

# Development Strategy of Small Industry of Typical Food as Supporting Tourism Sector

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## Development Strategy of Small Industry of Typical Food as Supporting Tourism Sector

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### Abstract

The purpose of this research is to formulate the development strategy of the small industry of tamarillo processed typical food in Kejajar District that faces the marketing obstacles, the simple technology, and the lack of capital. This research also aims at analyzing the position and the development strategy of tamarillo processed product as the typical food from Dieng Plateau. The SWOT analysis is used at the first stage and the Ansoff Matrix analysis is used at the second stage. The result of SWOT analysis indicates that the position of small industry is in quadrant II, which supports the growth strategy through horizontal integration. The strategy can be implemented by cooperating with the similar small industries and the Department of Tourism and Culture of Wonosobo Regency for marketing. The Ansoff Matrix analysis indicates that the position of tamarillo processed product is seen as the new typical food in Kejajar District, so, the main strategy for the small industry is market development strategy to increase the market share and to create the brand image to the tourists.

**Key words:** Small Industry, Tamarillo, Development Strategy, SWOT Analysis, Ansoff Matrix

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## INTRODUCTION

Tourism sector is one strategic sector in the national economy development that the government has just realized recently as the potential sector for the economic driving force. Indonesia with various tourism attractions has been able to attract both the Indonesian and foreign tourists' visit. The foreign exchange endowment from the tourism sector is great enough that is US\$12.23 billion, which is at the fourth stage with its growth of 9.49% in 2015 (The Ministry of Tourism, 2016).

Central Java Province is one tourism destination region having a lot of potencies. From 88 of the National Tourism Strategic Areas (KSPN) determined by the central government via the Government Regulation No. 50 of 2011 on Master Plan of National Tourism Development in 2011 - 2025, four KSPN are located in Central Java.

Based on table 1, KSPN Borobudur and Dieng Plateau have the high visit of tourists with the average of growth over 250,000 people. Both similarly offer the tourism charm of heritage and culture. The difference lies in the location, in which Dieng Plateau is located in the height of 2000 mdpl. Besides, the tourism area has the atmosphere of cool plateau surrounded by the hills and also accompanied by the crater and the lake, which

are the specific attraction for KSPN Dieng Plateau. Administratively, KSPN Dieng Plateau is located in two regencies, Wonosobo and Banjarnegara.

Based on table 2, since the last five years, most of the tourists' visit in KSPN Dieng Plateau is those visiting the tourism object administratively located in Wonosobo Regency. The highest percentage is in 2015 of 72.57% or 926,601 people.

Broadly speaking, the purpose of the establishment of the Government Regulation No. 50 / 2011 is the preparation for making an area as the prime mover through each potential it owns. The final result expected is the growth of the local community's economy activities such as the Micro, Small, and Medium Enterprises (MSMEs) that may increase the job opportunities and the local community's income.

The development of tourism sector will bring multiplier effect; all sectors related to the tourism activities have relatively great effects on the multiplier effect, whether the output, the household income, and the workers (Arianti, 2014: 195). In Keajar District, which is the location of KSPN Dieng Plateau, there has been a typical food small industry developing fast of based in the domestic resource, which is made of the local raw material and is processed by the local workers.

**Table 1.** Number of Tourists in KSPN of Central Java Province in 2011-2015

Year	Borobudur	Dieng Plateau	Sangiran Museum	Karimunjawa National Park
2011	2,179,281	270,477	130,563	42,131
2012	3,013,993	427,747	317,707	67,338
2013	3,363,763	435,830	427,504	70,940
2014	3,376,304	720,360	180,672	79,750
2015	3,578,387	1,276,796	197,073	92,115
Average of growth	9.777	251,580	16,628	12,496

Source: Bureau of Culture, Youth, Sport, and Tourism of Central Java Province, 2016

The small industry is a part of the people's economy sector in which the business activities are conducted by the common people in self-

help by managing the economy resources attempted and controlled ... (Hariyadi, 2003 in Dwiyanti and Sebayang, 2017: 122).

**Table 2 .** Number of Tourists in KSPN Dieng Plateau according to the Regency in 2011-2015

Year	Wonosobo Regency (Dieng <i>Wetan</i> / East Dieng)		Banjarnegara Regency (Dieng <i>Kulon</i> / West Dieng)	
	2011	149,627	55.32 %	120,850
2012	254,067	59.40 %	173,680	40.60 %
2013	308,423	70.77 %	127,407	29.23 %
2014	396,710	55.07 %	323,650	44.93 %
2015	926,601	72.57 %	350,195	27.43 %

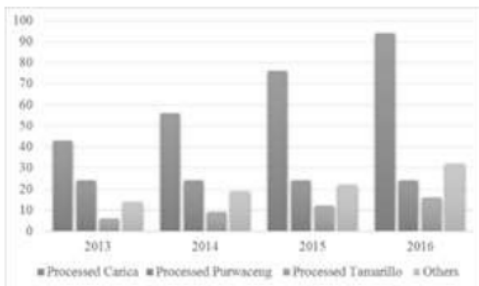
Source : Bureau of Culture, Youth, Sport, and Tourism of Central Java Province, 2016

According to Mubyarto (1997: 6) in Rusdarti (2011: 116), the people's economy in the simplest subject matter context can be defined as a strategy "to survive" that is developed by the poor people either in villages or cities through independent efforts and conducted in small capital or self-help way. Besides, the typical food small industry in Keajar District is also the supporting sector for tourism, in which the tourists usually bring the traditional typical food of a tourism area as the gift, and it is still conducted and even has been a habit.

The development of typical food small industry in Keajar District can be seen from the growth of MSME amount listed in the Bureau of Trade and Cooperation and the Small and Medium Enterprises in Wonosobo Regency.

Based on figure 1, it indicates that typical food small industry is the domination of MSMEs of food types in Keajar District of 83.91% in 2013, 82.41% in 2014, 83.58% in 2015, and 80.72% in 2016. Whereas MSMEs of non-typical food include the small industries producing tempeh chips, taro chips, potato chips, cookies, sponges, processed meat and repackaged business.

On the other side, of those three manufactured small industries as the MSMEs' typical food having produced various kinds of typical food with the value added, the following will explain the local agricultural production manufacture that have become the typical food of Dieng Plateau tourism area.



**Figure 1.** Amount of MSMEs of Food Based in Manufactured Raw Materials in Keajar District in 2013 – 2016

Source: Bureau of Trade and Cooperation, and SMEs in Wonosobo Regency, 2017 (processed)

## RESEARCH METHODS

Processed carica; carica is one commodity of fruits that is not easy to find in other areas but grow fertile in Dieng Plateau. The harvested area of commodity of carica fruit is the widest in Keajar District of 43.023 Ha with the total production of 18,338 Kw (Central Bureau of

Statistics, 2018). Through the small industry, carica is utilized by the local community to be the typical food in the form of sweets, taffy, jam, chips and carica in syrup.

Processed purwaceng; purwaceng in Dieng Plateau is the original habitat of the plant, which is also included in the rare plants because purwaceng only can grows well in the plateau like in Dieng Mount with the height of  $\pm 2,000$  mdpl (Djazuli, 2011: 148). It is nutritious like ginseng and has specific spicy taste. It has been utilized by the local community through the small industry as the herbal medicine such as the original purwaceng in the form of tea, powder, and capsule. Besides, there is also the instant purwaceng with various tastes those are original, coffee, and milk.

Processed tamarillo is the product diversification of typical food of Dieng Plateau developing these recent several years. According to the data published by the Central Bureau of Statistics of Wonosobo Regency, in 2012 the increase in harvested area of carica is 0.86% (42,657 Ha to be 43,023 Ha), with the total production of carica fruits of 18,338 Kw or almost three times of the previous year of 6,900 Kw (Local Statistics of Kejajar District Area., 2016).

The sweet sour taste of the fruit makes it utilized by the local community to be the typical food product in the forms of syrup, jam, chilli paste, taffy, and carica in tamarillo syrup. On the other side, tamarillo has the similar important benefit for health that is the pro-vitamin A contents that is good for eye health and vitamin C for treating canker sores and deep heat and also increasing the body endurance. Besides, the anthocyanin contents of tamarillo included into the flavonoid class

is one of antioxidants useful to prevent the cancer and the high fiber of the fruit is useful to facilitate the digestion (Astawan, 1997) in Arinaldo (2011:1).

Based on the initial observation and the interview with the actors of the small industry actors of Dieng Plateau typical food in Kejajar District, the number of small industry of typical food there develop very fast along with the development of tourism sector in Dieng Plateau. However, all this time, the most popular typical food does not only exist in Wonosobo Regency, but also has reached the outside of the region and has had the wide market share and the good system of marketing management, which is carica typical food. Being popular and easy to get in other cities is one of the requirements that are enough to explain that carica typical food is superior; likewise, purwaceng typical drink has also started to be distributed to the foreign countries like Malaysia and Brunei.

On the other side, carica and purwaceng is the icon of Wonosobo Regency, so it is no longer strange to hear that the tourism in Wonosobo is identical with the Dieng's carica and purwaceng, moreover, since the commodity has been patented based on the geographical indication of the Directorate General of Intellectual Property in 2012.

While the various tamarillo processed food such as syrup, jam, chilli paste, and taffy as the typical food product of Dieng Plateau tourism area have not been popular yet like carica and purwaceng processed typical food. Based on the interview with the internal party of tamarillo processing small industry in Kejajar District before the research, the main problem faced by the tamarillo processed food actors is in the marketing process, considering that the typical food is newer rather than carica and purwaceng. Besides, the technology applied is

still simple and it is still lack of capital. Three small industries are even found finished producing and move to produce another processed food, whereas thirteen small industries still keep surviving and producing but most are based on the order.

Viewing such conditions, it requires the appropriate strategic planning for the development and the sustainability of the small industry of tamarillo processed typical food in Kejajar District. The industry development process is also necessary to implement in integrated way and related to each other among the micro, small, medium, and big industries (Tambunan, 2003) in Wiyadi (2015: 78). This aims at making the whole components of industries be able to grow and develop together. Besides, it is expected that in the long term it can create the new market opportunity either in the domestic or international level, increase the job opportunity, create the added value, and increase the industry competitiveness (Wiyadi, 2015: 78).

The development of typical food small industry has a very good prospect because it is supported by some factors as follows: 1) the popularity of various typical food product of a tourism area will be one attraction for the tourism destination, 2) the promising market opportunity will make the number of tourists visiting Dieng Plateau grows higher every year, 3) the potential resource of tamarillo in Wonosobo has not been utilized optimally, 4) tamarillo is useful for preventing the cancer from the anthocyanin contained in the fruit.

Along with the effort to increase the people's economy around the tourism area and with the role of typical food small industry as the supporting tourism sector, the

government's support both through its policies and programs is very required. The appropriate industrial development strategy is when the tamarillo processed small industry in Kejajar District is able to utilize its strength to overcome the weakness and to be able to take the opportunity and to avoid the threat.

Therefore, this research aims at formulating the development strategy of the small industry of tamarillo processed typical food as the supporting sector for tourism sector in Kejajar District and at analyzing the position and development strategy of tamarillo processed product as the typical food of Dieng Plateau tourism area.

## RESULTS AND DISCUSSION

The small industry actors of tamarillo processed typical food in Kejajar District are included in the productive age group of 27 – 51 years old.

The majority of the small industry actors are dominated by the age group of 42 – 46 years old with the percentage of 38.46%. The small industry is dominated by the age group of 3 – 5 years old with the percentage of 61.54%.

Based on the education level graduated, the majority of the small industry actors of tamarillo processed typical food in Kejajar District is dominated by the Elementary School education level with the percentage of 61.54%.

Based on the grouping of MSME types, 30.77% of the small industry employs 6 – 7 workers, 15.38% employs 8 – 9 workers, 15.38% employ 10 – 11 workers, and 7.69% or only one small industry employs 12 – 13 workers. The status of business ownership on the small industry in Kejajar District between the private and group business is almost equal, in which 53.85% is the industry with the group status of

business ownership and 46.15% is that with the family status of business ownership.

Based on the analysis result of internal-external environment of the small industry of tamarillo processed typical food in Kejar District, there are some strategic factors in the form of strength and weakness and also in the form of opportunity and threat. Afterwards, the weighting and rating are conducted in each strategic factor to find the average weighting value and the average rating. Based on the weighted value (the average weight x the average rating) from each strategic factor, it can find the main strength, weakness, opportunity, and threat of the tamarillo processed typical food small industry in Kejar District. The analysis result of IFE and EFE matrix of the small industry of tamarillo processed typical food can be seen in table 3 and table 4 as follows. There are

some differences between the result of this research and that of the previous ones, which similarly perform a research.

Dewi (2006: 122) stated that the main strength of the carica processed small industry in Mojotengah District is that the product has an image as the typical food of Wonosobo Regency. It is in accordance with the main raw material of carica that notably is the specific fruit from Dieng Plateau.

The research result of Permadi (2015: 42) stated that the main strength of carica processed small industry in Wonosobo Regency is that the industry location is near the market. Besides, the interview with the tourists indicate that 75% respondents know about carica processed product as the typical food of Dieng Plateau and have ever consumed it, while only 25% respondents know about tamarillo processed product.

**Table 3.** IFE Matrix of Small Industry of Tamarillo Processed Typical Food in Kejar District

Internal Strategic Factors	Average weight	Average rating	Weighted Value
<b>S Strengths</b>			
1 Skilled and reliable local workers	0.087	4.00	0.348
2 Good enough task coordination between owner and workers	0.073	3.67	0.268
3 Specialization of work in production	0.089	4.00	0.356
4 Quality of product in accordance with consumers' taste	0.082	3.67	0.301
5 Product having license from Bureau of Health of Wonosobo Regency	0.103	4.00	0.412
6 Tamarillo fruit has a lot of nutritions	0.072	3.67	0.264
7 Strategic location of small industry	0.088	3.33	0.293
Amount of weighted value of strengths			2.242
<b>W Weaknesses</b>			
1 Ineffective promotion activities	0.087	1.00	0.087
2 No written contract with partner of trade	0.067	1.33	0.089
3 Incomplete labeling	0.096	1.33	0.128
4 Limitation of capital	0.079	1.67	0.132
5 Availability of bottle package difficult enough to find	0.078	1.67	0.130
Amount of weighted value of weaknesses			0.566
Total of IFE	1.000		2.808

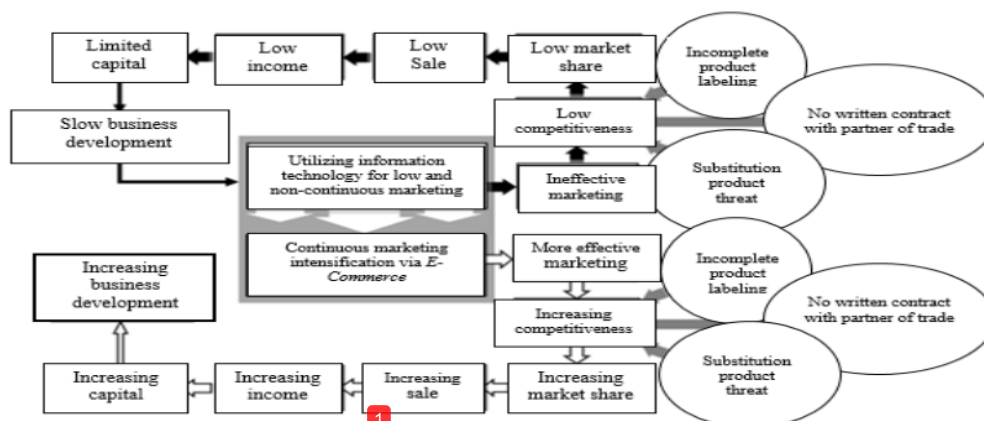
Source: Primary data, processed

On the other side, the raw material used by the small industry in this research is not the specific fruit of Dieng Plateau. Tamarillo is not only found in Dieng Plateau, but can also be found in Temanggung and Magelang. While Bogor and Medan are the regions that have previously conducted the industrialization of tamarillo. In spite of this, tamarillo processed product in the small industry in Keajar District has various types of processed product and can be the attraction for Dieng Plateau tourism. Besides, the quality of product guaranteed by the license from the Bureau of Health of Wonosobo Regency is the main strength for developing the business.

According to Prasetyo (2008: 10), the limited capital is the main problem for the small industry, but not always be the first problem. Despite the small industry has limited capital, if the production is sold out in the market and most of the benefit can be used as the rotating capital, automatically the limited capital problem can be handled.

However, besides having limited capital, the small industry of tamarillo processed typical food in Keajar District still has low market share due to the ineffective marketing activities. The following will explain the problem linkage faced by the small industry of tamarillo processed typical food and also the strategy offered in figure 2.

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**Figure 2.** Circle of Problems of Small Industry of Tamarillo Processed in Keajar District and Strategy Offered

Source: Primary data



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is marketing. According to Manalu (2008) in Puspitasari et.al., (2013:173) the strategy of marketing by performing the promotion policies will affect the volume of sale and in the marketing strategy, it needs to concern the selecting the appropriate media in accordance with the product. Therefore, the integration forward by utilizing the information technology of internet as the media of marketing (E-Commerce) is considered to be more appropriate for the condition of small industry today due to the more affordable cost. In performing the strategy, it needs to underline that besides conducted intensively and continuously, promotion also has to pay attention on the market share culture to be addressed

**Table 4.** EFE Matrix of Small Industry of Tamarillo Processed Typical Food in Kejajar District

External Strategic Factors		Average Weight	Average rating	Weighted value
No	Opportunities			
1	Supporting economy condition	0.085	3.67	0.312
2	Increasing number of tourists visiting Dieng	0.075	4.00	0.300
3	Tourists' habit in bringing typical food of a region as gift	0.084	3.33	0.280
4	Delivering job training and guidance by related bureau	0.092	3.33	0.306
5	Cooperation with related institutions on promoting local typical food product	0.092	3.33	0.306
6	Easier access to capital loan	0.081	3.33	0.270
7	More development of technology offering production activity and effective marketing	0.102	3.00	0.306
	Amount of weighted value of opportunities			2.080
T	Threats			
1	Fluctuation of main raw material	0.087	2.67	0.232
2	Farmers' low interest in planting tamarillo	0.098	3.67	0.360
3	Game prices of raw materials by middlemen	0.080	2.00	0.160
4	Tamarillo processed substitution product	0.063	2.00	0.126
5	Small obstacle to enter small industry	0.061	1.67	0.102
	Amount of weighted value of threats			0.980
	Total of EFE	1.000		3.060

Source: Primary data, processed

Second, establishing a cooperation with the Bureau of Tourism and Culture of Wonosobo Regency by giving 'welcome food' to the tourists visiting the tourism object and promoting the product via the bureau's website, as stated by Kuncoro et.al (1997) quoted from Kuncoro (2014: 422) about partnership in accordance with the potency and characteristic of the region. The concept of partnership strategy with the tourism role based in MSMEs can be conducted as the step of modernization and elimination of the small industry's weakness that is marketing.

Both strategies will imply in the increasing market share of tamarillo processed product as the typical food of Dieng Plateau tourism area that ends in the increasing sale so that the income and the capital will increase.

The local economy condition in Wonosobo Regency is the external factor greatly supporting the small industry development of tamarillo processed typical food in Kejajar District. Moreover, the small industry located in Dieng Plateau Area makes the tourism climate also greatly affect the small industry sustainability. As stated by WTTC (2016: 11) that the income of food sale as the result of direct purchase from the tourists is one direct impact of tourism activity. Therefore, the better local economy accompanied by increase in people's purchasing power is a condition that should be maintained and even improved.

The local economy development through industrialization of tamarillo is one respond of the local community to the tamarillo resource in Wonosobo area, which is still potential and has not been optimally utilized yet. It is in accordance with the

concept of local development by some researches as quoted by Kuncoro (2014: 293) among others are "Resource Based Industry" by White (1990) in Kuncoro (2014: 295) and "Rural-led Strategy of Growth" by Mellor & Lele (1973) and Mellor (1976); (1989); (1996) that is the rural strategy of growth based on the local resources owned, in which the local resources owned is the agricultural products, therefore, dynamizing the agricultural sector through its relation and strength on the industrial sector may create the more harmonic local development, as the development model of "Agricultural and Structural Transformation Model" by Johnson & Kilby (1975) and "Agricultural Demand - led Industrialization" by Adelman (1984).

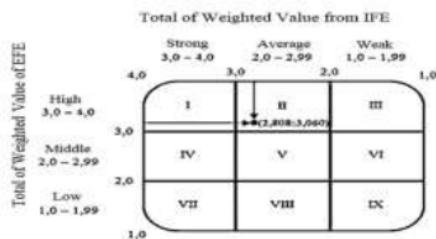
As the time goes by, the demand of tamarillo processed typical food product keeps increasing and popular to the outside of the area. However, today the demand of tamarillo in fresh fruit is higher than its processed product, whereas from the upstream side, the farmers' interest in planting the tamarillo is still low. To minimize the threat, the main strategy that can be performed by the small industry is by integrating to the back and establishing a cooperation that is beneficial to each other.

Besides that strategy, through the agricultural extension, the government takes the role as facilitator to grow the farmers' consciousness on the land use by concerning the sustainable economy. It does not mean that it decreases the planting of agricultural commodity that needs the intensive land management like potatoes, but more on growing the farmers' consciousness on planting the hard root plant in the middle or close to the planted plant. Besides its function as conservation plant, tamarillo plant also has the high sale value with lower treatment cost than the potatoes.

Both strategies aim at increasing the farmers' interest in planting the tamarillo and also have the final purpose as the strengthening effort on the upstream side in supplying the market demand on tamarillo fruit that becomes higher so that the price stability can be reached.

The total of weighted value of IFE matrix is 2.808 that is included in the weighted value for the strength factor amounted 2.242 and for the weakness factor amounted 0.566. This indicates that the internal position of the small industry is in average category. So it can be concluded that in developing a business, the small industry of tamarillo processed typical food in Kejajar District is able to utilize the strength to handle the existing weakness well.

While the total of weighted value of EFE matrix is 3.060 that is included in the weighted value for the opportunity factor amounted 2.080 and for the threat factor amounted 0.980. This indicates that the external position of the small industry is in the high category, so it can be concluded that in developing a business, the small industry is able to well respond the existing opportunity and threat. In other words, the industrial strategy effectively takes the benefit of the existing opportunity and minimizes the possible risk from the external threat.



**Figure 3.** IE Matrix

Source : Primary data, processed

The analysis of IE matrix arranged in a way of plotting the total of weighted value from IFE matrix (2.808) in the x axis and EFE (3.060) in the y axis finds that the position of the small industry of tamarillo processed typical food in Kejajar District is in quadrant II, which has the average internal ability and the high external ability as presented in figure 3.

In such conditions, the small industry of tamarillo processed typical food in Kejajar District still pursues the growth in benefit, sale, market share, and other main purpose, and faces the competitiveness with the more competitive similar industries. Therefore, it would be better if the development strategy of small industry is controlled by the concentrated strategy through horizontal integration.

Based on the analysis of SWOT matrix, it may present some alternatives of development strategy of the small industry of tamarillo processed typical food in Kejajar District as the supporting factor of tourism sector in the following table 5.

It is the formulation of development strategy of the small industry of tamarillo processed typical food in Kejajar District as the supporting factor for tourism sector in Dieng Plateau. Based on the analysis result of IE matrix, it indicates that position of the small industry is in quadrant II (concentrated strategy through horizontal integration) and is the alternative strategy offered by the SWOT matrix, so the best strategy to apply is establishing the cooperation with the actors of the similar small industries and the Bureau of Tourism and Culture in Wonosobo Regency. The strategic implementation can be conducted with the following steps.

The first is establishing an association of the actors of tamarillo processed small industry in Kejajar District aiming at increasing the joint product marketing activities and the wider market share mastering.

**Table 5** .SWOT Matrix

<p>Internal Factors</p> <p>External Factors</p>	<p>Strength - S</p> <p>Skilled and reliable local workers</p> <p>Good task coordination between owner and workers</p> <p>Specialization of work in production</p> <p>Quality of product in accordance with costumers' taste</p> <p>Products has license from Bureau of Health of Wonosobo Regency</p> <p>Tamarillo fruit has a lot of nutritions</p> <p>Strategic location of small industry</p>	<p>Weakness - W</p> <p>Ineffective promotion activity</p> <p>No written contract with partner of trade</p> <p>Incomplete labeling</p> <p>Limited capital</p> <p>Availability of bottle package difficult enough to find</p>
<p>Opportunities - O</p> <p>Supporting economy condition</p> <p>Increasing number of tourist visiting Dieng</p> <p>Tourists' habit to bring typical food of a region as gift</p> <p>Job training and guidance from related bureaus</p> <p>Cooperation with related institutions on promoting typical food product of tourism region</p> <p>Easier access to capital loan</p> <p>More development of technology offering more effective production activity and marketing</p>	<p>Strategy of S-O</p> <p>Following trainings from related bureaus and optimizing existing distribution channel to market product</p> <p>(S1, S2, S3, O4, O5, O7)</p> <p>Increasing market share by utilizing information technology development to promote product</p> <p>(S4, S5, O1, O2, O3, O7)</p> <p>Establishing cooperation with related institutions like giving 'welcome food' to tourists visiting tourism object</p> <p>(S6, S7, O1, O2, O3, O5, O7)</p>	<p>Strategy of W-O</p> <p>Increasing marketing effort through more effective promotion activity and strengthen product identity by completing product label</p> <p>(W1, W3, O1, O2, O3, O4, O5, O6, O7)</p> <p>Utilizing technology to get information of bottle package supplier</p> <p>(W5, O7)</p> <p>Utilizing capital loan offered by government for business development</p> <p>(W4, O1, O2, O3, O6)</p>
<p>Threats</p> <p>Fluctuation of main raw materials</p> <p>Farmers' low interest to plant tamarillo</p> <p>Game prices of raw materials by middlemen</p> <p>Tamarillo processed substitution product</p> <p>Small obstacle to enter small industry</p>	<p>Strategy of S-T</p> <p>Increasing quality and highlight product's superior that has license from Bureau of Health in competing</p> <p>(S1, S2, S3, S4, S5, T4, T5)</p> <p>Developing new product in existing consumer market</p> <p>(S1, S2, S6, T4, T5)</p> <p>Utilizing close location of business to market</p> <p>(S7, T4, T5)</p>	<p>Strategy of W-T</p> <p>Conducting written contract with partner of trade as effort to fluent rotating capital</p> <p>(W2, W4, T5)</p> <p>Conducting integration to back with suppliers</p> <p>(W5, T1, T2, T3, T5)</p>

Source : Primary Data, Processed

The strategy is along with a research conducted by Hamid and Susilo (2011: 54) on the development strategy of MSMEs in Special Region of Yogyakarta in the transformation acceleration from formation phase to

stabilization phase, which requires any support from all stakeholders such as business association, universities, and related institutions and policies supporting from the Government of Special Region of

YogyakartaSecond is establishing the cooperation with the related institution that is

The Bureau of Tourism and Cultrue as the element of government focusing on the tourism sector is closely related to the product produced by the tamarillo processed small industry as the typical food as the gift from Dieng Plateau tourism area. Through the cooperation, the Bureau of Tourism and Culture is expected to facilitate the association of the actors of tamarillo processed small industry to intensively introduce the product to the tourists visiting by giving 'welcome food'. So the visiting tourists do not only enjoy the tourism destination, but also enjoy the typical food product from the local area. Besides, the Bureau of Tourism and Culture is also expected to participate in promoting the tamarillo processed product as the typical food of Dieng Plateau tourism area via website or social media, considering the role of information technology in tourism world recently cannot be underestimated.

Both steps are the support of the small industry to the tourism sector to Dieng Plateau. The giving of 'welcome food' will give the added value in the form of satisfaction and positive experience to the tourists' visiting to Dieng Plateau, considering that tourism industry is an industry selling the service and experience of beauty, safety, and comfort of the tourism destination offered. Besides, in the tourism industry, at least there are three main elements those are something to see, something to enjoy, and something to buy. Here the presence of the small industry of tamarillo processed typical food completes the third element of tourism industry.

Besides aiming at increasing the marketing activities, the association establishment can also be utilized to

the Bureau of Tourism and Culture of Wonosobo Regency.

collectively make the glass bottle package, considering that the main and second weaknesses of this small industry are the limited capital of business and the availability of glass bottle package that is difficult to find. This cooperation can be conducted by buying jointly to fulfill the needs of bottle packages in accordance with the capacity of each small industry. This is because the supplier of glass bottle package commonly requires the purchase in big amount.

Analysis of position of tamarillo processed product, the Ansoff matrix can be used to analyze the position or to find in which quadrant the tamarillo processed product as the typical food of Dieng Plateau tourism is according to the tourists visiting. According to Prasetyo (2017: 270), the first thing to examine in the Ansoff matrix is what to sell (produce) and to whom the product will be sold (marketed).

Based on the analysis result of the product position, the Ansoff matrix shows that the tamarillo processed product of the small industry in Keajar District is viewed as the new typical food product for the tourists visiting Dieng Plateau (new product – new market) as shown in figure 4.

		Product	
		OLD	NEW
OLD PRODUCT PROCESS	Penetration 25%		Product Development 1%
	Market Development 19%		Diversification 55%

**Figure 4.** Ansoff Matrix of Tamarillo Product of Small Industry in Keajar District in 2017

Source: Primary data, processed

The research also indicates that 57% tourists saying that they are interested in various tamarillo processed products existing in Dieng Plateau Area, 25% respondents knowing the tamarillo processed product as the typical food of Dieng Plateau (old product - old market), 16% respondents saying that various tamarillo processed products can compete "well" with the previous typical food (carica and purwaceng). Besides, the assessment result of the tourists having consumed the tamarillo processed in Dieng Plateau shows that the product gets 2.18 score in the range of score between 1 - 3. It is over the score of purwaceng processed of 1.98, but still under the score of carica of 2.32.

Analysis of development strategy of tamarillo processed product, based on the internal strength of the small industry of tamarillo processed typical food in Kejajar District and the existing opportunities, the Ansoff matrix can be used to identify the strategic direction of the small industry in the product and market, as presented in the following figure 5.

*Market Penetration* can be conducted by increasing the quality of tamarillo processed product that is the use of glass bottle package in the syrup product, the use of glass totes package in carica product, tamarillo in syrup, and more modern technology in producing tamarillo taffy. These are conducted as the effort to lengthen the productive period or to make the product sustainable. The increase in the quality of product is focused on to increase the product sale to the tourists visiting Dieng Plateau. This strategy can be conducted by establishing a cooperation with the Bureau of Tourism and Culture of Wonosobo Regency through the giving of 'welcome food' to the tourists.

*Market Development* can be conducted by the small industry that aims at reaching wider market and creating product brand image to the tourists, considering the information technology getting fast and various facilities provided, one of which is utilizing E-Commerce.

		Products	
		Old	New
Old Market New	Old	<b>Market Penetration</b> Increasing quality of product and focusing on tourists' market in Dieng Plateau Establishing cooperation with related institutions like giving 'welcome food' to tourists visiting to tourism object	<b>Product Development</b> Development of new product: Tamarillo in Syrup Tamarillo in Syrup has icon attached to tourists Completing product label
	New	<b>Market Development</b> New distribution channel to Temanggung, Kendal, Tegal, Bogor, Tangerang, Makasar, Medan, and Bogor Utilizing information technology (E-Commerce) to enter new market segment	<b>Diversification</b> Creating new product: tamarillo rind extract in tablets

**Figure 5.** Ansoff Matrix of Small Industry of Tamarillo Processed Typical Food in Kejajar District

Source: Primary data, processed

Besides, the opportunity of developing the market to other region is getting wider based on the information of the tourists coming from Temanggung, Kendal, Tegal, Tangerang, Makasar, Medan, and Bogor saying that the region has opportunity to develop the market.

Product Development can be conducted by the small industry after having enough capital and reliable distribution channel. The development strategy of product is by participating in producing the tamarillo processed product in the new form or competition that is tamarillo in syrup. It is because the product of syrup has an icon attached to the tourists as the typical food for the gift from Dieng Plateau, Wonosobo, like the previous typical food, carica in syrup. Besides, the product labeling should be strengthened by highlighting the superiority and nutrition of tamarillo by inserting the product nutrient content on the package.

Diversification can be conducted by the small industry after really having strong capital and modern technology supports. According to Gupta (2015: 72), determining Research and Development (R&D) section is the best strategic decision in performing the product improvisation. The product improvisation here is the diversification of tamarillo processed product from the previous one in the form of typical food product to be the herbal medicine product that is the tamarillo extract in tablets. Besides, the old product in the form of liquid is the obstacle in developing the market and all this time the tamarillo waste has not been utilized, whereas the anthocyanin content in tamarillo is nutritious for preventing the cancer (Astawan, 1997) in Arinaldo (2011: 1).

Therefore, the presence of R&D section is also a must, considering that the product

produced has different characteristics and different market segment with the old product.

Based on the result of research on the analysis of product development by concerning the strength factor that is more than the weakness factor ( $2.242 > 0.566$ ) and the opportunity factor that is more than the threat factor ( $2.080 > 0.980$ ), the first and the main development strategy of tamarillo processed product as the typical food of Dieng Plateau tourism area is market development strategy. After it has been successful to implement and the small industry has had wide market share, the marketing distribution channel has been reliable, and the capital has been enough, the small industry may conduct the product development strategy. While the last requirement to conduct the diversification strategy is that the small industry should have R&D section.

## CONCLUSION

The development strategy of the small industry of tamarillo processed typical food in Kejar District as the supporting factor for tourism sector in Dieng Plateau can be conducted by establishing an association of the actors of tamarillo processed small industry and also by establishing a cooperation with the related institutions like the Bureau of Tourism and Culture of Wonosobo Regency through promoting the product by giving 'welcome food' to the tourists visiting and E-Commerce.

The position of tamarillo processed product of the small industry in Kejar District as the typical food of Dieng Plateau tourism area is viewed as the new product for the tourists visiting. While the development strategy of product that can be conducted by the small industry is as follows. The first and the main strategy is conducting the market development that aims at reaching the wider market and

creating the product brand image to the tourists. After the strategy has been successful to implement and followed by the business development, the small industry may perform the development strategy of product and the diversification strategy for the business sustainability and also support the tourism sector in Dieng Plateau.

It is in accordance with Andersson (2017) who stated that food industry and tourism is always integrated. This industry has encouraged the interest of tourism service producers and the management organization in the last few years. In some scientific research, food tourism is something that has been developing. This opinion is impressed by Lay (2017) that in tourism industry, food industry has been conceptualized as one element (together with nature, cultural site, shopping facility, transport, accommodation, and entertainment) that gives contribution to the branding of tourism object.

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