

Fig. 5 Comparison of weight determination of the excellent product of IM food in DI Yogyakarta

Based on Fig. 5 it is known that bakpia gets the highest position with the weights 3:29, in this case, it can be said that for intermediate industries, bakpia is an excellent product.

2). The Performance of IM Snacks in Yogyakarta

The results of performance measurement is as shown in Fig. 6. and Fig. 7

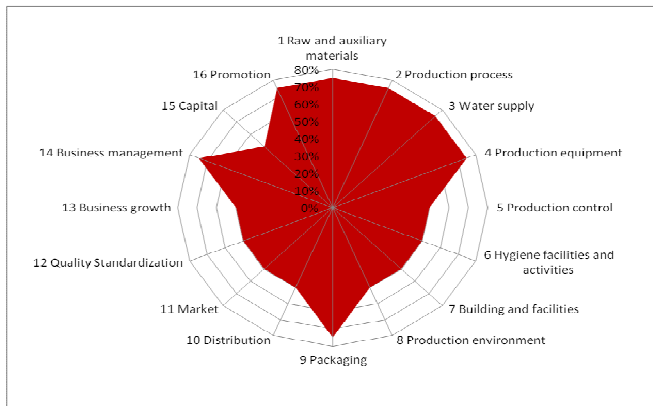


Fig. 6 Spider Diagram of performance achievement of IM food in Yogyakarta

Based on Fig. 6 it is known that for the attributes of raw and additive materials, water supply, production equipment and production control, it has moderate performance. In this case, a measure of performance based on the perception of industry players in the medium scale, while the expectation is on a high scale. Thus, there needs to be an increase in these attributes.

Based on the performance mapping in Fig. 7 it is visible that there are some problems, as follows: (1) the weakness in the form of a gap on most of its attributes; (2) the competitive advantage of IM is based on comparative advantage; and, (3) the type of assistance from the relevant government is relatively more oriented to the type of assistance that is charged on *the economic content* instead of *knowledge content*, so that the positive impact is perceived only in a short-term.

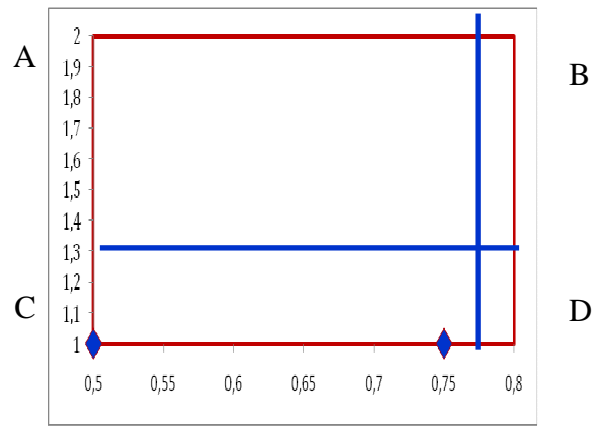


Fig. 7 Attribute Performance IM Food Products in Yogyakarta

3). Development Model of IM Snacks in Yogyakarta

The local government has a very high concern in conducting guidance to SMIs' Bakpia which is an excellent product of small industrial snacks in Yogyakarta requires a better fostering in terms of the production process and production facilities in the form of equipment and training assistance to produce more higher-quality products.

Besides, it also needs a guidance in terms of packaging in order to compete with other products when exported. It is also important to provide the assistance in the development of market share both domestically and abroad.

Moreover, the development aid in the promotion of development is needed as well so that the products will be more widely known.

C. Development Strategy of SMI Snacks in Yogyakarta

The result of SWOT analysis of IK bakpia snack Yogyakarta is as displayed in Table 1 and Table 2. Fig. 8 displayed internal and external matrix. Fig. 9 displayed space matrix source.

TABLE I
STRATEGIC ANALYSIS OF INTERNAL FACTOR (IFAS) OF IK YOGYAKARTA

Internal Strategic Factor	Weight	Rate	Score
Strengths	0,5		
1. Travelers who visit jogja definitely look for food souvenirs	0,15	4	0,60
2. Bakpia is a typical food from Jogja	0,20	4	0,8
3. Bakpia can be preserved up to 1 week	0,15	3	0,45
4. Lots of taste and affordable price	0,10	3	0,30
Weaknesses	0,5		
1. Many obstacles in seeking consumers and marketing	0,15	2	0,3
2. The filling is slightly	0,10	2	0,2
3. If this food is not sold, it can be stale	0,05	1	0,05
4. Not having a good production equipment	0,20	1	0,20
	1,0		2,9

Interpretation : Based on IFAS matrix above, the score value obtained is about 2,90

TABLE II
STRATEGIC ANALYSIS OF EXTERNAL FACTOR (EFAS) OF IK YOGJAKARTA

External Strategic Factor	Weight	Rate	Score
Opportunities	0,5		
1. The production of this food is not too difficult	0,15	4	0,6
2. There are not many of bakpia employers using online bakpia business	0,10	4	0,4
3. This business does not need too big capital	0,15	4	0,6
4. There are many tourists who visitDI Yogyakarta	0,05	3	0,15
5. The preservation of this food can be more durable	0,05	3	0,15
Threats	0,5		0
1. Business competitors who have regular customers	0,35	2	0,7
2. There are many of these businesses that go bankrupt	0,35	2	0,7
3. If this food is not sold, it can be stale	0,30	1	0,30
	1,0		3,6

Interepretation: Based on the EFAS matrix above, the score valueobtained is about3.6

on Table 4 and Table 5 Fig. 10 displayed internal and external matrix. Fig. 11 displayed space matrix source.

TABLE III
SMES DEVELOPMENT STRATEGIES FOR BAKPIA SNACK IN YOGJAKARTA BASED ON RESULTS OF SWOT ANALYSIS

S-O STRATEGIES	W-O STRATEGIES
1. Aggressive strategy to increase the market share.	1. The operational efficiency.
2. Improving marketing in new markets.	2. The production machinery investment cooperation with various parties.
3. Improving the operational efficiency	3. Improving the quality of service to consumers.
S-T STRATEGIES	W-T STRATEGIES
1. Improving the quality and quantity of marketing.	1. Development of a new service network.
2. Implementing the marketing strategy of "proactive" especially to new markets	2. Development of bakpia in production systems/operations .

TABLE IV
STRATEGIC ANALYSIS OF INTERNAL FACTOR (IFAS) OF IM YOGJAKARTA

Internal Strategic Factor	Weight	Rate	Score
Strengths	0,5		
1. Travelers who visit jogja definitely look for food souvenirs	0,15	4	0,60
2. Bakpia is a typical food of Jogja	0,15	4	0,60
3. The quality of the Special Region of Yogyakarta snacks are generally better than the products from other regions	0,10	4	0,40
4. Labors areeasily obtainable.	0,05	3	0,15
5. Most of the products are oriented on local, national, and export markets	0,05	3	0,45
Weaknesses	0,5		
1. A little content	0,05	2	0,10
2. If it is not sold, this food can be stale	0,05	2	0,10
3. The old production machine	0,15	1	0,30
4. The price of local products is less competitive than the price of similar products	0,10	1	0,10
5. The proportion of imported raw materials is likely increasing	0,05	1	0,05
	1,0		2,85

Interpretation: Based on IFAS matrix above, the score valueobtained is about 2,85

TABLE V
STRATEGIC ANALYSIS OF INTERNAL FACTOR (EFAS) OF IM YOGJAKARTA

External Strategic Factor	Weight	Rate	Score
Opportunities	0,5		
1. The production of this food is not too difficult	0,20	4	0,80
2. There are not many of bakpia employers using online bakpia business	0,15	4	0,60
3. Implementing the programs of giving machinery assistance	0,15	4	0,60
4. Tax relief	0,20	3	0,60
5. Requested products that are likely increasing	0,10	3	0,30
Threats	0,5		
1. business competitors who have regular customers	0,05	1	0,05
2. The food is not durable	0,05	2	0,10
3. The decrease of Indonesian people's consumption on snacks	0,02	2	0,04
4. Similar Items control 20-30% share	0,05	1	0,05
5. business competitors who have regular customers	0,03	2	0,06
	1,0		3,20

Interepretation: Based on EFAS matrix above, the score valueobtained is about3,20

Total Score of Internal Factors

		4,0 Strong	3,0 Average	2,0 Weak	1,0
Total Score of External Factors	High	Growth through vertical integration	Growth through horizontal integration	Necking through turn around	
	3,0	Stability	Growth through horizontal integration, Stability (no change in profit)	Divestitures	
	Moderate				
	2,0	Growth through concentric diversification	Growth through a diversified conglomerate	Liquidation	

Fig. 8 Internal and External Matrix

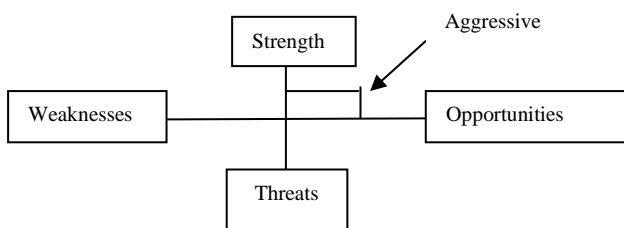


Fig. 9 Space Matrix Source

After knowing the IFAS score value about 2,9 and EFAS score value about 3,6,so Matrik Internal – External (IE Matrix) is obtained. Based on the above conditions in which the score of IFAS is relatively above average and EFAS score is medium, the proper strategy applied for the position of IK is the strategy of growth through horizontal integration which is an activity to expand IK by making the similar business in another location and increase the types of products as well as the services. If IK is in moderate attractive industry, the strategy applied is consolidation. Table .3 explains the result of identification in SWOT analysis and the strategies that can be taken. The result of SWOT analysis for IM snacks in Yogyakarta is as displayed

IV. CONCLUSIONS

Bakpia becomes a top priority as a superior snack product from Jogjakarta (DIY), which can be further developed in the process of production and marketing. The attributes of main and additional ingredients, water supply, and production tools are still in average performance. In this case, the performance measure is based on the perception of bakpia producers in medium scale, while there are expectations on a high scale. Thus, there needs to be an increase in these attributes. After knowing the score of IFA, then a right strategy to be applied for SMEs (IKM) position is a strategy of growth through horizontal integration which is an activity to expand SMEs (IKM) by building in another location and increasing the variety of products and services. When referring to the SWOT matrix, there are several strategies that can be done in developing SMEs (IKM) food products in the province of Jogjakarta.

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		Total Score of Internal Factors		
		4,0 Strong	3,0 Average	2,0 Weak
Total Score of External Factors	High	Growth through vertical integration	Growth through horizontal integration	Necking through turn around
	Mod- erate	Stability	Growth through horizontal integration, Stability (no change in profit)	Divestitures
	2,0	Growth through concentric diversification	Growth through a diversified conglomerate	Liquidation

Fig. 10 Internal and External Matrix

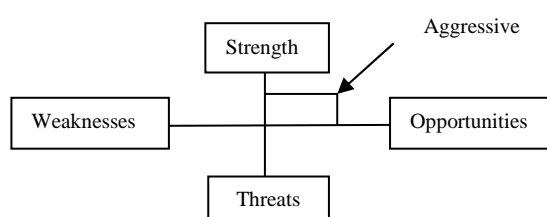


Fig. 11 Space Matrix Source

After knowing the score value of IFAS about 2,85 and the score value of EFAS about 3,20, so Internal – External Matrix (IE Matrix) is obtained. Table 6 describes the identification of a SWOT analysis and a strategy that can be taken in IM bakpia snacks from Yogyakarta.

TABLE VI
SMES DEVELOPMENT STRATEGIES FOR BAKPIA SNACK IN YOGJAKARTA
BASED ON RESULTS OF SWOT ANALYSIS

S-O STRATEGIES 1. Aggressive strategy to increase the market share. 2. Improving marketing in new markets. 3. Improving the operational efficiency	W-O STRATEGIES 1. The operational efficiency. 2. The production machinery investment cooperation with various parties. 3. Improving the quality of service to consumers.
S-T STRATEGIES 1. Improving the quality and quantity of marketing. 2. Implementing the marketing strategy of "proactive" especially to new markets	W-T STRATEGIES 1. Development of a new service network. 2. Development of bakpia in production systems/operations .