

Optimizing Tourism Potential Through Sasirangan Kayuh Baimbai Business Development in Banjarmasin

Study on Kayuh Baimbai Sasirangan SMEs

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ABSTRACT

This study aims to determine the condition of the external and internal environment at Kayuh Baimbai Sasirangan Small and Medium Enterprises in Sasirangan Village, Banjarmasin which was conducted from May to October 2022. Through the sustainability of Sasirangan Kayuh Baimbai SMEs is expected to support local tourism, where Sasirangan can be used as souvenirs for domestic and foreign tourists who come to Banjarmasin. The research method used is descriptive exploratory which aims to find out how the implementation and development of the implementation of the Kayuh Baimbai Sasirangan strategy in knowing the various opportunities and obstacles faced and providing alternative strategies that are appropriate for use by the Kayuh Baimbai Sasirangan artisan business. The analytical tool used is SWOT analysis (Strength - Weakness - Opportunity - Threat) to obtain alternative strategies that need to be implemented and the most prioritized strategy for implementation by Kayuh Baimbai Sasirangan. Research results in Kayuh Baimbai Sasirangan SMEs are in an aggressive position and in a state of growth and development. And the alternative strategy that needs to be applied is the SO (Strength - Opportunity) strategy. In implementing the SO strategy and based on the QSPM (Quantitative Strategic Planning Matrix) matrix, what needs to be prioritized by Kayuh Baimbai Sasirangan is an Intensive strategy, namely with market penetration, product development and market development. The next alternative strategy is an integration strategy, and the last is the application of a diversification strategy.

Keywords: *Strategy Formulation, Internal and External Environment, Kayuh Baimbai Sasirangan, Sasirangan Fabric SMEs.*

1. INTRODUCTION

The art of dyeing cloth with a wax resist, or the art of batik, has a close association with Javanese tradition. Some regions on the island of Java have unique batik patterns that have become their specialty. The beautiful batik patterns and high artistic value have made this part of Indonesian culture recognized by UNESCO on October 2, 2009 as one of the world heritages that must be protected and preserved.

Batik is mostly owned by regions on the island of Java, but that does not mean other islands in Indonesia do not have it, because batik is a technique for making fabric motifs, so batik also exists in other regions in Indonesia. Like South Kalimantan, the Banjar tribe has a batik cloth called sasirangan.

Sasirangan comes from the word menyirang which means to sew. Sewing is the process of inserting yarn into the fabric and then pulling it so that the fabric becomes wrinkled with a certain motif. Furthermore, the fabric that has been stretched will be dipped in liquid dye.

Opportunities for sasirangan cloth are currently still very wide open, both for domestic and foreign market demand. However, it seems that the sasirangan fabric craftsmen in Kampung Sasirangan have not been able to take advantage of the opportunities that exist, and tend to rely on the local market, namely around Kampung Sasirangan.

Kayuh Baimbai Sasirangan is one of the sasirangan fabric artisan businesses in Kampung Sasirangan. Mrs. Eva Rozaifa's business was established about 20 years ago, and includes a small number of craftsmen who have long been in the sasirangan cloth business. Although it has been a long time in becoming a sasirangan cloth craftsman, the business looks stagnant in its journey. This is because like many other sasirangan fabric craftsmen, it is still trade-oriented rather than business-oriented. There are no structured steps planned to make this business more advanced and

developed. Moreover, sasirangan cloth craftsmen who are SMEs tend not to have a clear vision and mission in running their business, as well as Kayuh Baimbai Sasirangan. The profit or profit earned from this business is quite large by relying solely on trading skills rather than business. "However, profit alone is not enough to motivate people" (Quighley in David, 2011:87), so that large profits without a vision and mission cannot encourage this sasirangan business to be more developed.

A clear vision and mission are needed for Kayuh Baimbai Sasirangan to be able to develop its business by carrying out Strategic Management, which begins with strategy formulation. According to David (2011: 6) strategy formulation includes developing a vision and mission, identifying an organization's external opportunities and threats, awareness of internal strengths and weaknesses, setting long-term goals, searching for alternative strategies, and selecting specific strategies to achieve goals.

To improve the Kayuh Baimbai Sasirangan business, it is necessary to formulate a strategy by analyzing the most appropriate and effective strategy to be applied to sasirangan cloth craftsmen in Kampung Sasirangan, especially Kayuh Baimbai Sasirangan so that their business can develop and compete both in the domestic market and even foreign markets.

2. LITERATURE REVIEW

2.1. Strategy

According to Porter (2000) strategy is the creation of a unique and valuable position, which involves many different areas of activity. The essence of strategy is to perform activities that are different from those performed by competitors.

According to Pearce and Robinson (2008: 6), strategy is a large-scale plan, with a future orientation, to interact with competitive conditions to achieve company goals. Strategy reflects the company's knowledge of how, when, and where the company will compete; with whom the company should compete; and for what purpose the company competes.

According to David (2011: 18), strategy is how long-term goals are to be achieved. Business strategies include geographic expansion, diversification, acquisition, product development, market penetration, austerity, divestment, liquidation, and joint ventures.

2.2. Strategic Management

Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. As this definition implies, strategic management focuses on integrating management, marketing, finance / accounting, production / operations, research and development, and computer information systems to achieve organizational success (David, 2011: 5).

2.3. Environmental Analysis

In a company, the environment that affects it is divided into two, namely the internal environment and the external environment. According to David (2011: 178) internal environmental analysis requires the collection and integration of information regarding management, marketing, finance / accounting, production / operations, research and development (R&D), and the operation of the company's management information system. Analysis of the external environment requires the collection and integration of information on economic, social, cultural, demographic and environmental forces, politics, government and law, technology, and industrial competition.

3. RESEARCH METHODS

The type used in this research is exploratory descriptive research. According to Arikunto (2006: 239), exploratory descriptive research is a method of describing and interpreting data about the situation in the field or at the research site and aims to make a systematic and accurate description of the facts, characteristics, and relationships between the aspects studied both qualitatively and quantitatively. This research was conducted by analyzing the internal and external environment of sasirangan fabric craftsmen, to determine the right strategy for sasirangan fabric craftsmen.

The data used in this study are primary data from Kayuh Baimbai Sasirangan and secondary data. The techniques used in collecting data are library studies and field studies with interviews, observation, and documentation. The analytical tools used are SWOT analysis, SPACE matrix, SWOT matrix, IE matrix, and QSPM matrix.

4. RESULT AND DISCUSSIONS

4.1. Strategy Analysis

Table 1. IFAS (Internal strategic Factor Analysis Summary)

Strength	Weight	Rating	Score
1. Sasirangan fabric has unique colors and motifs.	0,16	4	0,64
2. Sasirangan fabric has a patent for its distinctive motifs	0,05	3	0,15
3. Has a shop with a strategic location in Kampung Sasirangan	0,15	4	0,6
4. Receive orders for sasirangan fabric according to customer desires	0,1	4	0,4
5. Production system based on customer orders and inventory	0,08	3	0,24
6. Craftsmen/SMEs in Kampung Sasirangan absorb quite a lot of labor	0,04	3	0,12
	0,58		2,15
Weakness	Weight	Rating	Score
1. Product prices are relatively high compared to other craftsmen	0,06	2	0,12
2. The equipment used is still simple	0,04	2	0,08
3. Workmanship techniques that are still traditional	0,04	2	0,08
4. Skills are limited to production, not business	0,14	3	0,42
5. Long production process	0,06	2	0,12
6. Absence of a clear bookkeeping (accounting) system	0,03	2	0,06
7. No production waste management	0,05	2	0,1
	0,42		0,98
TOTAL	1		3,13

Table 2. EFAS (External Strategic Factor Analysis Summary)

Strength	Weight	Rating	Score
1. Support from local government (exhibitions, training, etc.)	0,12	4	0,48
2. Cooperative relationships with other parties (state and private)	0,1	4	0,4
3. Wide open national and international markets	0,15	4	0,6
4. Networking opportunities with suppliers	0,08	3	0,24
5. Public awareness towards the preservation of sasirangan cloth.	0,05	3	0,15
6. Business credit assistance from financial institutions (banks and cooperatives)	0,07	3	0,21
7. The development of technology	0,05	3	0,15
	0,62		2,23
Weakness	Weight	Rating	Score
1. The spread of factory-made sasirangan (printing)	0,08	3	0,24
2. Higher price of raw materials	0,12	4	0,48
3. Competition with batik from other regions	0,05	2	0,1
4. The mechanism for borrowing business loans from banks is getting more complicated	0,05	3	0,15
5. People's purchasing power is decreasing	0,04	3	0,12
6. Labor wage standards are increasing	0,04	2	0,08
	0,38		1,17
TOTAL	1		3,4

Table 3. Percentage of SWOT Table Calculation Results

Category	Factor	Percentage	Score Weight	Percentage
IFE	Strengths	68,7%	3,13	48%
	Weaknesses	31,3%		
EFE	Opportunities	65,6%	3,4	52%
	Threats	34,4%		
TOTAL			6,52	100%

Table 4. Internal - External (IE) Matrix

IE Matrix		IFE Total Weight Score		
		Strong(3,0 - 4,0)	Average (2,0 - 2,99)	Weak(1,0 - 1,99)
EFE Total Weight Score	High (3,0 - 4,0)	IFE = 3,13 EFE = 3,4	II	III
	Medium (2,0- 2,99)	IV	V	VI
	Low (1,0 - 1,99)	VII	VIII	IX

With an IFE weight score of 3.13 and an EFE weight score of 3.4, Kayuh Baimbai Sasirangan is in position number I, where the company's current condition is growing and building.

Table 5. Kayuh Baimbai Sasirangan Main Strategy QSPM Matrix

	Main Factors	Strategy Alternatives						
		Weight	Integration		Intensive		Diversification	
			AS	TAS	AS	TAS	AS	TAS
Strength	1. Sasirangan fabric has unique colors and motifs	0,16	3	0,48	4	0,64	3	0,48
	2. Sasirangan fabric has a patent for its distinctive motifs	0,05	2	0,1	4	0,2	3	0,15
	3. Has a shop with a strategic location in Kampung Sasirangan	0,15	2	0,3	3	0,45	3	0,45
	4. Receive orders for sasirangan fabric according to customer wishes	0,1	1	0,1	3	0,3	1	0,1
	5. Production system based on customer orders and inventory	0,08	3	0,24	2	0,16	1	0,08
	6. Absorbs quite a lot of labor	0,04	3	0,12	4	0,16	3	0,12
	Strength Total Score	0,58		1,34		1,91		1,38
Weakness	1. Product prices are relatively high compared to other craftsmen.	0,06	2	0,12	1	0,06	1	0,06
	2. The equipment used is still simple.	0,04	1	0,04	1	0,04	1	0,04
	3. Traditional craftsmanship techniques.	0,04	3	0,12	1	0,04	1	0,04
	4. Skills are limited to production, not business.	0,14	4	0,56	4	0,56	1	0,14
	5. Long production process.	0,06	3	0,18	1	0,06	1	0,06
	6. Absence of a clear bookkeeping (accounting) system.	0,03	1	0,03	1	0,03	1	0,03
	7. No production waste management.	0,05	3	0,15	1	0,05	1	0,05
Weakness Total Score	0,42		1,2		0,84		0,42	
Opportunities	1. Support from local government (exhibitions, training, etc.)	0,12	3	0,36	4	0,48	3	0,36
	2. Cooperative relationships with other parties (public and private)	0,1	4	0,4	4	0,4	3	0,3
	3. Wide open national and international markets	0,15	3	0,45	4	0,6	1	0,15
	4. Networking opportunities with suppliers	0,08	4	0,32	3	0,24	1	0,08
	5. Public awareness of sasirangan fabric preservation	0,05	1	0,05	4	0,2	2	0,1
	6. Business credit assistance from financial institutions (banks and cooperatives)	0,07	1	0,07	4	0,28	3	0,21
	7. The development of technology	0,05	2	0,1	4	0,2	3	0,15
Opportunities Total Score	0,62		1,75		2,4		1,35	
Threats	1. The spread of factory-made sasirangan (printing)	0,08	1	0,08	3	0,24	1	0,08
	2. Higher price of raw materials	0,12	4	0,48	1	0,12	1	0,12
	3. Competition with batik from other regions	0,05	1	0,05	4	0,2	2	0,1
	4. Increasingly complicated mechanism for borrowing business loans from banks	0,05	2	0,1	1	0,05	1	0,05
	5. Decreasing purchasing power of the people	0,04	2	0,08	2	0,08	2	0,08
	6. Increasing labor standards	0,04	2	0,08	1	0,04	1	0,04
Threats Total Score	0,38		0,87		0,73		0,47	
Alternative Strategies Total Score				5,16		5,88		3,62

From the QSPM matrix, the highest value is found in the intensive strategy alternative with a total score of 5.88, followed by an integration strategy with a total score of 5.16 and finally a diversification strategy with a total score of 3.62.

Based on the results of the QSPM matrix, the alternative strategy that is in accordance with the conditions of Kayuh Baimbai Sasirangan is the Intensive strategy. In an intensive strategy, there are 3 strategies that can be implemented by Kayuh Baimbai Sasirangan, namely:

1. Market Penetration

Market penetration that can be done by Kayuh Baimbai Sasirangan is by increasing sales promotions both through print media, radio, school uniforms, official uniforms and uniforms for umrah as well as through local tv prosomi (banjar tv and prima tv), using technology in marketing both social networks and official websites, and regularly participating in exhibitions and other events held by the government and the private sector in order to promote Sasirangan fabrics in Indonesia.

2. Market Development

Market development carried out by Kayuh Baimbai Sasirangan can be done by opening business branches in other areas, for example in Java, and for the short term starting with several areas in South Kalimantan besides Banjarmasin, such as Banjarbaru and Martapura. Another alternative if you do not want to open a business branch on the island of Java, can be to send sasirangan to the area to be marketed by other parties who can cooperate with Kayuh Baimbai Sasirangan.

3. Product Development

The product development strategy that can be carried out by Kayuh Baimbai Sasirangan is to continue to create new motif creations, either in the form of combining typical motifs with other motifs, or creating innovations such as combining sasirangan production techniques with written batik techniques, and trying to be more creative and not rigid in creating these new motifs, because the motif creations from other sasirangan fabric craftsmen tend to be rigid and there is no innovation from the typical motifs. Product development can also be done in advance by asking for suggestions from customers, so that it can be determined how the motifs and colors that are in great demand by customers. By doing so, it is expected to create diversity and innovation in sasirangan.

5. CONCLUSION

From the comprehensive analysis conducted on Kayuh Baimbai Sasirangan, it emerges that the internal strengths of the enterprise surpass its weaknesses, while external opportunities outweigh the threats faced, indicating a favorable environment for business expansion. Situated in quadrant 1 of the strategic positioning matrix, an aggressive stance is recommended, with the SO strategy, inclusive of integration, incentive, and diversification strategies, identified as the most suitable approach. Additionally, the QSPM matrix highlights the importance of prioritizing intensive strategy implementation, followed by integration and diversification strategies. These findings underscore the critical need for Kayuh Baimbai Sasirangan to capitalize on its strengths to exploit available opportunities, ensuring sustained growth and competitiveness in the market.

6. REFERENCES

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