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Strategic Planning of the Mutiara Coffee at Batungsel Village, Pupuan District, Tabanan Regency, Bali

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Abstract:

This study aims to analyze the internal and external environment and determine the strategic planning of the Mutiara coffee. The research was conducted in 2018, with data collection techniques through interviews and questionnaires. This research is a type of descriptive research, using survey methods. The population used is the owner and all employees involved in operational activities in the Mutiara coffee company, amounting to 12 people. The sampling technique carried out in this study was census, that is, the entire population was used as the research sample. The method used in the study was using SWOT analysis. SWOT analysis is used to obtain strategic alternatives that will be recommended to the company. The results showed that internal environmental conditions consisted of: ease of obtaining raw materials, quality of raw materials, distinctive taste, strategic location, competitive prices, customer service, less promotion, technology/ processing is still simple, companies rarely conduct research and limited capital; internal environmental conditions consist of: consumer tastes, number of consumer demand, population growth, government policies, many competitors, free trade era, large capital competitors and inflation increases. Mutiara's coffee business strategic planning consists of the SO strategy: implementing a cost strategy advantage, expanding market share; WO strategy: increasing promotion, cooperating with the government; ST strategy: product differentiation, utilizing the resources that are owned; WT strategy: using more modern technology, collaborating with partners.

Keywords: Internal Environment, External Environment, SWOT Analysis

Introduction:

Coffee is one of the most famous plantation commodities in the world. Coffee is an important trading material between countries in the world. Indonesia is one of the largest coffee producing countries in the world so that coffee can be regarded as a superior plantation commodity in Indonesia.

This is evidenced by the Decree of the Minister of Agriculture number 511 / Kpts / PD.310 / 9/2006 concerning the types of plant commodities assisted by the Directorate General of Plantation, the Directorate General of Food Crops and the Directorate General of Horticulture which states that coffee is one of the leading commodities.

Everyday Indonesian people have the habit of consuming coffee drinks. In Bali, which is full of traditional activities, the beverage served at each traditional activity is coffee. Coffee is consumed by every group of people from various layers. Starting from the lower class economic community, middle to upper class, both children, adolescents, adults and the elderly. Bali has a large coffee market share, therefore Bali has the potential to develop coffee businesses.

Mutiara Coffee is one of the coffee companies located in Batungsel Village, Pupuan Subdistrict, Tabanan Regency, Bali, known as the Bali coffee producing region that has a distinctive taste and aroma according to the tastes of Balinese coffee lovers. As is well known that the area of Pupuan is known as the largest robusta coffee producer in Bali because it has the geographical conditions , altitude, temperature that is suitable for cultivating coffee plantations.

Mutiara Coffee is not the only company in Pupuan, especially in Bali. The existence of several coffee companies in Bali coupled with coffee companies from outside Bali that entered Bali made competition even tighter. So from that Mutiara coffee business must be able to design the right and reliable marketing strategy so that all the coffee products produced can be absorbed by the market. Determination of the right marketing strategy can be done through the process of analysis of the company's external and internal factors. Based on the results of the analysis, there will be found the right strategy to be implemented by the company in order to maintain and develop the business carried out in the midst of increasingly fierce business competition. Determination of marketing strategies is done by maximizing the strength possessed by the company to seize the opportunities that exist. The method that can be used to determine the right marketing strategy is to use a SWOT analysis (strengths, weaknesses, opportunities and threats) .

SWOT Analysis is a SWOT Analysis is a strategic planning method for evaluating factors that influence the effort to achieve goals, namely strengths, weaknesses, opportunities, and threats, both short-term goals and long-term. This method of analysis aims to describe the situation and conditions that are being faced.

Formulation of the problem:

1) How can internal and external environment analysis of the Mutiara coffee?
2) What is the strategic planning of the Mutiara coffee?

Purposes of research:

1) To find out the internal and external environmental conditions of the Mutiara coffee.
2) To find out the strategic planning of the Mutiara coffee.

Benefits of research:

1) For companies can be used as material consideration for company planning, in order to achieve the goals and objectives that have been determined.
2) As a reference for other researchers who are expected to be a material consideration in the planning of strategies s by using analytical tools (methods) are the same.
3) As the material for the public information related to the business development strategies that can be applied by a company in the face of global competition.

Literature Review:

Concept of Strategy:

Understanding strategies there are several kinds as stated by experts in their respective books. Said strategy comes from the word Strategos in Greek is a combination from Stratos or army and ego or

leader. A strategy has a basis or scheme to reach the intended target. So basically the strategy is a tool to achieve goals.

Quinn (1999: 10) interpreting strategy is a form or plan integrating main objectives, policies and a series of actions in an organization becomes a unified whole. D iformulasikan good strategy will help drafting and the allocation of company-owned resources into a form that unique and can survive. Good strategy arranged by ability internal and company weaknesses, anticipate changes in the environment, as well as the unity of the movements carried out by enemy spies.

According to Marrus (2002: 31) defined strategy as a the process of determining the leaders' plans that peak focusing p there long-term goals of the organization, accompanied by the preparation of a method or efforts to achieve this goal.

Bryson (2001: 189 - 190) explain that the strategy can be seen as a pattern of goals, policies, programs of action, decisions or allocation of resources that define how the organization is, what is done and why the organization does it.

Chandler (1962) says that strategy is a tool to achieve company goals in relation to long-term goals, follow-up programs, and priority allocation of resources.

According to Suwarjono (2012) strategy is a tool to achieve the goals of both the goals of the organization or company, then the strategy has several characteristics including:

1) Unified, which is to unite all parts of the organization or company.
2) Comprehensive, which covers all aspects of an organization or company.
3) Integrated, i.e. the whole strategy will fit in all levels (corporate, business and functional).

Salusu (2003: 45) states that the strategy of an organization is the conceptualization expressed by the leader, which is about:

1) Long-term goals of the organization.
2) Wisdom and constraints.
3) A set of plans that are running on short-term goals.

According to Rangkuti (2009: 7) in principle the strategy can be grouped based on the types of strategies, namely:

1) Management Strategy:

Management strategies include strategies that can be carried out by management with the orientation of macro development strategies such as product development strategies, pricing strategies, acquisition strategies, market development strategies, financial strategies, and so on.

2) Investment Strategy:

This strategy is an investment-oriented activity. For example, does the company want to do an aggressive growth strategy or the company does market penetration, a survival strategy, a strategy to rebuild a new vision or a divestment strategy, and so on.

3) Business strategy:

This business strategy is often also called a functional business strategy because this strategy is oriented to the functions of management activities, such as marketing strategies, production strategies, or operations, distribution strategies, organizational strategies and strategies related to finance.

Strategic Planning:

Planning is a group of businesses that are considered effective, where people must know about achieving something as expected, so strategic planning is the work of planning strategies to determine all company actions, managerial processes to build and maintain conformity between organizational resources and opportunities the market.

According to Liddell - Hart (1967): strategy is designed to achieve a particular goal. The word strategy has been military connotations, because it derives from the Greek word for general.

Stoner (1996: 41) states that strategic planning is as follows: Strategic planning is the process of

selecting corporate objectives, determining policies and programs that need to achieve certain goals in order to achieve goals and determine the methods needed to ensure that strategic policies and programs are implemented.

According to Boar (2001) strategic planning is the process of determining the future goals of the organization in response to known opportunities and threats and by recognizing the strengths and weaknesses of the organization, then selecting its activities and allocating resources to achieve these goals

SWOT analysis:

Rangkuti (2009: 18) explains that a SWOT analysis is a systematic identification of various factors to formulate a company's strategy. This analysis is based on the logic that maximizes strengths) and opportunities, but simultaneously can minimize your weakness and threats. The decision making process in this way is always associated with the development of mission, goals, strategies and business policies. So in principle the SWOT analysis compares between external factors (opportunities and threats) and internal factors (strengths and weakness) in order to establish a strategy formulation (strategy planning) in the effort to develop a long-term strategy.

In this SWOT analysis analyzes the existence of two business environment factors, where the environment is in the form of:

1) Internal environment is a strength, a condition, an interconnected event where the organization/ company has the ability to control it.

2) The external environment is a strength, a condition, an interconnected event where the organization/ company does not have the ability or the ability to control or influence it.

According to Rangkuti (2009: 21) the process of formulating a strategic plan in a SWOT analysis through 3 (three) stages of analysis, namely:

1) Data Collection Phase:

This phase is an activity to collect data and information related to internal factors and external factors. The company's internal factors include marketing, production, finance, and human resources. And the external factors of the company are economic, political, socio-cultural. In this stage the model used is the use Internal Strategy Factor Matrix and External Strategy Factors Matrix.

2) Analysis Phase:

The values of internal factors and external factors that have been obtained from the Internal Strategy Factor Matrix and External Strategy Factors Matrix outlined in the diagram SWOT by subtracting the value of strength and weakness, opportunities and threats. All information is arranged in the form of a matrix, then analyzed to obtain a suitable strategy in optimizing efforts to achieve effective, efficient and sustainable performance.

In this stage the SWOT matrix is used, so that it can be analyzed from 4 (four) alternative strategies which are possible for the company to develop its business: strategy stengths-opportunities strategy (SO) or weaknesses-opportunities strategy (WO) or strengths-threats strategy (ST) or weaknesses-threats strategy (WT).

3) Decision phase:

At this phase, review of the four strategies that have been formulated in the analysis phase. After that, a decision was taken in determining the most profitable, effective and efficient strategy for the organization based on the SWOT Matrix and in the end a strategic plan could be drawn up which would be used as the next activity.

Research Methods:

Location and Type of Research:

This research was conducted at the Mutiara Coffee located in Batungsel Village, Pupuan District, Tabanan Regency, Bali. This research is a type of descriptive research, using survey methods.

Research Population and Sampling Techniques:

The population used is the owner and all employees involved in operational activities at the Mutiara coffee. The sampling technique carried out in this

study was census, that is, the entire population was used as the research sample.

Research variable:

Variable in this research consists of company internal factors and company external factors. The indicators in this study are as follows:

1) Company Internal Factors

Are factors that are within the company that can be the strengths and weakness of the company. The internal factors of the company include; the company's management, production, finance, human resource management (HR) and marketing.

2) Company External Factors

Are factors outside the company that can provide opportunities and threats to the company. The company's external factors include; economic factors, social factors, technological factors, government and industrial environment.

Research Instrument:

The instrument used in the study was using an open questionnaire and interviews for the analysis of the business environment and strategic planning of the Mutiara coffee.

Data Collection Procedure:

The steps of data collection are carried out in this study namely as follows:

1) Field observation or research, in order to observe phenomena and collect data directly.

2) Primary data collection is done in two ways, namely as follows:

a) Questionnaire method, which is done by submitting a list of questions to the respondent to fill in the answers according to the circumstances experienced.

b) Interview method, namely question and answer directly to the respondent.

3) Collecting secondary data, secondary data in this study were obtained from the related company who have supporting data regarding the research theme.

Analysis Techniques:

The method used in the study was using SWOT analysis. SWOT analysis is used to obtain strategic alternatives that will be recommended to the company. The stages of the SWOT analysis are:

1) Data Collection Phase:

The data collection phase is carried out by conducting analysis and identification of the internal environment and the company's external environment, and continued with the evaluation process of internal factors and the company's external factors using the IFAS matrix and EFAS matrix. The explanation of the IFAS matrix and EFAS matrix is as follows:

a) IFAS Matrix (Internal Strategic Factors Analysis Summary) .

IFAS matrix is a matrix that is used to formulate internal strategic factors within the company's strength and weakness framework. The stages are:

(1) Making internal environmental strategic factors that include strengths and weakness.

(2) Determination of strategic factor weights on a scale from 0.0 (not important) to 1.0 (very important), based on the influence of these factors on the company's strategic position. (all of these weights should not exceed a total score of 1.00).

(3) Giving a strategic factor rating for each factor by providing a scale ranging from 4 (outstanding) to 1 (poor) based on the influence of the condition of the company concerned. Positive variables (all variables included in the power category) are given values ranging from +1 to +4 (very good) by comparing them with the industry average or with the main competitors. While the negative variables are the opposite.

(4) Multiply the weight by rating to get the weighting factor value. The result is a weighting score for each factor whose values vary from 4.0 (outstanding) to 1.0 (poor).

(5) Add the weighting value in the column to get the total weighting score for the company

concerned. Total value shows how certain companies react to their internal strategic factors.

b) EFAS Matrix (External Strategic Factors Analysis Summary)

The EFAS matrix is used to analyze matters relating to the company's external environment related to competition in the industrial market of the company. The following is how to determine the external strategy factor (EFAS):

(1) Making opportunities for external environmental factors that are opportunities and threats.

(2) Determination of strategic factor weights with scales ranging from 0.0 (not important) to 1.0 (very important), based on the influence of these factors on the company's strategic position. (all of these weights should not exceed a total score of 1.00).

(3) Provides a strategic factor rating for each factor by providing a scale ranging from 4 (outstanding) to 1 (poor) based on the influence of the factors of the company concerned. Giving rating values for opportunity factors is positive (greater opportunities are given a +4 rating, but if the opportunity is small, given a +1 rating). Giving rating threats is the opposite.

(4) Multiply the weight by rating to obtain the value of the weighting factor. The result is a weighting score for each factor whose values vary from 4.0 (outstanding) to 1.0 (poor).

(5) Add the weighting value in the column to get the total weighting score for the company concerned. Total value shows how certain companies react to external strategic factors. This total score can be used to compare this company with other companies in the industry group same.

2) Analysis Phase:

After the data collection stage, the next stage is the analysis phase, namely the stage by utilizing all information from the data collection stage in the quantitative model. The analytical model used in this study is using SWOT.

The SWOT matrix is a matrix that illustrates clearly how the opportunities and external threats faced by the company can be solved by the strengths and weaknesses of the company. This matrix produces four sets of possible strategic alternatives.

Discussion and Results:

Environmental Analysis of Mutiara Coffee Business

1) Company Internal Environmental Analysis:

The company's internal environment analysis is carried out to determine the company's internal factors which are the strengths and weaknesses of the company. In analyzing the company's internal environment, data collection and processing processes are needed. information on the management, production, finance, human resources (HR), and marketing.

a) Strength:

Strength is a company internal factor that must be maximized in order to achieve company goals. Here are the strengths of the Mutiara Coffee company:

(1) Ease of obtaining raw materials:

Mutiara Coffee Company is in Batungsel Village, Pupuan District, Tabanan which is the center of Robusta coffee plantations, so that raw materials are easily obtained.

(2) Quality of raw materials:

The quality of raw materials is also good because there is indeed a location of the company located in Robusta coffee plantations with good quality .

(3) Distinctive flavor:

The good quality of raw materials causes the taste of Mutiara coffee to be typical of delicious Robusta coffee.

(4) Strategic location:

The strategic location of the company is on the main roadside of Singaraja - Denpasar via Pupuan. Areas that are often passed by many tourists and people.

(5) Competitive price:

The selling price of Mutiara coffee competes with other products, it can even be said to be cheaper for the same packaging compared to competing products.

(6) Customer service:

The Mutiara coffee company always provides good and friendly service to buyers.

b) Weakness:

Weakness is a company internal factor that must be minimized by the company because weakness is an internal factor that can hinder a company from achieving company goals. The following are some of the company's weaknesses:

(1) Less promotion:

Promotions carried out so far are still less/ lacking, only with brochures so that product information does not reach the entire community in Tabanan District in particular and Bali in general .

(2) Technology / processing is still simple:

The technology used is still simple yet using modern equipment so that production is less efficient.

(3) Monotonous packaging:

The packaging used is still monotonous and has no consumer appeal.

(4) Company rarely do market research:

Market research is very important for companies to be able to find out the criteria for ground coffee products according to the wants and needs of consumers. So far, the company only relies on distributor information about consumer opinions on its ground coffee products.

(5) Capital limitations:

The capital owned by the company is limited so that the development needs to be injected with funds from the owner or from a third party.

2) Company External Environmental Analysis:

The company's external environment is the factors that need to be considered in the preparation of a strategy, the company's external environment that cannot be controlled by the company. Analysis of the company's external environment is used to determine the factors that can be opportunities and threats for the company.

a) Opportunities:

(1) Consumer tastes:

The consumer's taste of traditional coffee is still maintained, thus providing an opportunity for Mutiara coffee

(2) Number of consumer demand:

The demand for coffee products is quite high in the market, because coffee consumption has become a habit of Balinese people in particular and Indonesia in general. Coffee is now part of the lifestyle of the Indonesian people.

(3) Population growth:

Population growth, especially in Bali, which is always increasing every year, provides opportunities for coffee powder production business, this is because coffee products with an increase in population will cause demand for products to increase as well.

(4) Government policy:

Currently the coffee processing industry is one of the priority industries that continues to be developed. The Ministry of Industry has compiled a Road Map for the Development of the Coffee Processing Industry Cluster. The government also promotes the advantages of Indonesian coffee in the international world.

b) Threat:

(1) Number of competitors:

The coffee processing industry is a business that has many competitors: local, regional and national

(2) Free trade era:

As well as domestic competitors, with the opening of the era of free trade ACFTA (Asean China Free Trade Agreement) and the World will lead to intense competition that can threaten business continuity.

(3) Many capital competitors:

In addition to the large number of competitors, they will enter a big capital capital so that they can easily buy raw materials and market the results.

(4) Inflation increases:

The existence of inflation causes production costs to increase so that the selling price of products increases as a result consumers will reduce purchases of coffee.

Strategic Planning of Mutiara Coffee Business

1) Evaluation of Internal Factors and External Factors These identified strengths and weaknesses, subsequently compiled into IFAS matrix, while opportunities and threats are identified drafted into the EFAS Matrix.

Table 1. Analysis of IFAS Matrix Mutiara Coffee

Internal Factors	Weight	Rating	Score
Strength			
Ease of obtaining raw materials	0.25	4	1.00
Quality of raw materials	0.20	4	0.80
Distinctive taste	0.20	3	0.60
Strategic location	0.15	4	0.60
Competitive price	0.10	4	0.40
Customer service	0.10	3	0.30
Amount of Strength Score			3.70
Weakness			
Less promotion	0.30	3	0.90
Technology/ processing is still simple	0.20	4	0.80
Monotonous packaging	0.20	3	0.60
Companies rarely do research	0.15	3	0.45
Limited Capital	0.15	3	0.45
Amo unt of Weakness Score			3.20
Total of Strength – Weakness Score			0.50

Table 2 Analysis EFAS Matrix Mutiara Coffee

External Factors	Weight	Rating	Score
Opportunities			
Consumer tastes	0.30	4	1.20
Number of consumer demand	0.25	3	0.75
Population growth	0.25	3	0.75
Government policy	0.20	4	0.80
Amount of Opportunities Score			3.50
Threats			
Number of competitors	0.30	4	1.20
Free trade era	0.30	3	0.90
Large capital competitor	0.20	3	0.60
Inflation increases	0.20	3	0.60
Amount of Threats Score			3.30
Total of Opportunities – Threats Score			0.20
Score point	(0.50, 0.20)		

The SWOT matrix is a matrix that illustrates clearly how the opportunities and external threats faced by the company can be solved by the strengths and weaknesses of the company. Before making a SWOT matrix it is necessary to determine the SWOT quadrant with strategic alternative possibilities.

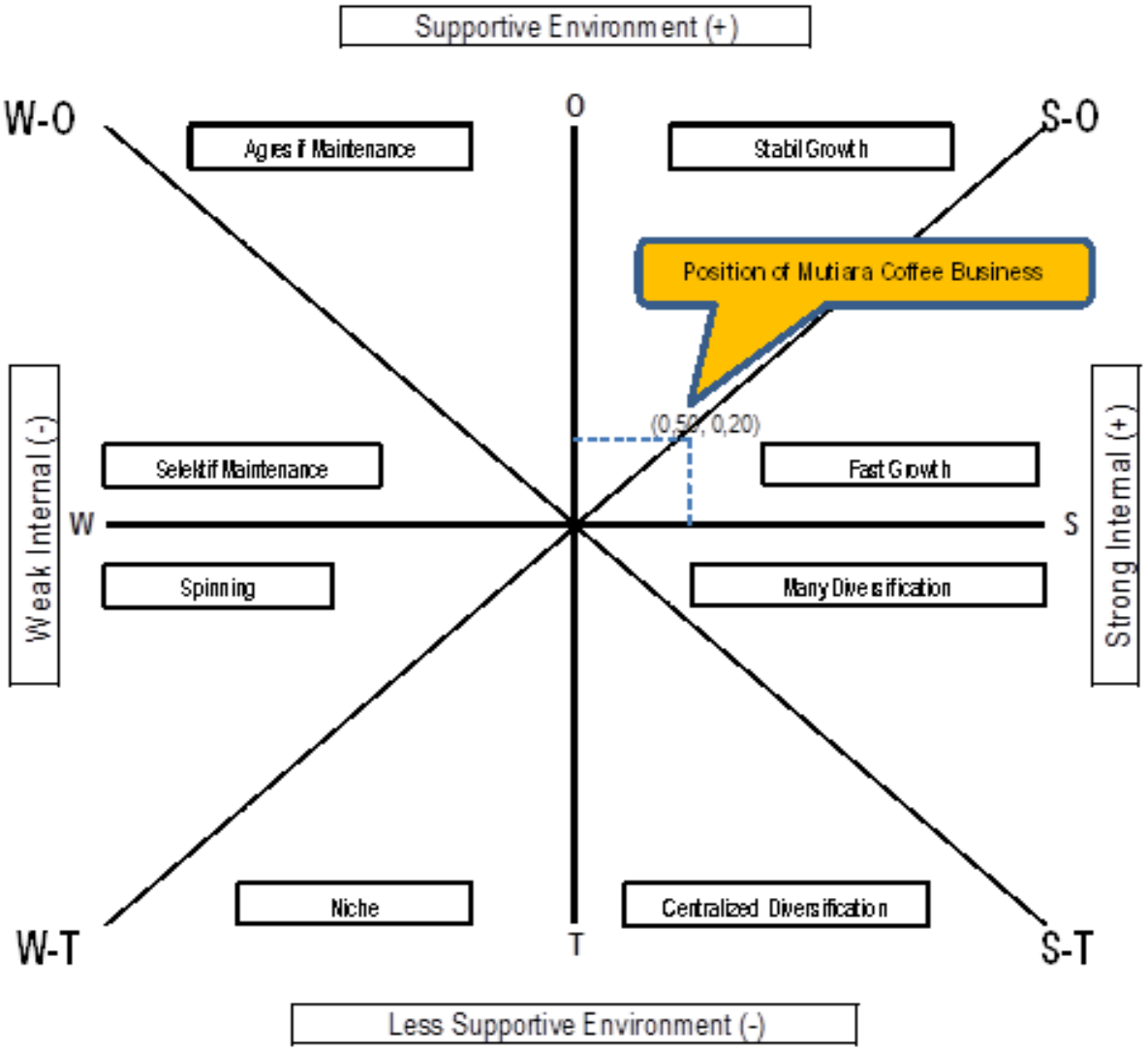

Figure 1 Mutiara Coffee SWOT Quadrant Graph

Based on Figure 1 Mutiaras coffee in score point (0.50, 0.20), which means that the company of Mutiara Coffee in quadrant 2 is internally strong and supportive environment with fast/ rapid growth conditions.

Further arranged SWOT matrix to determine which strategies will be planned, as contained in Table 3.

Table 3 Mutiara Coffee SWOT Matrix

	Strength (Strength)	**Weakness**
SWOT Matrix **Mutiara Coffee**	S1. Ease of obtaining raw materials S2. Quality of raw materials S3. Distinctive taste S4. Strategic location S5. Competitive price S6. Customer service	W1. Less promotion W2. Technology / processing is still simple W3. Companies rarely do research W4. Limited capital

Opportunities	O1. Consumer tastes O2. Number of consumer demand O3. Population growth O4. Government policy	**SO strategy** 1.Implementing a cost advantage strategy (S1,S4,S5,O2,O3) 2.Expanding market share (S1,S3,S6,O3,O4)	**WO Strategy** 1. Increased promotion (W1,O1,O2,O3) 2. Cooperation with the government (W2,W3,W4,O4)
Therats	T1. Many competitors T2. Free trade era T3. Large capital competitor T4. Inflation increase	**ST strategy** 1.Product differentiation (S1,S3,T1,T2) 2.Utilizing the resources that are owned (S1,S2, S3,S4,T3,T4)	**WO Strategy** 1. Using more modern technology (W2,T1,T2) 2. Collaborating with partners (W4,T1,T2,T3)

Conclusion:

1) The internal and external conditions of the Mutiara coffee business.

a) Internal environmental conditions: ease of obtaining raw materials, quality of raw materials, distinctive taste, strategic location, competitive prices, customer service, less promotion, technology/ processing is still simple, companies rarely conduct research and limited capital.

b) External environmental conditions: consumer tastes, number of consumer demand, population growth, and government policy, many competitors, free trade era, large capital competitors and inflation increase.

2) Strategic Planning for the Mutiara Coffee.

a) Strategy Strength - Opportunities (SO): implementing a cost advantage, expanding market share.

b) Strategy Weakness - Opportunities (WO): increased promotion, cooperation with the government.

c) Strategy Strength - Threats (ST): product differentiation, utilizing the resources that are owned.

d) Strategy Weaknesses - Threats (WT): using more modern technology, collaborating with partners.

Suggestion:

As efforts to support the success of achieving the company's goals, the Mutiara coffee business should implement the planned strategy.

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