

Business Development Strategy of Loan Save Unit (LSU) Nusa Makmur the Parent Company of Syirkah Muawanah Nusantara (Inkopsimnus)

A.M. Heri Saktiyanto¹ Amzul Rifin² Setiadi Djohar³

1. Graduate Program in Management and Business, Bogor Agricultural University, MB IPB Building - Jl. Raya Pajajaran, Bogor 16151. Indonesia

2. Department of Agribusiness, Faculty of Economics and Management, Bogor Agricultural University, FEM IPB Building, Jl. Kamper Dramaga IPB, Bogor 16680. Indonesia

3. IPB Business School, SB-IPB Building-Jl. Raya Pajajaran, Bogor 16151. Indonesia

Abstract

Like other developing countries in the world, villagers in Indonesia who wish to develop their businesses often face difficulty in capital. This problem exists because the access to both Islamic and conventional banking is difficult, the absence of collateral pledged and low understanding about the bank credit. Indonesian society is dominated by Muslim and is living in rural areas need credit to small-scale or micro-credit for their working capital. Of the total Muslim population, 60 percent of them claimed to be part of a mass organization Nahdlatul Ulama (NU). Since it is considered important, then in 2012, NU opened a savings and loan (LSU) LSU Nusa Makmur called Islamic Microfinance. This institution is managed independently under a cooperative parent will develop the primary cooperatives that have most significantly, the Parent Cooperative Syirkah Muawanah Nusantara (Inkopsimnus). LSU Nusa Makmur taken as a case study research because these institutions have managed to obtain a credit loan commitments of Raptor Capital Management (RCM), an investment institution based in Singapore amounting to Rp 2.7 trillion, or 200 million US dollars over the next 10 years from agreement cooperation in 2012. In the last three years, this unit has been disbursing loans to 30 cooperatives and Baitul Mal wa Tamwil (BMT) with the acquisition of the operating results of Rp 3.2 billion or 245 thousand US dollars. This study analyzes the business development strategies of LSU Nusa Makmur. Data analysis using the SWOT method and QSPM with a number of selected respondents in the form of actors in LSU Nusa Makmur and external respondents including from the government and a successful example of savings and credit cooperatives in Indonesia, Kospin SERVICES. This study will examine what business development model suitable for these savings and loans unit. The results of this study indicate that the unit is in a position to grow and thrive. Nine alternative strategies generated in this study include the need for intensive promotion to all branches NU on their unsecured loans that can touch Jamiyah NU in the countryside, human resource training savings and loans unit itself. The most important strategic recommendations resulting from this study is that 10 years into the future, LSU Nusa Makmur need to metamorphose into a Cooperative Savings and Loans (KSP) which can deal directly with customers.

Keywords: business development strategy, Nahdlatul Ulama, Microcredit, rural, Credit Unions.

1. Introduction

Micro-credit lending and borrowing are typically designed for the rural sector where the users of credit as the end user of the micro-credit business chain experienced problems such as the difficulty of capital, business is not bankable, access to Islamic banking and conventional hard. NU Jamiyah characteristics that the average stay in the countryside and still difficult access to capital from banks create cooperatives or BMT incorporated in NU make these institutions have an important role to facilitate access to capital. Research Papias and Ganesan (2009) in Rwanda showed the same trend as happened in Indonesia. In some areas, cooperatives or BMT belonging to NU or a boarding school affiliated with NU has a very interesting development. For example Cooperative Baitul Maal wat Tamwil UGT owned Pesantren Sidogiri, Pasuruan, East Java. Based on the performance report in 2013, BMT is able to have a cash amount of USD 1 (one) trillion with cash turnover of more than Rp 6 trillion rupiah. BMT has 230 units of cooperative services scattered throughout Indonesia. Rusydiana (2013) and Ascarya (2014) assess the problem arises from the customers who do not have access to banking and a prerequisite to apply for loans to banks in the form of adequate collateral in accordance with banking persyaratan. Although considered to be a national economic safety valve, micro-credit despite the government facing financial difficulties through a number of programs such as the People's Business Credit (KUR) and the Revolving Fund of the Ministry of Cooperatives perform a number of breakthroughs to reduce the difficulty of it. The amount of the spirit of small and medium entrepreneurs in developing businesses do not have to rely on the government's efforts. The role of other parties who have access to funding to the SME sector is considered to be very important. Here LSU Nusa Makmur take on that role by channeling microcredit cooperatives by targeting Jamiyah Nahdlatul Ulama in particular.

The purpose of this study was to (1) mapping of internal conditions such as weakness and strength or external conditions such as the opportunities and threats that will face LSU Nusa Makmur, (2) formulate a number of alternative development strategy is no relationship of a partnership LSU Nusa Makmur, (3) formulating strategic priorities for the development of these savings and loans unit (4) formulating development strategies for LSU Nusa Makmur who have managerial impact for savings and loan business unit owned Nahdlatul Ulama.

The scope of the research is directed and limited to the development of strategy and direction of the organization LSU Nusa Makmur to empower cooperatives / BMT partnership so as to distribute funds to customers. This study will look at what is done by LSU Nusa Makmur to encompass cooperative partners / BMT in order to reach a commitment channeling funds to the investor. Research conducted through direct interviews with both internal and external respondents.

2. Literature Study

In a number of studies on microcredit in developing countries, micro-credit is defined as small loans to poor people with their goals can be self-employed. Micro credit is intended for people who do not have collateral, steady job, and a reliable credit histories, as well as not being able to obtain a regular credit. Microcredit is a part of microfinance, a financial services to help the poor. Studies John D Conroy (2003) mention, Microfinance as providing various financial services such as deposits, loans, payment services, money transfers and insurance for low-income households and the poor. Microfinance allows for low-income communities to pursue entrepreneurial projects that generate additional revenue.

Khan Research (2014), Ascarya (2014) and Sabi (2015) shows the same analysis tool using the SWOT of micro-credit in several countries. Khan (2014) examines the impact assessment of Microfinance Institutions globally influenced by donors, government policy towards microfinance institutions and other stakeholders in the form of a microfinance institution itself. The economic empowerment of the people was also carried out by institutions such as Baitul Mal wa Tamwil spread in Indonesia. The problem according to Rusydiana (2013) the main problem that occurs in BMT there are four main issues namely: Human Resources, Technical, Legal and Structural. This problem is similar happens to the target program targeted microfinance institutions namely small and micro enterprises. Ascarya (2014) states, micro-enterprises in turn becomes a safety valve in the process of economic recovery after the financial crisis in 1998, but has always had difficulty in accessing banking pembiaayaan of either conventional or sharia for a number of reasons. Role of Credit Unions BMT or become essential to reduce the difficulty of access of micro and small entrepreneurs to both conventional and Islamic banking. A number of indicators of the failure of KSP as mentioned Indriani (2015) due to poor business performance as a result of low participation and competence of the supervisory board members and managers. On the other hand, SMEs also give a significant role to penanggulangan poverty in developing countries (Ariffuzaman Khan, 2016). SME performance is also determined by a number of aspects such as government policies, socio-cultural and economic aspects (Widana et al 2016). This is consistent with the model of microcredit Grameen Bank Model (GBM). The model starts from Bangladesh have proved successful in a number of countries with a focus on women and intensive supervision of the staff of microfinance institutions (MFIs) to motivate and supervise a group of borrowers. Additionally in accordance with the target customers,

Debb study (2015) showed in Ethiopia rural credit cooperatives play a very significant role for poverty reduction strategies. Financing by other means gained from experience in Nigeria. Studies conducted Bazza et al (2014) showed the role of SMEs is essential for the economic development of the country. However, SMEs face problems in financing. This study will look at the stages of strategic decision making in the field of microcredit by LSU Nusa Makmur to follow a number of steps to identify, evaluate and select strategies. This stage consists of (David, 2011):

1. Stage Input (Input Stage)

This phase summarizes the basic input information needed to formulate strategies. In this stage there are some tools that can be used to obtain information, including the EFE Matrix, IFE Matrix and Competitive Profile Matrix (CPM).

2. Phase Matching (Matching Stage)

Once the information collected in the first phase, this phase focuses to generate viable alternative strategies by aligning key external and internal factors. At this stage there are some matching techniques that can be used, among other things such as SWOT Matrix, SPACE Matrix, BCG Matrix, IE Matrix and Matrix Grand Strategy.

3. Phase Decision (Decision Stage)

This is the final stage of the strategic decision making process. At this stage the use of the technique, Quantitative Strategic Planning Matrix (QSPM). QSPM using input information in the first phase to evaluate objectively feasible alternative strategies identified in the second phase. QSPM express the relative attractiveness of alternative strategies and thus provide an objective basis for memilih specific strategy.

The framework of this study are listed in Figure 1.

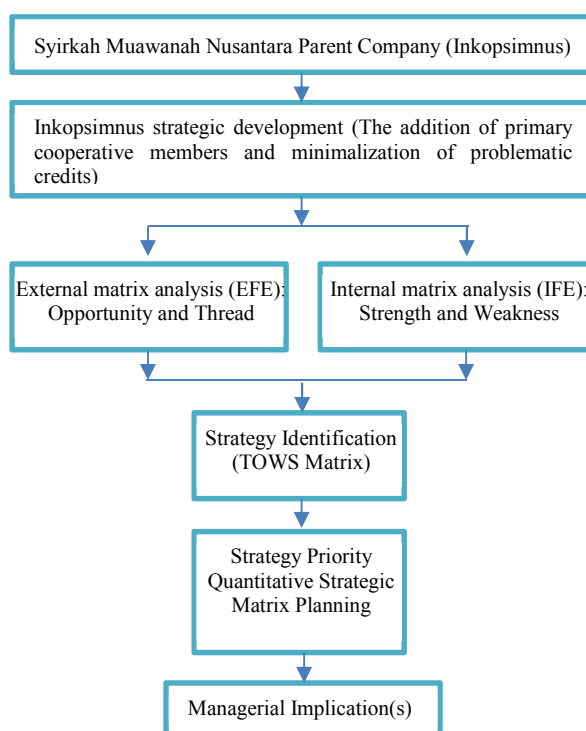


Figure 1 Conceptual Framework

3. Research Method

This research was conducted at the LSU Nusa Makmur office located in Jakarta and Jogjakarta, Indonesia. The study was conducted by Focus Group Discussion on the board LSU Nusa Makmur then do structured interviews of six internal respondents consisting of Managing Director, Director of Finance, Director of Operations, Commissioner and Supervisor. While external respondents selected are: Executive Chairman of the Indonesian Cooperatives, Cooperative LSU partners Nusa Makmur Jakarta, Central Java and Lampung. Data were collected during the three months from March to May 2016.

This study uses two types of data, primary and secondary data. Primary data includes discussions with the LSU board Nusa Makmur about strengths and weaknesses and the opportunities and threats facing the business unit. Additionally structured interviews with the board carried out to measure the vision and mission of the savings and loan business unit so that it can benefit the cooperative / BMT partners and even customers as end users. Secondary data were obtained from the financial statements LSU Nusa Makmur, the development of cooperatives in Indonesia whether using conventional or sharia business manner and other information.

No	Stage	Framework	Output
1	Internal Analysis	Internal Management Analysis	Information about the strengths and weaknesses as well as the opportunities and threats faced by the company, also the future of the industry.
2	External Analysis	PEST and future industrial knowledge or <i>industry foresight</i>	
3	Alternative Strategy	TOWS Matrix	Options of strategies that can be applied by the company in accordance with the internal and external conditions.
4	Strategy Priority	<i>Quantitative Strategic Planning Matrix (QSPM)</i>	Getting a priority strategy which will be recommended to LSU Nusa Makmur

Table 1 Data Analysis Step

Result and Discussion

4.1. Business Unit Overview

Savings and Loans Unit (LSU) Nusa Makmur is a new unit that is owned by Parent Cooperative Syirkah Muawanah Nusantara (INKOPSIMNUS) owned Nahdlatul Ulama. Endeavor began when activists Inkopsimnus

establishment of cooperatives in the Nahdlatul Ulama during the period of the 1980s to form a cooperative parent because of the cooperatives Syirkah Muawanah owned by NU in some places. In its development, Inkopsimnus form a savings and loan business unit called LSU Nusa Makmur in 2011. The business unit's savings and loan in 2012 to obtain funding commitments of an Islamic investment company based in Singapore. This partnership funding program dedicated to small and medium enterprises that are channeled through a number of Syirkah Muawanah cooperative and rural banks (BPR) is a LSU partners throughout Indonesia Nusa Makmur. The Singapore-based investment company has a funding commitment of 250 million US dollars, or around Rp 2.7 trillion in the past 10 years. Since 2014, LSU Nusa Makmur launched a financing program for SMEs called Islamic Microfinance Nusa Makmur. Until 2015, LSU Nusa Makmur has poured funds amounting to 50 billion rupees. Credit financing to cooperatives and rural banks have funding ranges from Rp 50 million to Rp 10 billion. As part of Nusa Makmur LSU's commitment to the SME sector, LSU Nusa Makmur require the cooperative or RB partners to provide funds to SMEs at a maximum of Rp 15 million. The number of employees who owned LSU Nusa Makmur until now numbering 20 people who were in Jakarta and Jogjakarta.

Business Model LSU Nusa Makmur

Nusa Makmur LSU business model is considered as the answer to a business run by a number of elements of the previous NU. LSU management Nusa Makmur independent and autonomous from Inkopsimnus is the answer for cooperatives affiliated with NU. Inkopsimnus as a parent cooperative to a number of cooperative Syirkah Muawanah need to take the role of credit unions that are not their own. Apportionment of the operating results obtained with the scheme 50 percent of profits given to RCM as principal and the other 50 percent is given to Nahdlatul Ulama. The sharing of profit gained 50 percent to be divided NU 40 percent respectively for the Board of NU, 30 percent to 30 percent for Inkopsimnus and Nusa Makmur Sejahtera Foundation. During the three years of operation, LSU Nusa Makmur own profit net income of Rp 3.2 billion

Business Growth of LSU Nusa Makmur

LSU Business Nusa Makmur rests on core businesses such as micro-finance loans to cooperatives and micro-credit institutions such as the kind of conventional BPR and BPR Syariah scattered throughout Indonesia. Nusa Makmur financing credit ranges starting from the smallest Rp 50 million to Rp 10 billion. Until 2015, funding channeled LSU Nusa Makmur has reached Rp 50 billion which is still far from the target every year which reached Rp 250 billion per year.

By the end of 2014, outstanding loans to cooperatives and micro-credit institution partners to reach Rp 28 billion. Meaning a significant growth from year to year. Value of Non Performing Loan (NPL) LSU Nusa Makmur amounted to 0.8%. NPL value is relatively small due to micro-finance loans to cooperatives adopts a high confidence that a given credit would repay the loan. In addition, the provision of credit to the average end user is Jamiyah NU-based instruction, taklim accompanied by the kiai and ustaz

External Factor Analysis Strategy

Research shows that there are 8 external strategic factors that consists of 4 opportunities and 4 threats

Factors external strategic opportunities that are classified as opportunities that can be exploited in lending for LSU Nusa Makmur is:

1. Economic growth in Indonesia. Overall, the Indonesian economy lately supported by three factors, ie, consumption, investment and government. But in general, the components Non profit institutions consumption expenditure of households experienced the highest growth in the range of 12.5 percent. Can mean household sector dominated rural household sector is high. Given the opportunity, the rural economy is based on agriculture sector has the opportunity to thrive.
2. Support the Government's policy towards the development of cooperatives and SMEs. The allocation of the distribution of funds through the Revolving Fund Distribution Institute of Ministry of Cooperatives and SMEs since 2013 has continued to decline. In 2013 the government allocated Rp 1.92 trillion and had climbed in 2014 to Rp 2.65 trillion. But since 2015, the disbursement of funds allocation LPDB decreased very significantly to Rp 1.560 trillion and the decline in this year of Rp 1.550 trillion. Initiative of a number of non-governmental groups to seek funds from other parties for the SME sector worthy of respect in the distribution of funds LPDB who continue to shrink.
3. The interest and public awareness of savings and credit cooperatives. The number of perpetrators of SMEs increased from the year 2013 amounted to 56.5 million units to 57.8 million offenders, provide an opportunity for credit unions to give credit to the perpetrators of SMEC. The high interest rates of 24 percent per year for the average savings and loans to non-members and 18 percent per year to provide an opportunity for members of savings and credit cooperatives to implement sharia-based business in a way for the results ..
4. Decentralization that provide business opportunities. With easier access lending to this sector through local autonomy and decentralization, are also expected to create business opportunities and entrepreneurial spirit in some areas. The potential market-based cooperative Cooperative Syirkah Muawanah Jamiyah like that get an equity infusion from LSU Nusa Makmur will show a real contribution.

Threats (Threats)

LSU Nusa Makmur need to avoid or minimize the impact of their external strategic factors such threats. The threat that needs attention in lending LSU Nusa Makmur is:

1. The competition among credit unions. The laws are the Minister of Cooperatives Number 15 / Per / M.KUKM / IX / 2015 which gives flexibility to the credit union to set borrowing rates provide fresh air for large-scale credit unions to decrease the interest rate
2. The quality of human resources of SMEs on average still low seen from the ability to overcome the problems they face non-performing loans.
3. The level of the BI Rate cut to 6.5% impact on the loans disbursed by the conventional banking sector are increasingly lowering interest rates. The cheapening of bank interest rates will make a number of savings and credit cooperatives defeat competitiveness.
4. The Asean Economic Community (AEC) which integrate ASEAN economies have negative and positive impacts can be felt below the level of society's main target SME lending by LSU Nusa Makmur. One of the impacts for the citizens Nahdlyin of MEA is the ability of their competitiveness in the face of economic integration.

External Factors Evaluation Matrix

After obtaining external strategic factors such as opportunities and threats to the business development strategy in LSU Nusa Makmur, then weighted and ranking. Results EFE matrix score is 2,913. This shows that the response of Nusa Makmur LSU of the opportunities and threats are at a level slightly below average.

Table 2 EFE Matrix

Opportunities	Load	Rating	Score
Indonesia Economic Growth	0.1401	3	0.4204
Government Support and policy to help the SME Sector	0.1234	3	0.3701
Public interest in the savings and loan cooperation	0.1210	3	0.3630
Regional policy that provides business opportunities	0.1329	4	0.5314
Sub total			1.6849
Threads			
Competition between saving and loan cooperatives	0.1150	3	0.3450
Low Quality of SME's Human Resources	0.1143	3	0.3429
Low interest rate	0.1242	3	0.3727
Economic integration of MEA (ASEAN community)	0.1291	1	0.1291
Sub total			1.1897
Total	1.0000		2.8746

Internal Factors Evaluation Matrix

Internal environmental analysis aims to identify and analyze internal strategic factors which affect the business development strategy in LSU Nusa Makmur. Based on interviews and questionnaires to internal respondents, obtained nine internal strategic factor of five strengths and four threats.

Strength (Strength)

Internal strategic factors that are classified as LSU Nusa Makmur force in the development of its business are:

1. Speed lending decisions. The main factor supporting the decision-making speed is on the credit committee involving fewer people so that members who needed additional capital Inkopsimnus can obtain maximum benefits.
2. As the largest Muslim organization in Indonesia, NU has an interest in memberdayakaan congregation in terms of economic independence. Through micro-credit institutions LSU Nusa Makmur, already noticeable enthusiasm of NU members to return to awareness of economic independence through the cooperative, which was initiated by a number of local figures such as kiai and chaplains.
3. Unsecured Credit Services. Unsecured loans given to customers as end users become the main requirement LSU Nusa Makmur in lending to a number of primary cooperatives / BMT because of the desire of NU to build economic independence NU members who average difficulties in getting access to credit from conventional banking and Islamic.
4. Networking and Information Technology with the ATM. By the end of 2015, around 30 outlets already installed ATMs across Indonesia. LSU Nusa Makmur is committed until 2018 will install 150 ATM outlets in a number of cooperative / microfinance institutions become partners LSU Nusa Makmur.
5. human resources trained and professional. Human resources are owned by LSU Nusa Makmur is a resource that is trained and professional and have a track record in both the microfinance sector.

Weakness (Weakness)

Internal strategic factor that is classified as a weakness LSU Nusa Makmur to be fixed in the development of its business to include a number of things. The research showed weaknesses LSU Nusa Makmur as follows:

1. As a new business unit, LSU Nusa Makmur has a number of obstacles, including in terms of penetration

lending.

2. The performance of credit absorption stagnant or low proportion. Raptor Capital commitments in cooperation with NU to inject the funds each year to Rp 250 billion is still not optimal.

3. The number of cooperative partners who are still little. Credit absorption performance with a low proportion can also be caused by a number of cooperative partners are still few and spread unevenly.

4. The amount of human resources is still small. Total Human Resources owned LSU Nusa Makmur is still little considered would affect the agency's performance in expanding its business into the future.

Internal Factors Evaluation Matrix

Total score matrix IFE is 3.0488. This indicates the internal position LSU Nusa Makmur was slightly above average. IFE matrix in this study are in Table 3.

Table 3 Matrix of IFE

Strengths	Load	Rating	Skor
Rapid decision making for credit distribution	0.1429	4	0.5716
NU as its biggest shareholder	0.1220	4	0.4880
Non-collateral Loan	0.1183	4	0.4732
Information technology networks with ATM	0.1283	3	0.3849
Trained and professional human resources (HR)	0.1238	4	0.4953
Sub total			2.4129
Weakness			
The novel status of cooperation/unit	0.0857	1	0.0857
Stagnant/low proportion of loan performance	0.0930	2	0.1861
The number of cooperation partners are still little	0.0932	2	0.1864
Limited human resources	0.0928	2	0.1856
Sub total			0.6438
Total	1.0000		3.0566
Sub total			0.6438
Total	1.0000		3.0566

Internal-External Matrix

Matrix Internal-External (IE) is obtained by combining the total score of the resulting matrix of IFE and EFE. The value in the matrix to produce a score of 2.913 EFE and IFE matrix to produce a score 3.0488 The results of both of these calculations show that the position LSU Nusa Makmur is in cell IV as seen in Figure 2.

		Skor Total IFE		
		3,00-4,00	2,00-2,99	1,00-1,99
Skor Total EFE	3,00-4,00	I	II	III
	2,00-2,99	IV	V	VI
	1,00-1,99	VII	VIII	IX

Figure 2 results of IFE and EFE

Alternative strategies

Based on the research result, five priority strategies for LSU Nusa Makmur are:

QSPM results USP Nusa Makmur

Strategi Alternatif (SA)		TAS	Ranking
<i>Backward Integration Strategy</i>	Perform backward integration by building more intensive networks with primary cooperatives incorporated in Inkopsimnus	6.441	1
<i>Forward Integration Strategy</i>	Integrate forward by developing approaches to a number of primary cooperatives and BMTs that are closely related to NU	5.767	3
<i>Product Development Strategy</i>	The development of new revenue-sharing schemes is attractive to cooperative / BMT partners to get credit from USP Nusa Makmur	5.913	2
<i>Market Penetration Strategy</i>	Increase the amount of credit to a number of partner cooperatives / BMTs by adding credit analysts to speed up decision making.	5.437	5
<i>Market Development Strategy</i>	Conducting socialization, introduction of microfinance products USP Nusa Makmur in NU base area area through approach to a number of boarding schools.	5.653	4

Perform backward integration by building more intensive networks with primary cooperatives incorporated in Inkopsimnus.

This strategy is a top priority of USP Nusa Makmur due to the low proportion of credit distribution. With a membership of more than 100 primary cooperatives, USP Nusa Makmur as a business unit owned by Inkopsimnus has a number of obstacles in working on its owned cooperative network. Intensive communication with the initiative of the board of Inkopsimnus becomes essential for the sustainability of USP Nusa Makmur.

The development of new revenue-sharing schemes is attractive to cooperative / BMT partners to get credit from USP Nusa Makmur.

The current strategy by the USP Nusa Makmur is to reduce the profit sharing ratio from the 70:30 ratio by 70 per cent of profits to USP Nusa Makmur and 30 per cent for cooperative / KJKS / BMT partners to 60:40 this year into A more attractive scheme among cooperatives / KJKS / BMT micro-credit recipients from USP Nusa Makmur.

Integrate forward by developing approaches to a number of primary cooperatives and BMTs that are closely related to NU

A number of pesantren and NU pilgrims in East Java, West Nusa Tenggara (NTB) or South Kalimantan to date have not been touched in lending by the USP Nusa Makmur. The primary cooperative, whether incorporated in Inkopsimnus or not, but has close proximity to NU in the area until now has not got a good picture of credit, credit scheme and what is offered by USP Nusa Makmur

Conducting socialization, introduction of microfinance products USP Nusa Makmur in NU base area area through approach to a number of boarding schools.

The effort undertaken by the board of USP Nusa Makmur to conduct roadshows to a number of pesantren and NU bases is a strategic step to socialize about the microcredit products owned by Inkopsimnus. Examples of socialization activities that have been conducted by the board of the USP Nusa Makmur is the socialization in a number of areas such as in Surakarta for cooperatives / BMT / KJKS existing in Sur residency Surakarta in February 2015 ago. Socialization is also done in a number of areas such as Jepara, Lampung, Wonosobo, Cilacap, Bandung and so forth.

Increase the amount of credit to a number of partner cooperatives / BMTs by increasing the credit analyst to speed up decision making

The strategy of future integration in the USP Nusa Makmur credit distribution is a strategy that is run by gaining control of authority in terms of distribution of credit by utilizing human resources owned by USP Nusa Makmur. Constraints currently faced by the limited number of credit analysts to evaluate and provide recommendations to the credit committee should be addressed by recruitment of new credit analysts.

Conclusions And Recommendations

5.1. Conclusion

The results of this study concluded the following: (1) LSU Nusa Makmur in order to socialize the advantages of microcredit without collateral to the number of bases of the NU via NU Regional Board. (2) Nusa Makmur LSU should focus on the development of primary cooperative network Syirkah Muawamah and BMT have close relations with NU or its affiliates. (3) Constraints on human resources which affect the low proportion of credit must be overcome with the recruitment and training of human resources. (4) The strategy of discounting interest to a number of cooperative / BMT submissive partner in the return of credit worth doing. LSU strategy Nusa Makmur in making micro loans to cooperatives could be a good example of the relationship between NU who have social capital with his flock through the empowerment of entrepreneurship.

5.2. Suggestions, Limitations and Further Research

Lastly, suggestions for LSU Nusa Makmur administrators to anticipate the competitors by leveraging advantages in the form of Jamiyah NU as a huge social capital. LSU Board Nusa Makmur also expected to prepare for the establishment of a separate Credit Unions with capital from the operating income earned from business development Nusa Makmur LSU so that customers at a local level, especially Jamiyah NU could reach wider.

Future studies are recommended to carry out research on the impact and benefits of credit extended by LSU Nusa Makmur for MSME entrepreneurs because of the limitations of this study only examined about savings and loans unit's strategy. Therefore, further research is expected to be more comprehensive to take the overall respondent data including the customers who obtain credit from the cooperative / BMT's partner Nusa Makmur LSU. The data collection respondents in this study is also limited in the level of the core committee . Future studies are expected to examine the benefits in each cooperative to the level of customers that is expected to obtain more complete data.

References

- Ahmad Reza Ommani (2011) Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis for Farming System Businesses Management: Case of Wheat Farmers of Shadervan District, Shoushtar Township, Iran. *African Journal of Business Management* Vol. 5(22), pp. 9448-9454
- Arifuzzaman Khan (2016). Urban-Biased SME Finance in Bangladesh: Way to Solve the Puzzle. *Journal of Poverty, Investment and Development*, Vol 21
- Ascarya. (2014). Sustainable Conventional Islamic Microfinance Models for Micro Enterprises. *ISRA International Journal of Islamic Finance* Vol. 6 Issue 2
- Conroy, J D. 2003. *The Challenges Of Microfinancing In Southeast Asia*. Singapore. Institute of Southeast Asian Student.
- David FR. 2011. *Strategic Management: Concept and Cases*. 13th Edition. New Jersey: Prentice Hall.
- Dejen Debb. (2015) A Study on Loan Recovery Performance of Rural Saving and Credit Cooperatives in Laygaint Worda, Amhara Regional State, Ethiopia. *Journal of Economics and Sustainable Development* Vol.6, No.19, 2015.
- Falahati, Ali and Effat Veisi. (2013) Formulating Strategies to improve doing business of Small Processing Industries Based on SWOT Model in Kermanshah Province. *African Journal of Business Management* Vol 7(6), 432-442
- Helms, Marilyn M. Helms and Judy Nixon (2010). Exploring SWOT analysis – where are we now? A review of academic research from the last decade. *Journal of Strategy and Management* Vol. 3 No. 3, pp. 215-251
- Hosen, Muhammad Nadrattuzaman (2013). Institutional Analysis of Bank Syariah Mandiri (BSM) in Channeling Credit Program for Small Enterprises (KUR) at Depok, West Java and Ciputat, South Tangerang. *International Journal of Academic Research in Business and Social Sciences* 3.12 446-466.
- Hopkins and Hopkins (1997). "Strategic Planning – Financial Performance Relationship in Bank ; A Causal Examination" *Strategic Management Journal*, Vol 18:8,pp:635-652
- I Gde Wedana Arjawa, et al (2016) The Role of Government, Social Capital And Entrepreneurial Orientation To Export Performance of Craft SME at Bali Province. *European Journal of Business and Management* Vol.8, No.27
- Johnston, Don, and Jonathan Morduch. "Microcredit vs. microsaving: Evidence from Indonesia." *Conference on Financial Access, Washington, DC*. Vol. 12. 2007.
- Mohammed Issah Bazza et al (2014). Islamic Financing: A Panacea To Small And Medium Scale Enterprises Financing Problems In Nigeria. *European Scientific Journal* April 2014 edition vol.10, No.10
- Mehrmanesh, Hassan, Kamran Noorbakhsh, Mohzen Mirzae Chaboki and Vahidreza Mirabi. (2012). Design of a Combined FUZZY Model in Codifying and Ranking Strategies. *African Journal of Business Management* Vol. 6(49). pp. 11797-11808
- Nazirwan, Mohamad. (2015) *The dynamic role and performance of Baitul Maal Wat Tamwil: Islamic community-based microfinance in Central Java*. [Disertasi]. Victoria University.
- Papias, M.M and P. Ganesan (2009). Repayment Behaviour in Credit and Savings Cooperative Societies Empirical and Theoretical Evidence from Rural Rwanda. *International Journal of Sosial Econmics*. Vol.36 No 5
- Rue,L.W, Ibrahim,N.A.(1998). "The Relationship between Planning Sophistication and Performance in Small Businesses" *Journal of Small Business Management*" October 1998, pp.24-32
- Rumanti, A.A and Kevin Joseph Syauta (2013) Determining Strategies Based on Strategic Position Analysis in Small and Medium Enterprises. *International Journal of Information and Education Technology* Vol. 3 No 4
- Rusydiana, Aam S., and Abrista Devi. "Challenges in Developing Baitul Maal wat Tamwil (BMT) in Indonesia using Analytic Network Process (ANP)." *Business and Management Quarterly Review* 4.2 (2013): 51-62.

- Sabi, Manijeh. (2015) Supply of Islamic Microfinance in Central Asia: The Case Study of Tajikistan and Kyrgyzstan. ISRA International journal of Islamic Fincane Vol.7 Issue 2
- Shields, Jeff and Joyce M. Shelleman. (2015). Integrating Sustainability Into SME Strategy. Journal of Small Business Strategy Vol 25. No 2
- Situmorang, Jhonny W (2015) Analisis Tipologi dan Posisi Koperasi Penerima Program Perkassa Studi Kasus di Sumatera Selatan. Jurnal Pengkajian KUKM. Kementerian Koperasi dan UKM, Vol 5 No 1
- Yuanita Indriani (2015). Cooperative Effects of Business Performance as Implication of Board of Management, Controller and Manager Competencies through Members Participation (Study on Primary Saving and Loan Cooperative in West Java Province). European Journal of Business and Management Vol.7, No.18
- Zurick, A. 2007. E-Business Planning and Decision-Making Process: A Qualitative Study of Strategy [Disertation]. Capella University

Author:

A.M. Heri Saktiyanto

Educational background :

- Bachelor of Economics majoring Economic Science Development Studies, University of Jember (UNEJ), Jember, Indonesia at 2000.
- Graduate Program in Management and Business, Bogor Agricultural University, MB IPB Building – Jl. Raya Pajajaran, Bogor 16151. Indonesia.