

Development Strategies of Muslim's MSMEs at Banyoksah Village Sampang Madura Island: Analysis of IFAS and EFAS Matrix

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Abstrak

Penelitian ini bertujuan untuk mengetahui bagaimana strategi pengembangan usaha Labu Madu yang dilakukan oleh Petani Labu Madu di Desa Banyusokah, Kabupaten Sampang berdasarkan Matriks EFAS dan IFAS. Metode yang digunakan dalam penelitian ini adalah deskriptif kualitatif yang bertujuan untuk mendeskripsikan, menggambarkan, mencatat, dan menganalisis kondisi-kondisi yang ada dan berlangsung saat ini. Hasil penelitian menunjukkan bahwa usaha labu madu di Desa Banyoksah Kabupaten Sampang mampu menerapkan strategi berorientasi pertumbuhan untuk mengembangkan usahanya. Strategi yang disarankan adalah pertama, mendistribusikan produk di toko yang ada di Kabupaten Sampang dan memanfaatkan media sosial seperti IG, whatsApp dan lain sebagainya untuk pemasaran. Kedua, melakukan diversifikasi produk olahan dari labu madu dan menjadikan pelanggan sebagai reseller. Ketiga, mengganti teknologi produksi yang digunakan dengan yang lebih canggih dan modern untuk meningkatkan produksi secara efektif dan efisien. Terakhir, membuka beberapa cabang toko yang dimiliki perusahaan.

Kata Kunci : UMKM; Matriks SWOT; Matriks IFAS dan EFAS.

Abstract

This study is aimed to find out how the Honey Pumpkin business development strategy is carried out by Honey Pumpkin Farmers in Banyusokah Village, Sampang Regency based on EFAS and IFAS Matrix. The method employed in this study is descriptive qualitative which is aims to describe, describe, record, and analyze existing and current conditions. The result of the study showed that Honey Pumpkin business in Banyoksah Village of Sampang Regency is able to implement the growth oriented strategy for developing its business. The suggested strategies are firstly, to distribute the products in the store at Sampang Regency and utilizing social media such as IG, whatsApp and so on for marketing. Secondly, diverging the processed product from honey pumpkin and turning customer into reseller. Thirdly, replacement of production technology used with more sophisticated and modern to increase the production effectively and efficiently. Lastly, opening several branch of store that owned by the company.

Keywords : MSMEs; SWOT Matrix; IFAS and EFAS Matrix.

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1. INTRODUCTION

Work in Islam is part of obligation as it is worship to Allah for all Muslims to seek bounty of good deeds from work as well as to remember Allah as the creator of the world, the one and only who gives sustenance (Hakim & Susilo, 2020, p. 120). However, the current economic conditions, which are increasingly difficult, certainly have a major impact on many areas of

people's lives in general and industrial development in particular. Moreover, with the increasing density of the existing population, people have to compete harder in their work to meet their needs (Susilo, 2020, p. 2).

The above conditions encourage breakthroughs to create or build independent businesses in the form of MSMEs as a solution for the community (Mandasari & Pratama, 2020, p. 124). In the face

fierce competition in the business world, business actors are required to be able to develop their businesses to be advanced and large. Business development requires various strategies in advancing its business in order to survive last long and not experience bankruptcy (Dewi Samad, 2019, p. 2).

Business development has a number of tasks and processes that generally aim to develop and implement growth opportunities. But in reality to develop a business that was originally started from scratch or just starting a business is very difficult. Islam does not prohibit Muslims from having plans to develop their business through various development strategies in order to achieve success. However, it must be in accordance with the Shari'a and not against the teachings in Islamic Shari'a (Burhanuddin et al., 2021).

Therefore, developing a business does not only require skills, but must also apply the best principles in building and developing a business. This is done so that MSME actors can easily build economic activities. One of them is Banyusokah Village, Ketapang District, Sampang Regency, the majority of which are farmers. such as, farmers of rice, corn, peanuts and fruit crops such as guava, honey pumpkin, and watermelon.

The innovation carried out in Banyoksah village is a Honey Pumpkin product which has been managed since 2018. This honey pumpkin farm is managed by farmers, and the development process is also carried out by farmers. Banyusokah Village, Ketapang District, Sampang Regency is the centre of north coast agriculture, but the process of developing agricultural businesses, especially in honey pumpkins, is still not programmed properly due to non-optimal marketing process. In other words, are still traded at the harvest or not marketed. In addition, there are some seeds that are not good and are not resistant to pests, so that the yield is relatively low.

For this reason, the Honey Pumpkin business needs to design a business strategy model to develop the business. Therefore, it is necessary to analyse various opportunities and threats through the EFAS matrix as well as the strengths and weaknesses through the IFAS matrix from the honey pumpkin business in Banyoksah Village, Ketapang District, Sampang Regency.

EFAS and IFAS matrix is developed based from SWOT analysis which is supported by Business Model Canvas that offers modern business strategies

to deal with problems in business. In the process, all matrix aspect is aimed for completing the strategic planning process to create more mature business concept. Thus, the business model being implemented is more robust and sensitive to any changes in market conditions.

Several studies on IFAS and EFAS as matrix in developing strategies for business development have been conducted. Setijawibawa (2015) with analysis SWOT found that there are several element of business model in order to support business climate. For example, company is able to utilize MLM scheme for hierarchy of position in company, developing special services to customer through discount and customer point, also expanding to tenancy services.

Similarly, Kosasi (2015) also evaluate business model in seafood restaurant with BMC approach and found that the new segmentation of the restaurant is required especially youth generation with small family as well as develop their product innovation through differentiations. Furthermore, website usage also needed to extend the consumer and inform the costumer about the restaurant. Indeed, addition staff for managing "eye catching" website also required.

In accordance with that, Alamsyach & Ratnanto Fitriadi (2017) studied about on Gethuk Lawu in Karanganyar with BMC approach and SWOT analysis. The result of the study shows that in order to accomplish the BMC on the company WO strategy is required. Therefore, the company needs to assess their weakness and opportunity to develop their business.

Furthermore, Ermaya & Darna (2019) investigate business model design through BMC and SWOT analysis. The result found that BMC is applicable in the company and the proper strategy for the company is turnaround strategy. In connection with it, Kurniawan & Abidin (2020) developed SWOT analysis to EFAS and IFAS matrix to determine strategies for developing Durian tourism at Kampung Durian Ponorogo. The study found that Kampung Durian need to implement WO strategy, means, Kampung Durian have to change current strategy based on the weakness and the opportunity owned.

In the same line, Anggraini (2020) investigate 9 elements of BMC with SWOT analysis on MSMEs. The result found that the strength of MSMEs is product novelty, online market through social media, and tester for consumer in the store. Meanwhile, the weakness of MSMEs there is no strategy on consumer retention, the product is replicable and simple tools as

well as machine utilization. Moreover, the opportunity of MSMEs is there is no threat in the similar product in the city, unique packaging, and website utilization for wider market. Lastly, there is competitor from other city with effective and efficient machine as well as more unique packaging.

Based on the background above, this study aims to find out how the development strategy of Muslim MSMEs is carried out at Honey Pumpkin Farm in Banyusokah Village, Sampang Regency based on EFAS and IFAS Matrix.

2. RESEARCH METHOD

This study is descriptive qualitative study means a study that is descriptive and aims to obtain a complete (descriptive) picture of something being researched. Based on the above understanding, the descriptive understanding that the author means is research that describes events that occur in the field. The descriptive approach is research that aims to describe, describe, record, and analyze existing and current conditions (Moleong, 2018, p. 6).

Thus, researchers can find out firsthand the actual situation or conditions in the field about the MSME Labu Madu. This information is expected to be the basis for formulating a Labu Madu business development strategy through a business model canvas approach and a SWOT analysis of EFAS and IFAS. As presence of the researcher, the researcher acts as an instrument as well as collects data. By observing, researchers know and understand the complete picture of the object of research. This means that the researcher acts fully as a researcher and there are researchers who know and there are parties who do not know about the presence of the researcher that the researcher is researching (Sugiyono, 2011, p. 143).

The data was collected through observation on the field, interview, and documentation. The collected data then analyzed through triangulation technique. Triangulation technique is a technique that combines various data collection techniques and existing data sources. Testing the validity of the data in qualitative research using triangulation will further increase the strength of the data when compared to one approach (Sugiyono, 2011, pp. 240–242).

3. RESULT AND DISCUSSION

3.1. Result

The results of interviews on the strengths, weaknesses, opportunities and threats faced by Honey

Pumpkin products of Banyoksah, Sampang described based on the SWOT components. The components then grouped into two factors, namely internal and external factors. The internal factors and the weighting result are described in the table below:

Table 1. Matrix of IFAS analysis

No.	Strength	Weight	Rating	Score
S1	Pumpkin can be consumed by all people	0,06	4	0,24
S2	The taste of the honey pumpkin is very sweet and have low price	0,06	4	0,18
S3	Owned an outlet	0,06	4	0,24
S4	Source of income only from product sales	0,05	3	0,15
S5	The human resources used have been able to meet the demand for production	0,06	4	0,24
S6	The production process carried out by the honey pumpkin business until the pudding processing is correct sequentially	0,06	3	0,18
S7	The honey pumpkin business cooperates with a supermarket called “Nada Swalayan”, which is a shop supplier selling pudding ingredients and tools	0,06	4	0,24
S8	Profits of honey pumpkin products are always donated	0,06	3	0,18
S9	The cost of producing raw materials is cheap so they can make a profit	0,05	3	0,15
Sub-Quantity		0,52		1,8

No.	Weakness	Weight	Rating	Score
W1	Honey pumpkin pudding can't be consumed by babies	0,06	4	0,24
W2	The product is easy to rot and does not have BPOM	0,04	3	0,12
W3	No delivery services	0,04	3	0,12
W4	Revenue depends only from customers	0,06	3	0,18
W5	Equipment that is still simple, does not create a patent	0,06	4	0,24
W6	The equipment used is still simple, the production process or	0,06	4	0,24

No.	Weakness	Weight	Rating	Score
	pudding processing is easy to imitate.			
W7	Partners for seeds and fertilizers are still limited so they can be purchased online.	0,04	3	0,12
W8	Promo only on honey pumpkin pudding processed products	0,06	4	0,24
W9	Farmer and electricity costs inefficient	0,06	3	0,18
Sub-Quantity		0,48		1,68
Total Quantity		1.00		3,54

The results of the weighting of internal factors, namely strengths and weaknesses in Honey Pumpkin Business, Banhyoksah Village, Sampang showed that the value obtained from number of weaknesses that are owned is lower than the number of advantages. This can be interpreted that Honey Pumpkin business has more advantages to be developed than weaknesses. Circumstantially, the value of the strength item scores is $S1 = 0.24$, $S2 = 0.18$, $S3 = 0.24$, $S4 = 0.15$, $S5 = 0.24$, $S6 = 0.18$, $S7 = 0.24$, $S8 = 0.18$, $S9 = 0.15$, the total score of the strength indicator is 1.8. while the scores for the weakness indicators are $W1 = 0.24$, $W2 = 0.12$, $W3 = 0.12$, $W4 = 0.24$, $W5 = 0.24$, $W6 = 0.24$, $W7 = 0.12$, $W8 = 0.24$, $W9 = 0.18$, the total score of the weakness indicator is 1.68. So the total score of the strength and weakness indicator is 3.48.

Meanwhile, external factors and weight result of honey pumpkin business as follow:

Table 2. Matrix of EFAS analysis

No	Opportunity	Weight	Rating	Score
O1	No competitors selling the similar product	0,07	3	0,21
O2	Collaborate with the local health department to maintain product safety quality	0,06	4	0,24
O3	Distributing into shops and using other social media as marketing such as: IG, and Shopee	0,05	3	0,15
O4	Opening a honey pumpkin business branch to increase sources of income and add variety to the menu of processed products from honey pumpkin, and customer requests to become resellers	0,05	3	0,15

No	Opportunity	Weight	Rating	Score
O5	Replacement of more sophisticated technology, participating in marketing training, availability of capital loans to increase business such as: cooperatives and BMT.	0,05	3	0,15
O6	More sophisticated honey and pudding production technology.	0,06	4	0,24
O7	Cooperating with the local agriculture department, building good relations with the government so that they included the company in exhibitions, and collaboration with other partners such as sponsors.	0,06	4	0,24
O8	The promo system must also be on honey pumpkin products, implementing a member card system to gain customers loyalty.	0,06	3	0,18
O9	Substituting more modern technology to minimize farmer costs, the Company can streamline all uses at the company such as turning off water and electricity that are not in use.	0,05	3	0,15
Sub-quantity		0,51		1,71

No	Threats	Weight	Rating	Score
T1	Many competitors sell agricultural processed products such as melon love, cashew etc.	0,05	3	0,15
T2	There is no BPOM brand for product safety, so customers easily tend to choose other products	0,06	4	0,24
T3	If social media is disturbed, it will affect the sales process of the honey pumpkin business	0,06	3	0,18
T4	Disloyal customers who don't come back.	0,05	3	0,15
T5	There are no patents, so the product is easy to copy	0,05	3	0,15
T6	Competitors from one village or outside the	0,07	3	0,21

No	Threats	Weight	Rating	Score
	village who are able to produce more with the latest technology and large capital			
T7	If the relationship is disturbed then the opportunity to advance the honey pumpkin business will be closed.	0,05	3	0,15
T8	Customers are easy to move if there is no promo system for honey pumpkin products	0,05	3	0,15
T9	Farmer and electricity costs are unstable make profits also not fixed.	0,05	3	0,15
Sub-quantity		0,49		1,53
Total quantity		1.00		3,24

Based on the table above, it can be seen that the item scores for the opportunity indicator are O1= 0.21, O2= 0.24, O3= 0.15, O4= 0.15, O5= 0.15, O6= 0.24, O7= 0.24, O8= 0.18, O9= 0.15, total the score of the opportunity indicator is 1.71. While the value of the threat indicator score items are T1 = 0.15, T2 = 0.24, T3 = 0.18, T4 = 0.15, T5 = 0.15, T6 = 0.21, T7 = 0.15, T8 = 0.15, T9 = 0.15, the total score of the threat indicator is 1, 53. So the total score of opportunity and total score of threat is 3.24.

Therefore, the result of IFAS is 3.54 (table 1) and EFAS is 3.24 (table 2), means IFAS factors is higher than EFAS factors. This indicates that internal factor of honey pumpkin business has opportunities and strengths rather than weakness and threats. Therefore, the strategies for honey pumpkin in developing the business can be determined through matrix SWOT analysis diagram. The diagram is pictured as follow:

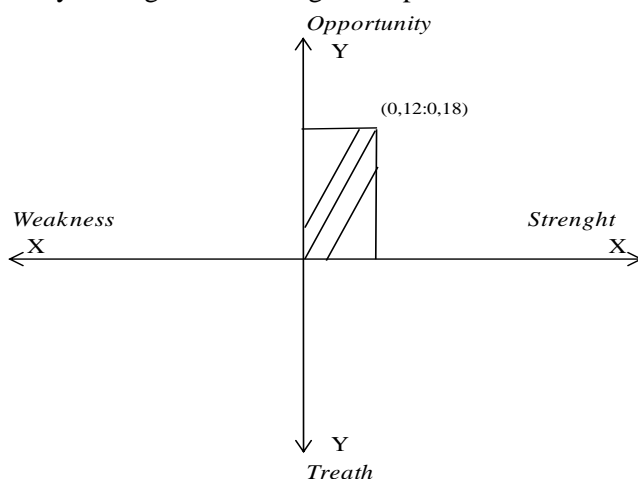


Figure 1. Matrix of SWOT analysis for Honey Pumpkin Business

The result of the diagram is summarized from examining data through the SWOT diagram by making the intersection point between the X axis and the Y axis, where the value of the X axis is obtained from the difference between total strengths and weaknesses, while the Y value is obtained from the total difference between opportunity and total threat. Determination of the value of the X and Y axes using a formula. The X-axis and Y-axis formula is as follows:

$$IFAS = \text{Strengths' Total Score} - \text{Weakness' Total Score}$$

$$EFAS = \text{opportunity's Total Score} - \text{Threats' Total Score}$$

Therefore, the result of the X-axis as follow:

$$IFAS = 1.8 - 1.68$$

$$X = 0.12$$

The result of the Y-axis as follow:

$$EFAS = 1.71 - 1.53$$

$$Y = 0.18$$

Based on calculations the above, the X-axis value is equal to (0.12), while the Y-axis value is (0.18). The figure 1 above determines the strategies positioning to be taken by Honey Pumpkin Business. Based on the diagram above, it can be seen that the combination of the X axis which is worth 0.12 with the Y axis which is worth 0.18 results in a strategic position being in quadrant I, meaning that quadrant I according to Rangkuti (2006) is a very profitable situation. The company has many opportunities and strengths so that it can take advantage of existing opportunities. The strategy that should be applied in this condition is to support an aggressive growth policy (grow oriented strategy).

3.2. Discussion

Firstly, the suggested strategies are to distribute the products in the store at Sampang Regency and utilizing social media such as IG, WhatsApp and so on for marketing. Certainly, with the development of industry 4.0 marketing using social media are inevitable (Susilo et al., 2022, p. 12). Moreover, various studies prove that marketing with social media has an impact on sales results (Yao et al., 2019, p. 281) and the formation of the brand image of the company (Ebrahim, 2020, p. 287). Moreover, MSMEs also need to create educational content as promotion for their product which is relates to Islamic values (Paige, 2009, p. 287). This strategy is aimed to educate people

to Islamic culture that also important and shared through social media (Sandıkçı, 2011, p. 256). This, engage to the audience and create a deeper connection with consumer.

Accordingly, the engagement also could be initiated with social responsibility that aligns with Islamic values. For example, you can donate a portion of your profits to charitable organizations or participate in community development projects (Hasan, 2019, p. 879). Demonstrating a commitment to social welfare can help enhance your brand's image and attract customers who value companies that contribute positively to society (Martínez & Nishiyama, 2019, p. 329). Also, the company need to incorporate Islamic elements into their packaging and branding in the special moments of Muslim like Ramadhan, Eid al-Fitr, Muharram, and so on. This visual strategy is an attempt to communicate the brand's alignment with Islamic values and helps to create product distinction (Akbari et al., 2018, p. 117).

Secondly, diverging the processed product from honey pumpkin and turning customer into reseller. Indeed, the variety of product that based on the main material that attracts the consumer would increase their interest and retention to buy the product (Masrifah et al., 2021, p. 269). Moreover, involving consumer as part of the company is one of the marketing strategies that can make consumers feel part of the company family. In turn, sales increase and company revenue will certainly increase (Grönroos, 1996, p. 8). As mentioned above, incorporate the package and branding to Islamic elements are helps create distinctive identify of product and an information of product alignment with Islamic values. In line with that, obtaining halal certification for any of pumpkin product assures the consumers that the product meets the requirements of Islamic dietary laws and permissible for consumption (Parvin Hosseini et al., 2019, p. 1225). It can enhance trust and attract a larger customer base.

Thirdly, replacement of production technology used with more sophisticated and modern to increase the production effectively and efficiently. Lastly, opening several branch of store that owned by the company. Indeed, with current rapid development of industry a modern technology is necessary for company to provide the consumer demand of the product. Whether for producing the product, processing the product, as well as packaging the product is necessary for company to gain consumer

interest to buy (Suliswanto & Rofik, 2019, p. 41). Meanwhile, opening branch means company expansion to reach the consumer from other regency in Indonesia. In the future, export also a very possible opportunity for the company.

4. CONCLUSION

Based on the data analysis, it can be conclude that Honey Pumpkin business in Banyoksah Village of Sampang Regency is able to implement the growth oriented strategy for developing its business. The suggested strategies are firstly, to distribute the products in the store at Sampang Regency and utilizing social media such as IG, whatsApp and so on for marketing. Secondly, diverging the processed product from honey pumpkin and turning customer into reseller. Thirdly, replacement of production technology used with more sophisticated and modern to increase the production effectively and efficiently. Lastly, opening several branch of store that owned by the company.

This research may be needs to accomplish in other aspect, for example the spirituality aspect or empowerment aspect of pumpkin farmer. Therefore, future research needs to be conduct in those aspects. Moreover, a quantitative approach may be necessary to measure the impact of the strategies as well as the service provided by the company.

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