



Supervising Model of Independent Enterprise Group (Study of Community Development PT Badak NGL)

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Abstract

This research aims to arrange an empowerment model of enterprise group through the program of Community Development in order to be independent and ready to compete, which is begun from the empirical study of the success of Cipta Busana Cooperative.. This research uses the descriptive analysis by using a case study on one enterprise supervised by PT Badak NGL that is Koperasi Cipta Busana (Kocibu). Kocibu is chosen to be the object of research due to its success to achieve the target to be the independent supervised enterprise in the fourth year. The data analysis method used in this research is the explorative analysis. Based on the research, there are some results such as that Kocibu is one of the supervised Micro, Small and Medium Enterprises of PT Badak NGL that could develop and be independent through several supporting programs. Some of key successes of Kocibu are as follows: a high commitment, a good leader, and intensive supervising programs. Besides, a good marketing system also contributes to the key of success. There are some aspects that naturally contribute to the Kocibu improvement and emerge naturally as follows: the leader figure and the high commitment from the stakeholders. While, the aspects emerged by design are: the supervising and training programs, the evaluation, the determination of rules, and the business targets. Hopefully, after this research has been conducted, the aspects appeared naturally would be realized so early that the success of the public empowerment program will be able to increase.

Keywords: Empowerment, Independence, Kocibu, PT Badak LNG

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INTRODUCTION

In its history, Indonesia has ever experienced a period of economic crisis. The last crisis occurred in 1998, in which at that time many large-scaled businesses had been stagnant or even declined until collapsed. However, the Micro, Small and Medium enterprises (SMEs) could survive and become a restorer of the economy in the middle of the downturn due to the financial crisis on different sectors of economy. The Micro, Small and Medium Enterprises are one field of business that can grow and be consistent in the national economy.

SMEs become the good media for the creation of productive employment. SMEs are the businesses that are labor intensive, require no specific requirements such as level of education and worker skills, the use of capital is little enough, and the technology used tends to be simple (Khamah: 2015). SMEs still play the important role in improving the economy of Indonesia, both in terms of the number of businesses, the job creation, and the national economic growth measured by the Gross Domestic Product.

SME sector also takes part in the economic growth and the employment absorption. This sector has a strategic role in the national economic development. Besides, SMEs also play the role in the distribution of development outcomes. The existence of SMEs is not only regarded as the temporary shelters for workers who have not entered the formal sector, but also as a motor of the economic activity growth. This is because the amount of labor absorption is so great. Given the experience that has been faced by Indonesia during the economic crisis, it would not be excessive if the private sector development is focused on the SMEs.

East Kalimantan is one of the largest provinces in Kalimantan. With its status as the largest province, the GDP of East Kalimantan is the largest among all provinces in Kalimantan. The economy is largely supported by the mining sector and natural resources such as forest products and plantations.

Table 1. GRDP Inter-Province on Kalimantan Island in 2014 (Constant Prices) in billion rupiahs

No	Provinces	PDRB	PDRB per capita
1	West Kalimantan	107 092.03	22 707.79
2	Central Kalimantan	73 734.87	30 220.97
3	South Kalimantan	106 820.72	27 230.80
4	East Kalimantan	444 494.31	132 628.18
5	North Kalimantan	47 683.30	77 131.48

Source : Central Bureau of Statistics, 2013

The above data shows that the economic volume of East Kalimantan Province is the largest among all other provinces in Kalimantan. Such a condition indicates that East Kalimantan is the economic leader in Kalimantan Island. It can be seen from the GDP value of this province that reached 50% of the total GDP of Kalimantan Island. The high contribution of oil and natural gas, mining, and plantation is the major factor for the economic actuator in East Kalimantan. With its status as the major mining province in Indonesia, there are several mining excavation sites such as natural gas blocks in Kutai Kartanegara or famous with Mahakam Block, which is the largest natural gas block in Indonesia. Not only oil and natural gas, the coal mines and some excavations also contribute to the East Kalimantan Province.

In its journey, the management of the Mahakam Block as the largest oil and natural gas block is handed over to PT Badak Natural Gas Liquefaction (PT Badak NGL). The main

task of company that operates in Bontang, East Kalimantan, is processing the natural gas produced from the gas wells of Muara Badak in the Mahakam Block to be the production of LNG and LPG. Established in 1974, PT Badak NGL is still running a central role in supplying LNG for the export need and LPG for the domestic consumption.

Just like any company in general, PT Badak NGL has a high commitment to the public empowerment around its operation area. The form of commitment is shown by the distribution of aid and the support for empowerment programs through the mechanism of Community Development. The Community Development Program to empower the enterprise group by PT Badak NGL has been distributed to 44 groups of enterprises since a few years back.

One of the enterprise groups that receives supervision and guidance through the Community Development program of PT Badak NGL is Mitra Sejati enterprise group that now has been transformed into Cipta Busana Cooperative or abbreviated as Kocibu. This group consists of household-scaled tailors who run a sewing enterprise while on duty as a housewife. Initially, the group began to be supervised in 2012 by gathering the household tailors. Then the members formed the group of enterprises and applied for assistance through the Community Development program of PT Badak NGL and the Community Development cooperation has been begun since 2012.

In the middle of 2015, Mitra Sejati Enterprise Group has managed to become a cooperative enterprise and to be Cipta Busana Cooperative or Kocibu. The success of this cooperative marks the independent step of Kocibu that originally was in the form of supervised enterprise group and has now

managed to become the independent cooperative. That success makes many supervised enterprises of the Community Development eager to follow the same footprint.

This research aims to develop a model of empowering the enterprise group through the Community Development program in order to be independent and ready to compete, departing from the empirical study of the Kocibu success. This is because one of the Community Development's goals is the social empowerment, while on the other hand a lot of people have power and frequently the Community Development program has not been able to change the level of people's lives so the effectiveness has not been optimal yet.

The Community Development is established from the agreement of the World Summit on Sustainable Development (WSSD) in Johannesburg South Africa in 2002 to encourage the whole companies in the world to create the sustainable development. The role of Community Development can be seen as an attempt to achieve the good corporate governance, the good corporate citizenship and the good business ethics of a business entity. The Company does not only think of the shareholders (owners of capital), but also has the orientation to meet the interests of all stakeholders (Mapisangka: 2009).

In fact, the development of Community Development in Indonesia still needs a lot more attention, whether the government, the social public, and the companies. Marfo, et al (2015) stated that among the thousands of existing companies, it indicates that not all actually implement the concept of Community Development in the activities of the company. The Community Development

is still another part of the company management so that its presence is not considered as a positive contribution to the survival of the company. Companies that have embraced the Community Development as an obligation for the company itself has been implementing the social investment (Luo, et al: 2015). As a social investment, the company will gain the profits in the form of benefits to be gained, as follows: (a) Improving the profitability and stronger financial performance, for example through the environmental efficiency; (B) Improving the accountability, assessment, and investment community; (C) Encouraging the commitment of the employees as they are noticed and appreciated; (D) Reducing the vulnerability of turmoil with the community; and (e) Improving the reputation and corporate building (Anderson: 1989).

The Micro, Small and Medium Enterprises (SMEs) have different definitions on any literature by several agencies or institutions and even legislation. According to the Acts No. 20 Year 2008 on Micro, Small and Medium Enterprises, SMEs are defined as follows: (1) The Micro Enterprise is a productive one belonging to individuals and / or business entity of individuals that meet the criteria as the Micro Enterprise as enacted in this Acts. (2) The Small Enterprise is the productive economic one that stands alone, is conducted by an individual or business entity that is not a subsidiary or not branches of companies owned, controlled or become part either directly or indirectly from Medium or Large Enterprise that meets the criteria as the Small Enterprise as referred to in this Acts. (3) The Medium Enterprise is a productive economic enterprise that stands alone, carried out by an individual or business entity that is not subsidiaries or

branches of companies owned, controlled or become part either directly or indirectly of the Small or Large Enterprise with the amount of net wealth or annual sales revenue as stipulated in this Acts (Harsono: 2015).

The criteria for small enterprises according to Wahyuningrum (2015) is as follows: (1) Having a net wealth of more than fifty million Rupiahs up to at most five hundred million Rupiahs not including the land and building; or (2) Having an annual sales turnover of more than three hundred million Rupiahs up to at most two billion five hundred million Rupiahs.

The criteria for medium-sized enterprises is as follows: (1) Having a net wealth of more than five hundred million Rupiahs up to at most ten billion Rupiahs, not including the land and buildings ; or (2) Having an annual sales turnover of more than two billion, five hundred million Rupiahs up to at most fifty billion Rupiahs.

Sulistiyastuti (2004) in Harsono (2012) said that there are four reasons that explain the strategic position of SMEs in Indonesia. First, SMEs do not require substantial capital investment as large enterprises so that the formation of this business is not as difficult as the large one. Second, the manpower needed does not require a specific formal education. Third, most of them are located in rural areas and do not require infrastructures as large companies. Fourth, the SMEs are proved to have a strong resistance when the economic crisis hits Indonesia.

The Micro, Small and Medium Enterprises (SMEs) have a strategic role in the national economic development. Besides playing the role in the economic growth and the employment absorption, SMEs also play the role in distributing the development

outcomes (Harsono: 2012). SMEs are expected to utilize the national resources, including the use of labor in accordance with the public interests and achieving the maximum economic growth. Wahyudi (2008) added that SMEs have shown the role in job creation and as the important source for the growth of Gross Domestic Product (GDP). The small enterprise is also highly contributing to the Indonesian economic growth in the sectors of industry, trade, and transportation. This sector has a significant role in earning foreign exchange through the businesses of garment, handicraft including furniture and services for tourists.

Mapisangka (2009) argued that SMEs are able to provide the social benefits that is reducing the income inequality, especially in the developing countries. The role of small enterprises are not only providing goods and services for consumers with low purchasing power, but also for other urban consumers with higher purchasing power. Besides, small enterprises also provide the raw materials or services for medium and large enterprises, including the local government. The social objective of SMEs is to achieve a minimum level of welfare, which guarantees the basic needs of the society.

Prasodjo (2004) suggested a few things about the social empowerment, among others: (a) The empowerment is basically giving power to those having little or no power in order to have the power that will be the basis of self-actualization. (B) The social empowerment is not only about the economic aspects. (C) The social empowerment should be seen as a program or process. (D) The empowerment should fully involve the social participation. (E) The concept of social empowerment includes the notion of the development based on the society and

the development based on the human beings (Wahyuningrum: 2011). Situmorang (2008) in Wahyuningrum (2015) argued that the non-conducive business climate can affect the productivity of SMEs. It can be seen from various aspects of the business activities of SMEs such as the low quality of human resources from the aspect of education and knowledge about innovation in the field of production, the difficulties to develop the capital sector so there is only small opportunities to increase their investment, the poor quality of technology in improving the quality of productions, and the weak access to the market as the result of lack of ability in capturing the market information.

Akter (2015) mentioned that the most important factor in achieving the success in fashion creative industry is consolidating and strengthening the function of responsible stakeholders. The leaders and subsectors in the fashion creative industry should continue to work together cohesively to implement, monitor, and continue the action plan that has been designed. Another important thing is to always focus on the task of improving the input superior from the fashion creative industries and maintain the average of the growth rate and earnings at the competitive level with the national competitors. The achievement is a key element in being the creative industries with high competitiveness.

RESEARCH METHODS

The research uses a descriptive analysis to provide a picture or description on a state as clearly as possible without any treatment of the object studied. This study also uses a case study in one supervised enterprise of PT Badak NGL that is Cipta Busana Cooperative or abbreviated as Kocibu.

Kocibu has been chosen as the object of research because it has succeeded in reaching the target of independent supervised enterprise in the fourth year. The concept applied by Kocibu in reaching the independence is expected to be applied to the other supervised enterprises that want to reach the independent level.

The research location is in Bontang, East Kalimantan Province. Method of data collection uses documentation and interviews. Method of data analysis used in this research is the explorative analysis to obtain in-depth information related to the research questions and later the research results will be presented in the form of visualization of images (Sugiyono: 2008).

This research was conducted in Cipta Busana Cooperative located in Bontang. The period of observations were carried out towards the the research object for two months, from January to February 2016. It is based on the consideration to obtain the valid information related to the implementation of the Community Development program of PT Badak NGL in Bontang.

RESULTS AND DISCUSSION

Cipta Busana Cooperative or abbreviated as Kocibu is a development of Joint Venture Group (KUBE) formed by PT Badak NGL through the Community Development program. The enterprise group was originally formed in 2011 under the name of Mitra Sejati Group. They obtain capital assistance, equipment and training through the Community Development of PT Badak NGL. The number of members in the early formation is 22 people and all is a group of household scaled convection artisans.

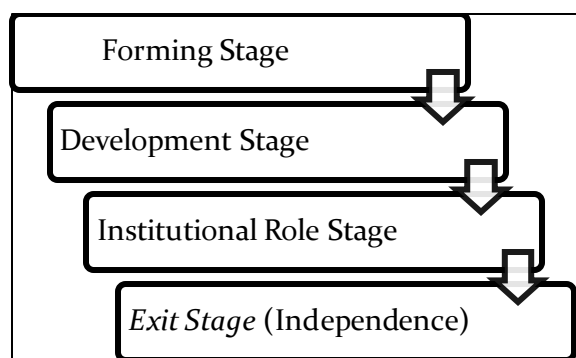
In the early establishment, Kocibu only moved in the convection service sector. The form was still a joint venture group. As time went by, Kocibu has been developing not only in the convection service sector, but also in sewing tool store and micro-credit enterprise. The business diversification is intended to not depend on one sector alone considering the intense competition is.

In the middle of 2015, Kocibu has formally incorporated to be a Cooperative. The purpose of establishment of this cooperative is in accordance with the target of Community Development of PT Badak NGL that requires each of SMEs to be independent after 4 years of supervising. Not only that, in the economic scale Kocibu is already feasible to be the incorporated cooperative and independent.

The other purpose of the establishment of cooperatives, among others is to improve the welfare of the members. This is along with the statement of Amba-Rao (1993). Having the cooperative legal entity, it will be easier for Kocibu to participate in the tender of auction convection from various agencies because it has a legal entity. Besides, becoming the cooperative, the government will be easier to provide the material assistance considering that the recent government regulations requiring the government assistance should be given to an enterprise group that has been incorporated.

According to Sugandhy (2007), one of the important things to ensure the effectiveness of the Community Development is the high commitment of the company. PT Badak NGL has been committed since the beginning that all SMEs supervised through the Community Development program must be independent within four years.

To achieve the target, it needs a high commitment and a series of programs of supervising and many supports. As for the definition of independent is that after four years it is expected that the supervised SMEs have already had a cooperative legal entity and can run the business fully and independently without the need of regular supervising and support through the Community Development of PT Badak NGL.



Source : Primary Data, Processed

Image 1. Roadmap *Exit Strategy Community Development of PT Badak NGL*

Some programs undertaken to achieve the first level of independence is the support of equipment at the early production. Kocibu itself at the early step of production gains support of equipment such as sewing machines, yarns and raw materials and also several other production equipment to pioneer the joint venture. This initial capital later should be accounted for in details with the aim of minimizing the possible misuse of aid. This assistance in practice is also through the supervising mechanism by involving the Community Development specialist appointed by PT Badak NGL.

Another task of the Community Development specialist is to establish communication and to help to plan the equipment needs to support the business activities. Kocibu itself at the early stage also

gains support of sewing equipments such as sewing machines, border, and a variety of other convection equipment. The procurement of this equipment must be preceded by the submission mechanism of equipment that has been discussed in details by involving the Community Development Specialist of PT Badak NGL and the members Kocibu, so that the equipment brought in is really based on the business needs and really effective.

The supervising and evaluation mechanism is not only given when the equipment has arrived and the production starts running. The Community Development Specialist has a central role in providing the training and supervising in operating the equipment to make the production normally run. Even the periodic evaluation is regularly conducted every month to check the condition of provided equipment to ensure that there is no damage and the assistance has been used effectively.

The independence stage does not just stop at providing assistance, supervising, and evaluation in the production sector alone. The stage prior to independence, or the supervising business development, is largely provided in the field of production, administration, and marketing. These three things are important considering that one of the weaknesses of SMEs in Indonesia is the weakness in business management and marketing with various programs.

At the initial stage, PT Badak NGL through the Community Development Specialist has conducted a lot of training on production and business administration.

The training provided should be based on the needs and begins with a special approach to make the training programs effective. It is necessary to conduct

considering that most of the Kocibu members are the housewives having the household enterprised status and mostly having low educational background.

For the production field, the training program run is the sewing techniques. In this program, all members receive training of sewing skill that is divided into three stages: the initial, intermediate, and advanced stages. The purpose of this training is to provide better skills for the members of Kocibu in the sewing techniques. Hopefully, the quality of production will be better.

The program is run in three stages with the aim of creating a significant increase in capability with tiered training method. At the elementary stage, all members of Kocibu that have no background of sewing are given the basic skills to introduce this knowledge to those who cannot sew at all. As for the second stage, the training is given more as an effort to improve the capabilities, and at the final stage, the training is given to make the members really skilled to become a tailor.

Besides the sewing techniques, there is also a training program of business diversification such as patchwork processing and recycling of waste into the production of clothes that has the selling value. The training program is expected to provide additional skills for the artisans to be able to diversify their business. The result of this training is already visible in the form of prototype products of recycling trash into clothes and the refined products of patchwork.

As many have already noted at the beginning, achieving independence is not only by relying on training and supervising at the level of production, but it also needs training on business management and marketing to ensure the business run

continuously (Khamah: 2015). Then, on the journey to make Cipta Busana Cooperative (Kocibu) independent, PT Badak NGL also has held a series of training in other fields such as administration and finance and also marketing.

The training program given related to the field of administration is the training in financial management. This training is important for the members of Kocibu because previously they did not understand how to manage finances. Not only receiving the financial training, they have also received the training of cooperative-based business management. The training is given in order that when Kocibu has been the incorporated cooperative business entity, all members are ready and able to manage the cooperative independently.

The training program of financial management and administration is conducted in cooperation with the competent agencies such as higher education institutions and is run by the interactive method. Not only the Kocibu members who received the training, but the Community Development Specialist is also involved. So later the Kocibu members will be able to directly apply it with the evaluation and direct supervising from the Community Development Specialist of PT Badak NGL.

One interesting thing of the supervising and training provided in the Community Development program is the holding of motivation grant program to the members of the cooperative.

This program intends to give the moral support and encouragement to the members of the cooperative in order to always be improving and not quickly saturated and prone to give up when facing the obstacles. If all this time the motivation is often given by

a companion program, the program will import a competent motivator.

The mechanism of supervising and training to independence is also conducted in collaboration with the Department of Cooperatives and SMEs of Bontang. Through a partnership model, the related agencies and the Community Development of PT Badak NGL hold training in marketing and packaging of products. The Department of Cooperatives also participates actively by involving some supervised groups to take part in the exhibition. However, Kocibu itself has never got the chance to participate in a fashion exhibition.

In the supervising mechanism of Cipta Busana Cooperative (Kocibu), PT Badak NGL applies high and consistent standards. This can be seen from the Kocibu's ability to be independent after four years of establishment. The supervising given does not only stop at the assistance activities and the monitoring and also the regular discussions with the members, but there are also many other standards applied. There are requirements that must be fulfilled by the business group, including Kocibu as the SMEs supervised by the Community Development of PT Badak NGL. The requirements include the commitment to establish a cooperative from the members of Joint Venture Group (KUBE) and there should be a caretaker and an availability to manage the organization in a professional manner. Not only that, PT Badak NGL also involves many other agencies such as consultants, academics, and other stakeholders for the selection of a business group. The selection includes the readiness of businesses to be supervised and the prospects for future business.

Besides those requirements, PT Badak NGL also provides the targets to be fulfilled by Kocibu and other supervised SMEs. These targets are expected to provide stimulation to make Kocibu independent and not rely on the Community Development and the assistance anymore because Kocibu will be released to compete in the market. Kocibu itself is given a target that by the fourth year of supervising, the group is expected to be independent. In this case, independence means no longer having regular assistance and supervising through the Community Development so that Kocibu at this stage will be a partner for PT Badak NGL, no longer as the supervised partner.

The provision of requirements and targets has proved to be effective in order to make Kocibu independent. With strict requirements, PT Badak NGL truly has made natural selection of business groups that will be supervised. The target is also clear in which the implementation of the entire business group supervised through the Community Development program in the fourth year of supervising will already be independent.

For four years of running, Kocibu has already experienced changes in business form. From the early years it was still an enterprise group in 2011, then it changed to a pre-cooperative in 2015 and in middle of 2015 it has been an incorporated cooperative. In four years of journey, Kocibu certainly has experienced their ups and downs and overall it has shown significant development.

The following table is the development of Kocibu's business turnover in the last four years.

Table 2. Development of Business Turnover and Monthly Income of Kocibu' Members
(in million Rupiahs)

	2012	2013	2014	2015
Annual turnover	89.000.000	112.000.000	130.000.000	158.000.000
Member's income on average/month	700.000	900.000	1.000.000	1.200.000

Source: Primary Data, processed

The above table indicates the development of Kocibu's business since its establishment until it has been the incorporated cooperative. The business turnover has increased significantly. The turnover increase is a reflection of the increased performance of Kocibu's business. The development of business turnover is of course also accompanied by a significant increase in monthly income of the cooperative's members.

The above data indicates Kocibu's success in empowering and improving the economic welfare of the members of the group. It also indicates the success of the Community Development program in order to improve the people's lives. With the high prospect of the convection business in Bontang, then it seems that the business will be growing rapidly; the chance is still widely opened.

The increase in business turnover is also supported by the success of Kocibu in diversifying its enterprise. Having evolved as a cooperative engaged in the convection, Kocibu also develop the convection contracting business. Kocibu has won the tender several times for the procurement of clothing in several institutions and schools in Bontang. Not only that, Kocibu also has a store business of sewing tools and also has the saving and loan unit for the members. In fact, some additional enterprises have helped to boost the business performance.

When viewed more closely, the success of Kocibu in achieving the independent stage

is supported by some key indicators. These key indicators make Kocibu grow rapidly with the strong commitment, the leader figure, and the intense supervising program. Besides, a good marketing system also contributes to the key indicator of Kocibu's success to be independent.

One key to Kacibu's success based on the observation and analysis result is the high commitments. In this case, the commitments are given by PT Badak NGL, KUBE managers, and the government. PT Badak NGL' commitment is shown by the assistance programs based on the principles of necessity, periodic training, and the Community Development Specialist designation as a supervisor. Besides, the commitment is also given through the periodic evaluations by involving many parties.

The next commitment that also plays the central role is the board of KUBE. In the journey of Kocibu's development, the role of the board KUBE is a key element that makes Kocibu grow rapidly. The business group is run by the board. If it does not have a strong commitment to develop the business, the business will not improve. The form of the strong commitment is the high social bonds among the members of the group that are all women. Throughout the historical period of Kocibu, there are only two members who resigned for family reasons. This indicates that the family nuance built in Kocibu helps to strengthen the group as a business. This condition is consistent with Akter's research (2015) finding that on certain types of

businesses such as garment, women empowerment will give significant impact on the business progress.

PT Badak NGL also gives commitment by helping the Kocibu's product marketing. The commitment is shown by a willingness to appoint the supervised SMEs to meet the needs of PT Badak NGL. Kocibu is recorded several times to be designated for the purchase of clothing at PT Badak NGL. In fact, Kocibu has a plan in the future to try to follow the auction procurement in PT Badak NGL, especially now it has been an incorporated entity.

Next is the high commitment of the government of Bontang, in this case the Department of Industry, Trade, and SMEs. The high commitments are in the form of periodic training as administrative training, entrepreneurship training, training of packaging and marketing, and providing motivation to Kocibu businesswomen. Besides, the department also shows the high commitment to participate in providing the procurement tender through the auction to Kocibu related to the clothing procurement. A synergy like this is actually part of an effort to develop SMEs in Bontang.

One of the things that also makes a major contribution in order to empower Kocibu is the presence of a leader who has the ability and high commitment. Based on this research, it is known that the figure head of the group in Kocibu plays a central role in the success of the business groups ranging from the transformation of the business form to the success in increasing the turnover in a relative short time.

The presence of a skilled leader will be able to bring a comfortable working environment for all employees and members of the group (Marfo et al: 2015). This

condition occurs in Kocibu. The cooperative leadership has managerial cooperative capabilities and is able to embrace all members and has the good communication with business partners. Besides these three capabilities, the cooperative leader is also demanded to perform the role as a protector for the members and must have the highest commitment among all members.

As for the other important elements that contribute to achieve Kocibu's independence is the ability to market the product. Generally, the main obstacle of SMEs in Bontang is the marketing and the difficulty to compete with a rival company from the Java Island. One of the strategies undertaken by Kocibu is to create a superior product that is unique and not produced by other artisans.

Besides, the product of Kocibu is more focused on the quality aspect. With good product quality, Kocibu have loyal customers who will not easily switch to other manufacturers. The group is aware that a competitor of Java would offer cheaper prices because of the scale of mass production.

Because of promoting the quality, Kocibu also constantly innovates to produce the products that the consumers demand. They target the upper middle market segment.

Such characters of consumers generally put the quality and innovative product design. Departing from these circumstances, Kocibu continues to innovate to produce new clothing designs that suit the tastes of the market. Hence the result of sewing training begins to be felt because the creativity of the Kocibu tailors has been honed through the program.

In marketing their products, the business diversification is also run such as by

establishing the sewing equipment store. With the store enterprise, all the production needs of convection unit can be fulfilled. It means, there is the velocity of money into the business units that are mutually supporting each other. Not only that, Kocibu also runs the saving and loan unit which aim is to meet the urgent financial needs of the members.

Kocibu is one example of several supervised SMEs through the Community Development program of PT Badak NGL. The success in achieving the independent stage is expected to provide inspiration and a lesson for other supervised SMEs to be able to follow the footsteps of this business group.

Visually, the empowerment pattern of Kocibu to become independent and incorporated cooperative can be illustrated in the diagram below (Image 2).

Some aspects as have been described are the key to success in order to achieve the independent stage. These aspects actually give the good significant contribution although all aspects are created from the natural conditions or those designed previously. Some aspects that arise naturally are the presence of a leader and a high commitment from the relevant parties. The aspects that arise by design include the supervising programs and training, evaluation and determination of rules, and business targets.

The diagram below shows that the tasks and role of the Community Development

Specialist are important enough in relation to several things. One of the main tasks of the Community Development Specialist is to provide the intense guidance of the supervised enterprise. The aim is to ensure that all programs provided to the supervised business groups run well and ensure that the business is always in the supervising of the Community Development program.

The other important task of the Community Development Specialist is escorting the commitment of PT Badak NGL and the supervised business groups to advance the supervised business. Meanwhile, another task is to develop the rules that must be obeyed by the supervised group during the process of coaching and supervising through the Community Development program.

The success of Mitra Sejati Business Group to successfully transform into Cipta Busana Cooperative is the result of the cooperation of various parties along with high commitment. Kocibu has become a successful example of the Community Development program initiated with the aim to improve the welfare of society through the empowerment programs. Some of the key factors of Kocibu's success to be independent in the fourth year after the supervising is expected to become an example for other business groups under the supervising of the Community Development of PT Badak NGL that will be expected to achieve the independent stage in the coming years.

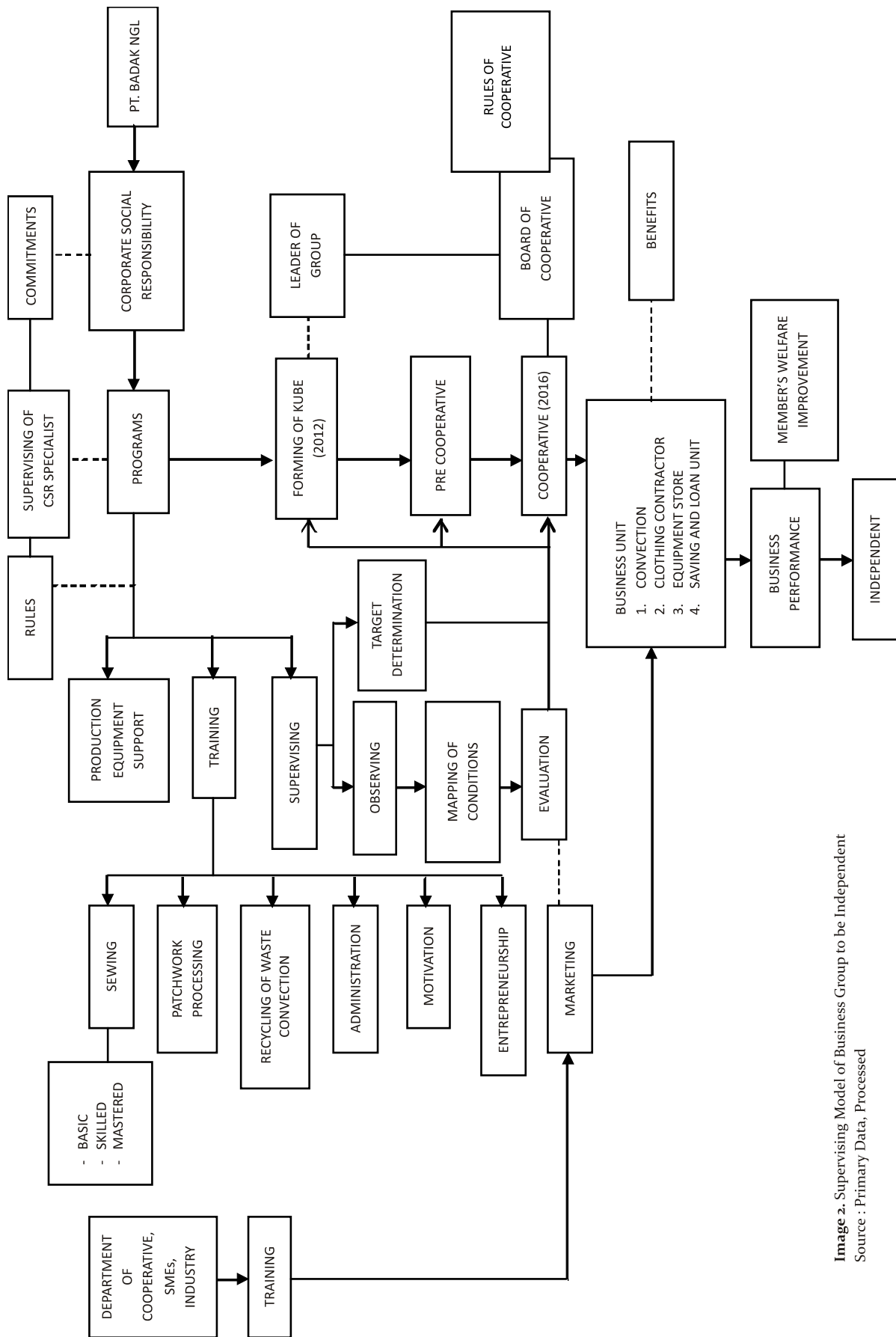


Image 2. Supervising Model of Business Group to be Independent
Source : Primary Data, Processed

CONCLUSION

Based on the research result, there are some conclusions that Cipta Busana Cooperation or abbreviated Kocibu is one of SMEs supervised by PT Badak NGL that is able to grow and become independent through a series of intense supervising of various parties. Some of the key of the Kocibu's successes to be independent are the strong commitment, the figure of the leader, and the intense supervising program. Besides, a good marketing system also contributes to the key success indicator of Kocibu to be independent.

Some aspects that contribute to the development of Kocibu and appear naturally is the presence of a leader and a high commitment from the relevant parties. The aspects that arise by design include the programs of supervising and training, the evaluation and determination of the rules, and the business targets. Hopefully, after the research is structured, the aspects that appear naturally will be realized in the beginning so that at an early stage of community empowerment programs through the establishment of business group the success rate will be improved.

However, in fact, the greatest success of Kocibu is not only in an increase in turnover and business transformation into a cooperative. Moreover, improving the welfare of members of the cooperative that has been realized is one of the main objectives of the establishment of this business group. Of course it is along with the initial purpose of the provision of the Community Development of PT Badak NGL that has hopes to participate in efforts to improve the welfare and empowerment of the local communities around its operations.

The Community Development program is expected in the future not only to focus on the things that are charity alone. The company's concern empowering the people should be directed to the programs of empowering people so that independence will be gained and the people do not just rely on things that are assisted. Not only that, the empowerment program or the assistance provided through the Community Development also should always get the supervising and periodic evaluation. So hopefully, there will be the effectiveness of assistance that will minimize the failure or the unbenefit of the assistance program. Besides, hopefully the success of Kocibu will be replicated by other supervised business with the empowerment model through the Community Development.

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