

# Analysis Of Small Industries Development Strategy Craft "Cindogo" (Case Study Center Industry In The Small Village Crafts Cindogo District Tapen Bondowoso).

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## Abstract

The purpose of this study is to formulate and establish strategic business development Small Industries brass with craft using survey research methods (survey research) with research subjects is entrepreneur and expert in-house brass handicrafts small industries "Cindogo". To identify aspects of management strategies rather than internal and external environment into force (strength), weakness (weakness), opportunities (opportunity) and threats (threat) for the development of brass handicrafts small industries "Cindogo" (detailed research purposes), using the matrix factors external strategy (external strategic factors Analysis Summary / EFAS) and internal strategy matrix factors (internal strategic factors Analysis Summary / IFAS). The results of the study include the focus of its growth strategy, small industries handicraft brass "Cindogo" Tapen district, regency should do strategy Play

**KEYWORDS:** STRATEGY, BUSINESS DEVELOPMENT, INDUSTRIAL SMALL CRAFT.

## 1. INTRODUCTION.

Development and growth of small and medium enterprises (small and medium businesses) is one of the crucial driving force for economic growth. One of the characteristics of the dynamics and performance of the economy with high growth rates in the countries of East and Southeast Asian countries are known for Newly industrializing countries is the performance of small and medium businesses it is highly efficient, productive, and have a high level of competitiveness. small and medium businesses in those countries are very responsive to the policy of his government's policy in private sector development and economic growth in export oriented (R. Badrinath, 1997) (1).

Suwarsono (1994: 22) [2] said that the analysis of the external environment should not be until fall to try to analyze as many variables as possible. Therefore, the external environment will only cover variable variable analyzed government, competitors, and suppliers. In addition to the analysis of external environmental factors, companies also need to conduct an analysis of the internal environment For that it is important to analyze the environment will inevitably affect the business's bags and luggage. According to Pearce and Robinson (2007, 84) [3], A host of external factors influence a form's choice of direction and action and, ultimately, its organizational structure and internal processes. These factors, wich extend constitute the environment, can be dividend in to three interrelated Subcategories: factors in the remote environment, factors in the industry environment and factors in the operating environment. The remote environment comprices factors that originate beyond. , And Usually irrespective of, any single firm's operating situation: (1) economic, (2) social, (3) political, (4) technological, and (5) ecological factors (Erez, M. and F. Kanfer, 1983) [4],

According to Idrus (1997, 18-19) [5] planner (strategist) should also be Able to measure the strategic advantage (SA)-Organizations of the strengths and weaknesses and their business strategy portfolio. SA can be used as a 'flagship' of the organization Compared to its rivals. Furthermore Idrus (1997) said the strategic plan, should be Able to take into account changes in the external environment that provides 'opportunities' and 'threats-treat' in the organization

Small industries brass handicrafts "Cindogo" in the regency is divided into 12 units of concentrated effort Cindogo Village, District Tapen, with annual production value reached Rp. 253 500 000, -. While the price offered varies, depending on the size and complexity of manufacture form. Based on the observation in a number of storefronts, prices range from Rp. 10.000, - to Rp. 1,000,000 per fruit (Jawa Pos - Radar Jember, Tuesday, December 2, 2003). (6) Based on these reasons, then it is time small industries brass handicrafts "Cindogo" formulate and establish precisely about their business development strategy. Formulation and determination of this strategy is very important in order to be able to detach from the small industries complex fundamental issues related to the realization of their business development. On the other hand, the focus of discussion that led to the

development of enterprises, especially for brass handicrafts small industries "Cindogo" so far has not been intensively tilled, whereas it is very strategic factor for the success of industrial enterprises in the era of an increasingly competitive and turbulent (Brown and Butler, 1997). (7), Brown and Butler (1997) (7) the results of research suggests that business development is one strategy that can be applied to small industries for release from isolation and limited resources is often the limiting factor for the revitalization of the industry. While CSIS Sjafrizal in Analysis, Volume XXIV, No.. 5, Sept.-October 1995 suggests that the formulation and establishment of business development strategy is very important as a basis for consideration in the formulation of policies that need to be done to expand its business in the future.

Tri reksani in Mind, 13 September 1997 (8) explained, that most of the small industries generally lack the skills and knowledge on how to increase the value-added products, the efficiency of production processes and marketing network products. This will narrow the opportunities to increase the share of profits even though the number of products sold increased. Despite having a fairly strong durability, sustainability must be recognized happens because this sector is fragmented, has a very varied customer segments and tends to benefit by geography, which makes these products acquire natural protection, because no affordable markets served by innovation products of large-scale industry.

## 2. METHODS.

The study was conducted with survey research methods (survey research) with research subjects is entrepreneur and expert in-house brass handicrafts small industries "Cindogo". (Masri Singarimbun and Sofian Effendi, 1995). (9).

Based on the research objectives have been established, it is necessary to analyze the data collected. To identify the aspects of management strategies than internal and external environment into force (strength), weakness (weakness), opportunities (opportunity) and threats (threat) for the development of brass handicrafts small industries "Cindogo" (detailed research objectives 1) , using a matrix of factors external strategy (external strategic factors Analysis Summary / EFAS), Freddy Rangkuti : 2006, (10) and internal strategy matrix factors (internal strategic factors Analysis Summary / IFAS). Freddy Rangkuti ; 2006.(10)

To determine the position of business development unit of brass handicrafts small industries "Cindogo", by analyzing the Market Growth Rate (Market Growth Rate) and The Market Relative (Relative Market Share) (the purpose of detailed study 2), managers using the BCG Matrix plotted each of company's business according to the marketing growth rate and relative competitive position. According to Pearch Robinson (2007) (11). The Market Contsuting Group (BCG) pionered and approach called port folio techniques that attempted to help managers "balance " the flow of cash resources among their various business while also identifying basic their strategic purposes with the .port folio. To define the development strategy small industries brass handicrafts "Cindogo" using SWOT matrix analysis, taking into account the Strategic External Factors Analysis Summary (EFAS) and Internal Strategic Factors Analysis Summary (IFAS) which has

■ Tingkat Pertumbuhan Pasar bisa dihitung dengan formula sebagai berikut:

$$\text{Market Growth Rate} = \frac{\text{Industry Sales Volume Year N} - \text{Volume Industrial Sales. Year N-1}}{\text{Industry Sales Volume Year N-1}}$$

v Relative Market share can be calculated by the following formula:

$$\text{Relative Market Share} = \frac{\text{Industry Sales Volume Year N}}{\text{Main Competitors Sales Volume Year N}} \times 100\%$$

## 3. RESULTS AND DISCUSSION.

Internal and External Environment Analysis Industry Small Craft Brass "Cindogo", Cindogo Village, District Tapen, regency - SWOT Analysis Matrix.

The existence of an industry, not least small craft industries brass "Cindogo", Cindogo Village, District Tapen, regency, in a system is affected by the surrounding environment, which includes both the internal environment (internal environment) and external environment (external environment). The influence of internal and external environment will impact on the policies and strategies that will be taken. The occurrence of changes in the internal environment will affect the strength (strength) and weakness (weakness), and changes in the external

environment as well as will give effect to the potential for the creation of opportunities (opportunity) and threats (threat).

Building on the above circumstances, the small craft industries brass "Cindogo", Cindogo Village, District Tapen, regency expected to anticipate the changes through strategic decision-making. Value of each strengths and weaknesses of the development of small industries handicraft brass "Cindogo", Cindogo Village, District Tapen, regency can be detailed as follows:

### 1. internal Environment

<b>Strength</b>		
<b>No.</b>	<b>DESCRIPTION</b>	<b>Value Score</b>
1	main and auxiliary raw materials for the manufacture of brass handicrafts "Cindogo" like brass, paint, brushes, etc. fairly easily obtained and widely available around the business location at affordable prices or in other words, not at all dependent on overseas suppliers.	4
2	The equipment used to make brass handicrafts "Cindogo" fairly simple (manual) and the use of human labor (labor intensive). Equipment to produce handicrafts brass "Cindogo" is fairly easy to obtain and are widely available around the business location at affordable prices or in other words, not at all dependent on overseas suppliers.	4
3	The labor allocated to producing handicrafts brass "Cindogo" can come from inside and / or outside the family. Allocated manpower available in the vicinity of many businesses. .	5
4	Quality brass handicrafts "Cindogo" was considered quite good when compared to brass handicraft products from Kalisat district, Jember. Number Value Score	3
Mean Value Score		<b>16/4 = 4,00</b>

<b>Weakness</b>		
<b>No.</b>	<b>DESCRIPTION</b>	<b>Value Score</b>
1	Craftsman brass "Cindogo" generally low level of formal education, which varies from SD (57%), middle (35%), high school (8%). Low levels of education will affect the mastery of science and technology so innovative power / renewal tends to also lower. Consequently brass craftsman "Cindogo" Cindogo Village, District Tapen, regency relatively less capable of accelerating and adapting to the dynamics and demands of the consumer / market.	4
2	brass handicrafts "Cindogo" produced to date has not changed (modified) or fixed product design, both in form and tone.	5
3	Craftsmen brass "Cindogo" Cindogo Village, District Tapen, the regency is experienced enough to manage their business (on average experienced > 5 in managing their business), but in the low category skills to manage their business, especially in conducting periodic recording of the financial aspects of the business.	3
4	Innovation and entrepreneurial spirit craftsman brass "Cindogo" categorized as very low. This situation can be seen from the absence of brass craftsman "Cindogo" Cindogo Village, District Tapen, the regency were diversified product (usually brass handicrafts "Cindogo" produced a kind or fixed).	5

<b>Weakness</b>		
<b>No.</b>	<b>DESCRIPTION</b>	<b>Value Score</b>
5	In the sector capitalization, craftsmen brass "Cindogo" in village Cindogo, Sub district Tapen, regency Bondowoso generally weak, whereas this aspect very determines the success its marketing. The low capital owned businesses reflects a weakness to market their products further, because venture capital have a significant effect on the business of marketing.	4
6	Weak capital aspect in circles craftsmen brass "Cindogo" in village Cindogo, Sub district Tapen, regency Bondowoso associated with the weak access against institutions financial (credit institutions) nor the difficulty collateral, in addition to lack of opportunity or opportunities who given to craftsmen such. Lack of access to financial institutions are highly correlated with the interest of adding capital in order to expand the reach of its marketing.	5
7	In the expand-introduce its product, small industry handicrafts brass "Cindogo" in village Cindogo, Sub district Tapen, regency Bondowoso until today assessed still very passive (very rarely or maybe not be never introduce their products, either passing exhibition development or Bondowoso Outlet, as well as the rarely once or maybe not be never use sales reps effectively for market its products into other areas.	4
Number Value Score		<b>30</b>
Mean Value Score		<b>30/7 = 4,29</b>

Furthermore, the value of each opportunity and threat of development of small industries handicraft brass "Cindogo" Cindogo Village, District Tapen, regency can be broken down as follows:

## 2. External Environment

<b>Opportunity</b>		
<b>No.</b>	<b>DESCRIPTION</b>	<b>Value Score</b>
1	The development of the regency population from year to year continues to increase, with an average population growth rate of 0.78% per year. This phenomenon indirectly will be an opportunity for business development. It stands to reason, because of the high number of residents who will have a significant effect on the existence of the industry to develop its business, the industry is no exception for small craft brass "Cindogo" Cindogo Village, District Tapen, regency.	3
2	Technology is one of the variables or aspects that play a role in improving the competitiveness of the industry. Changes that lead to advances in technology affect the quality and quantity of industrial products are developed. Industry in an effort to develop its business is heavily influenced technology. From the research, Ayres, as set out in his book <i>The Wealth of Nations: Technological Forecasting and Social Change</i> (1988), by comparing the results of the study Kendrick (1973), Denison (1974), and Christensen, Cunnings, and Jurgenson (1983), that technology has contributed most to the growth rate of industrial productivity, which ranges from 44-72%. While the contributions made by capital ranges between 18-42%, while the quality of	4
	work contributes to the lowest, which is 10-18%. In This gender-plan and implements business development, takes the means of production in the form of a package of technologies that are widely available in the country with a relatively cheap price (not much dependent on technology from abroad). One supporting factor is a partnership that has existed between the brass craftsmen "Cindogo" with universities, either in the	

	form of Applied Research, Community Service (P2M) and Cultural Entrepreneurship Development Program (P2BK).	
3	The growth rate of the faster-moving industry and has led to increasing people's lives. The impact of industrial development has sprouted new values are positive, which can quickly change the attitudes and behavior of a rational society. The construction industry is expected to be able to meet the demanding needs of the community in the form of jobs and working conditions unpleasant. This situation is a good opportunity for the community Bondowoso, especially for the business community about the location (village Cindogo, District Tapen), due to the development of small industries positive impacts can be felt, that is able to provide employment and increase family income (better business)	4

<b>Opportunity</b>		
No.	DESCRIPTION	
4	regency government policies aimed at expanding the reach of marketing for agro-products have been used by craftsmen brass "Cindogo" Cindogo Village, District Tapen, regency, such as guidance and counseling, education and training, as well as engage in industrial products exhibition development.	3
Number Value Score		<b>14</b>
Mean Value Score		<b>14/4 = 3,50</b>
<b>Threat</b>		
No.	commentary	Value Score
1	The existence of a kind of brass handicrafts products Kalisat district, Jember	2
2	Possible emergence of new competitors who produce similar products, mainly brass handicraft products from Jember regency of East Java province even as a logical consequence of the increasingly global market	3
Number Value Score		<b>5</b>
Mean Value Score		<b>5/2 = 2,50</b>

**Description:**

- Value score 5 = very high
- Value score 4 = high
- Value score 3 = fairly
- Value score 2 = low
- Value score of 1 = very low

Based on the outcome of the score to the internal and external environment of small industries handicraft brass "Cindogo" Cindogo Village, District Tapen, regency above, it can be expressed as follows:

- ♣ Power has a mean value = 4.00.
- ♣ Weakness has an average value = 4.29.
- ♣ Opportunity has an average value of = 3:50.
- ♣ The threat has an average value of = 2:50.

Point of intersection of each average value strengths, weaknesses, opportunities and threats are located at point X, as shown in Figure 1 below.

**Opportunity**

III <b>Play strategy</b>	I <b>Aggressive strategy</b>
<b>Weakness</b>  <b>Defensive strategies</b> IV	<b>Strength</b>  <b>Diversification strategy</b> II

Figure 1. SWOT Analysis Diagram Matrix Small Business Development Industrial Brass Craft "Cindogo" Cindogo Village, District Tapen, regency.

Source: Results of Data Analysis Research, 2006; Processed.

From the figure above, it can be argued that the point X (SWOT matrix analysis diagram development of small industries handicraft brass "Cindogo" Cindogo Village, District Tapen, the regency is located in Quadrant III. This means small craft industries brass "Cindogo" in the Village Cindogo, Tapen district, regency face opportunities to grow pretty good, but on the other hand faces several obstacles / weaknesses internal (business conditions in quadrant III is similar to Question Mark on Matrix Analysis of Growth-Market Parts of the Boston Consulting Group; BCG). Focused business development strategy of small industries handicraft brass "Cindogo" this is minimizing internal problems so that they can better seize opportunities. Under these conditions small brass handicrafts industry "Cindogo" Cindogo Village, District Tapen, regency should do Playing strategy.

**Matrix Analysis of Growth-Market Parts of the Boston Consulting Group; BCG Small Industries Brass Craft "Cindogo" Cindogo Village, District Tapen, regency.**

Growth-matrix analysis section of the Boston Consulting Group Markets; BCG is based on the use of the growth rate of the market (market growth rate) and relative market share (relative market share). Analysis of Growth Matrix BCG-section of the market is one of the analysis to calculate the rate of market growth and market share relative to key competitors. In this study as the main competitor of small industries handicraft brass "Cindogo"

Cindogo Village, District Tapen, the regency is a small industry of brass handicrafts Kalisat District, Jember. The market growth rate is calculated by the formula:

$$\text{Market Growth Rate} = \frac{\text{Industry Sales Volume Year N} - \text{Volume Industrial Sales Year N-1}}{\text{Industry Sales Volume Year N-1}}$$

Relative Market Share is calculated by the following formula:

$$\text{Relative Market Share} = \frac{\text{Industry Sales Volume Year N}}{\text{Main Competitors Sales Volume Year N}} \times 100\%$$

Furthermore, the small craft industry sales volume brass "Cindogo" Cindogo Village, District Tapen, regency brass handicrafts and small industries from Kalisat district, Jember regency as a primary competitors are presented in Table 1 below.

Table 1. Sales Volume of Small Industries Brass Craft "Cindogo" of the village Cindogo, Tapen district, regency and Small Industries Brass from Kalisat District, Jember Year 2003-2005

No	year	Sales Volume Year Small Industries Brass Craft (Rupiah / year)	
		Cindogo village, District Tapen, Regency Bondowoso	Kalisat regency District, Jember
1	2003	38.561.250	59.361.120
2	2004	42.375.000	65.232.000
3	2005	46.188.750	71.102.880

Source: Results of Data Analysis Research, 2006; Processed

Based on Table 1 above, it can be estimated market growth rate and relative market share, is :

$$\text{Market Growth Rate} = \frac{46188750 - 42375000}{42.375\ 000.} = 0,09 = 9\%$$

$$\text{Relative Market section} = \frac{46,188,750 \times 100\%}{71.102.880} = 64,96 \% = 0,65$$

Based on the calculation above, the market growth rate of small industries handicraft brass "Cindogo" from Cindogo Village, District Tapen, the regency is 0.09 or 9%. Market growth rate of 9% categorized as low, as it is smaller than the standard measurement of the growth rate of the market, ie 10% (Philip Kotler, 1992). (12).

The ratio between the volume of sales of small industries handicraft brass "Cindogo" from Cindogo Village, District Tapen, regency with a small industry of brass handicrafts Kalisat district, Jember regency as a major competitor in 2005 was 0.65. Relative market share of 0.65 categorized as low, due to the smaller part of the standard measurement of the relative market, namely 1.00 (Philip Kotler, 1992). (12).

Diagram-section analysis of market growth matrix of the Boston Consulting Group; BCG small brass handicrafts industry "Cindogo" from Cindogo Village, District Tapen, regency can be seen in Figure 2 below.

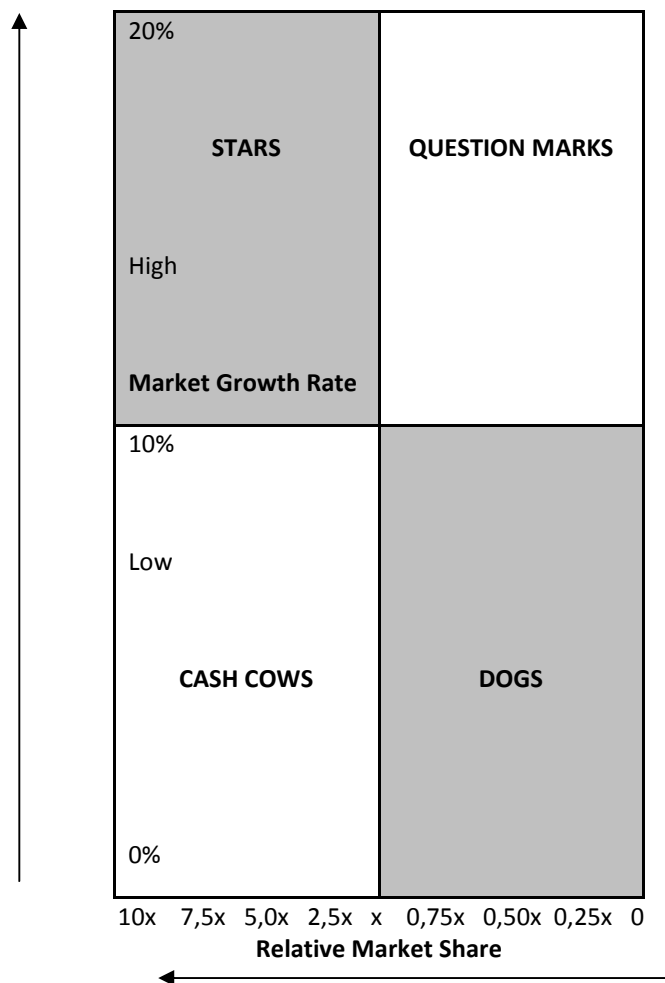


Figure 2. Growth Matrix Analysis Diagram-section of the Boston Consulting Group Markets; BCG Small Industries Brass Craft "Cindogo" from Cindogo Village, District Tapen, regency

**Source: Results of Data Analysis Research, 2006; Processed.**

From Figure 2 above, it can be explained that the small craft industries brass "Cindogo" from Cindogo Village, District Tapen, regency Dogs are in a position (indicated by point X) because it is on the market with a low growth rate (ie 9% or less than 10%) and relative market share is also small (ie 0.65 or less than 1.00). Brass handicrafts business small industries "Cindogo" from Cindogo Village, District Tapen, the regency was generally produce little profit or even a loss.

**Strategic Management of Small Business Development Industrial Brass Craft "Cindogo", Cindogo Village, District Tapen, regency.**

Based on the analysis of strategic management aspects of the external and internal environment, which is formulated in a matrix diagram SWOT analysis and matrix analysis diagram Growth - Market Section of the Boston Consulting Group; BCG, as well as the fundamental considerations in order to establish the strategy, the strategic management model offered for the development of small industries handicraft brass "Cindogo", Cindogo Village, District Tapen, the regency is doing **Strategic Growth Markets increase Playing with (Market Growth Rate) and the Market Relative (Relative Market Share).**

Play strategy is needed if the companies in an industry, not least small craft industries brass "Cindogo" from Cindogo Village, District Tapen, regency experiencing market growth rate (market growth rate) and relative market share (relative market share) is low. The goal is to gain time while thinking to solve the problem as soon as possible which lead to problems related to the volume of sales, finance and lack of competitiveness. To arrive at problem solving, management and industry relevant interest have to do the analysis first diagnosis to find the root cause of the problem why the performance of the companies in the industry weakened. Overcome the problems faced by companies doing strategy turns out to include a number of options below, namely:



1. **Revise old strategy** Step steps that need be done is: Firstly, perform changes to against approach competition new ones for build re-level market growth, relatively market share, and position of company's market. Second, improve the activity of internal operational and strategic to provide better support to the company's overall strategy. Third, a merger with another company to form a synergy. Fourth, withdraw or reduce activities that were not appropriate to the business core of the company..

2. **Doing business ventures to boost sales.** Efforts to increase sales can be achieved with lower prices, increase promotion, increase customer service, and improve the performance of the product as soon as possible. Effort for encourage sales of because companies only slight have a choice in lowering cost of. In addition it, for improve the profits, the company raised the capacity of sales..

3. **Push down costs.** Cost reduction strategy turns out to be effective if the cost structure and the company's value chain is flexible enough to allow for radical change, in-efficiencies can be identified and can be adjusted quickly, and still plenty of room for cost savings, business position almost reached the point of break even point ; BEP. Make cost savings in general can be be done anyway with reducing the activity who do not need to be and bit of give value-added, modernization of equipment for improve productivity, and delaying investment who less important.

4. **Sell assets which do not need for raise cash and save effort.** Sale of various assets that are less productive can also be used to raise cash and reduce costs.

Furthermore, the steps necessary supplement small brass handicrafts industry "Cindogo", Cindogo Village, District Tapen, the regency to boost market growth and relative market its part, as follows:

1. If you still have the financial resources, small industrial brass handicrafts "Cindogo" from Cindogo Village, District Tapen, regency can run an offensive strategy based spin low cost and differentiation. Strategies that need to be followed consistently for at least the next five years in order to build market growth rate and relative market share. The trick is to build a perception in the minds of consumers that brass handicrafts "Cindogo" from Cindogo Village, District Tapen, regency worth quite cheap and / or have something different from competitors' products, and deserves attention..

2. Maintain its market share in the offensive, the level of sales, and competitive position at his current level. Steps that can be done is to minimize the variable costs, delaying investment plans, which do not need to sell assets, and even reduce the fixed costs that can be deferred, including selling the company to avoid even greater losses..

3. Harvest (harvest strategy). Harvest strategy is trying to keep costs to a minimum cash outlay and try to survive the market as soon as possible while out on a regular basis. Harvesting is a strategy to end the game that involves the sacrifice of its market position in order to restore a better cash flow or short-term profits. In this harvest period, small industrial brass handicrafts "Cindogo" from Cindogo Village, District Tapen, regency trying to save on costs such as reducing facility subtle, extend the life of the use of assets, defer maintenance costs are less important, cutting the cost of promotion, or perhaps slowly raise prices.

Harvest strategy is a rational choice for companies that are experiencing decline in the industry's prospects less attractive in the long term, the cost of maintaining the more expensive market, the business unit is not the main business of the company, the business does not give other contributions on the performance of the company-specific companies in the industry as a whole. Harvest strategies have more meaning if performed by a company that diversifying business related and unrelated companies to pursue growth and at some point there must be a twig or a branch of the business is not a core business the company needs to be reduced, removed due to unfavorable business or merged with other.

#### 4. CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis and discussion that has been described above, the conclusions in this study are as follows:

1. Based on the outcome of the score to the internal and external environment affecting the development of small industries handicraft brass "Cindogo" from Cindogo Village, District Tapen, regency which subsequently formulated the SWOT matrix analysis diagrams, the development of small industries handicraft brass "Cindogo" from Cindogo Village, District Tapen, the regency is located in Quadrant III, or should do Play Strategy, which is playing for time while thinking to solve the problem as quickly as possible the cause of problems associated with the volume of sales, finance and lack of competitiveness. To arrive at problem solving, management and industry relevant interest have to do the analysis first diagnosis to find the root cause of the problem why the performance of the companies in the industry weakened.

2. Based on the calculation of the market growth rate and relative market share of small industries handicraft brass "Cindogo" from Cindogo Village, District Tapen, regency which subsequently formulated in matrix analysis diagram-Growth Markets section of the Boston Consulting Group; BCG, the small industrial brass handicrafts "Cindogo" from Cindogo Village, District Tapen, regency Dogs in the position, or in other words,

brass handicrafts business "Cindogo" from Cindogo Village, District Tapen, the regency was generally produce a small profit.

3. Based on the analysis of strategic management aspects of the external and internal environment that is formulated in a matrix diagram SWOT analysis, calculation of market growth rate and relative market share is formulated in matrix analysis diagram Growth - Market Section of the Boston Consulting Group; BCG, and consideration- fundamental consideration in order to determine the strategy, then the strategy is offered for the development of small industries handicraft brass "Cindogo" Cindogo Village, District Tapen, the regency is doing Strategic Growth Markets Increase Playing with (Market Growth Rate) and The Market Relative (Relative Market Share ).

### **5. Suggestion.**

1. In an effort to increase market growth rate and relative market share to support the Play Strategy Aggressive Growth Strategy towards her, the small craft industries brass "Cindogo" Cindogo Village, District Tapen, regency apply develop recommended the following strategies:
- 2 .. revise the old strategy: (1) to make changes to the approach of the new competition to rebuild the market growth rate and relative market share, (2) improve internal operational activities and strategic to provide better support to the company's overall strategy; (3) merger with another company to form synergies, (4) withdraw or reduce activity not in accordance with the company's core business..
- 3 .. Doing business ventures to boost sales - lower prices, increase promotion, increase customer service, and improve the performance of the product as soon as possible.
4. Bringing down costs through a flexible cost structure and corporate value chain, including making cost savings in general..
5. Mempertimbangkan supplement steps as follows: (1) (assuming they have the financial resources) to run an offensive strategy based rotating low cost and differentiation, (2) maintain its market share in the offensive, the level of sales, and competitive position at the level of current, and (3) harvest strategy - trying to keep costs to a minimum cash outlay.
6. In an effort to increase the level of market growth and market share relative to the small industrial brass handicrafts "Cindogo" Cindogo Village, District Tapen, regency, some policy implications are offered in the regency government (represented by the Department of Industry and Trade, Cooperatives and Small Entrepreneurs medium, as well as offices and / or other relevant agencies) include the following:.
7. Establish and develop working groups among small industries handicraft brass "Cindogo" in the same area..
8. Facilitate administrative and financial processes to obtain and / or ownership of patents for industrial products..
9. Creating quality standards with a more easily fulfilled prerequisite small industry so small industrial product in question may be better able to penetrate the market.

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