

Business Development Strategy of Salt Diversification Product in Cirebon Regency

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Abstract

CV Rama Shinta as a producer of salts diversified products for beauty and health requires a business development strategy design to increase the company so that it can contribute larger to solve the problem of salt prices faced by the coastal community. The purpose of this study was to (1) determine the recommendation of business development strategy for salt product diversification at CV Rama Shinta, (2) determine the priority business development strategy for salt product diversification at CV Rama Shinta, and (3) determine the implementation method of the product diversification business development strategy at CV Rama Shinta with strategic architecture. The method used in this research is identifying internal and external factors of the company to formulate strategic recommendations using IFE and EFE matrix analysis, IE matrix, SWOT matrix, QSPM and strategic architecture. The result of SWOT matrix and QSPM analysis showed that there's 12 strategics recommendations with strategic priorities are to maximizing promotions activities. The strategic architecture mapping recommends three stages of implementation, which is the short term, medium term, and long-term strategic implementation.

Keywords

salt; diversification; value added; SWOT; strategic architecture



I. Introduction

The need for national salt from year to year is increasing along with population growth and industrial development in Indonesia (Purbani 2015). National salt demand in 2014 reached 3.61 million tons, consisting of consumption salt of 1.48 million tons and industrial salt of 2.13 million tons (Kementrian Kelautan dan Perikanan 2015). Based on data from Badan Pusat Statistik (2020) shows that salt for industrial needs always increases every year by 5% -7%. It is recorded that the total demand for salt in Indonesia in 2020 will reach 4,464,670 tons.

One of the companies that produces diversified salt products is CV Rama Shinta, located in Cirebon Regency. This company is committed to advancing the salt industry in the Cirebon area by creatively making salt products that have added value. The products that are produced are salt products for beauty and health care. The progress of salt production companies with diversified products through the addition of value added will have an impact on the welfare of business actors in the salt sector, both farmers, product processors and marketers of the product.

In the maritime sector, research using SWOT analysis on capture fisheries has been carried out in various countries. Research on the Scallop in the Alaska area was conducted by Glas JR et al. (2015), Turkish fisheries sector (Çelik, Metin, dan Çelik 2012), and Tuna business development in Indonesia by Setyowati N et al. (2016). A sector that is more

conical, namely the salt industry, there is research on business development carried out by Wati YM et al. (2018), (Mustofa 2016), Sinaga O et al. (2020), and Setiawati (2020).

The majority of research that has been conducted only uses the method of determining strategic recommendations and priorities using SWOT analysis, QSPM, AHP, and DELPHI, without providing recommendations for mapping the implementation of the resulting strategy using the time line based on company objectives and challenges. Therefore, further research is needed on business development strategies in the salt diversification product industry sector with the addition of more comprehensive. This study aims to (1) determine the recommendation of business development strategy for salt product diversification at CV Rama Shinta, (2) determine the priority business development strategy for salt product diversification at CV Rama Shinta, and (3) determine the implementation method of the product diversification business development strategy at CV Rama Shinta with strategic architecture.

II. Research Method

This research was conducted at CV Rama Shinta, a business entity engaged in the production of diversified beauty and health therapy salt products located in Cirebon Regency, West Java. The research location is determined based on certain criteria (purposive sampling), namely CV Rama Sinta which is a manufacturer of diversified salt products with the output of products in the form of beauty and health therapy salts that are open to research activities and committed to continuing to be creative in advancing the salt industry in the Cirebon area. The research was conducted from November 2020 to January 2021.

Primary data in this study include data on internal and external factors of the company as a basis for strategy formulation. Primary data is data that is obtained directly in research activities. This data is collected through observation, interviews, and filling out questionnaires about the weighting and ranking of internal and external factors. The selection of respondents in filling out the questionnaire was carried out using a non-probability sampling method, that is based on certain criteria (purposive sampling method). Therefore, the participant who will be respondents in filling out the questionnaire are the Dinas Kelautan dan Perikanan, academics, company owners, and several employees of the company for diversifying salt products in Cirebon Regency. The selection is based on the consideration that the selected respondents are those who really know the overall internal and external conditions of the company, so that they can fill out the questionnaire appropriately. Secondary data were obtained through literature reviews, internal data on salt product diversification companies in Cirebon Regency, and related literature sources such as data from the Badan Pusat Statistik (BPS), Kementrian Kelautan dan Perikanan, internet, newspapers and journals.

The strategy determination stage is based on the consideration of the company's internal and external factors to get a strategy recommendation and its implementation by identifying data on internal factors and external factors of CV Rama Shinta which are summarized and evaluated using the IFE matrix and EFE matrix, then determining the position of CV Rama Shinta using a matrix. IE, strategy formulation with a SWOT matrix, and priority strategy decision making from several alternative strategies using QSPM (David 2009). The mapping of strategy implementation is carried out using a strategic architectural approach (Yoshida 2006) by considering the challenges that are being faced, the goals to be achieved gradually over a certain period of time.

III. Results and Discussion

3.1 Company Overview

CV Rama Shinta was established on 26 September 2015. The location of CV Rama Shinta is in Grogol Village No. 11 RT 02 RW 05 Gunungjati Subdistrict Cirebon Regency. These locations include production sites and galleries for beauty and health salt products. The official Production Business Permit was obtained by CV Rama Shinta in 2017 with IUP number No. 0513 / 10-23 / PK / V / 2017. CV Rama Shinta's products have also been included in SMESCO (Small and Medium Enterprises and Cooperatives) under the auspices of the Ministry of Cooperatives and Micro, Small and Medium Enterprises.

The purpose of the establishment of CV Rama Shinta is so that the diversified product of beauty and health salts "rama shinta" can be more advanced not only in Indonesia but also internationally as an export product that Indonesia can be proud of. From this statement, the Company's vision is to become the best diversified producer of beauty and health salts in Indonesia and to be known internationally. In order to achieve the company vision stated above, it is necessary to formulate a company mission as a logical and measurable step. CV Rama Shinta's mission is to provide beauty and health spa products with natural ingredients in the form of salt with good ingredients for body health to the hotel and spa industry and can be used for personal needs with national and international coverage.

3.2 Internal Factor Identifications

The management of CV Rama Shinta's management is directly led by the owner of the company who is also the Human Resources Manager, Marketing and Promotion Manager as well as the Finance Manager. There are about 36 employees who are employees of CV Rama Shinta, divided into 30 workers of raw material salt ponds, 5 people working in the production section and 1 person as cashier admin in the gallery "Rama Shinta", the salt house. Employee working hours are adjusted to office working hours, starting from 08.00 - 16.00 WIB and overtime will be held if needed. Management also appreciates employee performance by providing rewards to employees who have worked well and diligently.

The production process for the diversification of beauty and health salts at CV Rama Shinta is still done manually with complete production equipment. The production equipment that is owned by the company are Standing sealer, salt dryer, salt container, salt oven, and digital scales. The production flow of CV Rama Shinta begins with taking raw materials from the company's salt ponds, drying and drying raw materials salt, raw material sorting process, mixing process with the addition of other supporting materials, sorting process for finished products, packaging process, weighing process, quality control or checking the quality of finished products, and finally the packaging process, and after that it is marketed.

Marketing is a process of planning and execution, starting from the conception stage, pricing, promotion, to the distribution of goods, ideas and services, to make exchanges that satisfy the individual and his institutions (Dianto in Asmuni et al, 2020). According to Tjiptono in Marlizar (2020) marketing performance is a function that has the greatest contact with the external environment, even though the company only has limited control over the company's environment. In the world of marketing, consumers are assets that must be maintained and maintained their existence in order to remain consistent with the products we produce (Romdonny and Rosmadi, 2019).

CV Rama Shinta's product marketing system is to form agents and resellers with online sales in e-commerce, social media, and open galleries as well as company-owned sales shops. To date, there are 20 agents and 50 resellers throughout Indonesia who have been marketing "Rama Shinta" beauty and health salt products. The market share for beauty salt products "Rama Shinta" is fairly wide with target consumers, namely spa salons, hotels, wedding gifts, personal use, and has the potential to be a welcome product for international guests of salt diversified MSME products. Several cities in Indonesia that have become product consumers include Riau, Bengkulu, Cilegon Banten, Jakarta, Bandung, and cities in Kalimantan.

Company investments when Company Established was Rp. 237,250,000.00 which came from the personal finances of the company founder and received an additional 50 million in 2016 because he had become a fostered partner of PT Telkom with a loan of 50 million in 2 years installments. In terms of financial records, CV Rama Shinta has used computational technology using a cash register to calculate company income and expenses. Most of the sources of income recorded in the management of the company's financial system are the results of payments from agents and resellers throughout Indonesia. Payments are made by the transfer method via bank or with digital financial applications to simplify the transaction process between agents, resellers and companies. The results of the company's financial review will then carry out monitoring and evaluation.

The research and product development process is important for the company. Structurally, CV Rama Shinta does not yet have a separate division for product development and research. This is because the company is still in the development process so it takes time to create a separate division in the development and research section. However, the company founders were well aware of the importance of product development and research. Therefore, the management of CV Rama Shinta to carry out development and research on products, namely by participating in training facilitated by the Department of Marine and Fisheries of Cirebon Regency, in this case the Community Empowerment Sector.

The information system for marketing and promotion of CV Rama Shinta's products uses the website through social media such as Youtube channels, Instagram, Facebook, and blogs. Diversified products of beauty and health salts "Rama Sinta" can also be accessed in various e-commerce such as Bukalapak, Tokopedia, Shopee, Lazada, and other online stores in Indonesia. This makes CV Rama Shinta's products easy for consumers to find and has a wider market because it can be reached by all people who have internet access throughout Indonesia. In terms of managing agents and resellers, the company has a special Whatsapp group. The group aims to provide information regarding product price updates, discounts, promotions, and new products that are ready to be marketed so that agents and resellers know all the information needed for the marketing process.

Company strength is the strength of the company to be able to achieve its vision and mission. The results of the identification of the company's internal strengths are as follows:

- a. Company management is still simple so it is easy to manage (S1)
- b. Complete production equipment (S2)
- c. There is a choice of product variants (S3)
- d. Attractive product packaging (S4)
- e. Broad market share (S5)
- f. Distribution channels through agents and resellers (S6)
- g. Utilizing e commerce to expand market reach (S7)

The company's internal weakness is weakness of company to respond to the challenges of achieving its vision and mission. The results of the identification of the company's internal weaknesses are as follows:

1. The production process is still manual and limited (W1)
2. The product is not yet widely known (W2)
3. Do not have a marketing link abroad (W3)
4. Limited capital (W4)
5. There is no special research and product development section (W5)
6. Do not have a company website (W6)

3.3 External Factor Identifications

The Indonesian government is currently very supportive of the acceleration of industrial development and Micro, Small and Medium Enterprises (MSMEs) by issuing regulations and regulations that facilitate licensing and business capital loans. Several regulations that have been passed by the government, such as Law Number 20 of 2008 concerning Micro and Small Enterprises and Regulation of the Minister of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia Number 02 / Per / M. KUKM / I / 2016 concerning Assistance to Cooperatives and Micro and Small Enterprises is one of the government's support for the industrial sector and MSMEs. In the marine and fisheries sector, the government issued Presidential Regulation Number 98 of 2014 concerning Licensing for Micro and Small Businesses Law Number 7 of 2016 concerning the Protection and Empowerment of Fishermen, Fish Farmers and Salt Farmers is one of the regulations produced by the government to support business sector in the marine and fisheries sector. Political government support through these regulations and laws is something that must be welcomed by business actors, especially in the marine and fisheries sector.

Cirebon Regency is one of the areas near the coast where most of its people live in coastal areas. There are many people who work as fishermen and salt farmers. Abundant salt is a potential that can be used as a raw material for making MSME products made from salt. Therefore, the socio-cultural conditions of the Cirebon Regency people are very supportive of the development of the diversified products of beauty and health salts "Rama Shinta".

The lifestyle of people who have started to become aware of health has made health products selling well in the market. Likewise, other products that carry the theme of health are the main attraction for potential consumers who want products with health value. This trend was intelligently captured by CV Rama Shinta to produce beauty products that carry healthy natural ingredients. Based on this, the possibility for the company to develop rapidly is very wide open.

The development of technology in the 21st century moves rapidly along with the human ability to think and experiment. In the industrial world, this technological advancement is a positive thing to make the production process more effective and efficient. CV Rama Shinta welcomes technology in this industrial sector by utilizing modern tools to assist the production process. One of the technological tools owned by CV Rama Shinta is a salt drying oven which is used for drying raw materials when the weather is raining. Another technology that is developing rapidly in the digital era is internet technology. CV Rama Shinta uses internet networks to promote and market products. With the internet media, the process of experiencing and distributing products to consumers becomes more effective and efficient. Data in the field also shows that internet users in Indonesia continue to experience an increase. The Indonesian Internet Service User

Association (APJII 2020) noted that the number of internet users in Indonesia has reached 196.7 million.

The location of the diversified beauty and health salt product company CV Rama Shinta is very strategic because it is close to the location of salt ponds, which is the basic raw material for the product. Therefore, if viewed from an ecological point of view, CV Rama Shinta has great potential to develop its business. The local community, most of whom are salt farmers, make the process of getting raw material products easier. Besides that, the salt products from the surrounding area are also very abundant, so the company does not have to worry about running out of raw material stocks.

The activity of making salt in coastal ponds takes place 6 months per year, namely during the dry season. The dry season usually starts from April to October. After the dry season is over, the salt-making process in the ponds will stop because it has entered the rainy season. The process of making salt which still relies on the heat of the sun means that the cycle of salt pond activities can only be done in the dry season.

CV Rama Shinta benefits from the location of its production site which is in the coastal area as well as the main north coast route. The transportation process for product distribution and transportation of raw materials becomes easier and faster. With this easy access, CV Rama Shinta can save operational costs for transportation.

A substitute product or a substituted product is a substitute product which will later be used as a substitute for other goods but does not diminish the useful value of the item being replaced. The fact that there are substitute products is a note for business actors to maintain the quality and availability of their products so that consumers remain loyal to their products. CV Rama Shinta as a manufacturer of beauty and health products must be committed to being able to compete with replacement products that are widespread in the market by always maintaining satisfactory product quality and service.

An important factor in the industrial sector and MSMEs is the availability of raw materials which will be used as the final product of a production. Each company has a difference in terms of obtaining raw materials. CV Rama Shinta is a business entity with a diversified beauty and health salt product that produces its own raw materials. This makes the company not dependent on suppliers of raw materials, so that the bargaining power of suppliers for the company is not very influential. The area of the salt pond for raw materials produced by CV Rama Shinta spans 20 hectares. Of the total area, only 10% is absorbed as raw material for a diversified product of beauty and health salts under the brand name "rama shinta".

The bargaining power of buyers is one of the strengths in the framework of Porter's Five Forces Industry Analysis which refers to the pressure of customers or consumers on businesses so that they produce better quality products, satisfying customer service, and lower prices. The bargaining power of buyers makes consumers have the power to suppress industrial margins by demanding product-producing companies to reduce prices and improve service quality for the products they produce.

Business actors cannot avoid this threat of newcomers. Companies must ensure their prices and products remain competitive. Various strategies will be carried out by newcomers to gain market share, such as by reducing the price of their products to be cheaper. The strategy is used to attract as many customers as possible and as quickly as possible. CV Rama Shinta is wary of newcomers while still providing good quality products at affordable prices. When compared with similar newcomer products that are starting to circulate, "rama shinta" products have advantages in terms of natural raw materials and product benefits.

Product competition is the biggest threat to a company's product sales. This product competition factor is one of the keys to compete with each other to win market competition and the company's main source of income. Various strategies will be carried out by the company to win this competition, such as by offering lower prices than competitors, increasing service providers, providing promos and discounts, as well as after sales facilities offered by each company.

Company opportunity is an advantage from the external environment that supports the company to be able to achieve its vision and mission. The results of the identification of company opportunities are as follows:

- a. Government support for MSMEs (O1)
- b. Healthy living culture (O2)
- c. The number of salt farmers in Cirebon (O3)
- d. Development of production technology and the internet (O4)
- e. The location of the company is close to the coast and the northern coast line (O5)
- f. Abundant raw material (O6)

The company threat is an obstacle that comes from outside the company to be able to achieve its vision and mission. The results of the identification of company threats are as follows:

- a. Consumers are reduced due to the pandemic (T1)
- b. Production decreases during the rainy season (T2)
- c. Many substitute products (T3)
- d. There is competition for similar products (T4)
- e. There are cheaper products (T5)
- f. Emerging newcomer products (T6)

3.4 IFE and EFE Matrix Analysis

IFE matrix is the result of identification company's internal environmental factors that have been given weight and rating. Internal environmental factors identified include management, production, marketing, finance, research and development, and information systems. The results of the identification of the company's internal environmental factors show that there are 7 (seven) key strength factors and 6 (six) key factors of company weakness. IFE matrix can be seen in table 1.

The results of identification company's external environmental factors that have been given weight and ranking will be evaluated through the EFE Matrix. The identified external environmental factors of the company include economy, socio-culture, politics, ecology, technology, substitute products, competition for similar products, industrial competition, bargaining power of suppliers, and bargaining power of buyers. The results of the identification of the company's external environmental factors show that there are 6 (six) key factors of opportunity and 6 (six) factors of corporate threats. More complete information about the EFE Matrix can be seen in table 2.

Table 1. IFE Matrix CV Rama Shinta

Internal Factors	Value	Rating	Score
Strength:			
Company management is still simple so it is easy to manage (S1)	0.07	3.75	0.28
Complete production equipment (S2)	0.08	3.75	0.32
There is a choice of product variants (S3)	0.07	3.75	0.27
Attractive product packaging (S4)	0.07	3.75	0.26

Wide market share (S5)	0.09	3.50	0.30
Distribution channels through agents and resellers (S6)	0.08	3.50	0.28
Leveraging e commerce to expand market reach (S7)	0.08	3.50	0.27
Weaknesses:			
The production process is still manual and limited (W1)	0.07	1.75	0.13
Product not yet widely known (W2)	0.08	1.25	0.10
Do not have a marketing link abroad (W3)	0.08	1.50	0.11
Limited capital (W4)	0.09	1.75	0.15
Do not have research and product development division (W5)	0.07	1.75	0.12
Do not have a company website (W6)	0.08	2.00	0.15
Total			2.73

Table 2. EFE Matrix CV Rama Shinta

External Factors	Value	Rating	Score
Opportunities:			
Government support for MSMEs (O1)	0.08	3.75	0.30
Healthy living culture (O2)	0.07	3.50	0.26
Number of salt farmers in Cirebon (O3)	0.06	3.50	0.22
Development of production technology and the internet (O4)	0.09	3.25	0.29
The company's location is close to the coast and the northern coast line (O5)	0.08	3.50	0.28
Abundant raw material (O6)	0.07	3.25	0.23
Threats:			
Reduced consumers due to the pandemic (T1)	0.09	1.50	0.13
Production decreases during the rainy season (T2)	0.08	1.75	0.14
Many substitute products (T3) are circulating	0.09	2.00	0.17
There is competition for similar products (T4)	0.09	1.50	0.13
There are cheaper products (T5)	0.10	1.50	0.15
Emerging newcomer products (T6)	0.10	1.75	0.18
Total			2.48

3.5 Internal External (I-E) Matrix Analysis

The Internal External Matrix is used to determine the position of the company based on the Internal Factor Evaluation (IFE) Matrix and the External Factor Evaluation (EFE) Matrix. The results of the weighted total value of the IFE Matrix will be coordinated with the weighted total value of the EFE Matrix. The total weights of the IFE Matrix with a value of 2.73 will be positioned on the x-axis of the I-E matrix and the total weight of the EFE Matrix with a value of 2.48 will be placed in the position of the y-axis of the I-E Matrix. A complete analysis of the I-E Matrix can be seen in Figure 4.0.

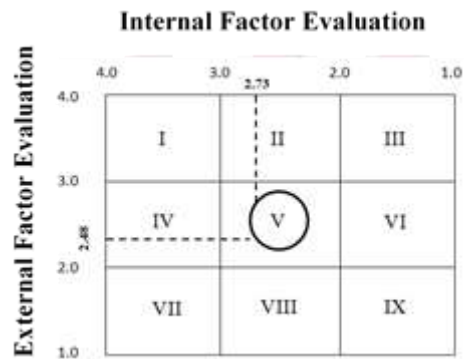


Figure 1. I-E Matrix of CV Rama Shinta

The I-E matrix analysis places the diversified beauty and health salt product company CV Rama Shinta in the position of cell chart number V (five). These results indicate that the suitable alternative strategy used by the company is hold and maintain. Several alternative strategies that can be applied by the company are market penetration, market development and product development.

3.6 SWOT Analysis

Determining the strategy with the SWOT matrix is done by combining the results of the identification of the company's internal and external factors. Based on this combination, there will be 4 (four) strategy groupings in the SWOT matrix. The first strategy group is Strengths - Opportunities (SO), Strengths - Threats (ST), Weaknesses - Opportunities (WO), and Weaknesses - Threats (WT). (twelve) strategic recommendations that can be implemented by the company to achieve its vision and mission. The strategy recommendations consist of 3 SO strategies, 3 ST strategies, 3 WO strategies, and 3 WT strategies. The results of CV Rama Shinta's SWOT matrix analysis can be seen in table 3.

Table 3. SWOT Matrix of CV Rama Shinta

	Strength (S)	Weakness (W)
	<p>Internal Factors</p> <ol style="list-style-type: none"> 1. Company management is still simple so it is easy to manage (S1) 2. Complete production equipment (S2) 3. There is a choice of product variants (S3) 4. Attractive product packaging (S4) 5. Broad market share (S5) 6. Distribution channels through agents and resellers (S6) 7. Utilizing e commerce to expand market reach (S7) 	<ol style="list-style-type: none"> 1. The production process is still manual and limited (W1) 2. The product is not yet widely known (W2) 3. Do not have a marketing link abroad (W3) 4. Limited capital (W4) 5. There is no special research and product development section (W5) 6. Do not have a company website (W6)
	Strategy (S-O)	Strategy (W-O)
<p>External Factors</p> <ol style="list-style-type: none"> 1. Government support for MSMEs (O1) 2. Healthy living culture (O2) 3. The number of salt farmers in Cirebon (O3) 	<ol style="list-style-type: none"> 1. Market penetration and development (S2, S3, S4, S5, S6, S7, O3, O5, O4, O6) 2. Increase the quantity of products (S2, S3, S4, S5, S6, S7, O1, O2, O4, O6) 	<ol style="list-style-type: none"> 1. Do maximum promotional activities (W2, W3, W6, O1, O2, O4, O6) 2. Adding production tools by applying for a capital loan (W1, W4, O1, O2, O3, O5, O6)

4. Development of production technology and the internet (O4) 5. The location of the company is close to the coast and the northern coast line (O5) 6. 6.Abundant raw material (O6)	3. Adding new product variants (S1, S2, S4, O1, O2, O4, O6)	3. Creating an official company website (W2, W3, W6, O1, O2, O4, O6)
Threats (T)	Strategy (S-T)	Strategy (W-T)
1. Consumers are reduced due to the pandemic (T1) 2. Production decreases during the rainy season (T2) 3. Many substitute products (T3) are circulating 4. There is competition for similar products (T4) 5. There are cheaper products (T5) 6. Emerging newcomer products (T6)	1. Improve product quality (S1, S2, S3, S4, T1, T3, T4, T6) 2. Determination of competitive product prices (S1, S2, S5, S6, S7, T1, T2, T3, T4, T5, T6) 3. Maintain good relations with consumers (S1, S3, S4, S5, S6, S7, T1, T3, T4, T6)	1. Ensure an effective and efficient production process (W1, W4, W5, T2, T3, T4, T5, T6) 2. Operational cost efficiency (W1, W4, W5, T1, T2) 3. Maintaining employee loyalty (W1, W2, W4, W5, T1, T2, T3, T4, T5, T6)

3.7 QSPM (*Quantitative Strategic Planning Matrix*) Analysis

QSPM analysis is done by looking at the number of values of the relative attractiveness of the choice of strategy. The total value of relative attractiveness is obtained from the multiplication of the weight of the company's internal and external environmental factors with the relative attractiveness rating. The determination of the priority order of the strategy that the company will use is determined based on the total accumulated value of the total relative attractiveness values. Based on the QSPM analysis in Appendix 10, a strategic priority sequence that can be used by the company is produced, namely as follows:

Table 4. Priroty strategy of CV Rama Shinta through QSPM

No	Strategy Rekomendations	STAS	Priority
1	Maximum promotional activities (WO1)	5.76	1
2	Improve product quality (ST1)	5.35	2
3	Market penetration and development (SO1)	5.20	3
4	Adding production tools by applying for a capital loan (WO2)	5.12	4
5	Determination of competitive product prices (ST2)	4.78	5
6	Creating the official company website (WO3)	4.77	6
7	Operational cost efficiency (WT2)	4.69	7
8	Ensuring an effective and efficient production process (WT1)	4.63	8
9	Maintain good relations with consumers (ST3)	4.53	9
10	Increase the quantity of production (SO2)	4.21	10
11	Adding new product variants (SO3)	4.07	11
12	Maintaining employee loyalty (WT3)	4.06	12

Results of the QSPM analysis show that the priority order of the main strategies is those that carry out promotional activities maximally with a total attractiveness value of 5.76. This is intended to introduce the company's products to a wider range of consumers considering that the product "Rama Shinta" is still a new product. The strategic recommendations that rank in the bottom three based on QSPM analysis are increasing the quantity of production, adding new product variants, and maintaining employee loyalty. The strategy to increase the quantity of production products intended to produce greater output gets a total attractiveness value of 4.21. The total attractiveness value of 4.07 was generated through QSPM analysis for the strategy of adding new product variants. The priority sequence of the last strategy with a total attractiveness value of 4.06 is occupied by the strategy to maintain employee loyalty.

3.8 Architectur Strategic

Process of achieving company goals with work plan recommendations that have been produced must have a certain period of time. The time period set to achieve CV Rama Shinta's goals is for 4 (four) years, namely in the time span starting from the beginning of 2021 to the beginning of 2025. The stages that must be taken to design strategic architecture are the first to determine the goals to be achieved company. The second stage of strategic architectural design is to determine the challenges faced by the company in achieving predetermined goals. The final step is to detail the work program recommendations that the company will implement using architectur strategic approach.

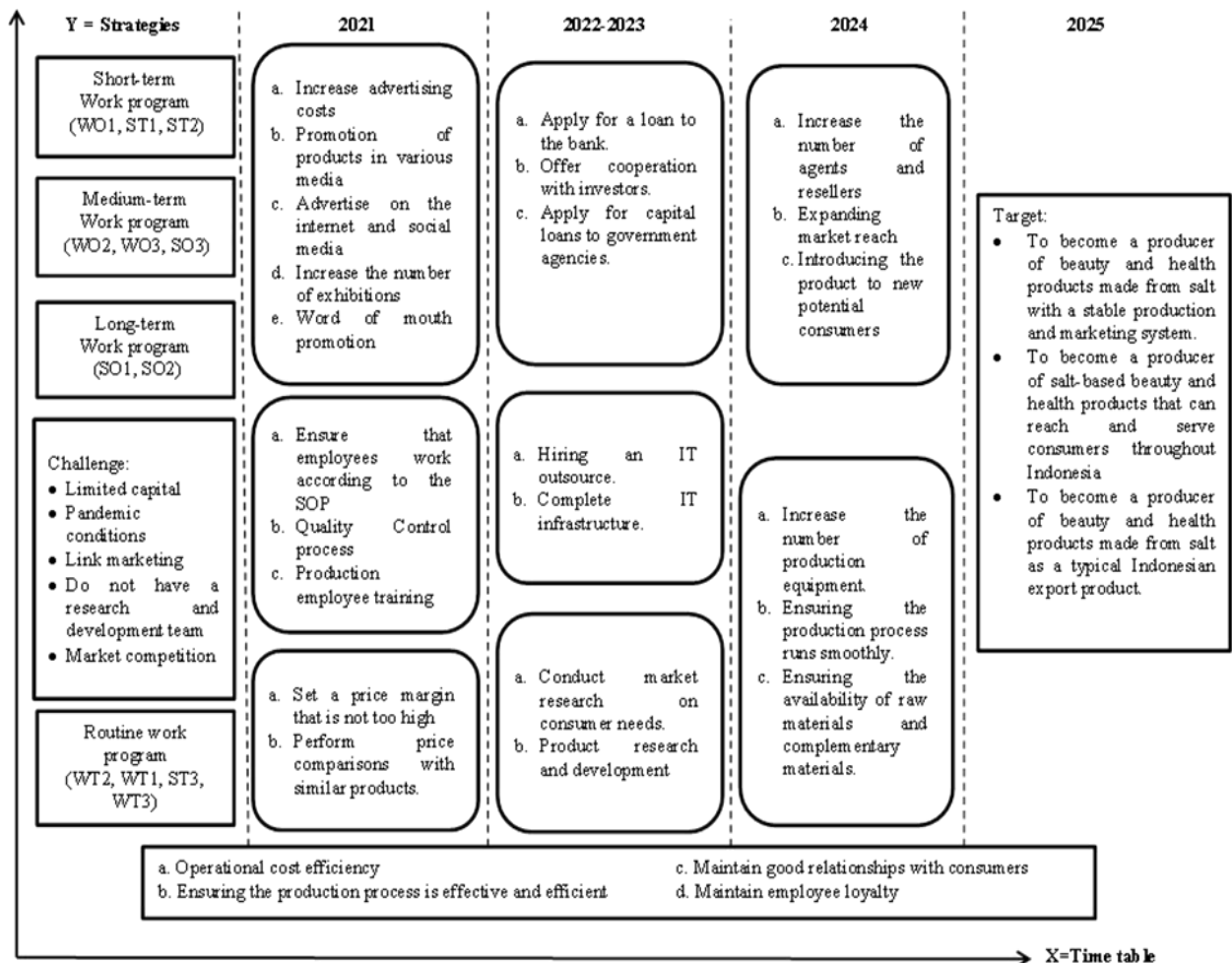


Figure 2. Architecture Strategic of CV Rama Shinta

Routine work program at CV Rama Shinta includes the elaboration of activities from the operational cost efficiency strategy (WT2), maintaining good relationships with consumers (ST3), ensuring an effective and efficient production process (WT1), and maintaining employee loyalty (WT3). For the determination of a gradual work program, the company is recommended to carry out a 3-stage work program based on the time of achievement. The first stage, which is the company's short-term work program, is recommended to implement a strategy for maximizing promotional activities (WO1), improving product quality (ST1), determining competitive product prices (ST2). The second stage is the recommendation for the medium-term work program, namely implementing a strategy to add production equipment by applying for a capital loan (WO2), creating an official company website (WO3), adding new product variants (SO3). Then the last stage is a long-term work program which includes the implementation of a work program for the elaboration of market penetration and development strategies (SO1), increasing the quantity of production (SO2).

IV. Conclusion

Based on the research that has been done, the following conclusions are generated:

- a. Recommendations for CV Rama Shinta's business development strategy design are as follows:
 1. Strategy Strengths – Opportunities (SO), namely market penetration and development (SO1), increasing the quantity of production (SO2), and adding new product variants (SO3).
 2. Strategy Strengths – Threats (ST), namely increasing product quality (ST1), determining competitive product prices (ST2), and maintaining good relationships with consumers (ST3).
 3. Weaknesses – Opportunities (WO) strategy, namely maximizing promotional activities (WO1), adding production equipment by applying for a capital loan (WO2), and creating an official company website (WO3).
 4. Weaknesses – Threats (WT) strategy, namely ensuring an effective and efficient production process (WT1), operating cost efficiency (WT2), and maintaining employee loyalty (WT3).
- b. The strategic priority is to carry out promotional activities maximally with a total attractiveness value of 5.76.
- c. The implementation of CV Rama Shinta's business development strategy is as follows:
 1. Routine work programs include the elaboration of activities from the operational cost efficiency strategy (WT2), maintaining good relationships with consumers (ST3), ensuring an effective and efficient production process (WT1), and maintaining employee loyalty (WT3).
 2. Short-term work programs, namely implementing strategies for maximizing promotional activities (WO1), improving product quality (ST1), determining competitive product prices (ST2)
 3. Medium-term work program, namely implementing a strategy for adding production equipment by applying for a capital loan (WO2), creating an official company website (WO3), adding new product variants (SO3)
 4. Long-term work program, namely the implementation of a work program for the elaboration of the market penetration and development strategy (SO1), and increasing the quantity of production (SO2).

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