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Development of Rural Women's Micro Enterprises

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ABSTRACT
This research is motivated by the role of women farmers in the management of agricultural products in Jember Regency. One way to increase the value of agricultural products is through agroindustry. In Termap Hamlet, Kemuning Lor Village, Jember Regency, there is a Cassava Chips Business managed by women farmers. Farmer women are the wives or families of farmers who own cassava commodity agricultural land whose daily life is as a housewife (IRT). The Cassava Chips business was established in 2012 and started from a small production scale with modest capital. The objectives of the research are: (1). Analyzing the internal and external factors of environmental conditions in the Cassava Chips Business (2). Formulating alternative business development strategies (3) Developing the right strategy priorities to be applied to the Cassava Chips Business. The method used in this study is by analyzing the company's internal and external factors and then analyzing using a SWOT matrix and QSPM analysis.

Keywords — *Farmer Women, Cassava Chips, Business Development Strategy*

1. Introduction

The agricultural sector is one of the sectors that has the potential to improve community welfare and strategically in national economic development. The process of economic development involves the agricultural sector and the agricultural industry (agroindustry). The agricultural sector consists of food crops, plantations, forestry, livestock, and fisheries. Activities to develop the potential of the agricultural sector can be carried out by developing superior commodities in a region. Jember Regency is one of the regions that has a variety of agricultural commodities, especially the food crop sector, one of which is the Cassava Commodity [1].

Cassava is one of the commodities in the agricultural sector that has the potential to be developed on a larger scale. Cassava is a conditional plant, which can grow in various places with various conditions. In addition, the land that can be used for the cassava planting process is still relatively large, especially in Jember Regency. Based on data from the Central Statistics Agency (BPS) of Jember Regency, the total production of Cassava Commodity in 2016 was 17,112 tons, in 2017 it was 20,377 tons, in 2018 it was 14,105 tons, in 2019 the total production was 15,220 tons, and in 2020 it was 9,492 tons. Meanwhile, the Food Crops, Horticulture, and Plantation Service of Jember Regency recorded that the area of cassava commodity agricultural land in Arjasa District which had been harvested in 2020 reached 86 hectares (ha) with a productivity of 144 kw/ha and a production of 1238.40 tons.

The use of cassava as a raw material for business products will provide added value and increase food diversification for the community [2]. Other benefits that can be obtained from the agro-industry of agricultural commodities are increased employment, regional added value, and improving the quality of agricultural production. The agroindustry can be carried out individually or in groups, for example, groups in the

community can be in the form of Poktan (Farmer Group) and Gapoktan (Farmer Group Association). In Kemuning Lor Village, there is a Pelita Jaya farmer group whose members have a micro business and are managed by his wife, Mrs. Astatik. The role of women as housewives has begun to change since the era of globalization, where women today also directly participate in helping to meet household needs [3]. Farmer women workers have a role in productivity and have the potential to support the increase in rural agricultural household income [4-5]

Cassava Chips production activities were carried out at Mrs. Statik's house in Termap Hamlet, Kemuning Lor Village, Arjasa District, Jember Regency. The business managed by Mrs. Astatik is an individual-owned household industry business (IRT) that was established in 2012. The reason for conducting research in the business is because through this business there are villages that have cassava commodity products, the business is managed by the wife of farmers (farmer women), and the development of these businesses can have an impact on improving the economy of farmer households. Based on interviews conducted with business owners, it can be found that several basic problems are in the production process such as uncertain weather, frequent water deaths, and manual production processes. In addition, there are other problems, namely limited marketing and there are no labels on products and there is no good management system. Therefore, business owners are faced with determining strategies in managing their business.

2. Methods

This research is a type of descriptive research using quantitative research methods. Quantitative methods are research methods based on the philosophy of positivism used to research on a specific population or sample, statistical data analysis with the aim of testing predetermined hypotheses [6]. Data collection in this study was conducted by conducting interviews and filling out questionnaires to cassava chip business owners for women farmers. In this study, the object used was the Cassava Chips Business with Women Farmers business actors. Meanwhile, the subject of this study is a SWOT and QSPM analysis aimed at academic experts. The samples selected were the owner of the Cassava Chips business, Mrs. Astatik, and an academic expert, namely Mr. Dr. Ir. Ridwan Iskandar, MT. The sampling method carried out in this study is *the Nonprobability Sampling* technique, especially *Purposive Sampling*. *Nonprobability Sampling* is a sampling technique that does not provide the same opportunity to every source or population member to be selected as a sample. *Purposive Sampling* is a sample determination technique based on the suitability of the sample characteristics with predetermined criteria [6]. The research instruments used in this study were interviews with closed questionnaires and open to business owners, questionnaires open to all similar business owners in the area, and QSPM questionnaires aimed at academic practitioners as experts. The primary data sources are business owners and secondary data sources of this research, namely: journals, books, and thesis. The primary data collection technique is observation, interviews, and questionnaires. The analysis techniques used are IFE and EFE matrices. IE, SWOT and QSPM.

3. Discussion

This Cassava Chips business is located in Termap Hamlet, Kemuning Lor Village, Jember Regency, this business is an individual-owned business engaged in the processing of cassava commodity agricultural products. This business has been pioneered since 2012 by Mrs. Astatik. At first, this business only involved two people in the production process, namely Mrs. Astatik and her husband because they were still producing on a small scale. But over time, Cassava Chips which are products of this business began to be known among the community so that currently the number of production has increased and has employed four employees. The products produced from this business consist of two types of chips, namely soaked cassava chips and original cassava chips. Overall, the business of women farmers has several weaknesses [7].

The results of the internal factor assessment obtained will be formulated in the form of an IFE matrix table (*Internal Factor Evaluation*) as shown in the following table:

Table 1. Matrix IFE

No	Internal Factors of the Company	Weight	Rating	Scor
Strength Indicator				
1	Raw materials are easy to obtain	0,06	4	0,23
2	Production capacity increased	0,08	4	0,3
3	Personal capital	0,06	3	0,17
4	Product innovation	0,08	4	0,3
5	Quality raw materials	0,08	4	0,3
6	Skilled production employees	0,06	3	0,17
7	Cheaper product prices	0,08	4	0,3
Total		**0,47**	**26**	**1,77**
Weakness Indicators				
1	Unstructured organizational management	0,06	2	0,11
2	Financial records are incomplete	0,08	1	0,08
3	Distribution range is small	0,06	2	0,11
4	Product identity and licensing are not yet available	0,08	1	0,08
5	Product net determination not yet	0,06	2	0,11
6	Simple production tools	0,08	1	0,08
7	Limited promotional media	0,08	1	0,08
	Limited human resource knowledge and creativity	0,06	2	0,11
Total		**0,53**	**12**	**0,76**
Total Strengths and Weaknesses		**1**	**38**	**2,53**

The results of the table above show the results of the score calculation of key internal factors in the form of strengths and weaknesses in the Cassava Chips business. The main strength in the table can be seen from the largest score value of 0.3 including increased production capacity, innovative products, quality raw materials, and cheaper product prices. Meanwhile, the main weaknesses in the table can be seen from the smallest score value of 0.08 including incomplete financial records, product identity and licensing do not yet exist, still using simple tools, and limited promotional media. The total value of the IFE matrix results is 2.53. The score is greater than 2.5, indicating that the company has a strong internal position. This can be interpreted that the strength of the business tends to be more dominant than the weakness of the business [8].

The results of the external factor assessment obtained will be formulated in the form of an EFE (*External Factor Evaluation*) matrix table as shown in the following table:

Table 2. Matrix EFE

No	External Factors	Weight	Rating	Score
Indikator Peluang				
1	Customer loyalty to the product	0,06	3	0,18
2	Improve the good image of the business	0,06	3	0,18
3	Market share continues to grow	0,08	4	0,32
4	The development of *digital marketing*	0,08	4	0,32
5	Creating job opportunities	0,06	3	0,18
6	Appropriate technological developments	0,06	3	0,18
7	Increased cooperation	0,08	4	0,32
8	Increased demand for products	0,08	4	0,32
Total		**0,56**	**28**	**2**
Threat Indicators				
1	Number of similar businesses	0,08	2	0,16
2	Price competition	0,08	1	0,08
3	Access to business locations is less strategic	0,06	2	0,12
4	Limited market information facilities	0,08	1	0,08
5	Purchasing power during the pandemic	0,08	1	0,08
6	Raw material prices are unstable	0,06	2	0,12

Total	**0,44**	**9**	**0,64**
Total Opportunities and Threats	**1**	**37**	**2,64**

The results of table 2 above show the results of the score calculation on key external factors in the form of opportunities and threats to the Cassava Chips business. The main opportunities in the table can be seen from the largest score value of 0.32 including the growing market share, the development of *digital marketing*, increasing cooperative relationships, and increasing product demand. Meanwhile, the main threats in the table can be seen from the smallest score value of 0.08 including price competition, limited market information facilities, and economic conditions during the pandemic. The total value of the EFE matrix results is 2.64. The score is greater than 2.5, indicating that the company has responded well to opportunities and minimized external threats [9].

The results obtained from the SWOT analysis of the IFE matrix and the EFE matrix can be compiled regarding the Internal External (IE) matrix. Based on the results of the analysis, the average value of the IFE matrix is 2.53 and the average of the EFE matrix is 2.64. These results show that the position of the Cassava Chips business in cell V is Medium. So the right strategy in this position is a strategy of maintaining and maintaining. Strategies that can be applied to these businesses are market penetration and product *development* [7].

Market penetration strategy is a strategy carried out by companies to find out market conditions and expand pre-existing market share. This strategy can be carried out through promotional activities, increasing the reach of distribution areas, and increasing cooperation with partners. Meanwhile, the strategy of developing products can be done by maintaining product quality, setting prices according to the market, and making product innovations.

The results of the scoring obtained from the analysis of internal and external factors in the Cassava Chips business are as follows: Strength: 1.77; Disadvantage: 0.76; Odds: 2.00; and Threats: 0.64.

The score results on the internal factors to determine the location of the quadrant, the strength factor score is subtracted by the weakness factor score which is 1.77-0.76 = 1.01, then the value of the X axis is 1.01. While the score results on external factors to determine the location of the quadrant, the probability factor score minus the threat factor score is 2.00-0.64 = 1.36, then the Y axis value is 1.36

Based on the results of the SWOT analysis, the Cassava Chips business is in the first quadrant position, which is a very favorable situation. The company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be implemented in this condition is to support an aggressive growth policy (*Growth Oriented Strategic*). So the strategy that will be focused on the business is the Strenght-Opportunity (SO) Strategy, which is this strategy uses the company's internal strength to take advantage of external opportunities.

The following are alternative strategies that are suitable for this Cassava Chips business, including:

1. Capitalizing on the increasing demand for products to maximize production capacity.
2. Utilizing more modern cutting tools to maximize the production process.
3. Determine the weight of the product and weigh each type of packaging to maximize the packaging process.
4. Conduct financial records to know the details of all transactions and improve business management.
5. Utilizing *digital marketing* through social media and *market places* to increase sales effectiveness.
6. Increase knowledge about market research to develop business development strategies.
7. Manage business licenses and design logos and packaging for product identity.

The decision-making technique in the stage uses QSPM (*Quantitative Strategic Planning Matrix*) analysis, namely by rating alternative strategies made based on internal and external factors.

Table 2. QSPM Results

No	Alternative Strategies	TAS	Ranking
1	Utilizing digital marketing through social media and *market places*	4,72	1

	to increase sales effectiveness		
2	Capitalizing on the increasing demand for products to maximize production capacity	4,57	2
3	Increase knowledge about market research to develop business development strategies	3,53	3
4	Utilizing more modern cutting tools to maximize the production process	3,42	4
5	Determine the weight of the product and weigh each type of packaging to maximize the packaging process	3,11	5
6	Manage business licenses and design logos and packaging for product identity	3,00	6
7	Doing financial related bookkeeping in order to know the details of all transactions and improve business management	2,83	7

Based on the results of rating on alternative strategies through the QSPM analysis method, the results that have the largest TAS value of 4.72 in the alternative strategy utilizing digital marketing through social media and *market place* to increase sales effectiveness were obtained. This shows that the Cassava Chips business should start taking advantage of technological developments, especially digital marketing as a medium for promotion and sales, while maintaining local values [10].

4. Conclusion

The results of the IE matrix analysis show that the Cassava Chips business is in cell V which means that the right strategy in that position is a strategy of maintaining and maintaining. Meanwhile, the results of the SWOT analysis show that the Cassava Chips business is in quadrant I, which means that the strategy that will be focused on the business is the Strenght-Opportunity (SO) Strategy. Meanwhile, the results of the analysis of the QSPM (*Quantitave Strategic Planning Matrix*) method obtained a priority strategy that can be applied and used as a business development strategy, namely utilizing digital marketing through social media and *market place* to increase sales effectiveness with a TAS value of 4.72.

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