

“Competence of Small Producers Snacks "Gipang" and "Ceprek Melinjo" in Product Quality Assurance.”

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ABSTRACT

Demand for quality snacks has increased following consumers understanding on good food for health. The demand requires ability from snacks producers to control product quality. Thus, the research objective is to analyze the factors related to micro entrepreneur competencies in assuring quality of gipang and ceprek melinjo. A case study was conducted to six owners of food processing of sweet rice crackers (in Bahasa Indonesia called gipang) in Cilegon and an owner of bitter nut crackers (in Bahasa Indonesia ceprek melinjo) in Pandeglang. The owner of ceprek melinjo has 50 employees trained to be the partners for producing ceprek melinjo. Data from the ownres and employees were gathered through in-depth interviews, discussion and observation. The data collected were social-economics profile of producers, external support, and skills in ensuring product quality. Identification to strengths, weaknesses, opportunities, and threats (SWOT) was also done to help formulating strategy for competencies development. The results show that in general, competencies of gipang small producers are high while competencies of ceprek melinjo small producers are low. The competencies possessed by the small producers of gipang and ceprek melinjo are only based on the capabilities acquired from generation to generation, and there has been no effort to increase them. Related to this, it takes effort to improve the competence of the small producers in processing gipang and ceprek melinjo thus improving the competence expected to improve the ability to expand their business. Therefore the productivity can increase not only in terms of quantity but also in terms of quality. The strategy to strengthen competencies of small producers should be focused on providing relevant training, intensifying information to support product marketing, and controlling product quality.

Keywords: small producers, competencies, local snacks, product quality assurance.

INTRODUCTION

Processing snacks, especially gipang and ceprek melinjo, is a small and micro business conducted by business actors in various regions in Indonesia, including Banten. Banten and its surrounding areas, has the potential of sticky rice and melinjo that can be processed into gipang and ceprek melinjo. Processed products are marketed to local communities and tourists. The difficulties faced by business actors of food processing of gypang are lack of capital and marketing in selling gipang to consumers (Susilo, 2008). Until now, the processing of gipang and ceprek melinjo in Banten is done simply in the house of the residents (Krisnadewara, 2007). Gipang products have been packaged in

accordance with the needs of consumers but ceprek melinjo is not packaged properly. Gipang products are packed using plastic jar and ceprek melinjo is packed with transparent white plastic.

Competence of micro business actors about the processing and quality of snacks is obtained from generation to generation (Irawan, 2010). Processing is done manually and the quality does not become a concern. On the other hand, consumers expect the quality of a product similar to a snack of food production company. This is because the competence of micro processing business of gipang in Cilegon and ceprek melinjo in Pandeglang in terms of quality assurance is still limited, because it is still pursuing the quantity of stalls in Banten and its surrounding areas. The processing of gipang and ceprek melinjo in developing this business is inseparable from the competence owned by micro business actors of gipang and ceprek melinjo. The competence owned by micro entrepreneurs of gipang and ceprek melinjo is only based on the ability derived from generation to generation and there has been no attempt to improve it. Related to that matter, an effort is needed to increase the competence of micro business entrepreneurs of gipang and ceprek melinjo. Therefore the improvement of such competence is expected to improve the ability to develop their business and that the business productivity can increase not only in terms of quantity but also in terms of quality. It is necessary to improve the quality and competitiveness of food processing products of gipang cake and ceprek melinjo which are produced mainly to meet consumer demand for more various processed products of gipang cake and ceprek melinjo.

A good and quality product will not generate sales if it is not available in the market. So bringing the product closer to the consumer becomes important, by opening the market access and providing the products in many places. One of the ways is to cooperate with modern retail network which is now spread almost in every region in Indonesia. Not many SME products are able to penetrate modern retailers due to strict product quality requirements. This is a challenge for manufacturers to produce quality products. Thus, the main problem in the snack business is the competence of business actors regarding the quality of processing and product competitiveness that needs to be tailored to the tastes of consumers and market demand.

Spencer and Spencer (1993) define competence as a form of motive, attitudes, skills, knowledge, behavior or other personal characteristics essential to carrying out the work. Subaedi's 2010 study on the performance of SMEs in Surabaya focuses on three main points: knowledge includes knowledge of business management, product or service knowledge, consumer knowledge, promotion and marketing strategies; skills include production skills, communication, cooperation; and abilities include the ability to manage a business, make decisions, lead, control, innovate, situation and change of the business environment. According to Subaedi (2009), factors related to the level of competence include age, motivation, business experience, the amount of income and sources of capital. The higher all factors in a certain degree can support the competence.

This study aims to analyze the competence of snack food business and find the material of strategy formulation to increase the competence of the business actor.

LITERATURE REVIEW

Spencer and Spencer (1993) define competence as a form of motive, attitudes, skills, knowledge, behavior or other personal characteristics essential to carrying out the work. There are five types of competencies: knowledge, skills, self-concept, attitude, and motive. Mulyasa (2002) mentions that competence is a combination of knowledge, attitudes and values, as well as skills that are reflected in the habits of thinking and acting. Competence determines one's behavior and performance in different situations and roles. Thus, a person's level of competence can be used to predict that a person will be able to get the job done properly or not.

Subaedi's 2010 study on the performance of SMEs in Surabaya focuses on three main points: knowledge includes knowledge of business management, product or service knowledge, consumer knowledge, promotion and marketing strategies; skills include production skills, communication, cooperation; and abilities include the ability to manage a business, make decisions, lead, control, innovate, situations and change of the business environment. According to Subaedi (2009), factors related to the level of competence include age, motivation, business experience, the amount of income and sources of capital. The higher all factors in a certain degree can support the competence.

On the other hand, Rachmat (2001) states that experience is related to knowledge ownership. Experience and venture capital can be used to grow the business. Increase of knowledge and skills are also gained through training. Marzuki (1992) refers to Good (1973) opinion that training is a process of helping others acquire skills and knowledge. Furthermore, according to Nawawi (1997) training is a process of helping workers to master special skills or improve gaps in the work. From the above explanation, the training should be carried out according to the needs of the worker in terms of improving the required competencies.

So far, the training program in Banten has been conducted on technical vocational training program aimed at preparing skilled and insightful workers having professional mental attitude. The training program is divided into three areas, namely: maintenance, factory operation and secretarial. In addition, other training programs are occupational safety and health counseling (P2K3). The goal is to provide debriefing to the entrepreneurs and apply how important the efforts to maintain the conducive condition of Cilegon City. Meanwhile, training programs on increasing the competence of food processing are still rarely done.

In micro business of snacks, business actors need to have competence in terms of quality of the food product. Agri-Food Business Development Center (2007)

mentioned that the quality of food products is influenced by external and internal factors. External factors are things that can be seen such as: color, flavor, appearance, shape or size. Internal factors are things that cannot be seen, for example: taste, sweetness, bitterness, impression in the mouth or nutrient content.

According to Soeprihanto (1996) that the benefits that can be gained by training are the increase in productivity both quality and quantity, the workforce with the training program is expected to have new behavior in such a way that the productivity both in terms of quantity and quality can be improved and increase of work morale. If the training program is in accordance with the level of needs that exist within the organization of the company, it will create a harmonious work and increased morale.

Several aspects are allegedly related to the competence level of micro business actors. These aspects include factors from within a business actor: motivation, business experience, amount of income and source of capital. Competence will be further developed when external support is obtained. These aspects include training, access and utilization of information, product quality control and partnerships. The competence of the processing business that needs to be mastered (Tan Satrisna Nugraha, 2012) includes product quality knowledge, competitiveness, processing skills and attitude in quality assurance.

Competitiveness is the ability to produce goods and services that meet international testing, while at the same time maintaining a high and sustained level of income, or the ability of the regional authority to generate high levels of income and employment while remaining open to external competition (European Commission, 1999).

Quality of the food products is mainly taste, value of food, and nutritional value. Quality product is certainly not enough, so innovation is needed in order that the local food known as traditional food becomes a competitive product in the market. Innovation, for example, can be done by diversifying products, flavors, and packaging. Some research indicates that packaging design is one of the factors influencing consumer decision to purchase so that packaging selection becomes an important part to improve product competitiveness.

METHOD

This study was designed as a case study, with cases in six Gipang Lestari businesses in Cilegon and Ceprek Melinjo Rumah Emping Sari Jaya in Pandeglang which has 50 employees acting as partners as well. Gipang business actors are chosen deliberately because they were awarded the winner of Gipang of Cilegon City in 2010. The ceprek melinjo business actors were chosen intentionally from Menes Village, Labuan Sub-district in Pandeglang Regency with typical type of ceprek melinjo product.

Data and information from such business actors were collected from March to May 2015. In-depth interviews, observations and group discussions were conducted to obtain data on socio-economic profile of business actors, including: age, intrinsic motivation, extrinsic motivation, business experience, total income (Rp) and sources of capital. External support in this study includes the frequency of training, training methods, the level of information access, the level of information utilization, the degree of quality control of products and partnerships. The competence level of micro business entrepreneurs of snack food processing of gipang and ceprek melinjo was related to such aspects as knowledge of product quality, knowledge of product competitiveness, skill in food processing based on quality standard and business attitude in improving product quality and SWOT identification. Questions on SWOT identification are used to see the advantages of both businesses, their weaknesses, threats encountered, and development opportunities. Data is processed descriptively and analyzed qualitatively. Data on competence level of quality assurance and related factors are analyzed using correlation.

RESULTS AND DISCUSSION

Profile of Micro Business Entrepreneur

The micro entrepreneurs of this gipang snack are 6 people who are running family businesses, consisting of Mrs. MHM (55 years old) as business owner, Mr. SN (60 years old), EN (23 years old), TK (29 years old), RW (31 years old) and AT (17 years old). They have become gipang snack entrepreneurs since 2005. This business is done at home addressed in Kampung Weri RT 01/02, Kebonsari Village, Citangkil Sub-district, Cilegon City. The business was originally pioneered by Mrs. MHM and she is one of micro business entrepreneurs of gipang snack existing in Citangkil area of Cilegon City. The meaning of the product brand name "Kue Gipang Lestari" is given based on the combination of the names of all gipang entrepreneurs considering that this business is done by one family. So the brand name of the product is taken based on the combination of the names of the gipang cake bakers. "Kue Gipang LESTARI" consists of: LE = EV, S = SN, TARI = AT, TK and RW. Mr. SN is the husband of Mrs. MHM while the others are their children.

The capital used to run this business is derived from the family capital. One of the difficulties of running this business is to market the product to consumers. In terms of marketing, nobody takes gipang to consumers or to the market, the lack of networking or cooperation made by Mrs. MHM to sell the product and the lack of human resources in marketing the product. The existing human resources are focused on the processing of gipang which is done by one family only. All this time the product is sold at home or is entrusted to a relative working in PT Sankyu Anyer to sell the product in the company's cooperative. Sometimes there are also some people coming to buy some jars of gipang that will be sold in some eating places. There are also consumers who come directly to the house. They know the address of the Gipang Lestari brand taped on the packaging. Usually consumers who used to

visit and buy a lot of gipang at Mrs. MHM's house will present this gipang to their relatives. They will in turn buy gipang in the same way.

The business of ceprek melinjo consists of one owner and his family who continued his parent business and 50 employees. The owner of ceprek melinjo is a trainer for such 50 employees. The employees are highly dependent on the owner. They started the process of making ceprek melinjo by learning directly or practicing with other employees who have more experience or training from the business owner. Rumah Emping Sarijaya was established in 1965 in Pandeglang regency. Since 2005 the business is managed by the second generation, that is HD who is the son of JS (late). Rumah Emping Sarijaya produces processed melinjo into emping with 3 flavors: sweet, spicy, and savory. The product of Rumah Emping Sari Jaya can be found in the market with the brand name Cula Satu, packed in plastic bags or jars. This emping promotion has reached Singapore, Malaysia, France, the Netherlands, Taiwan, China, Vietnam and India. The reason the owner is pursuing this business is that (1) the family has experience in this field, (2) melinjo fruits as the raw material are widely available in Banten area, (3) the family wants to develop the business independently.

Socio-Economic Profile of Micro Entrepreneurs of Gipang and Ceprek Melinjo

Gipang business entrepreneurs consist only of a mother and a father aged 45 - 60 years old. While ceprek melinjo businessmen consist of the owner and his family, who continues the parents business and the employees aged between 13 - 44 years old.

The micro-business entrepreneurs of gipang stated that this snack business is exciting and that this family business must be maintained. This is their intrinsic motivation, which belongs to the medium-high category of doing business. About 75% of ceprek melinjo entrepreneurs have intrinsic motivation that is categorized medium-high because of the demands of family economic needs.

High extrinsic motivation of gipang business entrepreneurs and medium-high extrinsic motivation of most melinjo entrepreneurs come from the recognition of consumers. Recognition from the surrounding community to the business is an encouragement to improve business spirit. In addition, the number of consumers also generate and increase business passion, so this business is a proud business because gipang and ceprek melinjo is one of the very typical foods coming from Banten region. High passion is also an encouragement for the progress of this business. Increased income earned day to day can also increase motivation in the business. The income obtained from the sale of gipang and ceprek melinjo is sufficient for the daily needs of the family. Hard-working micro business entrepreneurs can accelerate the business of gipang and ceprek melinjo to develop.

Micro-entrepreneurs of gipang snack business have experience between 4 - 9 years and they generally have run gipang business since 2005.

Unlike micro business entrepreneurs of gipang, most of micro business entrepreneurs of ceprek melinjo have business experience between 20 to 35 years. Most of the business actors have already run Rumah Emping Sari Jaya since 1965.

These micro business entrepreneurs gained the revenue from sales amounting Rp. 800,000 per month. This amount is not always the same every month. There are certain months when the amount of gipang sales income increases, especially in the fasting month of Ramadhan approaching Idul Fitri. Usually the demand of gipang increases compared with the other months.

Unlike the micro business entrepreneurs of gipang snack, micro business entrepreneurs of ceprek melinjo have income more than Rp 5.000.000 a month and increases during the holiday season. Usually tourists pass through the main road and look for typical Banten souvenirs. Located on the highway, the shops that sell ceprek melinjo are quite strategic, so the tourists who will go on holiday must pass this way.

The source of micro business capital of gipang snacks comes from the family capital, because the business is done by one family consisting of Mrs. MHM, her husband and her children.

In contrast to the entrepreneurs of gipang snack, the entrepreneurs of ceprek melinjo snack obtained their business capital from private banks.

The results of the study are supported by quantitative data as listed in Table 1.

Table 1. Socio-economic Profiles of "Lestari" Gipang Business in Cilegon and Ceprek Melinjo "Rumah Emping Sari Jaya" in Pandeglang, 2015

Socio-economic Profile	Category	Gipang		Ceprek Melinjo	
		n	%	n	%
Age	Gipang entrepreneur	Mrs and Mr 45 - 60 years old			
	Ceprek Melinjo entrepreneur	Business owner and family 45 - 60 years old			
	Employees of ceprek melinjo	Between 13 - 44 years old			
Intrinsic Motivation	Low	0	0	11	21,6
	Medium	2	33,3	23	45.1
	High	4	66,7	17	33,3
Extrinsic Motivation	Low	0	0	3	5,9

	Medium	0	0	25	49
	High	6	100	23	45,1
Business Experience	Low (4-19 years)	6	100	7	13,7
	Medium (20-35 years)	0	0	40	78,4
	High (36-50 years)	0	0	4	7,8
Income	Rp 800.000/month	6	100	0	0
	>Rp 5.000.000/month	0	0	51	100
Source of Capital	Personal capital	2	33,3	0	0
	Family capital	4	66,7	0	0
	Others	0	0	51	100

External Support of Micro Business Processing of Snack Food Processing

Micro entrepreneurs of gipang snack have access to and utilize information about the process and quality from their family members, especially from Mrs. MHM as the business owner.

Micro business entrepreneurs of ceprek melinjo obtain and utilize information by direct learning or practicing with other employees who already have work experience in processing ceprek melinjo, and from the business owner.

The quality control of gipang products is strictly done by Mr and Mrs business owners. Conversely, the quality control of melinjo ceprek product is not as good as gipang. Although supervision of quality is done by the business owners, the supervision cannot be done intensively due to the many employees of ceprek melinjo. The quality control of gipang snack is done in 2 ways, that is to pay attention to such visible things as the color of the snack (not use dye of dangerous material), the form of gipang customized with the consumer needs (unique shape like rhombus) to attract consumers' attention. The factor that cannot be seen include the taste of snacks that meets the consumer tastes. The sweet taste of gipang is not too conspicuous so that it becomes the consumer's favorite and can be consumed by all people. The flavor of ceprek melinjo snack meets the tastes of the consumers and is available in savory, sweet from the brown sugar and spicy. By this way consumers can choose flavor based on their favorite taste and that ceprek melinjo can be consumed by all people.

Gipang micro-entrepreneurs do not have partners to cooperate in this snack business, either with the government, private sectors and NGOs. However, the business owner, Mrs MHM, stated that based on the results of interviews gipang business entrepreneurs get support from the community around Cilegon City in running this business. Subaedi's 2010 study on the performance of SMEs in Surabaya focuses that skills include production skills, communication, cooperation. Partnership is a business strategy undertaken by two or more parties within a certain timeframe to gain profit along with the principle of mutual need and mutual exaggeration. Thus, the success of a business partnership depends on the shared values, norms, attitudes, and behaviors of actors who carry out the partnership.

Micro business entrepreneurs of ceprek melinjo have partners to cooperate with the private sector especially with the bank that provides business capital.

The results of the study are supported by quantitative data as listed in Table 2.

External Support	Category	Gipang		Ceprek Melinjo	
		n	%	n	%
Level of information utilization	Low	0	0	51	100
	High	6	100	0	0
Level of product quality supervision	Low	2	33,3	41	80,4
	Medium	0	0	10	19,6
	High	4	66,7	0	0
Partnership	Low	6	100	2	3,9
	High	0	0	49	96,1

Competence Level of Business Processing of Gipang and Ceprek Melinjo

Gipang business owners feel less aware of the product quality required because there is no information obtained about product quality. Product quality knowledge is generated from their successors, which is felt good because the product is favored by consumers. In contrast, the children of the business owner feel that they are knowledgeable about the quality of the products derived either from the direction and guidance of the business owner or based on the consumer's suggestions. The owner of ceprek melinjo snack business and his family

feel they have had knowledge of high product quality gained from generation to generation. However, the employees feel the knowledge of product quality is low because there has been no change in product quality over the years.

In the business of gipang snack, the entrepreneurs have had the competence of knowledge about high product competitiveness expressed in gipang which is sliced in the form of rhombus and packaged in jars to attract the attention of consumers. Unlike the business entrepreneurs of gipang, businessmen of ceprek melinjo use typical packaging so that customers can easily recognize ceprek melinjo made by Rumah Emping Sari Jaya.

Skills in food processing based on the quality standard is determined by both gipang and ceprek melinjo business owners. Mrs MHM as the gipang business owner feels that her business actors have good skills because she works with the existing family workers, experienced and trained in the process of making gipang. In improving the skills in processing gipang, the workers are trained by Mrs MHM herself. Meanwhile, the skills in processing ceprek melinjo based on the quality standard are mostly determined by trained and experienced personnel, who have previously been trained by the business owner and his family.

In both micro business of gipang and ceprek melinjo, the quality and competitiveness is improved based on the suggestions given by the consumers of these snack products. Business actors always try to ask consumers to give their suggestions when they come to buy gipang and ceprek melinjo products.

The results of the study are supported by quantitative data as listed in table 3.

Table 3. Distribution of Competency Level of Gipang and Ceprek Melinjo Business

Indicator of Competency Level	Category	Gipang		Ceprek Melinjo	
		n	%	n	%
Knowledge on product quality	Low	2	33,3	36	70,6
	Medium	0	0	7	13,7
	High	4	66,7	8	15,7
Knowledge on product competitiveness	Low	2	33,3	23	45,1
	Medium	0	0	16	31,4
	High	4	66,7	12	23,5
Skills in food processing	Low	0	0	20	39,2

	Medium	2	33,3	31	60,8
	High	4	66,7	0	0
Attitude in improving quality and competitiveness	Low	6	100	1	2
	Medium	0	0	34	66,7
	High	0	0	16	31,4
Overall competency level	Low	2	33,3	39	76,5
	Medium	0	0	5	9,8
	High	4	66,7	7	13,7

Linkage of Socio-Economic Profile of Business Actors to Competency Level of Gipang and Ceprek Melinjo Business

Age has no relationship with knowledge about product quality, knowledge of product competitiveness, skills in food processing based on quality standard and business actor attitude in improving quality and competitiveness. This is because such indicators are skills that can be learned while doing them and the age of the business actors is not much different.

Motivation, both intrinsic and extrinsic, does not show any relevance to the competence of business actors. It is likely that the motivation of gipang and ceprek melinjo business actors is just to produce products as good and as many as possible. There is no motivation towards the development of business especially in improving the quality and competitiveness.

The business experience does not have a positive relationship with the knowledge of product quality, knowledge of product competitiveness, skills in food processing based on quality standard, and business attitude in improving quality and competitiveness. This is because the long-experienced workers do not have time to learn such things mentioned above. It is the time for young business actors who have more opportunity to learn such things, although they might not get to do it because they still focus on improving basic skills.

The amount of revenue (Rp) tends to be related to knowledge about product quality, knowledge of product competitiveness, skills in food processing based on quality standard, business actor attitude in improving quality and competitiveness. Most business actors have recognized that the improvement of quality and competitiveness of products based on increased knowledge and skills will result in better products but with higher prices so that revenues can increase. However, business actors are also worried that with higher prices, they will lose existing customers.

Source of capital has no relation with knowledge about product quality, knowledge of product competitiveness, skill in food processing based on quality standard, business actor attitude in improving quality and competitiveness. The source of capital of gipang business uses the owner's personal capital, and business intensity is done based on available capital. As for the source of capital of ceprek melinjo business, the actors use the source of fund from private bank loan. Source of capital is only used to obtain business capital and not related to the knowledge of competency aspects.

The results of the study are supported by quantitative data as listed in table 4.

Table 4. Relationship Between Socio Economic Profile of Business Players and the Level of Competence

Characteristic of Socio-Economic Profile	Rho	Sig.
Age	-0,161	0,231
Intrinsic Motivation	0,245	0,067
Extrinsic Motivation	0,191	0,154
Business experience	-0,369**	0,005
Amount of Income (Rp)	-0,371**	0,004
Source of capital	.	.

*. Correlation is significant at the 0,05 level (2-tailed).

**. Correlation is significant at the 0,01 level (2-tailed).

The Relation of External Support to the Level of Competency of Gipang and Ceprek Melinjo Business Performers

The level of information utilization, provided by business owners increases the competence of business actors to improve their competence much better. Thus, the level of utilization of information is related to the level of competence of business actors in a positive relationship.

The quality control level will affect the work result of gipang and ceprek melinjo business because with this supervision they try to work as well as possible, by utilizing the competence they have. Thus the quality control level is related to the level of competence of business players of gipang and ceprek melinjo.

Partnership is related to the capability of business players of gipang and ceprek melinjo. Business partners would expect the best results of gipang and ceprek melinjo. Nevertheless, gipang business owners do not utilize partnership because they feel better just relying on their family's ability. To have partners with other parties, the owners feel that they must go through complicated and difficult procedures. Therefore, business owners use their competencies as best as possible to meet the expectations of the business partners.

The results of the study are supported by quantitative data as listed in table 5.

Table 5. Relationship between External Support and the Level of Competence

Characteristic of External Support	Rho	Sig.
Level of information utilization	0,371**	0,004
Level of product quality supervision	0,649**	0,000
Partnership	-0,289*	0,029

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Development Strategy in Improving the Competence of Snack Processing Business

<div>Internal Factor</div> <div>External Factor</div>	<u>STRENGTHS</u> <ol style="list-style-type: none"> 1. Abundant human resources 2. Competitive price 3. Location is close to raw material suppliers 4. Abstain to surrender 	<u>WEAKNESSES</u> <ol style="list-style-type: none"> 1. Lack of supervision of production process and quality 2. Financial records are still simple 3. Limited market access
<u>OPPORTUNITIES</u> <ol style="list-style-type: none"> 1. Product has been known to the public. 2. Have a centralized marketing system 3. Establish partnership 4. Have an <i>online</i> store 5. Development of creative economy 	<u>SO STRATEGY</u> <ol style="list-style-type: none"> 1) Counterpart institution can help micro business operators open new distribution channels. 2) Expand the network of marketing relations 3) Create an <i>online</i> store 	<u>WO STRATEGY</u> <ol style="list-style-type: none"> 1) A counterpart institution may be a facilitator of entrepreneurship training, inventory management, branding and product design. 2) Allocate funds to make catalog and sample of new products. 3) A counterpart institution may facilitate the development of new products.
<u>THREATS</u> <ol style="list-style-type: none"> 1. Strength of bargaining power of material suppliers 2. Competitors: from domestic and from abroad 	<u>ST STRATEGY</u> <ol style="list-style-type: none"> 1) A counterpart institution may encourage the Government to restrict imports of typical Banten snacks. 2) Optimizing the cooperation of micro business entrepreneurs with cooperative members to be able to provide raw material. 3) A counterpart institution may facilitate joint promotion by holding an exhibition. 	<u>WT STRATEGY</u> <ol style="list-style-type: none"> 1) Build a common strength through cooperatives and the SME community. 2) Counterpart institutions can facilitate for the Government to create regulations and policies that support the development of SMEs enterprises.

Based on the SWOT analysis by comparing the opportunity and strength factors (SO Strategy), opportunities and weaknesses (WO Strategy), strengths and threats (ST Strategy), and weaknesses and threats (WT Strategy), then some strategies can be developed in business development by micro business entrepreneurs and counterpart institutions (Government, State Owned Enterprise, Private Enterprise, and Higher Education):

1. Development Strategy that can be done micro business practitioners:
 - Expand network of cooperation or partnership.
 - Create online stores and registration links in various online business portals
 - Allocate funds to catalog and sample of new products.
 - Optimize the cooperation of micro business entrepreneurs with cooperatives in order to be able to provide raw materials at affordable prices.
 - Build joint strengths through cooperatives and the SME community.
2. Development Strategy that can be done by counterpart Institution:
 - Assist micro-snack business in opening new distribution channels.
 - Facilitate joint promotion by holding exhibitions.
 - Counterpart institutions can help micro business entrepreneurs open new distribution channels.
 - Provide regular and ongoing training on entrepreneurship, inventory management, branding and product design.
 - Facilitate the development of new products.

Conclusion

1. Gipang micro-entrepreneur named Gipang Lestari Ibu MHM was established in 2005. This business is carried out from generation to generation and is a family business. Micro business entrepreneurs of ceprek melinjo named Rumah Emping Sarijaya is one of the industrial centers of ceprek melinjo in Cikedal Labuan Pandeglang Banten. Sarijaya's emping business has begun in 1965 and is led HD to continue his father's business.
2. The level of competence in the processing of gipang snacks is high, while the competence of ceprek melinjo business is included in low category. The competency level of gipang business actor is obtained from generation to generation facilitated by the business owner, while the competence of business player of ceprek melinjo is obtained from business training and from the family who has previously gained such competence from generation to generation.
3. Development Strategy that can be done by micro snack business entrepreneurs is by expanding network of marketing relation, creating online store and registration link in various online business portals, allocating funds to create new product catalog and samples, optimizing the cooperation of micro snack business entrepreneurs with cooperatives to be able to provide affordable raw materials and building joint strengths through cooperatives and SME communities.

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