



Development Strategy of Coconut Sugar Household Industry in Suruh District

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Abstract

The purpose of this study are (1) To get knowledge of the profile on home industry of coconut sugar in Suruh District, Semarang Regency, (2) Analyze some problems which possible come from internal and external side of home industry of coconut sugar in Suruh District, Semarang Regency, (3) Analyze some strategy which can be implemented on home industry of coconut sugar in Suruh District, Semarang Regency. This Study used descriptive qualitative method. Data analysis used descriptive analysis and SWOT analysis. The result of this study showed that from internal factor the main strength is raw materials from their own only and the weakness is limited raw materials. From main external factor the opportunity is large market share and the threat is difficulty of regenerating human resources. The main alternative strategy is ST strategy (Strength-Threat). The alternative strategy as per matrix IE has been placed on V quadrant. Main strategy which can be implemented is developing with expand a new product, increase quality of the products or services, or increasing the access for the bigger market, also avoiding lost sale and lost profit. Coconut sugar industry can expand the market, facility of the production, and technology. According to SWOT quadrant diagram, the main formulation of alternative strategies used ST strategy, it used by utilizing the power to overcome the threats the coconut sugar home industry faces.

Keywords: Home Industry of Coconut Sugar, Strategy, SWOT

Abstrak

Tujuan dari penelitian ini (1) Mendeskripsikan kondisi industri rumah tangga gula kelapa di Kecamatan Suruh Kabupaten Semarang, (2) Mengetahui faktor internal (kekuatan dan kelemahan) dan eksternal (peluang dan ancaman) bagi industri rumah tangga gula kelapa di Kecamatan Suruh Kabupaten Semarang, (3) Menyusun strategi pengembangan yang perlu dilakukan dalam mengembangkan industri rumah tangga gula kelapa di Kecamatan Suruh Kabupaten Semarang. Penelitian ini menggunakan pendekatan kualitatif dengan metode deskriptif. Analisis data menggunakan analisis deskriptif dan SWOT. Hasil penelitian menunjukkan bahwa faktor internal yang menjadi kekuatan utama adalah bahan baku milik sendiri dan yang menjadi kelemahan utama adalah keterbatasan bahan baku yang tersedia. Faktor eksternal yang menjadi peluang utama adalah pangsa pasar yang masih luas dan yang menjadi ancaman utama adalah regenerasi SDM sulit. Perumusan alternatif strategi berdasarkan matriks IE berada pada kuadran V. Strategi utama yang dapat dilakukan adalah penetrasi pasar dan pengembangan produk. Berdasarkan diagram kuadran SWOT, perumusan alternatif strategi yang paling utama adalah strategi ST (Strengths-Threat), dengan cara memanfaatkan kekuatan yang dimiliki untuk mengatasi ancaman yang dihadapi

Kata Kunci: Industri Rumah Tangga Gula Kelapa, Strategi, SWOT

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INTRODUCTION

Development is a physical reality as well as a community's determination to try as hard as possible through a series of combinations of social, economic, and institutional processes. Development is not something that happens in an instant but through a continuous process. Development process has three core objectives, namely increasing the availability and expansion of the distribution of various necessities, increasing living standards (income, providing employment, improving the quality of education, increasing attention to cultural and human values) and expanding economic and social choices (Todaro, 2000). Basically the development strategy is guided to achieve an increase in living standards and equitable distribution of public welfare at large.

According to Central Statistics Agency (2017), the main challenge faced in the future is accelerate efforts to strengthen the structure of the Indonesian economy with the nucleus of Micro and Small Industries as the main drivers of economic growth for poverty reduction and increased employment. This is possible considering the characteristics of small businesses that are immune to the economic crisis because they are run with low dependence on the monetary sector and their existence is spread throughout the country so that it is an effective distribution channel to reach the majority of the people. This can be the basis for the importance of developing Micro and Small Industries in the distribution of welfare by utilizing local resources.

Semarang Regency is one area that makes the industrial sector as one of the three leading sectors in addition to the tourism and agriculture sectors. The three leading sectors

became the basis of economic competitiveness in the Semarang Regency with the INTANPARI slogan namely Industry, Agriculture, and Tourism. This has been stated in the Semarang Regency Medium-Term Regional Development Plan (RPJMD) in 2016-2021. Semarang Regency development vision was established, namely the realization of Semarang Regency which has INTANPARI-based economic competitiveness, which can improve the welfare of the community supported by quality human resources, noble character, and good management of regional resources and good governance. The commitment of the Semarang Regency local government to the industrial sector can be seen from the increasing number of industries in Table 1. below:

Table 1. Number of Home Industries, Small and Medium Industries and Large Industries in Semarang Regency in 2013-2017

Industrial Classification	Year	
	2013	2017
Household	9.520	9.558
Small to Medium	1.593	1.710
Large	188	208
Total	11.301	11.476

Source: BPS Semarang Regency, 2014 & 2019, processed

Industrial development in Semarang Regency from 2013 to 2017 showed increase. In 2013 the number of industries was 11,301 units and until 2017 it increased to 11,476 units. The number of industries in Semarang Regency is dominated by home industries, with a total of 9,558 business units in 2017. However, a large number of business units does not necessarily make the home industry easy to develop. From

2013 - 2017 the number of business units in the home industry can only increase by 38 business units. Unlike the small and medium industries that can increase by 117 business units, and large industries that can increase by 20 business units. However, when seen further, the development of large industries requires large investments. Unlike the home industry that the majority uses small capital.

Table 2. Number of Home Industry by Type of Business and Number of Workers in Semarang Regency in 2017

No	Type of Business	Home Industry Business		No	Type of Business	Home Industry Business	
		Number of Industries (Units)	Labor (People)			Number of Industries (Units)	Labor (People)
1	Coconut sugar	3.247	6.484	18	Rengginang	35	78
2	Palm sugar	470	910	19	Corn marning	8	21
3	Crackers	59	134	20	Coconut oil	16	26
4	Woven bamboo	4.055	5.424	21	Blacksmith	16	55
5	Woven sticks	25	42	22	Fish processing	5	35
6	Furniture	392	1.167	23	Criping yam	17	28
7	Tofu	65	253	24	Doran hoe	10	10
8	Tempe	401	743	25	Ice lolly	50	74
9	Convection	146	259	26	Nets / nets	52	52
10	Embroidery	43	81	27	Oyster mushroom	19	38
11	Red brick	83	185	28	Snacks	160	317
12	Honey	9	42	29	Wood processing	24	133
13	Mattress	25	172	30	Compost	8	31
14	Water hyacinth	29	53	31	Cotton slippers	5	22
15	Pottery	6	13	32	Salted egg	5	5
16	Tempeh chips	36	57	33	Printing	6	13
17	Chicken crackers	9	21	34	Ginger Syrup	19	39
		Total				9.558	17.016

Source: BPS Semarang Regency, 2019

The development of the industrial sector in the Semarang Regency should not only always be emphasized by large industries that have sophisticated technology and large production capacities. Industrial development also needs to

be developed in small micro industries, including home industries, whose numbers are currently quite large. Besides, according to the Central Statistics Agency (2017), explaining that most of the population of Indonesia has low

absolute education than doing business in the Micro and Small Industries sector is the right choice, where education is not an requirement in doing business in the Micro and Small Industries sector and living in micro-small business activities both traditional sectors and modern, and able to absorb a lot of labor. Like the coconut sugar home industry in Semarang Regency which can absorb a lot of labor. This can be seen in table 2 above.

Absorption of labor in the coconut sugar home industry is the highest number compared to the number of workers that can be absorbed by other home industries in the Semarang Regency. The number of workers that can be absorbed by the coconut sugar home industry is 6,484 people with a total of 3,247 business units. The second-largest labor absorption is the bamboo woven home industry with a workforce of 5,424 people with a total of 4,055 business units. The home industry that absorbs the least labor is the salted egg home industry with a workforce of 5 people with a business unit of 5 units. Therefore, the large number of workers that can be absorbed by the coconut sugar home industry in Semarang Regency proves that the home industry has opportunities in providing employment opportunities for the community.

Coconut sugar is one of the nine staples of much-needed foodstuffs as a mixture of spices, food sweeteners, and ingredients in cake making. Abdullah (2015) states, coconut sugar has great potential to become a substitute for white sugar used as a sweetener, health, social and economic value. Zuliandi, Fachri (2014) added, that the national sugar diversification program based on palm sugar such as coconut sugar (brown sugar) is very strategic in its role as an effort to reduce government, processing industry and community dependence on

granulated sugar (cane) and synthetic sugar which are mostly imported.

Coconut sugar home industry is a small scale business that can increase income and welfare in rural areas (Alwia, 2014). Prabandari (2018) added that the production of coconut sugar is easy, low cost, and low tech so that villagers easily produce coconut sugar products. Understanding low cost because the raw material for palm sap is taken directly from nature without the need for large capital and the labor needed is one's, own family. Low tech because the production process is easy, namely by cooking coconut juice that has been collected until it thickens into coconut sugar in solid form.

Coconut sugar home industry in Semarang Regency has great potential. When viewed from an economic aspect it is very profitable because it has open market opportunities such as white sugar substitutes, while in terms of social aspects that are providing employment for the community. From this, the coconut sugar home industry is one of the 30 leading commodities in Semarang Regency. With this great potential, the local government supported by the stakeholders involved must jointly develop the coconut sugar home industry.

Based on a preliminary study in November 2019 conducted by researcher to see the condition of the coconut sugar home industry more clearly, the researchers conducted interviews with the UMKM Assistant at the Department of Cooperatives, Micro Business, Industry, and Trade Semarang Regency, and coconut entrepreneurs in Suruh District Semarang Regency, information can be extracted that the coconut sugar industry in Suruh District, Semarang Regency is one of the household scale industries that has existed for

generations and still survives until now. However, the number of coconut sugar entrepreneurs has decreased. Whereas in the past almost every household in one village produced coconut sugar. For now, there are many who do not continue to produce coconut sugar.

Coconut sugar industry in Suruh Sub district, Semarang Regency experienced several obstacles, such as limited capital, inconsistent quality of coconut sugar, limited production quantities, decreasing amount of raw coconut palm raw material, limitations in marketing, and difficult human regeneration.

Various weaknesses and threats faced by coconut sugar households in Suruh District, Semarang Regency, greatly influenced the development of the coconut sugar household industry in the Semarang Regency. The condition of the coconut sugar home industry which is still able to survive until now shows that there are strengths and opportunities owned by the coconut sugar home industry in the Suruh District, Semarang Regency. So there must be efforts that need to be done in maintaining the sustainability of the coconut sugar household business in Suruh District, Semarang Regency.

The objectives of this study are (1) To find out the profile of the coconut sugar home industry in Suruh District, Semarang Regency, (2) Analyze internal factors (strengths and weaknesses) and external (opportunities and threats) for the coconut sugar home industry in Suruh District, Semarang Regency, (3) What is the appropriate development strategy to be applied to the coconut sugar home industry in Suruh District, Semarang Regency.

RESEARCH METHODS

This research was conducted using a qualitative descriptive approach. According to Moleong (2005), qualitative research is research that intends to understand the phenomena about what is experienced by research subjects in the form of descriptions in the form of words and language, in a particular natural context, and by utilizing various natural methods.

The research design used in this research is descriptive research that aims to describe a phenomenon, event, event, or facts that occur. Descriptive qualitative research is interpreting and telling the data concerned with the current situation, attitudes, and views of a phenomenon that occurs in the internal and external environment in the development of the Coconut Sugar Home Industry business in Suruh District Semarang Regency.

This research focuses on analyzing the coverage of internal and external factors that are the strengths, weaknesses, opportunities and threats for the coconut sugar home industry. The focus of the research is twofold, namely the internal environment (finance, production, human resources and marketing) and the external environment (Economic, Social and Cultural Strength, Government Power, Technology Power, and Competitiveness). Furthermore, from the analysis, the strategy formulation of the coconut sugar home industry development is carried out. The location of this research is in Reksosari Village and Plumbon Village, Suruh Subdistrict, Semarang Regency. From the two villages, there are 67 households of coconut sugar craftsmen who are still producing. The location of the research was determined purposively, because this location is

the center of coconut sugar production in Semarang Regency.

The types of data used in this study are primary data and secondary data. Primary data in this study were obtained from direct interviews with 67 coconut sugar business owners. This amount is the total number of coconut sugar producer households who are still processing coconut sugar in Reksosari Village and Plumbon Village, Suruh Subdistrict, Semarang Regency, using a list of questions (questionnaire) to get a clear picture of what events are happening in the field.

This research also involves keyperson as the primary data source. Keyperson in this study is used to rank the alternative strategy criteria later. Determination of the keyperson is done on purpose (purposive). Keyperson is obtained from parties who have important roles and actors who are directly related to the coconut sugar home industry in Suruh Subdistrict, Semarang Regency. Keyperson in this research, namely, (1) Department of Cooperatives, Micro Enterprises, Industry and Trade Semarang Regency (1 keyperson), (2) Coconut sugar business actors (2 keypersons).

The reason for choosing 3 Keyperson is because it is representative and sufficiently represents the whole object under study, has an important role, and is supported by the ability to convey information well and who knows more about the research topic, namely the Development of Coconut Sugar Home Industry. Based on this, this study took primary data sources.

Secondary data is data obtained from records or other sources that have already existed and then processed and presented in the form of text, tables, papers, research reports, books, and so on. Secondary data required in

this study were obtained from records from the Central Bureau of Statistics, the Office of Cooperatives, Micro Enterprises, Industry and Trade in Semarang Regency and other records from related institutions.

Data collection techniques using observation, interviews, questionnaires, documentation, and literature. This study also involved three people as key person. Data analysis in the study used several approaches, namely descriptive analysis and SWOT analysis. Descriptive analysis used in this study is an analysis used as a tool to describe or describe the current state of an object of research based on visible or grouped facts. Descriptive analysis in this study is used to provide further information, in explaining the internal and external environment of the coconut sugar home industry in Suruh District, Semarang Regency.

Descriptive analysis on the internal environment of the industry, coconut sugar describes several aspects, namely financial aspects related to capital and financial reporting accounting; production aspects related to the production process, inventory, inventory, and quality decisions; aspects of human resources related to the origin of the workforce and the skills of the workforce; marketing aspects related to sales and promotion.

Then for descriptive analysis on the external environment of the coconut sugar industry, it describes several aspects, namely aspects of economic, social and cultural strength related to the economic growth of Semarang Regency and people's consumption patterns and cultural conditions; aspects of government power related to government support for business sustainability; aspects of technological strength relating to the use of more renewable technology in terms of time and marketing;

aspects of competitive power relating to existing competition and product threats.

This information will then be developed again to analyze internal and external factors that influence the development of the coconut sugar ladder industry in Suruh Subdistrict, Semarang Regency. The data collected in this study were analyzed using descriptive analysis methods to explain / describe the existing phenomena with the problem under study. So that the resulting data is descriptive data in the form of spoken written words from the behavior of the object being observed.

The analytical tool in this study used SWOT analysis to identify internal and external factors so that strengths and weaknesses, as well as opportunities and threats in the coconut sugar home industry, in Suruh District Semarang. SWOT analysis can be used to identify deeply the complex aspects of the internal and external environment of the coconut sugar home industry. The SWOT analysis is also used to formulate a strategy that will be used after seeing the strengths, weaknesses, opportunities, and threats of the coconut sugar home industry in Suruh District, Semarang Regency.

This reasoning is based on the logic that can maximize strengths and opportunities, but at the same time, the existence of strengths and opportunities can minimize the weaknesses and threats that exist in the coconut sugar home industry in Suruh District, Semarang Regency. The strategic decision-making process is always related to the development of the company's mission, goals, strategies, policies. Thus, the strategic planner must analyze the strategic factors (strengths, weaknesses, opportunities, and threats) of the palm sugar home industry in

Suruh District, Semarang Regency in the current conditions.

RESULT AND DISCUSSION

Entrepreneurs in the coconut sugar home industry in Suruh District are mostly dominated by productive age, namely ages 15-64 years. Age is one of the identities that can affect a person's work ability and mindset. In addition, a person's age also reflects a person's physical condition in doing a job. Productive age entrepreneurs usually have advantages in terms of stamina, physique, and levels of intelligence and creativity. Younger people tend to be more dynamic and creative in their business when compared to older people. Besides that, age also affects a person in managing his business. Producers with a relatively younger age will be able to work hard when compared to older entrepreneurs.

The number of coconut sugar home industry workers is mostly 2 people in each business with a percentage of 94.03%. So that the coconut sugar business can be classified as a home industry, with a total workforce of ≤ 5 people. The majority of workers are husband and wife who produce coconut sugar. The number of workers in the coconut sugar home industry mostly consists of 2 people in each business. Based on the level of education, most entrepreneurs have completed basic education. The coconut sugar home industry is classified as a long-standing business that is around 10-41 years old. Most of the coconut sugar household industries in Suruh Subdistrict are a business passed down from generation to generation from their parents.

Based on the results of internal and external environmental analysis, several factors

in the form of strengths, weaknesses, opportunities, and threats affect the coconut sugar home industry in Suruh District, Semarang Regency. Internal environmental analysis is carried out by reviewing the factors contained in the coconut sugar home industry to identify and evaluate trends in the business. This analysis focuses on

finding the key factors which are the strengths and weaknesses of the industry. The coconut sugar household industry in Suruh District can take advantage of its strengths and overcome its weaknesses based on the results of this analysis. Internal factors that are owned, including aspects of finance, production, human resources and marketing.

Table 3. Internal and External Factors of Coconut Sugar Home Industry Development in Suruh Subdistrict, Semarang Regency

INTERNAL FACTORS	EXTERNAL FACTORS
<p>Strength</p> <p>Own raw materials Business location close to raw materials Processing is relatively easy The existence of the application of job specifications HR of family members Skilled and experienced HR The process of selling coconut sugar is easy</p>	<p>Opportunities</p> <p>The product is unique Added value and product development potential Tourism sector support Large market share Potential for technological development</p>
<p>Weakness</p> <p>Limited business capital Limited raw materials available The absence of financial accounting The production process takes a relatively long time There is no product diversification/innovation The amount of production is low and uncertain Lack of promotional media</p>	<p>Threat</p> <p>HR regeneration is difficult Climatic/bad weather conditions Lack of maximum government support related Limited technological knowledge There are products from other regions</p>

Source: Analysis of primary data

Analysis of the business's external environment is carried out by reviewing factors outside of the effort to identify and evaluate trends that are beyond the control of the business being carried out and which are usually more rapidly changing. This analysis focuses on finding the key factors that become the main opportunities and threats faced by the coconut sugar household industry in Suruh District.

There are external factors that have a direct influence and some have an indirect effect on a business. External factors can be divided into four strengths, namely economic, social and cultural, government, technology, and competitive.

Based on the identification of internal and external strategic factors, the IFAS and EFAS matrix is then compiled. The results of the IFAS

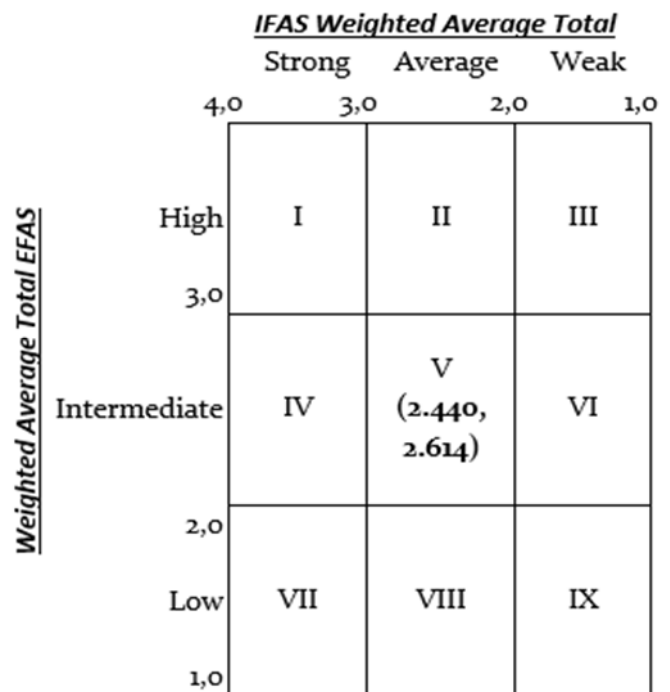
and EFAS matrix analysis in the coconut sugar home industry in Suruh District, Semarang Regency can be seen in Table 4 attached.

Based on the results of Key person’s opinion on internal strategic factors, the main strength for the coconut sugar home industry in Suruh District, Semarang Regency is its raw material with an average score weight of 0.360. The internal strategic factor has the highest average weighting and the average rating for the strength variable which means that the key person considers that the factor is the most important strength compared to other strength factors and is also a major strength for the coconut sugar home industry. The main weakness for the coconut sugar home industry in the District of Suruh Semarang Regency is the limited raw materials available with an average score weight of 0.195, where the average score weight is highest for the weakness variable.

Overall based on the final results of IFAS matrix analysis, the total weighted average score of the IFAS matrix was 2,440 which consisted of a total weighted average score of the strength of 1,644 and a weakness of 0.848. This shows that the internal position of the coconut sugar household industry is below the average in overall internal strength, which is below 2.5. It can be concluded that in the development of businesses in the coconut sugar home industry in the District of Suruh Semarang Regency shows that the industry has a weak internal position, so it is less able to utilize the strengths that are owned and less able to overcome existing weaknesses.

Based on the results of Key person’s assessment of external strategic factors, the main opportunity for the coconut sugar home industry in Suruh District, Semarang Regency is

the broad market share with an average score weight of 0.336, where the average weighting score is highest for the opportunity variable. The external strategy factor has the highest average weighting which means that the key person assumes that the factor is the most important external strategy factor compared to other factors. While the main threat faced by the coconut sugar home industry in the District of Suruh Semarang Regency is the regeneration of difficult HR with an average score weight of 0.362, where the average weighting score is highest for the threat variable. The weighted average total score of the EFAS matrix is 2.614 which consists of a total weighted average score of odds of 1.252 and threats of 1.362.



Picture 1. IE matrix

Source: Primary data, processed

This shows that the external position of the coconut sugar home industry is above average in overall external strength, which is

above 2.5. So it can be concluded that in the development of businesses in the coconut sugar home industry can take advantage of opportunities and avoid existing threats.

Based on the results of the IE matrix analysis compiled by plotting the total weighted average score of the IFAS matrix (2,440) on the average x-axis and EFAS (2,614) on the y-axis belonging to the middle category. These results make the strategic direction of the development of the coconut sugar home industry in the District of Suruh Semarang Regency in cell V in the phase of maintaining and maintain. A common strategy is market penetration and product development. This can be seen in Picture 1.

Market penetration that can be done is to optimize the value of the superiority of coconut sugar products through market expansion, both online and through cooperation with the tourism sector. Coconut sugar products have indeed become a product that has a distinctive taste compared to other sweetener products and has its own uniqueness/uniqueness, with the cooperation with the tourism sector will open up greater opportunities for coconut sugar products in Suruh District more widely known. Bearing in mind that in Semarang Regency it has a large tourism appeal so that the tourism sector is used as one of INTANPARI-based economic competitiveness in regional economic development.

The strategic direction for the development of the coconut sugar home industry in Suruh Subdistrict, Semarang Regency, is in cell V in the maintain and maintain phase. Common strategies are market penetration and product development. Market penetration is an increase in market share or market share of a product or service through

efforts to seek a larger market share (David, 2008). Then the product development strategy is a strategy to increase sales by modifying existing products or services (David, 2008).

Product development strategies can be done by product diversification. Diversification is an effort to develop coconut sugar products that starts from exploring the values of innovation/novelty that is the development or derivative of the main product, namely coconut sugar products. Diversification by providing or creating variations of existing coconut sugar products. The development of coconut sugar products based on creativity and the discovery of novelty elements that can be carried out by the coconut sugar home industry in Suruh District, Semarang Regency, one of which is an ant sugar product. Ant sugar is coconut sugar in the form of powder or flour known as Palm Sugar. The basic ingredient for making ant sugar is coconut juice as well.

Given that the coconut sugar home industry in Suruh Subdistrict, Semarang Regency, from an economic aspect is very profitable because it has very open market opportunities. Meanwhile, from the social aspect, it provides employment for the surrounding community. The importance of the agency's role in developing this potential and the need for a level of awareness for coconut sugar home industry entrepreneurs to motivate each other to develop, be creative and innovate in order to advance the coconut sugar business.

so that in this case there is a need for coordination between related agencies or the Office of Cooperatives, Micro Enterprises, Industry and Trade of Semarang Regency and coconut sugar entrepreneurs in Suruh Subdistrict, Semarang Regency in formulating a strategy for developing the coconut sugar

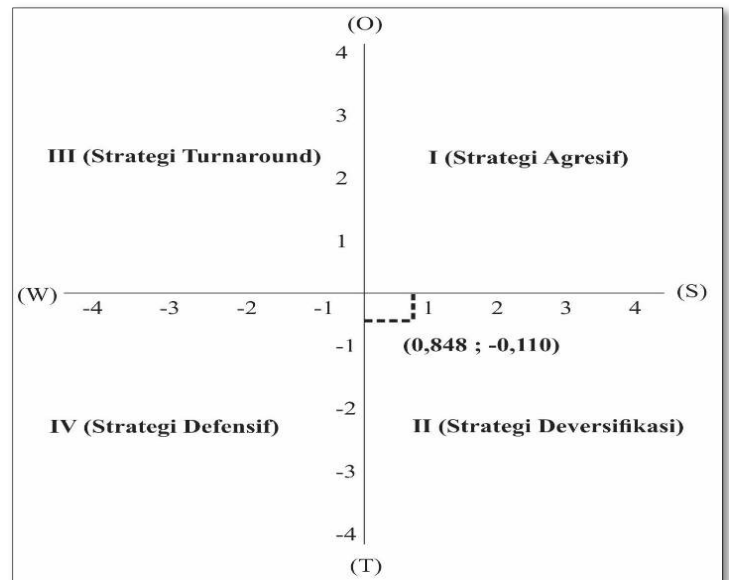
household industry in Suruh District, Semarang Regency.

The explanation above regarding the direction of the development strategy for the coconut sugar home industry in Suruh Subdistrict, Semarang Regency, is in line with the research conducted by Harisudin (2013), which explains that the tempe agroindustry development under study is in cell V, which is the position to maintain and maintain. The market penetration strategy that is carried out aims to increase the share value of product sales, namely tempe through the mechanism of increasing market share by introducing the advantages of tempe as a healthy food that has many benefits for the body. The product development strategy aims to increase the share of sales through the sale of tempe products with various new innovations.

Based on the results of the SWOT matrix analysis using data that has been obtained from the IFAS and EFAS matrices, the four main strategies suggested are the SO (Strength and Opportunities), WO (Weakness and Opportunities), ST (Strength and Threats) and WT (Weakness and Threats) strategies. The results of the SWOT matrix analysis on the coconut sugar home industry in Suruh District, Semarang Regency can be seen in Table 5 attached.

To determine the position of the organization, calculations based on the results obtained from the IFAS matrix and EFAS matrix, the results can be summarized as follows :
 Coordinates of Internal Analysis : Strengths - weaknesses = $1.644 - 0.796 = 0.848$; Coordinates of External Analysis : Opportunity - threat = $1,252 - 1,3362 = -0,110$. So the coordinates (x, y) lie at (0.848; -0.110). From the IFAS and EFAS

matrix calculation, the strength factor is greater than the weakness factor and the effect of the opportunity factor is smaller than the threat factor. Therefore, the position of the coconut sugar home industry in the District of Suruh Semarang Regency is in quadrant II which means the position of Diversification. The position of consciousness II can be aimed in Picture 2.



Picture 2. SWOT Quadrant Diagram
 Source: Primary data, processed

Based on Picture 2, the position of the coconut sugar home industry in Suruh District Semarang Regency is in Quadrant II, this position indicates that despite facing various threats, the coconut sugar home industry in Suruh District Semarang District has internal strength. The strategy used is to use strength for long-term opportunities by diversifying the product strategy from coconut sugar produced.

Diversification is an effort to develop coconut sugar products which starts from exploring new values that are developed or

derived from the main product, namely coconut sugar products. The development of coconut sugar products based on creativity and the discovery of novelty elements that can be carried out by the coconut sugar home industry in Suruh District, Semarang Regency, one of which is an ant sugar product. Ant sugar is coconut sugar in the form of powder or flour known as Palm Sugar.

Ant sugar has several advantages over coconut sugar. The advantages of ant sugar include the price received by producers is higher than ordinary printed coconut sugar, more soluble, longer shelf life because the water content is less than 3%, more attractive shape, easier packaging and transportation, more distinctive taste and aroma, and the opening of foreign markets (exports). In the quadrant II position, an alternative strategy that can be carried out by the coconut sugar home industry is the ST (Strengths-Threat) strategy.

CONCLUSION

Based on the results of the analysis that has been carried out on the coconut sugar home industry in Suruh District, Semarang Regency, several conclusions are obtained, namely : (1) Entrepreneurs in the coconut sugar home industry in Suruh District Semarang Regency are mostly dominated by productive age. The number of workers in the coconut sugar home industry mostly consists of 2 people in each business.

Based on the level of education, most entrepreneurs have completed basic education. The coconut sugar home industry is classified as a long-standing business that is around 10-41 years old; (2) The internal strategy factor in the development of the coconut sugar home industry in the District of Suruh Semarang

Regency in the aspect of strength is the raw material of its own by getting a score of 0.360. In the aspect of weakness is the limited raw materials available by getting a score of 0.195. The external strategy factor in the development of the coconut sugar home industry in the District of Suruh Semarang Regency in the aspect of opportunity is that the market share is still broad with a score of 0.336.

In the aspect of threat is the regeneration of HR difficult to get a score of 0.362; (3) The formulation of an alternative strategy using the IE matrix on the coconut sugar home industry in Suruh District, Semarang Regency was found to be in cell V in the preservation and maintenance phase. A common strategy is market penetration and product development. Based on the SWOT quadrant diagram, being in position II indicates that despite facing various threats, the coconut sugar home industry in Suruh District, Semarang Regency has internal strength.

The strategy used is to use strength for long-term opportunities by diversifying the product strategy from coconut sugar produced. An alternative strategy that can be carried out by the coconut sugar home industry in the District of Suruh Semarang based on the SWOT table is the ST (Strengths-Threat) strategy.

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ATTACHMENT

Table 4. IFAS and EFAS Matrix Analysis of Coconut Sugar Home Industry in Suruh District

No	Internal Strategic Factor	Weight Average	Average Rating	Score
Strength				
1	Own raw materials	0,090	4,0	0,360
2	Business location close to raw materials	0,086	3,0	0,259
3	Processing is relatively easy	0,065	3,7	0,239
4	The existence of the application of job specifications	0,061	3,0	0,182
5	HR of family members	0,063	3,0	0,190
6	Skilled and experienced HR	0,067	3,3	0,222
7	The process of selling coconut sugar is easy	0,063	3,0	0,190
				1,644
Weakness				
8	Limited business capital	0,063	1,3	0,084
9	Limited raw materials available	0,097	2,0	0,195
10	The absence of financial accounting	0,067	1,3	0,089
11	The production process that takes a relatively long time	0,058	1,3	0,116
12	There is no product diversification/innovation yet	0,076	1,7	0,101
13	The amount of production is low and uncertain	0,083	1,3	0,110
14	Lack of promotional media	0,061	2,0	0,101
				0,796
No	External Strategic Factor	Weight Average	Average Rating	Score
Opportunity				
1	The product is unique	0,100	3,3	0,329
2	Added value and product development potential	0,113	2,3	0,259
3	Support the tourism sector	0,098	2,0	0,196
4	Large market share	0,102	3,3	0,336
5	Potential for technological development	0,102	1,3	0,132
				1,252
Threat				
6	HR regeneration is difficult	0,091	4,0	0,362
7	Climatic conditions / bad weather	0,116	3,0	0,349
8	Lack of maximum government support related	0,102	2,0	0,203
9	Limited technological knowledge	0,087	1,7	0,145
10	Products from other regions	0,091	3,3	0,302
				1,362

Source: Primary data, processed

Table 5. SWOT Matrix

Internal Factor (IFAS)	Strength	Weakness
	Own raw materials Business location close to raw materials Processing is relatively easy The existence of the application of job specifications HR of family members Skilled and experienced HR The process of selling coconut sugar is easy	Limited business capital Limited raw materials available The absence of financial accounting The production process that takes a relatively long time There is no product diversification/innovation The amount of production is low and uncertain Lack of promotional media
External Factor (EFAS)		
Opportunity	SO Strategy	WO Strategy
The product is unique Added value and product development potential Tourism sector support Large market share Potential for technological development	Optimizing the expertise and skills of the craftsmen to commit to run an innovative product of coconut sugar into ant sugar that has added value (S1, S2, S3, S4, S5, S6, O2, O4, O5) Strengthening coconut sugar as a regional superior product by utilizing the tourism sector as an expansion of market share. (S7, O1, O3, O4)	Forming institutions and cooperatives of coconut sugar craftsman business. (W1, W3, W5, W7, O2, O4, O5) Development of production equipment technology and product innovation. (W4, W5, O2, O5) Optimizing the value of superiority of coconut sugar products through market expansion, both online and through cooperation with the tourism sector. (W7, O1, O3) Utilizing the potential development of agricultural cultivation technology by continuing to optimize research and cultivation of new varieties of coconut trees. (W2, W6, O5)
Threat	ST Strategy	WT Strategy
HR regeneration is difficult Climatic conditions / bad weather Less than maximum government support related Limited technological knowledge The existence of products from other regions	Rejuvenation of coconut plants with hybrid / early coconut seeds. (S1, S2, S5, S6, T1, T2) Providing education to the younger generation to maintain local wisdom of coconut sugar products. (S3, S5, S1, S3, S4) Standardization of coconut sugar products. Both in terms of operations, product prices, and product packaging. (S4, S7, T5)	Conduct training or workshops for craftsmen related to the importance of business management and long-term business sustainability thinking. (W1, W3, W4, W5, W7, T3, T5) The government as a provider of hybrid / early coconut seeds for coconut sugar producers. (T1, T2, T6, W1, W2, W3) Carry out continuous mentoring and counseling for coconut sugar producers. (W4, W5, W6, W7, T3, T4, T5)

Source: Analysis of primary data