

DEVELOPMENT OF IRFAN TOYS HOME INDUSTRIAL BUSINESS STRATEGY; AS A PILOT MODEL OF INDUSTRIAL TOURISM IN BEKASI, WEST JAVA-INDONESIA

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Abstract

Home industry-based businesses in the City of Bekasi began to emerge, one of which was the home industry of s. home industry is one of the businesses that produce a that is made directly by someone's hand not by using a machine, so the quality of the product is maintained. This home industry produces s where each month will always vary in the amount of production depending on existing orders. Home The industry is located in Bekasi Timur housing Regency Rt 03 Rw 18 Kelurahan Cimuning Mustika Jaya District, Bekasi City. Based on the description in the background above, the formulation of the problem above, the purpose of this research is to find out what strategies should be carried out by puppet home industry. Primary data obtained from the object of research are business owners, employees, distributors and consumers of the home industry, they act as informants by means of direct interviews. And Secondary data is obtained by reading or recording existing data, namely data obtained from scientific journals and other supporting tools that can help research. While in processing data, the author uses the Strategy Management matrix; EFAS / IFAS matrix and Grand Matrix

Key words: *Tourism, Home industry, Bekasi, Indonesia*

JEL Classification:*M11.*

I. INTRODUCTION

At present Indonesia is experiencing quite good economic development. One of Indonesia's developing economic development is Micro, Small and Medium Enterprises (MSMEs) (Untari, 2014). The role of the very large MSMEs, provides an explanation that MSMEs must be improved even better. MSMEs will be able to survive and compete if they are able to implement management management properly. Management in general covers the fields of marketing, production, human resources (HR), and finance (Satria, 2017). Certain concepts and designs at the strategy level are key success factors. Analysis of markets, customers and products is a very important thing in a complex world. According to Purwanto (2008), starategi analysis includes "strategy triangle", namely: Customers, Competitors and Companies. Most companies / business units carry out production and

operations only to concentrate on making products, including small to medium-sized companies. Companies should also pay attention to business strategies in order to maintain developing existing businesses, so they can still compete (Wibowo, 2015)

As is known, the state of the business world is dynamic, which is characterized by changes from time to time and there is a connection between one another (Sari et al, 2019). So the marketing strategy has a very important role for the success of the company's general business and the marketing sector in particular. In this case the marketing strategy applied must be reviewed and developed in accordance with market developments and the market environment. Strategy is an important key to the success of a company in reaching customers. Basically the marketing strategy has an important role to achieve a business success, therefore the marketing sector plays a major role in realizing the business plan. This can be done, if the company wants to maintain and increase the sales of the

products or services they produce. By implementing an accurate marketing strategy through the utilization of opportunities in increasing sales, so that the position or position of the company in the market can be increased or maintained (Kereh, 2018; Satria and Achiruddin, 2017)

Home industry-based businesses in the City of Bekasi began to emerge, one of which was the home industry of s. home industry is one of the businesses that produce a that is made directly by someone's hand not by using a machine, so the quality of the product is maintained. This home industry produces s where each month will always vary in the amount of production depending on existing orders. Home The industry is located in Bekasi Timur housing Regency Rt 03 Rw 18 Kelurahan Cimuning Mustika Jaya District, Bekasi City. Based on the description in the background above, the formulation of the problem above, the purpose of this research is to find out what strategies should be carried out by puppet home industry.

II. METHODOLOGY

The research method is basically a scientific way to get data with a specific purpose. The design of this research is all the processes carried out in planning and conducting research. The design used in this study is adjusted to the variables examined in this study, namely qualitative research methods.

Primary data obtained from the object of research are business owners, employees, distributors and consumers of the home industry, they act as informants by means of direct interviews. And Secondary data is obtained by reading or recording existing data, namely data obtained from scientific journals and other supporting tools that can help research. While in processing data, the author uses the Strategy Management matrix; EFAS / IFAS matrix and Grand Matrix. The weighting and ranking of researchers adopts the technique (Untari, 2018).

III. RESULT

The strategic decision making process is always related to the taking of mission, goals, strategies and company policies (Untari et al, 2017). Thus the strategic planner must analyze the company's strategic factors (strengths, weaknesses, opportunities, and threats) in the current conditions. The company's internal factors consist of the strengths and weaknesses of the company. Meanwhile, the company's external factors consist of opportunities and threats of the company (Untari, 2018). After internal and external analysis, it is known the results of strengths, weaknesses, opportunities and threats. As in table 1,

Table 1. Key Factor of Irfan Toys

Strength	Weakness
<ol style="list-style-type: none"> 1. The process of inserting dacron cotton and its stitching is still manual, so the s produced by Jaitan are stronger because of the accuracy of the tailor. 2. Production of s using quality materials. 3. The price of products follows the existing market. 4. Consumers get a guarantee of damage in the event of a product defect. 5. Promote through social media to make consumers see the products they want. 	<ol style="list-style-type: none"> 1. Number of competitors by selling the same product. 2. Only produce s with cotton dacron-based only. 3. Rising uncertain raw material prices that affect the rise and fall of sales. 4. Products are less diverse. 5. A less strategic place
Opportunity	Threat
<ol style="list-style-type: none"> 1. Having an observation strategy to carry out sales targets in major cities in Indonesia. 2. Having cooperation with many distributors. 3. High product demand. 4. Have a pickup car to send s around the city of Bekasi. 5. The level of purchasing power of the community is high. 	<ol style="list-style-type: none"> 1. Competing companies have many specifications in their products. 2. Availability of raw materials and prices that can rise at any time. 3. Promotions by other companies are better 4. More variety of products in other industries.

Next, the researchers determined the weight on the EFAS / IFAS matrix through a questionnaire to 37 sample people and there were several sample criteria, namely the local distric, internal home industries, Irfan toys s, consumers and competitors. Before distributing questionnaires to respondents, researchers first tested each question item, then the test results are shown in Table 2 and Table 3

Table 2. Result of validity test

Indicators	Code	R Count	R Tabel	Information
<i>Strength</i>	S 1	0,900	0,3246	Valid
	S 2	0,662	0,3246	Valid
	S 3	0,703	0,3246	Valid
	S 4	0,904	0,3246	Valid
	S 5	0,646	0,3246	Valid
<i>Weakness</i>	W 6	0,915	0,3246	Valid
	W 7	0,788	0,3246	Valid
	W 8	0,886	0,3246	Valid
	W 9	0,788	0,3246	Valid
	W 10	0,920	0,3246	Valid
<i>Opportunity</i>	O 11	0,977	0,3246	Valid
	O 12	0,899	0,3246	Valid
	O 13	0,935	0,3246	Valid
	O 14	0,909	0,3246	Valid
	O 15	0,960	0,3246	Valid
<i>Threat</i>	T 16	0,854	0,3246	Valid
	T 17	0,859	0,3246	Valid
	T 18	0,535	0,3246	Valid
	T 19	0,945	0,3246	Valid

Sources : Proccesed datas, 2019

Based on table 2, it can be seen that all indicators in the SWOT analysis are declared valid, whereas if the rbt value on the results of the analysis is negative, the item is declared invalid, with a significance level of 5% the calculated r table value is 0.3246.

Table 3. Result of reliability test

Indicators	Cronbach's Alpha	Information
Strength	0,826	Reliable
Weakness	0,912	Reliable
Opportunity	0,965	Reliable
Threat	0,817	Reliable

Sources : Proccesed datas, 2019

Based on the table above, this shows that all question items are reliable because they have an alpha value > 0.7 so that the instrument can be used for subsequent research.

After that the results of the questionnaire to 37 respondents sought an average to get the average point of the questionnaire, while the rating obtained from the company directly through the approach. Then we can determine the weights for the IFAS and EFAS matrices as in table 4

Table 4. IFAS (Internal Factor Analysis Summary) Matrix

No	Internal Factor	Weight	Rank	Score
Strength				
1	The process of inserting dacron cotton and its stitching is still manual, so the s produced by Jaitan are stronger because of the accuracy of the tailor	0.09	3	0.27
2	Production of s using quality materials.	0.12	4	0.48
3	The price of products follows the existing market	0.09	3	0.27
4	Consumers get a guarantee of damage in the event of a product defect.	0.16	4	0.64
5	Promote through social media to make consumers see the products they want	0.09	3	0.27
Subtotal		0.55		1.93
Weakness				
1	Number of competitors by selling the same product.		3	0.27
2	Only produce s with cotton dacron-based only.		3	0.27
3	Rising uncertain raw material prices that affect the rise and fall of sales.		3	0.27
4	Products are less diverse.	0.06	2	0.12
5	A less strategic place	0.09	3	0.27
Subtotal		0.42		1.2

Total score	1	3.13
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Sources : Proccesed datas, 2019

Table 5. EFAS (Eksternal Factor Analysis Summary) Matrix

No	External Factors	Weight	Rank	Score
Opportunities				
1	Having an observation strategy to carry out sales targets in major cities in Indonesia.		3	0.33
2	Having cooperation with many distributors.		4	0.56
3	High product demand.		3	0.33
4	Have a pickup car to send s around the city of Bekasi.		4	0.56
5	The level of purchasing power of the community is high		3	0.33
Subtotal		0.62		2.11
Threat				
1	Competing companies have many specifications in their products.	0.07	3	0.21
2	Availability of raw materials and prices that can rise at any time	0.11	3	0.33
3	Promotions by other companies are better	0.07	3	0.21
4	More variety of products in other industries	0.14	4	0.56
Subtotal		0.36		1.31
Total score		1.0		3.35

Sources : Proccesed data, 2019

The results of the analysis in table 4.7 EFAS, opportunity and threat factors have a total score of 3.42. because the total score approaches 4.0 means this indicates that the company responds to opportunities that exist in the market and avoids threats that exist in the industrial market. Furthermore, the total score of each factor can be specified, strength 1.93, weakness 1.2, opportunity 2.11, threat 1.31. Then the difference in the total score of strength and weakness factors is (+) 0.73, while the difference in total score factor oppurtunity and threat is (+) 0.8, Picture 1 of Cartesian diagram SWOT Analysis of Home Industry Irfan Toys,

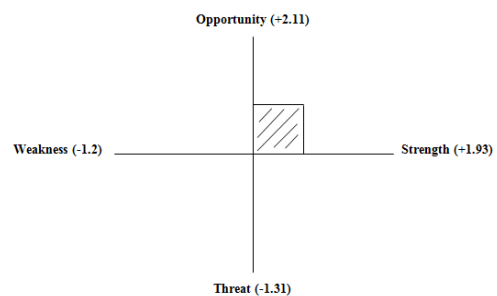


Figure 1. Grand Matrix of Irfan Toys
Resources: Proccesed data, 2019

Figure 1 shows that Home Industry s Irfan Toys is in the growth quadrant where the quadrant is a very favorable situation. The company has opportunities and strengths so that it can take advantage of opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy, with the implementation of the company can maximize the power it has to seize the various opportunities that exist so that the company can balance other competitors who issue similar products.

Based the analysis shows that company performance can be determined by a combination of internal and external factors. The combination of these two factors is shown in the diagram as a result of the SWOT analysis as follows:

SO Strategy (Strength-Opportunity). This strategy is a picture of internal factors (strength) and external factors (opportunity), this strategy is made based on the mindset of the company, that is by utilizing all the strengths as well as utilizing the greatest opportunities. SO strategy taken by the home industry of Irfan toys s are:

- a. Improve promotion by utilizing collaboration with distributors.
- b. Use social media to attract people's buying interest.
- c. Maintain the quality of the materials used in production.
- d. Give discounts to new distributors.
- e. Make use of collateral damage to increase product demand.

ST (Strength-Threat) Strategy. This strategy is a combination of internal factors (Strength) and external factors (Threat), this strategy is made to use the strength of the company to overcome threats. The ST strategy used by the home industry of the Irfan toys are have alternative quality ingredients to overcome the rising prices of raw materials so that selling prices remain stable in the market and improve promotion to introduce products with advantages they have.

WO Strategy (Weakness-Opportunity). This strategy is a combination of internal factors (Weakness) and external factors (Opportunity), this strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses. The WO strategy taken by the home industry of Irfan toys is:

- a. Make use of pickup cars for means of paying at the customer's place without having to come to the company.
- b. Increase product diversity by looking at consumer demand.
- c. Take advantage of people's purchasing power to reduce the impact of increasing raw materials.

WT Strategy (Weakness-Threat). This strategy is a combination of internal factors (Weakness)

and external factors (Threat), this strategy is based on activities that are defensive and try to minimize existing weaknesses and avoid threats. The WT strategy taken by the home industry of Irfan toys are creating more varied by paying attention to the quality of raw materials and maximize promotions to introduce innovative new products.

Based on the results of the SWOT analysis above, it was found that the IFAS matrix showed strength and weakness factors having a total score of 3.13. This indicates that the business of Home industry Irfan Toys s are in an internal position that is so strong. Furthermore, in the EFAS matrix shows that opportunity and threat factors have a total score of 3.42. This indicates that the efforts of Irfan Toys' home industry can respond to existing opportunities in extraordinary ways and avoid the threats that are in the industrial market.

The Grand Matrix shows that the Irfan Toys' home industry is in the Growth quadrant where the quadrant is a very favorable situation. After the power strategy with opportunity or SO strategy, the power factor is obtained which must be maintained to be able to take the opportunities that exist. The ST strategy shows that companies must maximize the power to overcome the threats. WO strategy, take advantage of existing opportunities by minimizing company weaknesses. And the WT strategy that requires companies to be able to minimize weaknesses and avoid threats.

IV. CONCLUSION

Base on the results of the study using the SWOT analysis in the Irfan Toys s Home Industry, the implementation of the strategy in the company uses Growth Oriented Strategy. This is because on the the SWOT analysis shows that the highest total score is in the first quadrant where the quadrant is a very favorable situation. Home Industry s Irfan Toys has many opportunities and strengths so they can seize and take advantage of existing opportunities while minimizing weaknesses and overcoming various threats.

Based on the results of the analysis and conclusions of this study, it is expected to be able to provide benefits for the Irfan Toys Industry Home. In this study, business owners are expected to better understand and be able to apply what marketing strategies should be done so that this business can grow and increase the number of sales. In this research can also be seen in the Grand Matrix, the strategy that should be applied is "Growth Oriented Strategy" business owners must implement this strategy in their marketing mix to get maximum results on products, prices, promotions and places.

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