The Development Strategy of Small Scale Industries Crackers Sanjai to Increase Income and Employment Opportunities in Bukittinggi, Indonesia

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Abstract

The development of the small-scale industry in the development of an area is very important, mainly about employment opportunities and income for the community. Small-scale industry development strategy crackers Sanjai in Bukittinggi can be determined by analyzing the data of internal and external factors. 1). Samples were collected 60 people and 8 policymakers, 2). Data were analyzed using SWOT analysis and combined with the analysis of the Analytic Hierarchy Process (AHP). The study found that there are four strategies used for the development of small scale industries crackers Sanjai, namely, 1. Promotion and development of institutional (business groups and cooperatives); 2. determination brands; 3. Strategy competition with low cost and product development; 4. market orientation strategies to improve financial access. Based on the analysis of strategic priorities showed that the first priority is the strategy 1, followed by strategy 2, 3 and 4.

Keywords: Development Strategy, internal factors, external, Income, Employment, crackers.

1. Introduction

Sanjai crackers is one food by-products by well-known of Bukittinggi, Indonesia. The main input of Sanjai crackers is cassava. Sanjai crackers are produced by small-scale industrial entrepreneurs. Based on data from the Department of Industry and Trade Cooperative (2014) that the small-scale industrial developments crackers Sanjai in Bukittinggi during the last five years (2009-2014) as follows; the number of small-scale industrial production of crackers Sanjai is decreased by an average of 23.78%, a decrease in the rate of employment growth by an average of 3.70%, a decrease in the average investment rate of 30.83%. The development of small scale industry Sanjai crackers turnover is relatively low at an average of 36.99%, then the rate of growth of small scale industries crackers Sanjai is low at an average of 3.24%.

The problems that occur on a small scale industry crackers Sanjai above may be caused by several things; Small scale industries produce some types of crackers Sanjai cracker products; Sanjai form of white crackers, yellow crackers Sanjai, and red Sanjai crackers made of chili. Development of flavor variations are very limited, as well as the packaging is still traditional, only a fraction of entrepreneurs who has given the brand for its products. Apart from that crackers Sanjai turns out today is not only produced in the City of Bukittinggi and the surrounding areas, but similar products are also already in production in other cities in West Sumatra, such as in Padang Panjang, Pariaman and Padang City.

In the city of Padang, there are several small scale industries crackers Sanjai including small scale industries Kristine Judge, Crown, Business chips Balado Rohana Kudus, and small-scale industry Serly. Sanjai cracker products from industry-small scale industries is seen favored by consumers, especially for consumers who use the product as a souvenir to be brought outside the region (provinces) as to Jakarta. Sanjai cracker products has owned brand and packed with attractive packaging in a variety of flavors. Another factor that is thought to cause problems in small-scale industries in the city Sanjai crackers Bukitinggi is already developing small-scale industries that produce various kinds of snacks as a by-product. These products are sold at prices far cheaper than the price Sanjai crackers. This price difference led to consumer demand for products of small scale industries crackers Sanjai be on the wane.

The existence of the problems faced by small-scale industries also is expressed by Stephen and Wasiu (2013) and Oduntan, K.O (2014). Generally, the industry establishment criteria are the availability of raw materials and markets. Another problem faced by small industries is inadequate information because the issue related to the institution's financial resources, inadequate access to finance capital, raw materials, market places, low entreprenuer skills, and information about government policies relating to small industries. Another problem still faced by small industries is the lack of infrastructure facilities such as electricity, water and roads in rural areas. All the problems above are obstacles in the development and rapid growth for small industries. To overcome the above problems the study intends to analyze the internal and external factors that are owned and faced by small-scale industries crackers Sanjai in Bukittinggi, Indonesia, in order to obtain strategies in accordance with priorities, which can be used in the development of small-scale industries crackers Sanjai in city of Bukittinggi Indonesia. The application of development strategies that can ultimately be used to improve income and employment opportunities for residents in the City of Bukittinggi.

2. Literature Review.

2.1. Definition of Small Scale Industries

According to the Regulation of the Minister of Industry (2009) subsection 2 of the small-scale industry is a company conducting business in the industry with an investment of at most Rp. 200,000,000 excluding land and buildings. The Central Statistics Agency (BPS) provides a definition of SMEs based quantity of labor. Small business is a business entity that has a workforce of 5 to 19 people. Meanwhile, it consist of over 50 to 500 million for assets and then small industry with a turnover of over 300 million to 2.5 billion based on Law No. 20 of 2008 on Micro, Small and Medium Enterprises (SMEs) . A definition of small scale industry in Nigeria is a it consist of less than ten people of employment or whose capital in equipment and machinery do not exceed six hundred thousand naira (Ogechukwu, 2011).   There are two key ways the U.S. government defines the size of a business: the number of employees and the amount of revenues. The definition is also dependent on the specific industry. Some industries are a lot more labor intensive, and the definition of "small" may include a large number of employees. Other industries, especially those that rely on technology or specific skills of an individual, may reach only a low employee number (Baer). Based on the above definition it can be seen that the small scale industry can be viewed from several sides of the workforce, assets, technologies used, the revenue generated.

### 2.2. The role of Small Scale Industries

Small scale industries have a strategic role in national economic development. Therefore, in addition to a role in economic growth and employment also play a role in the distribution of development outcomes. Small enterprises become engine of the economic growth because their contribution in the development is not limited to the sector of SMEs of the economy as whole. Meanwhile the impact of small enterprises can extend, it is not only on this sector but also to other sectors, with significant influences (Savlovschhi, & Robu, 2011). The small scale industries contributes almost 40 percent of the growth industrial value added in the Indian economy (Bharathi, et.al., 2011). Small industry creates an important contribution to the economic development of a country. It helps business success for big scale industries concern with supply their need such as new goods and services (Ogechukwu, 2011). Small-scale industries have an impact on the development of the industrial sector (Juliana A, 2013). In Nigeria, small industry role in economic development as capacity of building, empolyment generation, promoting growth, industrial dispersal, backwash and forward lingkage, technological development, technological acquisition and poverty alleviation (Oduntan, K.O, 2014).

Economy of Nigeria depends on how vast the Small Scale Industries are in technology and in their ability to overcome the Nigerian factors that may raise agaits (Stephen and Wasiu, 2013). The role of small industry on employment is very large (Berry, 2002: Lozi, 2008; Juliana A, 2013; Stephen & Wasiu, 2013). The roles of SSI in the economic development of Jordan by showing the effects of the SSI on production, and sales. (Lozi, 2008). Ogechukwu (2011) found that clearly specifying the role of marketing to the survival of SMEs in Nigeria. For SMEs to survive marketing practice and principles must be given prominence. SMEs have contributed greatly to Nigerians development by the provision of employment, marketing of goods and services and the growth and development of the rural areas, it has also brought about the growth of indigenous entrepreneurship in Nigeria. Based on the above that the small-scale industries are very important role in the development of an area, namely the creation of employment opportunities, increased production and sales, technology development, reduce poverty, and create backward and forward linkage and boost economic growth.

2.3. The Small Scale Industries Development Strategy

Porter (1998) suggests that there are four factors that must be considered before a business can be developed. These factors are key factors that determine whether a company can limit success fully completing the form 1). company strengths and weaknesses, 2). The personal values of the key Implementers, 3). Industry opportunities and threats (Economic and tecnichal), 4). Broader societal expectations. Strengths and weaknesses combined with personal values determine the company's internal limits for competitive strategy. External limit is determined by industry opportunities, threats and border societal expectation. Opinion above shows that the need to do a SWOT analysis to determine the internal and external factors of a company. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a way to observe the external and internal marketing (Kotler and Keller, K.L, 2009). In connection with external factors according to Porter (2008) are The Five Forces That Shape Industry Competition as what is seen in the following figure;

Picture 1: The Five Forces That Shape Industry Competition
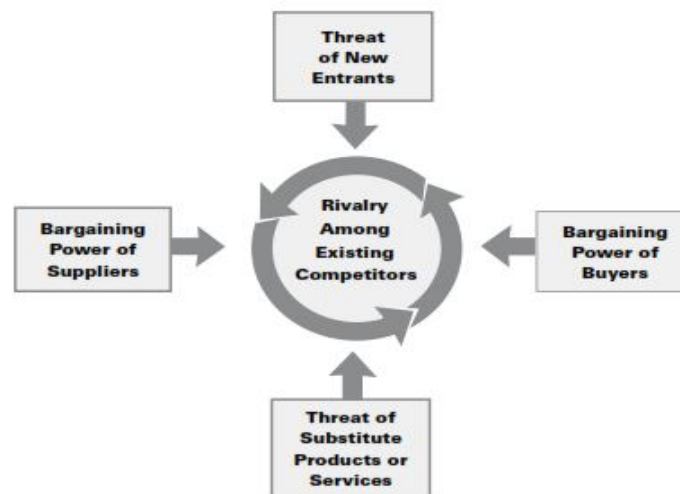
Source: Porter (2008)

Entry barrier to market for many enterprises because supply-side economies of scale, demand-side benefit scale, customer swiching cost, capital requirements, incumbency advantages independent of size, unequal access to distribution channels and restritrictive government policy. Moreover, enterprises face the powers of suppliers include suppliers of labor so that the profitability out of enterprises. Furthermore, the power of buyers could force down prices of product in enterprises. Meanwhile, the threat of substitutes influence the number of product sale. Then, rivalry among existing competitors consist of price discounting, new product introduction, advertising campaings and service improvements become consideration of enterprises in the market. Based on the above theory Porter is known that in the development of a small-scale industry will be influenced by internal and external factors. The external factor is the form of threats faced by an industry or business. Abayomi et.al., (2012) in his research found that the external business environment (political, economic, socio cultural, technological, and others) have an impact on the performance (effectiveness, efficiency, in increase of sales, the achievement of corporate goals) organization in the food industry and drinks at Negeria.

So, the organization should give attention to the environment periodically. Chittithaworn, et.al, (2011) study found that the factors that influence the success of SMEs in Thailand are the characteristics of SMEs, customers (customer and market), the way businesses work, resources and finance, and the external environment. Indris and Ina Primiana (2015) suggests that the performance of small and medium industries (SMEs) can be enhanced through internal and external analysis. Based on the analysis of internal and external factors of a small-scale industry can know the position of the industry, so it can be determined the development strategy to be carried out on a small-scale industries. In the development of a small-scale industry need for specific strategies. Research results of Choi and Mogyoro (2011) found a strong business relationship between the branch and the parent firm, which has a positive relationship with the broad scope and market differentiation strategy. The study also found that the competition has a positive relationship scope of market expansion. Barriers have a positive impact on the differentiation strategy. Chadamoyo, et.al, (2012) found that the cost strategy, differentiation and innovation is a key competitive strategy used by Small and Medium Enterprises in manufacturing firm in Mucheheke light Industry. Furthermore, Ayupp and Tudin, R, (2013) found that the majority of food processing companies use the strategy of market penetration as a way for business growth. Most marketing firm to achieve the target using a special segment so as not to scarcity of resources and to avoid competition with food processing companies in the larger segment.

Research Dauda, et. al., (2013) found that convenience factor technology (technological) in the operating environment on plant food and beverage industry in Negeria affect the organization's operational and strategic decisions. Brasoveanu, et.al, (2014) suggested that the importance of creating a business environment that is stable and predictable to encourage SMEs to become more important sector in the economy and the key to the economic recovery. Department of industry and commerce in Indonesia (2004) make the goals and objectives for small industries in the form of policies and strategic plans and programs that facilitate entrepreneurs to obtain a greater opportunity through increased service satisfaction and market expansion through information and promotional media. Empowerment of potential areas that could be used for the development of industry and trade. Capital support in the form of loans with soft interest from government and private banks. Improved coordination and communication among relevant agencies are mutually supportive in the formation and development of industrial and commercial sector. An increasing number of small and medium-sized industrial aid and continuously revolving fund. Next, the Government Regulation Indonesia About Micro, Small and Medium Enterprises, No. 17 of 2013 subsection (2) the development of micro, small and medium enterprises implemented through the approach; (a). Cooperative, (b). centers, (c). and clusters. (d). Group. subsection 8 verse (4) of business development done by: (a). Develop business networks and partnerships, (b). Doing business efficiently. (c). Develop innovation and market opportunities, (d). Expanding market access, (e). Utilizing technology, (f). Improve product quality; and, (g). Finding the source of funding the broader effort. In chapter (5) business development done by:

(a). Prioritize the use of products produced by micro, small and medium-sized businesses, (b). Creating new entrepreneurs; (c). Technical and managerial guidance; (d). Consultation and assistance. Purnama (2014) in his research found that in order to increase the success of small businesses are in need of five variables: education and training, assistance, partnerships, regulatory (business ability), and to improve the ability of business requires 4 variables: education and training, assistance, partnership, and regulation. Babatope and Akintunde (2010) observed that development model of small industries is done through training and education stages. Nigerian government's efforts in promoting the development of SMEs throughout the year and is still located in the area of the development of monetary, fiscal and industrial policy and sizes. Therefore built several schemes for small industrial from institutions of Nigeria.

Of opinion and research findings above that there are various strategies that are applied in the development of small scale industries in the form of differentiation strategy, low cost, innovation, market penetration strategy, factors paced technology, creating a stable business environment, strategy training and education, assistence, partnerships, and regulatory, cooperative development strategy, production centers, clusters, and business groups. The strategies are of course in accordance with the internal and external conditions of small-scale industries. A strategy may be suitable for a small-scale industry, and perhaps the same strategy is not suitable for other small-scale industries. Kumar and Kamal study (2013) revealed the following findings that small scale industries are not using marketing strategies that fit (right) in a competitive environment is very high. Small scale industries are weak in the differentiation strategy.

Small scale industries are to follow the strategy of a low cost price. Small scale industries are essential to follow the product differentiation for product development. SSi's decision requires caution due to the price very competitive environment.

3. Methodology

The population in this study are all small-scale industrial entrepreneurs crackers Sanjai in Bukittinggi, Indonesia, totaling 70 people. The number of samples in this study was determined by the formula Slovin with the error tolerance e = 5%, the sample size is 60 people. Sampling was carried out by random sampling businessman. Apart from that this study also used a sample of policy makers from the leaders of Industry and Trade, the economy section of Bukittinggi, head of the Department of Tourism, sub-district officials, as well as the Bukittinggi Chamber of Commerce, and experts. The total sample is 8 people. Sampling was done by purposive sampling. The data in this study are primary. Data collected by using a questionnaire. Moreover, data were analyzed by using: 1).

SWOT analysis (Strenghts, Weakneses, Opportunities, Threats). SWOT analysis is intended remedy acquire strategies that can be used in the development of small-scale industries crackers Sanjai in Bukittinggi. 2) Analytic Hierarchy Process (AHP). AHP helped make the decision to choose the accomplishment of several options (Alexander, 2012). Therefore, to determine the strategic priorities of analysis followed by analysis of the Analytic Hierarchy Process (AHP). AHP method used is as stated by Osuna and Alvaro Aranda (2007), namely the integration of SWOT analysis with AHP. The hierarchy of these problems have 4 levels of structure. The first level goals have been achieved with the decision, the next level is constituted by the four groups of factors namely Strengths (S) Weaknesses (W), Opportunities (O), and Threats (T). The third level is constituted by the factors included in each one of the four groups of the previous levels. Finally, the fourth level is constituted by tha strategies should be evaluated and Compared.

4.   Result

4.1. Internal and External Factors in the Development of Small-scale Industries Crackers Sanjai in Bukittinggi, Indonesia.

Analysis of internal and external factors is done by using SWOT analysis (Strength, Weakness, Opportunities, and Threats). The results of Small-scale Industry SWOT Analysis Crackers Sanjai in Bukittinggi Indonesia are presented in Table 1.

Table 1: Internal Factor Evaluation (IFS)

Internal Factors	Weight	Rating	Value Score
Strength			
S1. Land ownership and cracker factory Sanjai.	0.15	4	0.60
S2. Ownership of the main equipment used in the production.	0.10	3	0.30
S3. Having a business license.	0.08	3	0.24
S4. Businessman formal education is relatively high at high school seniors to the top	0.10	4	0.40
S5. High internal motivation in business.	0.15	4	0.60
Sub total	0.58		2.14
Weakness			
W1. Low initial capital.	0.05	1	0.05
W2. The amount of capital now relatively small.	0.06	1	0.06
W3. Most small businesses Sanjai crackers using a secret recipe.	0.04	2	0.08
W4. Most products do not yet have the brand and have packaging.	0.05	2	0.10
W5. The work done by the family for generations.	0.04	1	0.04
W6. Employment is relatively low.	0.05	1	0.05
W7. Only a small portion of industrial production Sanjai crackers have established partnerships.	0.05	1	0.05
W8. Yet formed a cooperative	0.04	2	0.08
W9. Business execution individually.	0.04	2	0.08
Sub total	0.42		0.57
Total	1.00		2.71

Results of analysis showed that the value of S is 2.14, while the value of W is 0.57. The total value of S + W is 2.71. The main strength and small strength with weight value of each rank 4 and 3. The weakness of small and major flaws with the weight of successive rank are rank 2 and 1. Based on the weight of the rankings in Table 1, there are 3 a major force and 2 small force which is owned by small-scale industrial entrepreneurs crackers Sanjai in Bukittinggi, Indonesia. The main strength consisted of 1). Ownership of the plant itself, 2). The relatively high level of education entrepreneurs are senior high school and above, 3). Internal motivation in a high effort. Small force includes; 1). Ownership of the main equipment used in the production.

2). having a business license

Furthermore, the main disadvantages are faced by small-scale industries crackers Sanjai in Bukittinggi, Indonesia, namely 1). The initial capital is low, 2) Amount of capital now relatively small, the work done for generations, 4). Employment is relatively low, 5). Low partnership relationship. A small drawback is that 1). Ownership secret recipe by a fraction of small-scale industrial entrepreneurs crackers Sanjai, 2) .Most of the products do not yet have the brand and have the packaging, 3). Has not yet formed a cooperative, 4). Business execution individually.

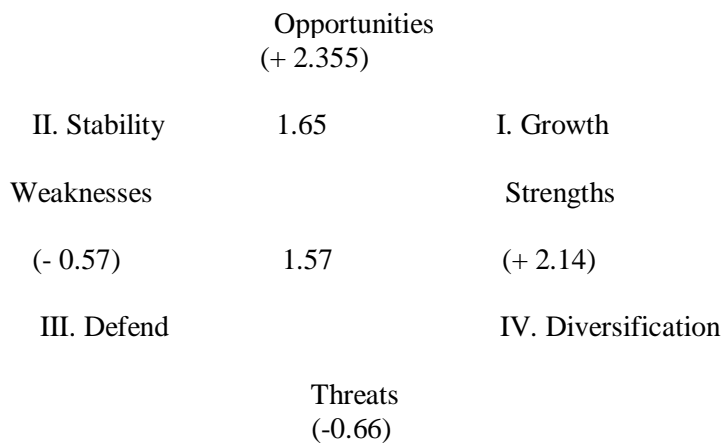**Table 2: External Factor Evaluation**

External Factors	Weight	Rating	Value score
Opportunities,			
O1. Increase the amount of capital through micro credit banks.	0.10	4	0.40
O2. Produce commodities in a variety of flavors.	0.075	4	0.30
O3. Cooperation between several institutions related to trainings.	0.09	4	0.36
O4. Establish partnerships with other industries in order to improve capital and marketing.	0.09	4	0.36
O5. Form cooperatives in order to guarantee the availability of input to output marketing, and increase capital.	0.06	3	0.18
O6. Forming a group effort to improve competitiveness.	0.065	3	0.195
O7. The use of modern technology production.	0.05	4	0.20
O8. Improving the quality of service to consumers.	0.06	3	0.18
O9. Increases the bargaining power Sanjai cracker industry in the availability of the main raw material of cassava, through the development of agribusiness.	0.08	3	0.18
Sub total	0.67		2.355
Threats			
T1. The emergence of new industries both in the form of small-scale industry and medium scale which produces crackers Sanjai outside Bukittinggi.	0.08	2	0.16
T2. The emergence of small-scale industries that produce commodities substitution i.e small scale industries snacks souvenirs that are not in the form of crackers Sanjai.	0.06	2	0.12
T3. Strength bargaining power possessed by consumers is high.	0.07	2	0.14
T4. Bargaining power provider cassava raw material is high	0.05	1	0.10
T5. Competition among manufacturers crackers Sanjai in terms of price, taste, type, shape Sanjai crackers and services to consumers.	0.07	2	0.14
Sub total	0.33		0.66
Total	1.00		3.015

In Table 2 presented the results of the weighting of external potential of small-scale industrial entrepreneurs crackers Sanjai in Bukittinggi, Indonesia. Results of the evaluation opportunities (opportunities) amounted to 2.355, while the results of the evaluation of the threat is equal to 0.66, thus the total results of the evaluation of opportunities and threats is 3.015. External potential can be ranked by the value of 4, 3, 2 and 1. Each rankings have the following meanings; 4 shows a superior rank, rank 3 in the above-average, average rank 2 and rank 1 in below average (ugly). From table 2 it can be seen that there are 9 kinds of opportunities that can be utilized in the development of small scale industries crackers Sanjai in Bukittinggi. In addition to the opportunities, there are also as many as five threats to be faced by small-scale industries crackers Sanjai in Bukittinggi.

4.1.2. Mapping SWOT Small-scale Industrial Production Crackers Sanjai In Bukittinggi, Indonesia

Table 1 Results of evaluation obtained a score of 2.14 Strength factor, while the score for Weakness factor is 0.57, whereas it can be seen from Table 2 score value Opportunities, 2.355, and a score for Threats factor is 0.66. Difference in value by a factor scores Strength and Weakness is 1.57. Furthermore, the difference in the score Opportunities with a score threats factor is 1.695.

Based on the values of scores for four factors Strength, Weakness, threat and Opportunities, as well as the difference of the values of the factor scores of internal and external factors that made the image of the SWOT analysis in Cartesian diagram Figure 2.

Opportunities
(+ 2.355)

II. Stability   1.65   I. Growth

Weaknesses   Strengths

(- 0.57)   1.57   (+ 2.14)

III. Defend   IV. Diversification

Threats
(-0.66)

Figure 2: Cartesian diagram SWOT Analysis

The Cartesian diagram can be seen that the small-scale industries crackers Sanjai in Bukittinggi, Indonesia, is located on the first quadrant with the development strategy using the strategy SO (Strengths-Opportunities). Thus, it means that the small-scale industries crackers Sanjai in Bukittinggi Indonesia can be developed using Strengths Opportunities to exploit or growth strategies.

4.2. Small-scale Industries Development Strategy Crackers Sanjai in Bukittinggi

4.2.1. The types of development strategy

Evaluation of Tables 1 and 2 can be arranged matrix combinations for Evaluation of Internal factors and External factors as shown in Table 3. Evaluation of the results of a combination of factors Internal and External Factors Evaluation shows that there are four strategies, namely strategies SO, WO, ST and WT strategy.

Table 3: Combination Matrix Strategy

IFE EFE	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO Strategy; promotion and development of institutional (business groups and cooperatives)	WO Strategy; determination brands
Threats (T)	ST Strategy; Competition with low-cost and product development	WT Strategy; market orientation strategies to improve financial access.

Table 3 there are four strategies that can be done in the development of small scale industries crackers Sanjai in Bukittinggi. The strategy is the strategy 1 for promotion and development of institutional (business groups and cooperatives). The strategy 2 is determination brands. Strategy 3 for competition with low-cost and product development; Strategy 4 is market orientation strategies to improve financial access.

4.2.2. Priority Strategies

Based on the SWOT analysis has produced 4 small-scale industrial development strategy Sanjai crackers. To determine the strategic priorities of AHP analysis is carried out using a quantitative technique as Team EC (Choice for expert groups). The result analysis produces the global value of each strategy. Relative importances of groups of factors are as follows;

Table 4: Relative Importance

Group of Factors	Relative importance (W_S. W_w, W_0, W_t)
STRENGTHS	0.600200
WEAKNESSES	0.391556
OPPORTUNITIES	0.333111
THREATS	0.599800

Table 5 : Relative Importance of factors within their group

STRENGTH	S1	S2	S3	S4	S5
W_{Si}	0.616	0.510	0.476	0.495	0.913

Weakness	W1	W2	W3	W4	W5	W6	W7	W8	W9
W_{Wi}	0.745	0.295	0.223	0.212	0.276	0.37	0.393	0.442	0.568

Opportunity	O1	O2	O3	O4	O5	O6	O7	O8	O9
W_{Oi}	0.504	0.397	0.206	0.216	0.282	0.33	0.348	0.349	0.366

Threats	T1	T2	T3	T4	T5
W_{Ti}	0.459	0.703	0.429	0.438	0.97

The final value of each of the strategies presented in Table. 6. In Table 6 it can be seen that the first strategy, namely promotion and development of institutional (business groups and cooperatives), followed by the second strategy that is determination brands; Strategy 3 for competition with low-cost and product development, Strategy 4 for market orientation strategies to improve financial access.

Table 6 :

Strategy	Weight
Strategy 1	27.3559
Strategy 2	27.3553
Strategy 3	26.9195
Strategy 4	25.7585

5. Analysis and Conclusion

The results showed that there are four strategies that can be done in the development of small scale industries crackers Sanjai in Bukittinggi Indonesia. The most importance of the strategy is that strategy 1 put forward by the following; Porter (1998) Regulation of the Government of Indonesia About Micro, Small and Medium Enterprises, Number. 17 (2013), Babatope and Akintunde (2010), Chittithaworn, et.al, (2011). The next strategy that can be done in the development of small scale industries crackers Sanjai in Bukittinggi Indonesia is a strategy 2, the strategy-setting brand (Kotler and Kevin Lane Keller, 2009), addition of the above strategy, the following two strategies namely strategy 3 that is competition with low cost, and product development, as proposed by Kumar and Kamal (2013) and Kotler and Kevin Lane Keller (2009), strategy 4 is orientation to improve access to financial markets as proposed by Hallberg (2000). The use of strategies in the development of small scale industries crackers Sanjai in Bukittinggi will be able to increase employment opportunities and incomes.

Influence the development of small-scale industries on employment and income is supported by some of the following opinion: Berry (2002), Lozi (2008) Juliana A, (2013), Stephen and Wasiu, (2013), Oduntan, (2014).

6. Recommendation

In this study only analyzes internal and external conditions on a small scale industry, namely crackers Sanjai that serve as food souvenirs from the city of Bukittinggi, Indonesia. Accordingly, for further research is recommended to do some research on some food products by other good-by at the same location, different locations and can also on a wider coverage area in order to obtain a more meaningful findings.

7. Acknowledgement

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