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PENGEMBANGAN STRATEGI PEMASARAN UKM DALAM MENINGKATKAN KEUNGGULAN BERSAING (STUDI PADA UKM MANIK-MANIK DI JOMBANG)

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ABSTRAK

Hal yang wajib dimiliki oleh UKM mempunyai produk unggul dan unik. Produk dengan nilai lebih akan memiliki daya saing untuk berkompetensi di pasar. Pangsa pasar UKM manik-manik Jombang semakin menurun karena serbuan produk manik-manik dari Cina yang harganya lebih murah. Untuk itu para pengrajin manik-manik harus menerapkan suatu strategi yang dapat menghasilkan produk yang memiliki keunggulan bersaing. Tujuan dari penelitian ini mengetahui permasalahan yang dihadapi oleh UKM manik-manik di Jombang terkait dengan keunggulan bersaing produknya serta perumusan strategi pemasaran UKM manik-manik di Jombang dalam meningkatkan keunggulan bersaing.

Data dalam penelitian ini dikumpulkan menggunakan angket dan wawancara, sedangkan teknik sampling yang digunakan adalah accidental sampling. Analisis SWOT digunakan untuk menganalisis data yang diperoleh. Populasi dalam penelitian ini adalah pemilik UKM manik-manik di Jombang dengan jumlah sampel sebanyak 6 responden.

Hasil penelitian menunjukkan bahwa permasalahan yang dihadapi oleh UKM Manik-Manik di Kecamatan Gudo adalah terbatasnya bahan baku, akses distribusi dan inovasi produk serta permodalan dan tenaga terampil. Strategi pemasaran yang harus dikembangkan oleh UKM adalah memperluas jaringan distribusi melalui distributor atau ke retailer, membuat produk yang lebih inovatif serta menambah produk baru tetapi masih berkaitan dengan produk yang lama.

Kata kunci: UKM, keunggulan bersaing, strategi, analisis SWOT

PENDAHULUAN

Meningkatnya persaingan bisnis di era globalisasi merupakan sesuatu yang tidak dapat dihindari oleh para pelaku bisnis. Kesuksesan UKM dalam era globalisasi tergantung pada perencanaan dan pengimplementasian strategi yang dimiliki (Porter, 1980). Meskipun

UKM memegang peranan penting dalam perekonomian nasional, tetapi UKM memiliki daya saing yang rendah. Hasil riset dari *Center for Industry SME and Business Competition Studies* Universitas Trisakti menunjukkan bahwa daya saing pelaku usaha mikro, kecil dan menengah di Indonesia paling rendah dibandingkan dengan sejumlah negara anggota Asia Pacific Economic Cooperation (bisnis.com).

Daya saing yang rendah berpengaruh pada keberadaan suatu perusahaan dalam jangka panjang. Keunggulan bersaing merupakan salah satu faktor yang perlu diperhatikan perusahaan untuk mencapai tujuannya. Porter (2008) menyatakan bahwa keunggulan bersaing adalah hal yang paling penting dari kinerja perusahaan untuk bersaing dan berkembang sehingga mampu mempertahankan diri dari tekanan-tekanan kompetitif pasar.

Keunggulan bersaing bagi perusahaan merupakan kemampuan perusahaan dalam memberikan nilai tambah bagi produknya. Nilai tambah tersebut akan menarik konsumen untuk bersedia membeli produk yang memiliki manfaat sama dengan pesaing tetapi dengan harga lebih murah, atau memiliki keunikan tersendiri dibanding dengan pesaing tetapi dengan harga yang lebih tinggi (Porter, 1985). UKM yang memiliki keunggulan bersaing akan menghasilkan produk yang memiliki daya saing. Produk yang berdaya saing ditandai dengan produk yang berkualitas, sesuai dengan keinginan konsumen dan mampu bersaing dengan produk sejenis serta memiliki keunikan tersendiri (Song and Parry, 1997).

Sriyana (2010) dalam penelitiannya pada UKM di Bantul menemukan bahwa UKM masih menghadapi berbagai masalah mendasar, yaitu masalah kualitas produk, pemasaran dan keberlanjutan usaha. Masalah pemasaran yang dihadapi UKM pada umumnya adalah terbatasnya akses pasar. Mereka hanya mampu menjual produknya di daerah produksi, belum bisa menjangkau wilayah yang lebih luas.

Keunggulan bersaing bagi perusahaan adalah jika perusahaan tersebut menerapkan suatu strategi yang tidak dapat ditiru oleh pesaingnya (Barney, 1991). Menurut Knight (2000) strategi ditunjukkan dengan usaha perusahaan dalam merespon tantangan dan peluang yang ditimbulkan oleh lingkungan bisnis. Perusahaan menjalankan strateginya untuk dapat menarik pelanggan dan menangani berbagai permasalahan lingkungan, seperti pesaing, pemasok, dan sumber daya yang langka.

Strategi merupakan segala hal yang dilakukan oleh perusahaan untuk mencapai tujuannya. Menurut Tjiptono (2007) pemasaran berperan penting dalam pengembangan strategi karena pemasaran merupakan bagian yang sering bersinggungan dengan lingkungan eksternal. Varadarajan dan Cunningham (1995); Baker (2008) menyatakan bahwa tujuan strategi pemasaran diantaranya adalah mencapai keunggulan bersaing.

Membuat produk yang memiliki nilai lebih bagi konsumen, melakukan promosi, menetapkan harga yang bersaing merupakan beberapa bentuk strategi pemasaran yang dapat membantu UKM untuk menguasai pasar.

Industri kerajinan manik-manik kaca di Jombang mengalami penurunan pada dekade terakhir. Manik-manik Jombang mulai kehilangan pangsa pasar baik di pasar lokal dan global karena berbagai alasan antara lain karena banyak generasi muda pengrajin manik-manik yang meninggalkan keterampilan tangan untuk beralih profesi sebagai pekerja pabrik serta kelangkaan bahan baku. Banyaknya pabrik yang beralih menggunakan kemasan bukan kaca menyebabkan bahan baku yang digunakan untuk membuat manik-manik semakin susah didapatkan.

Selama ini pengrajin manik-manik memasarkan produknya masih secara konvensional. Pemasaran dilakukan melalui distributor yang kemudian disalurkan ke luar daerah misalnya Bali dan Kalimantan. Selain itu produk manik-manik dijual di outlet-outlet di Jombang dan sekitarnya.

Berdasarkan latar belakang yang telah diuraikan di atas, maka rumusan masalah yang menjadi fokus penelitian ini adalah apakah permasalahan yang dihadapi oleh UKM manik-manik di Jombang terkait dengan keunggulan bersaing produknya? Serta bagaimanakah perumusan strategi pemasaran UKM manik-manik di Jombang dalam meningkatkan keunggulan bersaing?

Strategi Pemasaran

Menurut Knight (2000), strategi pemasaran merupakan hal yang penting bagi suatu perusahaan karena dapat membantu perusahaan mencapai keberhasilan. Strategi pemasaran dirancang untuk menghasilkan taktik dan tindakan lain yang dapat memenuhi tuntutan konsumen di pasar tertentu dan pada akhirnya dapat mewujudkan tujuan perusahaan. Baker (2008) menyatakan bahwa tujuan strategi pemasaran adalah untuk meningkatkan penjualan dan mencapai keunggulan bersaing berkelanjutan

Menurut (Tjiptono, 2007) strategi pemasaran merupakan rencana yang menjabarkan ekspektasi perusahaan akan dampak dari berbagai aktivitas atau program pemasaran terhadap permintaan produk atau lini produknya di pasar sasaran tertentu. Perusahaan dapat menggunakan dua atau lebih program pemasaran secara bersamaan, karena setiap jenis program memiliki pengaruh yang berbeda-beda terhadap permintaan. Untuk itu dibutuhkan mekanisme yang dapat mengkoordinasikan program-program

pemasaran agar dapat sejalan dan terintegrasi. Mekanisme inilah yang disebut dengan strategi pemasaran.

Proses pemilihan strategi pemasaran membutuhkan beberapa pertimbangan terhadap sejumlah tipe informasi, di antaranya :

1. Tujuan atau sasaran produk

Tujuan produk harus dijadikan pedoman dalam menentukan tipe dasar strategi yang dibutuhkan. Sebaliknya, apabila tujuan produk lebih menekankan pada aliran kas dan profitabilitas, maka strategi pemasarannya difokuskan pada mempertahankan atau meningkatkan permintaan dari basis pelanggan saat ini.

2. Peluang pasar

Karakteristik dan besarnya peluang pasar harus ditetapkan secara jelas berdasarkan analisis pasar dan pengukuran pasar. Analisis pasar memberikan informasi mengenai siapa yang membeli bentuk produk dan siapa yang tidak membelinya, situasi pemakaian produk dan situasi yang tidak menggunakan produk, serta faktor-faktor yang mempengaruhi kesediaan dan kemampuan untuk membeli. Informasi ini akan bermanfaat untuk manajer dalam memilih strategi dan program guna meningkatkan jumlah pemakai atau tingkat pemakaian.

3. Kesuksesan pasar

Manajer pemasaran harus memahami jenis keunggulan bersaing dan tingkat pengeluaran pemasaran yang diperlukan untuk mencapai kesuksesan pasar. Melalui analisis persaingan, perusahaan dapat memahami siapa pesaingnya, seberapa besar tingkat intensitas persaingan yang ada, dan keunggulan apa yang harus dikembangkan dalam rangka bersaing secara efektif menghadapi para pesaing merek langsung atau para pesaing kelas produk yang tidak langsung. Analisis profitabilitas dan produktivitas bermanfaat dalam mengidentifikasi konsekuensi laba dari berbagai strategi dan program yang diperlukan untuk mencapai sasaran pangsa pasar. (Tjiptono, 2007)

Analisis SWOT

Novicevic, *et all* (2004) menyatakan bahwa analisis SWOT menggabungkan empat komponen penting yang mencakup keadaan internal perusahaan (kekuatan dan kelemahan) serta faktor eksternal yang dihadapi dalam lingkungannya (peluang dan ancaman). Menurut Ayub (2013) analisis SWOT (*Strengths, Weaknesses, Opportunities, and Threats*) merupakan alat evaluasi yang digunakan oleh pemasar untuk menilai strategi yang

dilakukan oleh perusahaannya SWOT membantu perusahaan mengidentifikasi potensi kekuatan yang dimiliki dan memanfaatkannya untuk mengeksploitasi peluang dan menangkal ancaman; serta mengidentifikasi kelemahan-kelemahan perusahaan sehingga dengan strategi yang dimiliki dapat mengurangi kelemahan tersebut.

Analisis SWOT bertujuan untuk mengidentifikasi faktor kunci yang penting dalam mencapai tujuan perusahaan (Srivastava *et al*, 2013). Analisis SWOT memungkinkan bagi perusahaan maupun UKM untuk menentukan suatu strategi yang paling tepat. Peluang dan ancaman dari analisis SWOT didasarkan pada faktor eksternal yang dapat diidentifikasi melalui matriks EFE (*External Factor Evaluation*). Sedangkan kekuatan dan kelemahan dari analisis SWOT didasarkan pada faktor internal yang dapat diidentifikasi melalui matriks IFE (*Internal Factor Evaluation*) (M. Adam Jerusalem dalam Latuny. W dan Paillin. D.B, 2009).

Matriks EFE memungkinkan para penyusun strategi untuk meringkas dan mengevaluasi informasi ekonomi, sosial, budaya, demografis, lingkungan, politik, pemerintahan, hukum, teknologi, dan kompetitif (David, 2009). Matriks IFE, akan meringkas dan mengevaluasi kekuatan dan kelemahan utama dalam area-area fungsional bisnis, dan juga menjadi landasan untuk mengidentifikasi serta mengevaluasi hubungan di antara area tersebut (David, 2009). Analisis SWOT didasarkan pada asumsi bahwa suatu strategi yang efektif akan memaksimalkan kekuatan dan peluang dan meminimalkan kelemahan dan ancaman. Secara rinci, pembahasan mengenai analisis SWOT ini dapat diuraikan sebagai berikut (David, 2009):

Peluang adalah situasi penting yang menguntungkan dalam lingkungan perusahaan. Kecenderungan-kecenderungan penting merupakan salah satu sumber peluang. Identifikasi segmen yang tadinya terabaikan, perubahan pada situasi persaingan atau peraturan, perubahan teknologi, serta membaiknya hubungan dengan pembeli atau pemasok dapat memberikan peluang bagi perusahaan.

Ancaman adalah situasi penting yang tidak menguntungkan dalam lingkungan perusahaan. Ancaman merupakan pengganggu utama bagi posisi sekarang atau yang diinginkan perusahaan. Masuknya pesaing baru, lambatnya pertumbuhan pasar, meningkatnya kekuatan tawar menawar pembeli atau pemasok penting, perubahan teknologi, kekuatan pesaing, serta peraturan baru atau yang direvisi dapat menjadi ancaman bagi keberhasilan perusahaan.

Kekuatan adalah sumber daya, ketrampilan atau keunggulan-keunggulan lain relatif terhadap pesaing dan kebutuhan pasar yang dilayani atau ingin dilayani oleh perusahaan. Kekuatan adalah kompetensi khusus yang memberikan keunggulan kompetitif bagi perusahaan di pasar. Kekuatan dapat terkandung dalam sumber daya keuangan, citra, kepemimpinan pasar, hubungan pembeli-pemasok, kepemilikan sumber daya alam, dan faktor-faktor lain.

Kelemahan adalah keterbatasan atau kekurangan dalam sumber daya, ketrampilan dan kapabilitas yang secara serius menghambat kinerja efektif perusahaan. Fasilitas, sumber daya keuangan, kapabilitas manajemen, ketrampilan pemasaran dan citra merek dapat merupakan sumber kelemahan.

Peluang dan ancaman berkaitan dengan lingkungan eksternal perusahaan, karena perusahaan tidak dapat mengendalikannya secara langsung. Sedangkan kekuatan dan kelemahan berkaitan dengan lingkungan internal perusahaan, dimana aktivitas yang terjadi di dalam perusahaan akan dapat dikendalikan oleh perusahaan.

Keunggulan Bersaing

Keunggulan bersaing merupakan suatu strategi yang dilakukan oleh perusahaan untuk dapat bertahan, mampu menghadapi persaingan dan tumbuh berkembang dengan memanfaatkan berbagai peluang bisnis. Wang (2014) menyatakan keunggulan kompetitif diperoleh ketika suatu perusahaan mengembangkan strateginya yang memungkinkan untuk mengungguli pesaingnya. Menurut Jab (1999) keunggulan bersaing dapat terpenuhi jika pelanggan memperoleh perbedaan yang konsisten dalam atribut yang penting dari produk yang dihasilkan dibandingkan pesaing.

Styagraha (1994) menyatakan bahwa keunggulan bersaing adalah kemampuan suatu badan usaha (perusahaan) untuk memberikan nilai lebih terhadap produknya dibandingkan para pesaingnya dan nilai tersebut memang mendatangkan manfaat bagi pelanggan. Pembelian produk akan terjadi jika pelanggan menganggap harga produk sesuai dengan nilai yang ditawarkannya.

METODE PENELITIAN

Penelitian ini adalah penelitian kualitatif dengan melakukan eksplorasi dan observasi pada pemilik UKM di Gudo, Jombang.

Populasi dan Sampel

Populasi dalam penelitian ini adalah pengrajin UKM Manik-manik Kecamatan Gudo, Jombang. Pengambilan sampel dalam penelitian ini menggunakan teknik *accidental sampling* yaitu memberikan angket dan melakukan wawancara kepada para pengrajin yang kebetulan ditemui tanpa ada pertimbangan tertentu. Sampel dalam penelitian ini berjumlah 6 responden dimana responden adalah pemilik UKM manik-manik yang berada di Kecamatan Gudo, Jombang

Teknik Analisis Data

Pendekatan yang digunakan untuk merumuskan pengembangan strategi UKM adalah Analisis SWOT. Analisis SWOT (*Strength, Weakness, Opportunities, Threats*) digunakan untuk mengevaluasi kesempatan dan tantangan di lingkungan bisnis maupun pada lingkungan internal perusahaan (Kuncoro, 2005), dengan dengan mengkombinasikan faktor kekuatan, kelemahan, peluang, dan ancaman.

HASIL DAN PEMBAHASAN

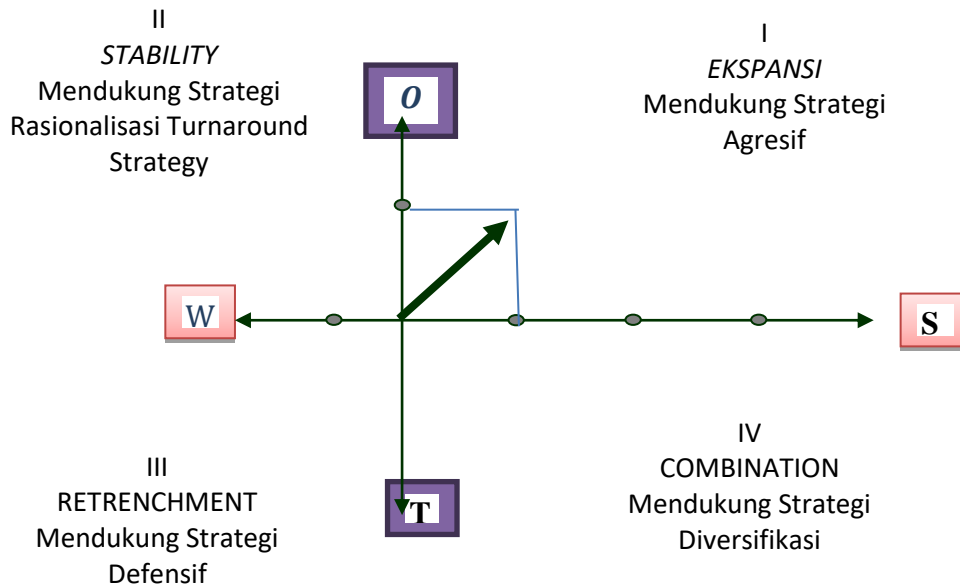
Berdasarkan hasil penelitian, diperoleh tabel SWOT sebagai berikut:

Tabel 1. Analisis SWOT

<i>Strength</i>	<i>Opportunity</i>
1. Memiliki produk yang berkualitas	1. Bantuan PEMDA untuk pemasaran dalam negeri melalui pameran produk unggulan daerah
2. Produk sudah terkenal sampai mancanegara	2. Adanya pelatihan pembuatan bahan baku manik-manik
3. Memiliki beberapa variasi produk	3. Promosi melalui internet
4. Memiliki media promosi dengan jangkauan yang lebih luas	4. Permintaan konsumen akan produk asesoris meningkat
5. Memahami keinginan konsumen	
6. Harga sesuai dengan kualitas	
<i>Weakness</i>	<i>Threat</i>
1. Keterbatasan bahan baku	1. Adanya produk serupa dari Cina dengan harga lebih murah
2. Mahalnya harga bahan baku	2. Kurangnya bantuan pemodal dari pemerintah
3. Proses produksi membutuhkan waktu yang lama	3. Kurangnya dukungan pemerintah dalam memasarkan produk ke luar negeri
4. Kurangnya modal	
5. Kesulitan mencari karyawan yang terampil	
<i>Strength</i> = (+) 6 <i>Weakness</i> = (-) 5	<i>opportunity</i> = (+) 4 <i>Threat</i> = (-) 3
Total SAP = (+) 1	Total ETOP = (+) 1

Hasil perhitungan ETOP dan SAP menunjukkan bahwa UKM Manik-Manik memiliki Opportunity lebih besar 1 point daripada Threats, dan Strengths lebih besar 1 point

daripada Weakness. Jika digambarkan dalam matrix SWOT, hasilnya akan menjadi sebagai berikut:



Gambar 2. Matrix SWOT

Makna dari gambar tersebut adalah hasil audit lingkungan internal dan eksternal yang dilakukan untuk UKM Manik-Manik di kecamatan Gudo menunjukkan bahwa UKM Manik-Manik berada pada Kuadran I, yaitu mendukung SO strategies. SO Strategies berarti bahwa UKM Manik-Manik ini dapat menggunakan kekuatan untuk memanfaatkan peluang yang ada.

Kuadran I menggambarkan bahwa UKM Manik-Manik di kecamatan Gudo sedang berada pada taraf melakukan ekspansi dan mendukung strategi agresif. Suatu organisasi dikatakan dapat melakukan ekspansi jika perusahaan tersebut memiliki posisi yang baik untuk menggunakan kekuatannya untuk 1) memanfaatkan peluang yang ada, 2) mengatasi segala kelemahannya, dan 3) menghindari semua hambatan eksternal.

Berdasarkan hasil data di lapangan, diperoleh gambaran umum bahwa UKM manik-manik memiliki kesulitan dalam memperoleh bahan baku, saluran distribusinya masih terbatas, inovasi yang dilakukan masih kalah bila dibandingkan dengan pesaing, kurangnya permodalan dan kurangnya tenaga terampil. Oleh karena itu, pengembangan usaha dilakukan dengan cara sebagai berikut: a). Membantu kemudahan akses permodalan, dengan cara menghubungkan UKM Manik-Manik dengan institusi perbankan melalui

kredit mikro, BUMN melalui program CSR, dan lainnya, b). Pelatihan tentang pemasaran yaitu memberikan pemahaman mengenai strategi pemasaran dengan melakukan promosi, membuat aplikasi online (website, blog, dan media sosial yang lainnya) untuk memperluas pasar, melakukan inovasi produk dengan jalan membuat produk-produk asesoris yang berkualitas, serta memperhatikan label dan kemasan produk.

Inovasi produk merupakan salah satu strategi untuk mencapai keunggulan bersaing. Hal tersebut sesuai dengan pendapat Atuahene-Gima and Ko (2001) yang menyatakan bahwa strategi inovasi produk akan menjadikan perusahaan menjadi lebih kompetitif.

KESIMPULAN DAN SARAN

Berdasarkan tujuan penelitian dan hasil analisis, maka dapat disimpulkan bahwa permasalahan yang dihadapi oleh UKM Manik-Manik di Kecamatan Gudo adalah terbatasnya bahan baku, akses distribusi dan inovasi produk serta permodalan dan tenaga terampil. Strategi yang dirumuskan berdasarkan hasil analisis SWOT, adalah a) *Forward Integration*, b) *product development*, dan c) *concentric diversification*. Dengan demikian pengembangan strategi pemasaran bagi UKM Manik-Manik yang dipilih adalah membantu melakukan promosi, memperluas pasar melalui pembuatan aplikasi online (website, blog maupun media sosial lainnya), melakukan inovasi produk, membuat label dan kemasan yang menarik.

Berdasarkan hasil penelitian disarankan agar diadakan pelatihan mendesain Web, blog, dan media sosial lainnya untuk lebih mengembangkan media promosi.

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The author has investigated the knowledge of competitive advantage among Beads SMEs and craftsmen in Jombang area using SWOT analysis. The paper is developed with a flow and literature was discussed sufficiently. The sample size is too small and the paper results are to be discussed with previous studies conducted elsewhere. With suggestions from author for the SMEs, any justification with empirical evidence would be appropriate. The complete paper needs to be checked for language and APA style. Provided the suggestions are addressed, the paper can be accepted.			
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Does this paper present new ideas or results that have not been previously published?		Yes / No	Yes
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**SMEs MARKETING STRATEGIES DEVELOPMENT IN IMPROVING
COMPETITIVE ADVANTAGES
(STUDY ON CENTER OF MAKING BEADS IN JOMBANG)**

Abstract

Important things owned by SMEs are superior and unique products. Products with more value will have the competitiveness to compete in the market. Beads' craftsmen market share in Jombang declining due to the invasion of beads products from China, which is cheaper than local products. For that, the craftsmen should implement strategy that can produce products that have competitive advantage. The purpose of this research is to know the problems faced by beads' SMEs in Jombang associated with the competitive advantage of its products and its marketing strategy formulation in increasing competitive advantage. The data in this study were gathered using questionnaire and interviews, while sampling technique used is accidental sampling. The SWOT analysis is used to analyze obtained data. The population in this research is owner of the beads' SMEs in Gudo Jombang with total samples are 6 respondents. The results showed that the problems faced by SMEs in Jombang was limited distribution, access to raw materials and product innovation, as well as capital and skilled personnel. A strategy should be developed by SMEs is expanding its distribution network through distributor or retailer, to create more innovative products as well as add new products but still related.

Keyword: SMEs, competitive advantage, strategy, SWOT analysis

INTRODUCTION

The increasing business competition in this globalization era is something unavoidable among business players. The success of SMEs in the globalization era depends on planning and implementation of own strategies (Porter, 1980). Although SMEs play an important role in the national economy, SMEs still have low competitiveness. The study results from Center for Industry SME and Business Competition Studies of Trisakti University shows that the competitiveness of the micro, small and medium enterprises in Indonesia is the lowest compared to member countries of the Asia Pacific Economic Cooperation (Sarwani, 2012).

Low competitiveness impact company's long-term existence. Competitive advantage is one factor to be considered by companies to achieve its objectives. Porter (2008) said that the competitive advantage is the most important thing in terms of a company's performance to compete and grow so they can defend themselves from the market's competitive pressures.

The competitive advantage for the company is a company's ability to provide added value to its products. The added value that will attract consumers who must be willing to buy your products that have the same benefits as competitors but at lower prices, or have unique characteristics compared with competitors, but at a higher price (Porter, 1985). SMEs that have a competitive advantage manufacture products that are competitive. Competitive products marked with a quality product, in accordance to the wishes of consumers and be able to compete with similar products and has its own uniqueness (Song and Parry, 1997)

Sriyana (2010), in his research on SMEs in Bantul, found that SMEs are still facing fundamental problems such as product quality, marketing and business sustainability. Marketing problems faced by SMEs in general is limited market access. They were only able to sell their products in the area where it is produced and have not been able to reach a larger extent.

The competitive advantage for the company is that the company is implementing a strategy that cannot be replicated by its competitors (Barney, 1991). According to Knight (2000), the company's potential is shown by the company's business strategy in responding to the challenges and opportunities caused by the business environment. Company implements its strategy in order to attract customers and deal with a variety of environmental problems, such as competitors and suppliers.

Strategy is everything executed by the company to achieve its objectives. According to Rostro and Grudzewski (2007), understand the rules of marketing can help companies determine the strategies undertaken in gaining a competitive advantage. Varadarajan and Cunningham (1995) states that the purpose of such marketing strategy is to achieve a

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The flood of China's beads production played a big role in the decline of market share of beads' craft. Unlike China's beads products that are manufactured through industrial processes, the Jombang beads were manually appreciated as craft. So despite having the same quality, the Chinese beads were less compared to Jombang beads that are relatively more expensive.

During these days, beads' craftsmen sell their products in conventional way. Marketing is done through distributors, who then distribute it to other regions such as Bali and Kalimantan. In addition, the product beads are sold in Jombang outlets and in surrounding areas.

Based on the background, the problem statement is designed that focus on the study area i.e., what are the problems faced by SMEs in Jombang beads related to the product's competitive advantage? And how SMEs' marketing strategy formulation beads in Jombang in order to increase it competitive advantage?

LITERATURE REVIEW

Marketing Strategy

Marketing strategy is an activity undertaken by marketers in a competitive situation in an ever-changing environment. According to Knight (2000), the marketing strategy is important for a company because it can help companies achieve success. The marketing strategy is designed to generate tactics and other measures that could meet the demands of consumers in a particular market and ultimately to achieve company goals.

The marketing strategy is one of the functional strategies that form an overall business strategy. Companies can develop a marketing strategy that is owned by considering four marketing mix, namely product, price, place and promotion. Companies must pay attention to the products that are sold in accordance with the expectations of consumers, the price paid by

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In determining a strategy that should be taken, marketers must consider the company's position among its competitors. Tjiptono (2007) states that companies can use two or more marketing programs simultaneously, because each program has a different effect on demand. So, there is a mechanism required here which can coordinate marketing programs in order to be aligned and integrated with the company's vision. This mechanism is called the 'marketing strategy'.

According to Tjiptono (2007), the process of selecting marketing strategies require a number of types of information to be considered such as

1. Products' purpose or target: The purpose of the product should be used as guidelines to determine the basic types of strategies needed. On the contrary, if the purpose of the product emphasize more on cash flow and profitability, the marketing strategy should be focused on maintaining or increasing demand from its current customer base;
2. Market opportunities: Market opportunities characteristics and size should be clearly defined based on market analysis and market measurement. Market analysis provides information about who buy the product's form and who does not, and situations when the product is used and situations when it is not followed by the factors that affect the willingness and ability to buy. This information will be useful for managers in selecting strategies and programs to increase the number of users or user level
3. Market success: Marketing managers must understand what is the product's competitive advantage and the necessary marketing spending levels to achieve market success. Through competition analysis, companies can understand who are its competitors, the extent of the intensity of the competition, and what are the advantages that need to be developed in order to compete effectively, confront the competitor brand directly or competitors' class products indirectly.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Novicevic, Harvey, Autry, and Bond III (2004) states that the SWOT analysis combines four essential components which include the company's internal situation (Strengths and Weaknesses) and external factors encountered in the environment

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(Opportunities and Threats). Company should identify four important components to be able to take the lead in determine the right strategy for the company.

The four components of SWOT analysis can be described as follows (David, 2009): Strengths are activities in the company that showed the superiority of the company relative to its competitors. Strengths are special competence that gives company a competitive advantage in the marketplace.

Weaknesses are activities within the company that can hinder the performance of the company. Financial resources, management capabilities and marketing skills can be a source of weakness of the company.

Opportunities are external environment conditions that can benefit the company. The change in technology and the growing relationship between the company and the buyer or supplier are some source of opportunities.

Threats are external environmental conditions that will be harmful to the company's position in the marketplace. The existence of government regulations the new or revised can be a threat to the company's success

Ayub, Razzaq, Aslam and Iftekhar (2013) states that SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is an evaluation tool used by marketers to assess the strategy undertaken by the company. SWOT analysis help companies identify potential and strength so that it can make use of it to exploit opportunities and ward off the threats; identify weaknesses so that the strategy of the company that owned can reduce these weaknesses.

SWOT analysis is performed to identify the key factors that are important in achieving the company's goals (Srivastava, Franklin, and Martinette, 2013). SWOT Analysis allows companies and SMEs to determine the most appropriate strategy. External Factor Evaluation (EFE) matrix allows strategists to summarize and evaluate information about the economic, social, cultural, demographic, environmental, political, governmental, legal, technological, and competitive. At Internal Factor Evaluation (IFE) matrix, will summarize and evaluate the strengths and weaknesses of the major functional areas of business, and also be element for identifying and evaluating the relationship between those areas. SWOT analysis is based on the assumption that an effective strategy would maximize the strengths and minimize the weaknesses and the opportunities and threats (David, 2009).

Competitive Advantage

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Competitive advantage is the strategy adopted by the company or organization in order to survive and face the business competition by utilizing a variety of business opportunities that exist. Wang (2014) states the competitive advantage gained when a company developed a strategy that allows it to outperform its peers. According to Jab (1999), competitive advantage can be achieved if customers receive a consistent difference in the most important attribute of the product compared to competitors.

Companies can be successful in achieving a competitive advantage if the company remains focused on pursuing a strategy of product differentiation, utilizing advances in technology and use all the resources of the company (Srivastava, Franklin, and Martinette, 2013)

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METHODOLOGY

This study is a qualitative research with exploration and observation on the owners of SMEs in Gudo, Jombang. The population in this study are SMEs' of beads' craftsmen in Gudo, Jombang. The samples in this study are chosen using accidental sampling technique that gives a questionnaire and interviews to the craftsmen who are incidentally met without any specific consideration. The sample in this study amounted to six respondents where the respondents are owners of SMEs beads located in Gudo, Jombang. Data collection is done through library research, in-depth interviews and field observations.

ETOP (Environmental Treath and Opportunity Profile) is used to analyze the external environment. ETOP analysis is conducted by gathering information about the opportunities and threats that must be monitored and confronted by the craftsmen so that the goals set can be achieved. SAP (Strategic Advantage Profile) was used to analyze the internal environment in the form of strengths and weaknesses within the company. To conduct this analysis, craftsmen must identify the strengths and weaknesses which happened in his SMEs.

The SWOT analysis approach is used to formulate the development strategy of SMEs. SWOT (Strength, Weakness, Opportunities, Threats) analysis is used to evaluate the opportunities and challenges in the business environment and the internal environment (Kuncoro, 2005), with the factors combining Strengths, Weaknesses, Opportunities and Threats.

FINDINGS AND DISCUSSION

Based on the research results, the obtained SWOT table is as follows:

Table 1. SWOT Analysis

<i>Strength</i>	<i>Opportunity</i>
1. Have a quality product	1. Local government assistance for domestic marketing through exhibition
2. The products are well known to overseas market	2. Training for manufacture of the raw material beads
3. Has several variations of the product	3. Promotion via the Internet
4. Having a promotional campaign with a wider range	4. Consumer demand for accessories products increases
5. Understanding consumer needs	
6. Price according to quality	
<i>Weakness</i>	<i>Threat</i>
1. Raw material shortages	1. The existence of a similar product of China with cheaper prices
2. The high price of raw materials	2. Lack of government aid
3. The production process takes a long time	3. Lack of government support in marketing their products abroad
4. Lack of capital	
5. Difficulty finding skilled employees	
<i>Strength</i> = (+) 6 <i>Weakness</i> = (-) 5	<i>opportunity</i> = (+) 4 <i>Threat</i> = (-) 3
Total SAP = (+) 1	Total ETOP = (+) 1

ETOP (Environmental Treath and Opportunity Profile) and SAP (Strategic Advantage Profile) calculation results show in table 1. If described in SWOT matrix, the result will be as follows:

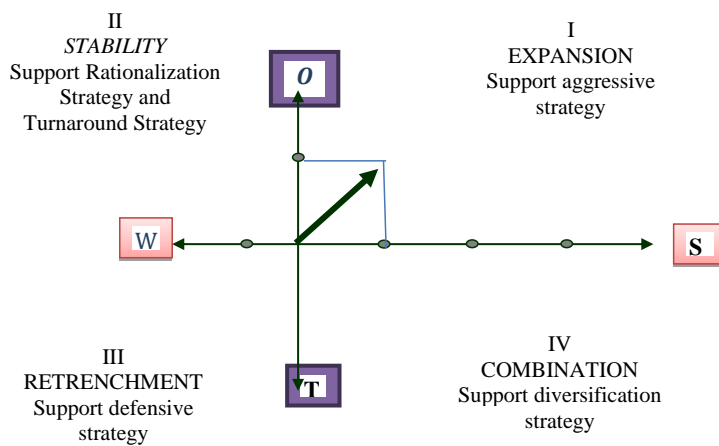


Figure 2. SWOT Matrix

From the figure 2, we can understand the result of internal and external environmental audits that are carried out to beads' SMEs in Gudo which indicates that beads' SMEs is in Quadrant I which supports Strength Opportunity (SO) strategies. SO Strategies mean that beads' SMEs can use the force to take advantage of existing opportunities.

The Quadrant I illustrates that SMEs in this district are into expansion plans and support the aggressive strategy. An organization is able to expand if the company is well positioned to use its internal strength in order to take advantage of existing opportunities, overcome any weaknesses, and avoid all external obstacles.

Based on the collected field data, a general idea is obtained that the beads' SMEs are still weak with limited distribution channels and they lack capital and skilled manpower. Therefore, the development effort is made in the following manner:

1. Helping ease of access to capital, by connecting beads' SMEs with banking through micro-credit institutions, public owned company through CSR programs, and others
2. Market expansion and marketing training, which is conducted to provide an understanding of marketing strategies for the expansion of channel distribution, making online application (web training, blogs, and other social media), product innovation by making products accessories quality as well as pay attention to labels and product packing training in product design development.

Product innovation is one of the strategies to achieve competitive advantage. This is in accordance with the opinion of Atuahene-Gima and Ko (2001) which states that the strategy of product innovation would make the company become more competitive. Product innovation can be achieved by considering the value expected by consumers with the value contained by an existing product. The difference between the two values is the area that can be utilized by the company to create new products.

The increase in market share can be achieved through a quality product. Quality products can certainly attract the attention of consumers. This is accordance with Moghaddam and Foroughi (2012) research which found that the quality of products, variety of products can increase market share.

CONCLUSIONS

Based on the purpose of research and analysis results, it can be concluded that the problems, faced by beads' SMEs in Gudo based on SWOT analysis, are limited access to distribution and product innovation as well as capital and skilled labor. The strategies are formulated based on the results of SWOT analysis, a) *Forward Integration*, b) *product development*, and c) *concentric diversification*. The marketing strategy chosen for developing Beads' SME are helping in promotion, training in market expansion by making online application, develop product innovation, create attractive labels and packing.

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Jurusan Manajemen
Universitas Negeri Surabaya

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Ayub, Razzaq, Aslam and Iftekhar (2013) states that SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is an evaluation tool used by marketers to assess the strategy undertaken by the company. SWOT analysis help companies identify potential and strength so that it can make use of it to exploit opportunities and ward off the threats; identify weaknesses so that the strategy of the company that owned can reduce these weaknesses.

SWOT analysis is performed to identify the key factors that are important in achieving the company's goals (Srivastava, Franklin, and Martinette, 2013). SWOT Analysis allows companies and SMEs to determine the most appropriate strategy. External Factor Evaluation (EFE) matrix allows strategists to summarize and evaluate information about the economic, social, cultural, demographic, environmental, political, governmental, legal, technological, and competitive. At Internal Factor Evaluation (IFE) matrix, will summarize and evaluate the strengths and weaknesses of the major functional areas of business, and also be element for identifying and evaluating the relationship between those areas. SWOT analysis is based on the assumption that an effective strategy would maximize the strengths and minimize the weaknesses and the opportunities and threats (David, 2009).

Competitive Advantage

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Competitive advantage is the strategy adopted by the company or organization in order to survive and face the business competition by utilizing a variety of business opportunities that exist. Wang (2014) states the competitive advantage gained when a company developed a strategy that allows it to outperform its peers. According to Jab (1999), competitive advantage can be achieved if customers receive a consistent difference in the most important attribute of the product compared to competitors.

Companies can be successful in achieving a competitive advantage if the company remains focused on pursuing a strategy of product differentiation, utilizing advances in technology and use all the resources of the company (Srivastava, Franklin, and Martinette, 2013)

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METHODOLOGY

This study is a qualitative research with exploration and observation on the owners of SMEs in Gudo, Jombang. The population in this study are SMEs' of beads' craftsmen in Gudo, Jombang. The samples in this study are chosen using accidental sampling technique that gives a questionnaire and interviews to the craftsmen who are incidentally met without any specific consideration. The sample in this study amounted to six respondents where the respondents are owners of SMEs beads located in Gudo, Jombang. Data collection is done through library research, in-depth interviews and field observations.

ETOP (Environmental Treath and Opportunity Profile) is used to analyze the external environment. ETOP analysis is conducted by gathering information about the opportunities and threats that must be monitored and confronted by the craftsmen so that the goals set can be achieved. SAP (Strategic Advantage Profile) was used to analyze the internal environment in the form of strengths and weaknesses within the company. To conduct this analysis, craftsmen must identify the strengths and weaknesses which happened in his SMEs.

The SWOT analysis approach is used to formulate the development strategy of SMEs. SWOT (Strength, Weakness, Opportunities, Threats) analysis is used to evaluate the opportunities and challenges in the business environment and the internal environment (Kuncoro, 2005), with the factors combining Strengths, Weaknesses, Opportunities and Threats.

FINDINGS AND DISCUSSION

Based on the research results, the obtained SWOT table is as follows:

Table 1. SWOT Analysis

<i>Strength</i>	<i>Opportunity</i>
1. Have a quality product	1. Local government assistance for domestic marketing through exhibition
2. The products are well known to overseas market	2. Training for manufacture of the raw material beads
3. Has several variations of the product	3. Promotion via the Internet
4. Having a promotional campaign with a wider range	4. Consumer demand for accessories products increases
5. Understanding consumer needs	
6. Price according to quality	
<i>Weakness</i>	<i>Threat</i>
1. Raw material shortages	1. The existence of a similar product of China with cheaper prices
2. The high price of raw materials	2. Lack of government aid
3. The production process takes a long time	3. Lack of government support in marketing their products abroad
4. Lack of capital	
5. Difficulty finding skilled employees	
<i>Strength</i> = (+) 6 <i>Weakness</i> = (-) 5	<i>opportunity</i> = (+) 4 <i>Threat</i> = (-) 3
Total SAP = (+) 1	Total ETOP = (+) 1

ETOP (Environmental Treath and Opportunity Profile) and SAP (Strategic Advantage Profile) calculation results show in table 1. If described in SWOT matrix, the result will be as follows:

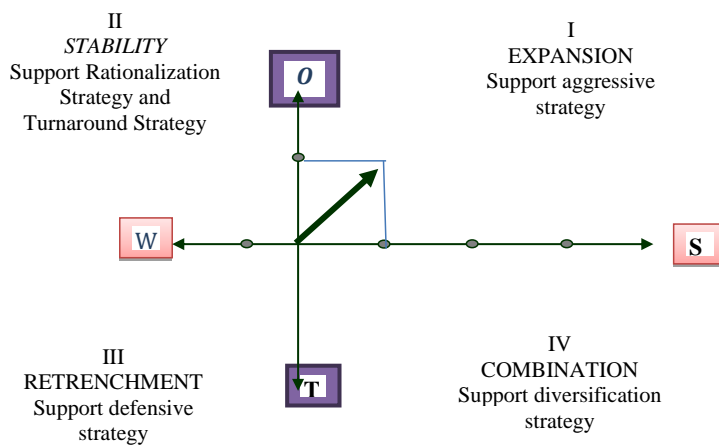


Figure 2. SWOT Matrix

From the figure 2, we can understand the result of internal and external environmental audits that are carried out to beads' SMEs in Gudo which indicates that beads' SMEs is in Quadrant I which supports Strength Opportunity (SO) strategies. SO Strategies mean that beads' SMEs can use the force to take advantage of existing opportunities.

The Quadrant I illustrates that SMEs in this district are into expansion plans and support the aggressive strategy. An organization is able to expand if the company is well positioned to use its internal strength in order to take advantage of existing opportunities, overcome any weaknesses, and avoid all external obstacles.

Based on the collected field data, a general idea is obtained that the beads' SMEs are still weak with limited distribution channels and they lack capital and skilled manpower. Therefore, the development effort is made in the following manner:

1. Helping ease of access to capital, by connecting beads' SMEs with banking through micro-credit institutions, public owned company through CSR programs, and others
2. Market expansion and marketing training, which is conducted to provide an understanding of marketing strategies for the expansion of channel distribution, making online application (web training, blogs, and other social media), product innovation by making products accessories quality as well as pay attention to labels and product packing training in product design development.

Product innovation is one of the strategies to achieve competitive advantage. This is in accordance with the opinion of Atuahene-Gima and Ko (2001) which states that the strategy of product innovation would make the company become more competitive. Product innovation can be achieved by considering the value expected by consumers with the value contained by an existing product. The difference between the two values is the area that can be utilized by the company to create new products.

The increase in market share can be achieved through a quality product. Quality products can certainly attract the attention of consumers. This is accordance with Moghaddam and Foroughi (2012) research which found that the quality of products, variety of products can increase market share.

CONCLUSIONS

Based on the purpose of research and analysis results, it can be concluded that the problems, faced by beads' SMEs in Gudo based on SWOT analysis, are limited access to distribution and product innovation as well as capital and skilled labor. The strategies are formulated based on the results of SWOT analysis, a) *Forward Integration*, b) *product development*, and c) *concentric diversification*. The marketing strategy chosen for developing Beads' SME are helping in promotion, training in market expansion by making online application, develop product innovation, create attractive labels and packing.

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SMEs MARKETING STRATEGIES DEVELOPMENT IN IMPROVING COMPETITIVE ADVANTAGES (STUDY ON CENTER OF MAKING BEADS IN JOMBANG)

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ABSTRACT

Important things owned by SMEs are superior and unique products. Products with more value will have the competitiveness to compete in the market. Beads' craftsmen market share in Jombang declining due to the invasion of beads products from China, which is cheaper than local products. For that, the craftsmen should implement strategy that can produce products that have competitive advantage. The purpose of this research is to know the problems faced by beads' SMEs in Jombang associated with the competitive advantage of its products and its marketing strategy formulation in increasing competitive advantage. The data in this study were gathered using questionnaire and interviews, while sampling technique used is accidental sampling. The SWOT analysis is used to analyze obtained data. The population in this research is owner of the beads' SMEs in Gudo Jombang with total samples are 6 respondents. The results showed that the problems faced by SMEs in Jombang was limited distribution, access to raw materials and product innovation, as well as capital and skilled personnel. A strategy should be developed by SMEs is expanding its distribution network through distributor or retailer; to create more innovative products as well as add new products but still related.

Keywords: SMEs, competitive advantage, strategy, SWOT analysis.

INTRODUCTION:

The increasing business competition in this globalization era is something unavoidable among business players. The success of SMEs in the globalization era depends on planning and implementation of own strategies (Porter, 1980). Although SMEs play an important role in the national economy, SMEs still have low competitiveness. The study results from Center for Industry SME and Business Competition Studies of Trisakti University shows that the competitiveness of the micro, small and medium enterprises in Indonesia is the lowest compared to member countries of the Asia Pacific Economic Cooperation (Sarwani, 2012).

Low competitiveness impact company's long-term existence. Competitive advantage is one factor to be considered by companies to achieve its objectives. (Porter, 2008) said that the competitive advantage is the most important thing in terms of a company's performance to compete and grow so they can defend themselves from the market's competitive pressures.

The competitive advantage for the company is a company's ability to provide added value to its products. The added value that will attract consumers who must be willing to buy your products that have the same benefits as competitors but at lower prices, or have unique characteristics compared with competitors, but at a higher price (Porter, 1985). SMEs that have a competitive advantage manufacture products that are competitive. Competitive products marked with a quality product, in accordance to the wishes of consumers and be able to compete with similar products and has its own uniqueness (Song & Parry, 1997)

(Sriyana, 2010), in his research on SMEs in Bantul, found that SMEs are still facing fundamental problems such as product quality, marketing and business sustainability. Marketing problems faced by SMEs in general is limited market access. They were only able to sell their products in the area where it is produced and have not been able to reach a larger extent.

The competitive advantage for the company is that the company is implementing a strategy that cannot be replicated by its competitors (Barney, 1991). According to (Knight, Summer 2000), the company's potential is shown by the company's business strategy in responding to the challenges and opportunities caused by the business environment. Company implements its strategy in order to attract customers and deal with a variety of environmental problems, such as competitors and suppliers.

Strategy is everything executed by the company to achieve its objectives. According to (Rostro & Grudzewski, 2008), understand the rules of marketing can help companies determine the strategies undertaken in gaining a competitive advantage. (Varadarajan & Cunningham, 1995) states that the purpose of such marketing strategy is to achieve a competitive advantage. Creating products that have more value for consumers, promotion and setting competitive prices are some forms of marketing strategies that can help SMEs dominate the market.

The business value of glass beads' craft industry got decreased in the last decade. Jombang beads began to lose market share in both local and global markets for various reasons due to high turnaround of younger generation from being beads' craftsmen and changed their profession into factory workers due to scarcity of raw materials. Many factories were switched from using non-glass packaging causing the raw materials used to make the beads hard to get.

The flood of China's beads production played a big role in the decline of market share of beads' craft. Unlike China's beads products that are manufactured through industrial processes, the Jombang beads were manually appreciated as craft. So despite having the same quality, the Chinese beads were less compared to Jombang beads that are relatively more expensive.

During these days, beads' craftsmen sell their products in conventional way. Marketing is done through distributors, who then distribute it to other regions such as Bali and Kalimantan. In addition, the product beads are sold in Jombang outlets and in surrounding areas.

Based on the background, the problem statement is designed that focus on the study area i.e., what are the problems faced by SMEs in Jombang beads related to the product's competitive advantage? And how SMEs' marketing strategy formulation beads in Jombang in order to increase it competitive advantage?

LITERATURE REVIEW:

Marketing Strategy:

Marketing strategy is an activity undertaken by marketers in a competitive situation in an ever-changing environment. According to Knight (2000), the marketing strategy is important for a company because it can help companies achieve success. The marketing strategy is designed to generate tactics and other measures that could meet the demands of consumers in a particular market and ultimately to achieve company goals.

The marketing strategy is one of the functional strategies that form an overall business strategy. Companies can

develop a marketing strategy that is owned by considering four marketing mix, namely product, price, place and promotion. Companies must pay attention to the products that are sold in accordance with the expectations of consumers, the price paid by consumers must be in accordance with the benefits they get, promotions have to increase market share and have optimal channel distribution (Išoraitė, 2009)

In determining a strategy that should be taken, marketers must consider the company's position among its competitors. (Tjiptono, 2007) states that companies can use two or more marketing programs simultaneously, because each program has a different effect on demand. So, there is a mechanism required here which can coordinate marketing programs in order to be aligned and integrated with the company's vision. This mechanism is called the 'marketing strategy'.

According to (Tjiptono, 2007), the process of selecting marketing strategies require a number of types of information to be considered such as

1. Products' purpose or target: The purpose of the product should be used as guidelines to determine the basic types of strategies needed. On the contrary, if the purpose of the product emphasize more on cash flow and profitability, the marketing strategy should be focused on maintaining or increasing demand from its current customer base;
2. Market opportunities: Market opportunities characteristics and size should be clearly defined based on market analysis and market measurement. Market analysis provides information about who buy the product's form and who does not, and situations when the product is used and situations when it is not followed by the factors that affect the willingness and ability to buy. This information will be useful for managers in selecting strategies and programs to increase the number of users or user level
3. Market success: Marketing managers must understand what is the product's competitive advantage and the necessary marketing spending levels to achieve market success. Through competition analysis, companies can understand who are its competitors, the extent of the intensity of the competition, and what are the advantages that need to be developed in order to compete effectively, confront the competitor brand directly or competitors' class products indirectly.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis:

(Novicevic, Harvey, Autry, & Bond III, 2004) states that the SWOT analysis combines four essential components which include the company's internal situation (Strengths and Weaknesses) and external factors encountered in the environment (Opportunities and Threats). Company should identify four important components to be able to take the lead in determine the right strategy for the company.

The four components of SWOT analysis can be described as follows (David, 2009): Strengths are activities in the company that showed the superiority of the company relative to its competitors. Strengths are special competence that gives company a competitive advantage in the marketplace.

Weaknesses are activities within the company that can hinder the performance of the company. Financial resources, management capabilities and marketing skills can be a source of weakness of the company.

Opportunities are external environment conditions that can benefit the company. The change in technology and the growing relationship between the company and the buyer or supplier are some source of opportunities.

Threats are external environmental conditions that will be harmful to the company's position in the marketplace. The existence of government regulations the new or revised can be a threat to the company's success

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FINDINGS AND DISCUSSION:

Based on the research results, the obtained SWOT table is as follows:

Table 1: SWOT Analysis

<p>Strength</p> <ol style="list-style-type: none"> 1. Have a quality product 2. The products are well known to overseas market 3. Has several variations of the product 4. Having a promotional campaign with a wider range 5. Understanding consumer needs 6. Price according to quality 	<p>Opportunity</p> <ol style="list-style-type: none"> 1. Local government assistance for domestic marketing through exhibition 2. Training for manufacture of the raw material beads 3. Promotion via the Internet 4. Consumer demand for accessories products increases
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<p>Strength = (+) 6 Weakness = (-) 5 Total SAP = (+) 1</p>	<p>opportunity = (+) 4 Threat = (-) 3 Total ETOP = (+) 1</p>

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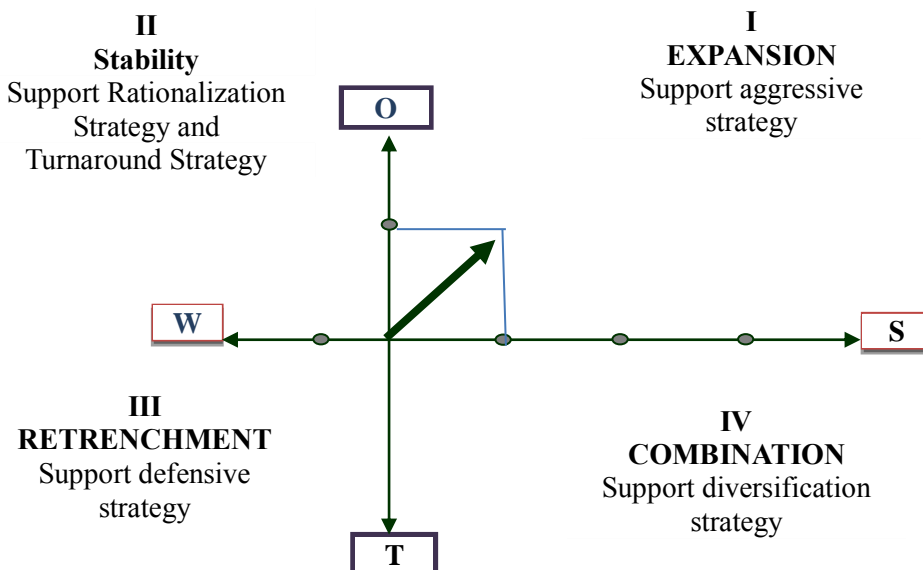


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5. Bukti penerimaan (7 Mei 2017)



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Sun, May 7, 2017 at 9:26 PM

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