing services, so that even though it has a competitive price, PRIMKOPTI Jaksel still has the advantage of renting out services (S5, S10, S12, T1, T2) 	<ol style="list-style-type: none"> 1. It is necessary to socialize related to the latest technology from the Cooperative management and hold regular meetings and be willing to spend additional costs to improve the quality of

<p>Cooperative are highly dependent on the country's frequently changing policies and lack of recognition</p> <p>4. The difficulty of implementing renewable technology in Cooperatives</p> <p>5. Irregular schedule of soybean control in the warehouse</p> <p>6. Absence of research and development</p> <p>7. Still manual and simple with phone</p>	<p>2. Make improvements slowly related to the latest technology so that it can develop (S5, S9, S10, T3, T4, T5, T6, T7)</p>	<p>Primkopti South Jakarta (W1, W2, W4, W5, W6, W7, W8, W9, W10, T3, T4, T5, T6)</p> <p>2. Looking for other importers with competitive prices so that they can compare and sort prices according to the economic conditions of Primkopti Jaksel (W3, T1, T2)</p>
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Source: Research Data

The resulting strategy is then reselected based on the strategy that is the priority and moved into the QSPM matrix. The results of the analysis show the strategic priorities that PRIMKOPTI can do, namely:

Table 2. PRIMKOPTI South Jakarta Strategy Priorities are based on the 2019 QSPM Matrix.

No	Strategy Priorities	Σ TAS	Rank
1	Maintaining the trust of members and the community by improving relationships and services to cooperative members	7,278	1
2	Maintaining the quality of product and the performance of Cooperative employees and conducting regular evaluation to be able to help expand the scope of the Cooperative	7,118	3
3	Maximizing soybean processing, so that even though it has a competitive price, PRIMKOPTI South Jakarta still has an advantage in leasing services	6,494	8
4	Make improvements slowly related to the latest technology so that it can develop	6,663	7
5	Improving the existing Human Resources (HR) Sum by providing training and development and improving the educational standards of PRIMKOPTI South Jakarta employees	7,044	4
6	Improving warehouse conditions and crop control schedules, as well as maximizing promotions by utilizing existing technology	7,228	2
7	It is necessary to socialize related to the latest technology from the Cooperative management and hold regular meetings and be willing to pay for financial expenses to improve the quality of PRIMKOPTI South Jakarta	6,759	6
8	Looking for other importers with competitive prices so that they can compare and sort prices according to the economic conditions of PRIMKOPTI South Jakarta	6,858	5

Source: The data is processed.

CONCLUSIONS AND SUGGESTIONS

The conclusion of this study is that the IFE matrix shows strengths and weaknesses having a total score of 3,345 identifying that PRIMKOPTI South Jakarta is in a strong internal position both from in terms of sales and distribution. Then in the EFE matrix produces a value of 3,244 g identifying that the company is in a strong state of carrying out competitive strategy management. Alternative business development strategies that can be applied include: (1) maintaining the trust of members and the community in improving services, (2) maintaining production quality and performance. employees and conduct regular evaluations, (3) maximize soybean processing services so that they still have advantages in renting out services, (4) make improvements slowly with technology latest, (5) improving existing human resources by means of training and development, (6) improving warehouse conditions and control schedules and maximizing promotion with technology existing ones, (7) conducting socialization related to the latest technology and conducting regular meetings to improve the quality of PRIMKOPTI South Jakarta, and (8) looking for other importers at prices who compete. The most appropriate strategy to be applied is the SO 1 strategy, which is to maintain community trust by improving relations and services to cooperative members.

Suggestions that can be given from this study are: (1) PRIMKOPTI South Jakarta is expected to maintain the number of members by maintaining the trust of cooperative members through improving relationships and services, (2) PRIMKOPTI South Jakarta hope to find new importers in order to get stable prices and better soybean quality, (3) PRIMKOPTI South Jakarta is expected to improve the standardization of employee education in order to produce more service and performance, and (4) PRIMKOPTI South Jakarta is expected to increase suggestions for soybean storage in the form of warehouses by using warehouse standardization so that soybean quality is better maintained.

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