

**THE DEVELOPMENT STRATEGY OF WINGKO AGROINDUSTRY
(Case Study: UD. Bintang Jaya in Lamongan Regency)**

Elif Putri Anggraini¹, Nuriah Yuliati², Nisa Hafi Idhoh Fitriana³

Universitas Pembangunan Nasional "Veteran" Jawa Timur, Indonesia^{1,2,3}

20024010019@student.upnjatim.ac.id ; nuriah_y@upnjatim.ac.id* ; nisa.hafi.agribis@upnjatim.ac.id

Article History

Received:

08-05-2024

Revised:

12-05-2024

Accepted:

13-05-2024

Available online:

30-06-2024

ABSTRACT

Lamongan Regency is a wingko production center area which shows that many wingko agro-industries are developing. This results in increased competitiveness and market expansion between agro-industry. Therefore, this research aims to identify and analyze internal and external environmental factors and formulate a development strategy for the wingko agroindustry at UD. Bintang Jaya, Babat District, Lamongan Regency. The data analysis method used in this research is quantitative descriptive, including stages of data processing and descriptive data interpretation. The data obtained came from interviews and observations. This research was conducted from December 2023 to March 2024. The analysis used consisted of SWOT (Strength, Weakness, Opportunities, Threats) analysis and QSPM (Quantitative Strategic Planning Matrix) analysis. The research results show that based on the SWOT analysis, the Wingko UD agro-industry. Bintang Jaya has an IFAS score of 2.89 and an EFAS score of 2.68, placing it in quadrant V (growth) with significant potential for development. The external internal matrix is in the white area, suggesting the implementation of an S-O (Strengths-Opportunities) strategy. The recommended S-O strategy includes increasing production volume and maintaining raw material availability, as well as improving product quality and innovating new products with variations in taste and size. QSPM analysis shows that the priority strategy is improving product quality and new product innovation with a Total Attractiveness Score value of 5.92. Thus, product innovation is expected to improve the performance and productivity of Wingko UD's agro-industry. Bintang Jaya, opens up opportunities to increase the profits and competitiveness of the wingko agro-industry as a whole.

Keywords: wingko agroindustry, development strategy, SWOT, QSPM.

ABSTRAK

Kabupaten Lamongan merupakan daerah sentra produksi wingko yang menunjukkan banyaknya agroindustri wingko yang berkembang. Sehingga mengakibatkan adanya peningkatan daya saing dan ekspansi pasar antar agroindustri. Oleh karena itu, penelitian ini bertujuan untuk mengidentifikasi dan menganalisis faktor lingkungan internal dan eksternal serta merumuskan strategi pengembangan agroindustri wingko di UD. Bintang Jaya Kecamatan Babat Kabupaten Lamongan. Metode analisis data yang digunakan dalam penelitian ini digunakan secara deskriptif kuantitatif, meliputi tahapan pengolahan data dan interpretasi data secara deksriptif. Data yang diperoleh berasal dari hasil wawancara

dan observasi. Penelitian ini dilakukan selama bulan Desember 2023 sampai Maret 2024. Analisis yang digunakan terdiri dari analisis SWOT (Strength, Weakness, Opportunities, Threats) dan analisis QSPM (Quantitative Strategic Planning Matrix). Hasil penelitian menunjukkan bahwa berdasarkan analisis SWOT, agroindustri Wingko UD. Bintang Jaya memiliki nilai IFAS sebesar 2,89 dan nilai EFAS sebesar 2,68, menempatkannya pada kuadran V (pertumbuhan) dengan potensi yang signifikan untuk dikembangkan. Matriks internal eksternal berada dalam area putih, menyarankan penerapan strategi S-O (Strengths-Opportunities). Strategi S-O yang direkomendasikan meliputi peningkatan volume produksi dan pemeliharaan ketersediaan bahan baku, serta peningkatan kualitas produk dan inovasi produk baru dengan variasi rasa dan ukuran. Analisis QSPM menunjukkan bahwa strategi prioritas adalah peningkatan kualitas produk dan inovasi produk baru dengan nilai Total Attractiveness Score (TAS) sebesar 5,92. Dengan demikian, inovasi produk diharapkan dapat meningkatkan kinerja dan produktivitas agroindustri Wingko UD. Bintang Jaya, membuka peluang untuk meningkatkan keuntungan dan daya saing agroindustri wingko secara keseluruhan.

Kata kunci: agroindustri wingko, strategi pengembangan, SWOT, QSPM.

A. INTRODUCTION

Indonesia is an agricultural country that has great potential in the agricultural sector. The agricultural sector is divided into several parts, including the subsectors of food crops, livestock, forestry, fisheries, horticulture and plantations. Basically, the agricultural subsector has good potential to be developed, including the plantation subsector (Wahdiy *et al.*, 2020). The plantation subsector is part of the agricultural sector which is quite important for economic progress and development (Yudhoyono, 2004). Coconut is one of the plantation subsector commodities (Ningrum, 2019). According to the Food and Agriculture Organization (FAO), Indonesia ranks first as the largest coconut producing country in the world with an average production of 18.04 million tons of coconut.

Table 1. Indonesian coconut production in 2017-2021

No	Year	Quantity (Million Tons)
1.	2017	2.854,3
2.	2018	2.940,2
3.	2019	2.839,9
4.	2020	2.811,9
5.	2021	2.853,3

Source : Direktorat Jendral Perkebunan, 2020

Coconut production in Indonesia is high when compared to other countries. Data from Table 1 shows that national coconut production in Indonesia will reach 2.85 million tons in 2021. This amount has increased by 1.47% compared to the previous year which amounted to 2.81 million tons with an area of 3.4 million ha. If we look at the average coconut production per province over the last five years, there are ten coconut production center provinces which contributed 66.33% to Indonesia's total coconut production which can be seen in Table 2.

Table 2. Coconut production in ten provinces in Indonesia

No	Province	Coconut Plant Production 2017-2021 (Thousand Tons)				
		2017	2018	2019	2020	2021
1	Riau	390,60	392,70	390,70	399,40	395,00
2	Sulawesi Utara	260,70	262,50	271,80	250,70	271,10
3	Jawa Timur	253,90	244,10	240,40	240,10	244,50
4	Maluku Utara	234,20	209,80	210,90	211,40	211,80
5	Sulawesi Tengah	187,40	193,90	195,70	195,70	199,20
6	Jawa Tengah	158,80	172,60	169,00	167,90	172,10
7	Jambi	108,20	107,90	108,90	109,60	115,80
8	Maluku	102,60	103,00	104,30	103,80	106,70
9	Sumatera Utara	97,70	99,40	100,50	100,80	100,00
10	Jawa Barat	92,20	93,60	87,90	87,60	89,10

Source : Direktorat Jendral Pertanian, 2021

Table 2 shows that East Java province ranks third with average coconut production from 2017 to 2021 reaching 244,600 tons. Lamongan Regency is one of the regencies in East Java Province where the production of coconut plants in 2019 was 87.36 tons. The high production of coconut plants can also cause several problems in farming, one of which is fluctuating selling prices where special price changes occur due to market mechanisms where the changes are in the form of increases or decreases in the price value itself (Maulana, 2019).

Agro-industry is an industry that processes primary agricultural commodities into processed products, both intermediate products and final products, including post-harvest handling, food and beverage processing industry, biopharmaceutical industry, bio-energy industry, processing industry. by-products and the agrotourism industry (Soekartawi, 2005). Agro-industry agricultural products are able to make a very real contribution to the development of the Indonesian economy (Suwandi, 2022). According to Suryani & Supriyati, (2006) Agro-industry is the main driver for the development of the agricultural industry, especially in the future agriculture will become the main sector of the country's development, so the role of agro-industry will be even greater. Value addition activities from coconut processing through the coconut agroindustry are also identical to the product diversification process, where what is meant by product diversification is the diversification of products which are the result of processing coconut commodities (Nugroho & Rusydiana, 2018).

One of the diversified products resulting from processing coconut commodities is wingko. Wingko is included in vegetable processing products where the ingredients used to make wingko include coconut, sticky rice flour and granulated sugar. Wingko is a typical food from Babat District, Lamongan Regency. The central production area for wingko is located in Babat Village.

UD. Bintang Jaya is a home industry company that produces wingko cakes. This company was founded in 1990. The existence of the wingko UD agroindustry. Bintang Jaya has not been able to run its business optimally. This is due to various obstacles, such as low product durability, limited marketing area, simple production technology and ineffective

promotional methods. The lack of promotion carried out by wingko agro-industry players makes wingko products less known to the wider community so that market share does not increase and tends to be inferior to wingko from other agro-industry. Apart from these obstacles, there are other threats such as the increasing number of other wingko agro-industries located inside and outside Lamongan Regency.

The general description above shows that the UD Wingko agro-industry. Bintang Jaya still needs development so it is necessary to carry out research aimed at (1) identifying and analyzing internal and external environmental factors, and (2) formulating appropriate strategies for developing the Wingko UD agro-industry business. Bintang Jaya, Babat District, Lamongan Regency.

B. RESEARCH METHOD

This research was conducted from December 2023 to March 2024. This research was conducted at UD. Bintang Jaya which is located on Jl. Sumowiharjo, Gg Candra No. 01 RT 02/RW 09, Sawo, Babat District, Lamongan Regency considering that Babat District is the area where wingko cakes are born and is also the center for making wingko in Lamongan Regency. The method for determining respondents used was purposive sampling. This is based on certain considerations or criteria that are in accordance with the research objectives. Where is the owner of UD. Bintang Jaya became the main respondent and then 10 key informants were needed to add the information needed by researchers so that the information and data obtained from the main respondents was more accurate and informative. Secondary data in this research relates to coconut production in East Java province from the Central Statistics Agency. Primary data was obtained by observation, interviews using questionnaires and documentation of activities. The data analysis method used in this research is quantitative descriptive, including SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) (Rangkuti, 2013); (Soekartawi, 2002) and QSPM analysis (Quantitative Strategic Planning Matrix) (David, 2011).

C. RESULTS AND DISCUSSION

SWOT Analysis of Wingko Agroindustry

SWOT analysis is an analytical tool for identifying strengths, weaknesses, opportunities and threats (Kotler, 2009). In the SWOT analysis, the strategy formulation that will be used in the Wingko agro-industry is to identify several related variables (Rangkuti, 2015). Some of these variables will be explained as follows:

Wingko Agro-Industry Environmental Analysis

The environmental analysis of the Wingko agro-industry is intended to identify both internal and external factors that influence the Wingko agro-industry. These factors of strengths, weaknesses, opportunities and threats will later become the basis for formulating wingko development strategies. The following is an environmental analysis of the Wingko agro-industry at UD. Bintang Jaya, Babat Village, Babat District, Lamongan

Regency.

Wingko Agroindustry Internal Environmental Analysis

The analysis of the internal environment of the Wingko agro-industry consists of two components, namely strengths and weaknesses.

1. Strength

a) Ease of Obtaining Raw Materials

In obtaining raw materials, the Wingko agro-industry does not experience difficulties because it is supported by the agro-industry's location close to the Babat market. Where all raw materials consisting of coconut, sticky rice flour and granulated sugar are supplied from the Tripe market.

b) Skilled workforce

Workers who work in the Wingko UD agro-industry. Bintang Jaya is a workforce that comes from Babat Village and its surroundings. It is known that Babat Village is an area where the people have skills in making wingko considering that wingko is an original cake from Babat.

c) Affordable Product Prices

Wingko UD. Bintang Jaya is sold for Rp. 13,000/bag containing 15 pcs of wingko with packaging using a plastic bag. This price, when compared to the manufacturing process which does not take too long and the unique taste, is still considered economical for consumers. Apart from that, it is also profitable for producers.

d) Ease of Production Process

The wingko production process is carried out by the UD wingko agroindustry. Bintang Jaya is a simple production process that can be done with simple tools and skilled labor.

e) Already Has a Product Brand

Wingko Agroindustry UD. Bintang Jaya already has a brand/label for the wingko it produces. The label for the wingko produced is "Kue Khas Baat Wingko Asli Bambang Indrajaya". Having a label will make it easier for consumers to recognize and differentiate Wingko UD products. Bintang Jaya with wingko products from other agro-industry. Having labels can also help consumers not to be deceived, because there are still many Wingko products that don't have labels and the quality is not good.

f) The product has received a business permit

A business license is needed to legalize the business that has been run so that it has legal force to maintain the continuity of the business. The business license is also used as proof that wingko products are produced by UD. Bintang Jaya is a quality product and its safety is guaranteed.

2. Weakness

a) Simple Technology

Based on the results of field observations at the Wingko UD agro-industry. It is known to Bintang Jaya that the technology used in the process of making wingko is still simple.

b) Unrecorded Financial Administration

Administrative activities in business are an important thing. This is because the administrative data statistics can analyze the condition of a business. In the Wingko UD agro-industry. Bintang Jaya does not have financial administration. There are no financial administration records because the income obtained directly buys the raw materials needed for further production.

c) Simple Product Packaging

Packaging of wingko products at the wingko UD agroindustry. Bintang Jaya is simple. The packaging design, both inner and outer packaging, uses simple printed plastic and paper. The inner packaging of Wingko is made of paper to wrap Wingko products, while the outer packaging of Wingko is in the form of a pouch or bag.

d) Marketing Not Yet Widespread

Marketing carried out by Wingko UD agroindustry. Bintang Jaya is through agents. Marketing is carried out in the souvenir shop area around the Sunan Drajat restaurant in Lamongan. Apart from that, also at the Pati Semarang Terminal. If you only rely on agents in product marketing, sales volume will not be able to increase and will be limited to only regional areas so that Wingko products cannot compete with other agro-industries.

e) Low Product Durability

Wingko products produced by UD. Bintang Jaya uses natural ingredients and does not use preservatives so the product's shelf life is low. Wingko Agroindustry UD. Bintang Jaya uses granulated sugar as a natural preservative and also gives wingko a sweet taste. The shelf life of Wingko products that can be consumed is approximately 5-6 days.

f) Simple Promotion Form

Promotion carried out by Wingko UD agroindustry. Bintang Jaya is through personal selling carried out by sales agents to prospective buyers. Promotions that are carried out only by personal selling have limitations in the location reach of the promotion which is still not wide enough so that this method can be said to be less effective.

Wingko Agroindustry External Environmental Analysis

Analysis of the external environment of the Wingko agro-industry consists of two components, namely opportunities and threats.

1. Opportunities

a) Large Market Demand

The high market demand for wingko products can be caused by the fact that the Babat area is a crossroads area between Jombang Regency, Tuban Regency and Bojonegoro Regency where every day it is always busy with people traveling to the area, making wingko tripe a choice of typical tripe souvenirs to be consumed together. Family at home or for personal consumption while traveling.

b) Technological development

The development of technology as a means of promoting Wingko products through social media to a wider range of consumers is the right step in introducing the product. Apart from that, technological developments are also a means of production that will make it easier for producers to produce products more quickly in greater quantities in an efficient time.

c) Raw Material Continuity

Sustainability of raw material availability is important in terms of production. The raw materials for making wingko are available at the Babat Market itself. This certainly makes it easier for producers to obtain raw materials a short distance away.

d) Regional Government Support

The support provided by the Lamongan Regency government, especially the Lamongan Regency Industry and Trade Service, is to provide exhibitions for various kinds of superior regional products where wingko products are always exhibited as typical food from the Lamongan area, namely Babat District. This is also proven by the support of the Babat District government through the construction of a monument called the wingko monument. The placement of this monument is located at the T-junction towards Jombang and Bojonegoro Regencies. The existence of the wingko monument has become an icon in itself for Babat District.

e) Labor Availability

The availability of labor in Babat Village is high. This is because the majority of residents of Babat Village work as traders. Large numbers of residents can be recruited by the Wingko UD agroindustry. Jaya Star. Apart from that, the availability of labor is also supported by the skills of the Babat people who are good at producing wingko.

2. Threats

a) Raw Material Price Fluctuations

The raw materials for wingko products are coconut, sticky rice flour and granulated sugar. Raw materials that experience price fluctuations will have an impact on the income received by the Wingko UD agro-industry. Bintang Jaya from increases or decreases in raw material prices themselves.

b) Competitiveness Between Agro-Industries

There are quite a lot of wingko home industries in Babat Village. This is because it is easy to make wingko and also wingko is a typical traditional cake from Tripe, so this condition has resulted in many producers having similar businesses. The existence of many agro-industries poses a threat to the Wingko UD Agro-industry. Bintang Jaya in marketing its products to consumers.

c) Competition to Get Agents

The competition that occurs between wingko agro-industry at the research location is not only to compete for raw materials for the production process, but also competition to get agents who will market wingko products to consumers.

Calculation Results of Weight Values, Ratings and Internal Factor Evaluation Analysis Scores (IFAS)

Determining the weight of the internal environmental factor analysis is by comparing the variables to the more important internal factors and then adding them up. Determination of the rating is determined based on the level of influence of internal factors on the Wingko agro-industry. The rating values for the analysis of internal environmental factors are as follows:

1. Strength Rating Value
 - a) 4 = Very Influential
 - b) 3 = Influential
 - c) 2 = Less Influence
 - d) 1 = No Effect
2. Weakness Rating Value
 - a) 1 = Very Influential
 - b) 2 = Influential
 - c) 3 = Less Influence
 - d) 4 = No Effect

Table 3. Strength and Weakness of Wingko Agroindustry at UD. Bintang Jaya

Strength Factor	Weight	Ratings	Score
1. Ease of obtaining raw materials	0,09	3	0,27
2. Skilled workforce	0,08	3	0,24
3. Affordable product prices	0,08	3	0,24
4. Ease of production process	0,08	3	0,24
5. Already has a product brand	0,12	4	0,48
6. The product has received a business permit	0,12	4	0,48
Weakness Factor	Bobot	Rating	Skor
7. Simple technology	0,07	2	0,14
8. Unrecorded financial administration	0,07	2	0,14
9. Simple product packaging	0,08	3	0,24
10. Marketing not yet widespread	0,07	2	0,14
11. Low product durability	0,07	2	0,14
12. Simple promotion form	0,07	2	0,14
Total	1,00	33	2,89

Source : Process Data, 2024

Table 3 shows that the total score on the strength factor is 1.95. Variables that influence the strength factor are that they already have a product brand and that the product has received a business license with a score of 0.48. Ownership of a product brand is very important to show the different tastes and characteristics of wingko produced by each agro-industry. Wingko Agroindustry UD. Bintang Jaya already has a brand/label for the wingko it produces. Where the label of the wingko produced is "Typical Original Bambang Indrajaya Tripe Wingko Cake". Having a label will make it easier for consumers to recognize and differentiate Wingko UD products. Bintang Jaya with wingko products from other agro-industry. Having labels can also help consumers not to be deceived, because there are still many Wingko products that don't have labels and the quality is not good. Apart from having a product brand, a business license is also required. The business license is used as proof that Wingko products are produced by UD. Bintang Jaya is a quality product and its safety is guaranteed. This was proven in 2008, UD. Bintang Jaya received a permit

in the form of a Home Industry Food Production Certificate from the Health Service with number P-IRT No. 306352401091. Meanwhile in 2009, UD. Bintang Jaya has a Brand Certificate with no. IDM 000303396.

Next is the factor of ease of obtaining raw materials with a score of 0.27, the raw material for making wingko is coconut. Where is the coconut used by the wingko UD agro-industry. Bintang Jaya is a coconut purchased in Babat District itself. Apart from that, other supporting raw materials, namely sticky rice flour and granulated sugar, are also obtained from Babat District. Furthermore, the skilled labor factor with the score obtained is 0.24, the workforce in the Wingko UD agro-industry. Bintang Jaya is a workforce that comes from locations around the agro-industry, specifically the people of Babat Village itself. This is certainly a special skill possessed by workers who come from the Babat area, supported by the convenience factor in the wingko production process because Babat District is a famous wingko production center in Lamongan Regency. Apart from that, the factor of affordable product prices with a score of 0.24 is also a strength factor in the existence of agroindustry wingko UD. Jaya Star. Where the price of Wingko products sold is Rp. 13,000/bag. Each bag contains 15 wingko.

The total score of the weakness factor is 0.94. Variables that influence the weakness factor are simple technology, unrecorded financial administration, not yet extensive marketing, low product durability and simple forms of promotion with a score of 0.14. The use of simple technology is often carried out by every wingko agroindustry, including UD wingko agroindustry. Bintang Jaya during the wingko production process. Wingko Agroindustry UD. Bintang Jaya also does not carry out financial records or bookkeeping. After the wingko agro-industry has been running for a long time, bookkeeping is no longer considered very important because the income obtained after one production is directly used to buy materials for making wingko for the next production. Marketing carried out by Wingko UD agroindustry. Bintang Jaya is also not yet widespread. Limited marketing areas with simple forms of promotion will certainly influence demand from wingko. A marketing area that is not yet large will make demand for wingko low. If demand for wingko becomes low then UD's agroindustry. Bintang Jaya will also produce wingko in small quantities. Then the durability factor of Wingko products is low, this has been proven that the durability of Wingko products is only 5-6 days.

Calculation Results of Weight Values, Ratings and External Factor Evaluation Analysis Scores (EFAS)

Determining the weight of the analysis of external environmental factors is by comparing the variables to the external factors that are more important and then adding them up. Determination of the rating is determined based on the level of influence of external factors on the Wingko agro-industry. Determining the score value is obtained from the weight value multiplied by the rating value. The rating values in the analysis of external environmental factors are as follows:

1. Opportunity Rating Value (Opportunities)
 - a) 4 = Very Influential
 - b) 3 = Influential

- c) 2 = Less Influence
- d) 1 = No Effect
- 2. Threat Rating Value (Threats)
- a) 1 = Very Influential
- c) 3 = Less Influence
- b) 2 = Influential
- d) 4 = No Effect

Table 4. Opportunity and Threat Factors for Wingko Agroindustry at UD. Bintang Jaya

Opportunity Factor	Weight	Ratings	Score
1. Large market demand	0,15	3	0,45
2. Technological development	0,14	3	0,42
3. Raw material continuity	0,12	3	0,36
4. Regional government support	0,15	3	0,45
5. Labor availability	0,11	2	0,22
Threat Factor	Bobot	Rating	Skor
6. Raw material price fluctuations	0,11	2	0,22
7. Competitiveness between agro-industries	0,12	3	0,36
8. Competition to get agents	0,10	2	0,20
Total	1,00	21	2,68

Source : Process Data, 2024

Table 4 shows that the total opportunity factor score is 1.90. Variables that influence the opportunity factor are large market demand and local government support with a score of 0.45. Market demand for Wingko products can be said to be quite high. The high demand for wingko products can be proven by the exhaustion of wingko produced by the UD wingko agroindustry. Jaya Star. The high market demand for wingko products can be caused by the fact that the Babat area is a junction area between Jombang, Tuban and Bojonegoro Regencies. This makes it possible for people who are passing through the Babat area to buy Wingko as souvenirs. Apart from that, the target market for the Wingko UD agro-industry. Bintang Jaya is also intended for guardian pilgrims. This is proven by the distribution of UD wingko. Bintang Jaya to agents selling at the Sunan Drajat Tomb souvenir center located in Paciran District, Lamongan Regency.

Another influencing factor is local government support. The regional governments of Babat District and Lamongan Regency strongly support the existence of wingko as one of the typical foods in Lamongan Regency. This is proven by the existence of the Wingko monument which is located at the T-junction towards Jombang and Bojonegoro Regencies. Not only that, the form of government support can be seen at regional superior product exhibitions, where wingko products are usually always exhibited as the typical regional food of Tripe, Lamongan district. This is an opportunity in efforts to develop agro-industry to meet consumer demand. Next is the technological development factor with a score of 0.42. The development of technology as a means of production certainly supports the quality of the wingko products produced and will also make it easier for producers to produce wingko more quickly in larger quantities. Apart from that, current technological developments are a means of promoting Wingko products via social media to a wider range of consumers. Next is the raw material continuity factor with a score of 0.36. Sustainability of raw material availability is very important in terms of production. The raw materials for making wingko are available at the Babat Market itself. This certainly makes it easier for

producers to obtain raw materials at close range and in adequate quantities of raw materials. Next is the labor availability factor with a score of 0.22. It is known that the wingko production process uses traditional and manual methods to create UD's wingko agroindustry. Bintang Jaya must use human labor in its production process.

The total threat factor score is 0.78. Variables that influence the threat factor are fluctuations in raw material prices, competition for agents and limited capital. Raw material price fluctuation factor with a score of 0.22. Where fluctuations in raw material prices often occur in coconut prices. The very fluctuating price of coconut makes wingko production costs fluctuate too. The instability of total production costs will result in determining the selling price of wingko becoming difficult. Fluctuations in raw material prices are an obstacle to the sustainability and development of Wingko UD's agro-industry. Jaya Star. Furthermore, the competition factor to get an agent with a score of 0.20. The competition that occurs at the research location is not only for fighting over raw materials for the production process, but also competition for getting agents who will market Wingko products to consumers. In this case, the agent will choose an agro-industry that offers products at low prices to get high profits. Next is the agro-industry competitiveness factor with a score of 0.36. In Babat Village, Babat District, Lamongan Regency itself, there are many wingko agro-industries besides UD. Jaya Star. This is a threat in itself for the Wingko UD Agroindustry. Bintang Jaya in marketing its products to consumers.

Relative Competitive Position Matrix Results of Wingko UD Agroindustry. Bintang Jaya

The relative competitive position matrix is a strategic analysis that allows producers to compare their agro-industry with competitors, in such a way as to reveal the relative strengths and weaknesses of the wingko agro-industry (Fred R . David, 2011). Based on total stock, calculations of Internal Factor Evaluation Analysis (IFAS) and External Factor Evaluation Analysis (EFAS). The total IFAS score is obtained from the sum of the scores from the strength factor of 1.95 with the weakness factor of 0.94 to obtain a total IFAS score of 2.89. Meanwhile, the total EFAS score is obtained from adding up the scores from the opportunity factor of 1.90 with the threat factor of 0.78, resulting in a total EFAS score of 2.68. So the following results are obtained:

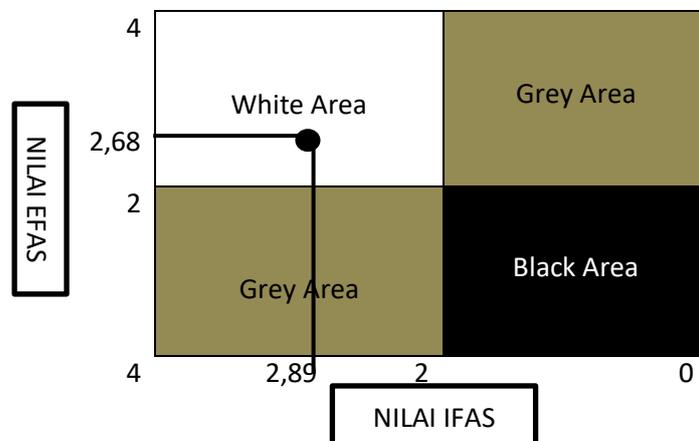


Figure 1. Wingko Agroindustry Relative Competitive Position Matrix

Based on the results of the relative competitive position matrix, Wingko agroindustry is in the white area position (Sanjaya *et al.*, 2020). Where the existence of Wingko agro-industry in the white area position means that Wingko UD agro-industry. Bintang Jaya has a perspective opportunity and has the competence to do it (Ratnasari *et al.*, 2016). This shows that currently the situation that occurred in the Wingko UD agro-industry. Bintang Jaya is profitable. That strategy should be applied in these conditions is supportive aggressive growth policy (growth oriented strategy) (Fendy, 2020).

Internal-External Matrix (IE) Agroindustry Wingko UD. Bintang Jaya

According to David, (2009) the Internal-External (IE) Matrix is a strategic management tool used to analyze working conditions and business strategy positions. Based on total stock, calculations of Internal Factor Evaluation Analysis (IFAS) and External Factor Evaluation Analysis (EFAS).

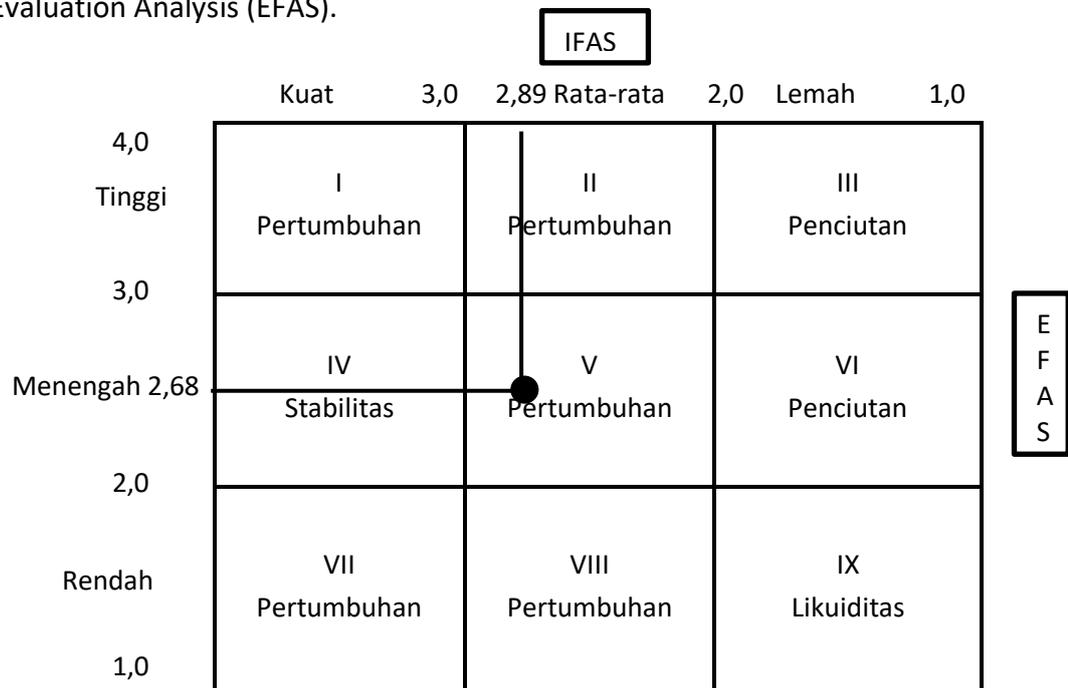


Figure 2. Wingko Agroindustry Internal-External (IE) Matrix

Based on the results of the Internal-External Matrix (IE), the Wingko agroindustry is in quadrant V, which means the Wingko agroindustry is in a growth position (Ginting, 2006). Strategic activities that are suitable for the Wingko UD agro-industry. Bintang Jaya is market penetration (Ansoff, 1965), market development (Sofjan, 2011) and product development (Tjiptono, 2008).

Market penetration strategy is a company's effort to increase top sales products and markets that have become available through more aggressive marketing efforts (Kamsariaty, 2017). Market penetration is a strategy that seeks to increase market share for Wingko products in the current market by conducting wider marketing (Ihalauw, 2017). The market penetration strategy can be carried out by Wingko UD agroindustry. Bintang Jaya, because it is supported by high demand for wingko, availability of labor and easy processing of wingko products.

Market development focuses on introducing wingko products into new marketing areas Market development strategy is an effort carried out when the old market is stable, then efforts can be made to open up new markets (Juliani *et al.*, 2017). This strategy can be started through digital marketing (Mauliza & Sulistyawati, 2021). This strategy requires Wingko UD agroindustry. Bintang Jaya must carry out promotions so that the wingko products produced can be known by the people in the target location (Sidi *et al.*, 2018).

According to (Narastika & Yasa, 2017); (Anjani & Yasa, 2019); (Sarfin *et al.*, 2021), product development strategy is one strategies that can be implemented to optimize marketing by perfecting or modify existing products at wingko or develop new products Where this strategy can be carried out by providing a choice of sizes or flavor variants for the products being marketed. Product development must be made in order to maintain and improve Competitiveness. This is because there are many similar agro-industries (Assauri, 2011).

Wingko Agroindustry SWOT Matrix

Table 5. Determining Alternative Strategy Using SWOT Analysis

IFAS	STRENGTH (S)	WEAKNESS (W)
EFAS	1. Ease of obtaining raw materials	1. Simple technology
	2. Skilled workforce	2. Unrecorded financial administration
	3. Affordable product prices	3. Simple product packaging
	4. Ease of production process	4. Marketing not yet widespread
	5. Already has a product brand	5. Low product durability
	6. The product has received a business permit	6. Simple promotion form
OPPORTUNITIES (O)	Strategy S-O	Strategy W-O
1. Large market demand	1. Increase production volume and maintain raw material availability (S1, S2, S4, O1, O3, O5)	1. Use of equipment or technology in the production process and improve the packaging concept (W1, W3, W5, O1, O2)
2. Technological development	2. Improve product quality and create new products with different wingko flavors and sizes (S1, S2, S3, S4, S5, S6, O1, O2, O5)	2. Add promotional activities and establish outlets on the side of the main road that are easily accessible to agents and consumers (W4, W6, O1, O2, O3)
3. Raw material continuity		
4. Regional government support		
5. Labor availability		
THREATS (T)	Strategy S-T	Strategy W-T
1. Raw material price fluctuations	1. Enter into a partnership with an agent using a mutually agreed work contract (S5, S6, T3)	1. Carry out financial administration/bookkeeping (W2, T2)
2. Competitiveness between agro-industries	2. Establish partnerships with production input providers (S1, S4, T1)	2. Complete the means to expand the market so that you can increase income to maintain business position (W1, W4, T2, T3)
3. Competition to get agents		

Source : Process Data, 2024

SWOT matrix analysis shows that there are 8 alternative or strategic options that can be applied for the development of Wingko UD agro-industry. Bintang Jaya.

Wingko Agroindustry QSPM Analysis

SWOT analysis produces 8 alternative strategies for developing Wingko UD agro-industry. Bintang Jaya, Babat District, Lamongan Regency. To determine the priority of each strategy, you can use QSPM analysis. QSPM analysis is an analytical tool that allows strategists to evaluate alternative strategies that have been prepared in a SWOT analysis (Prastiti, 2012). This stage aims to find out which strategies should take precedence or be a priority to be applied by the Wingko UD agroindustry. Bintang Jaya. Alternative strategies resulting from the SWOT matrix can be applied by Wingko UD agroindustry. Bintang Jaya is then prioritized by determining the relative attractiveness of various strategies based on how far internal and external key success factors can be maximized. The higher the Total Attractive Score (TAS), the more attractive the alternative strategy is as a priority strategy to be implemented by the Wingko UD agroindustry. Bintang Jaya (Hunger & Wheleen, 2003).

SWOT analysis produces 8 alternative strategies that can be used by Wingko UD agroindustry. Bintang Jaya. The strategy resulting from the SWOT analysis is as follows:

1. Increase production volume and maintain raw material availability. (S1, S2, S4, O1, O3, O5) TAS = 5.27
2. Improve product quality and create new products with different wingko flavors and sizes. (S1, S2, S3, S4, S5, S6, O1, O2, O5) TAS = 5.92
3. Use of equipment or technology in the production process and improve the packaging concept. (W1, W3, W5, O1, O2) TAS = 5.51
4. Add promotional activities and establish outlets on the side of the main road that are easily accessible to agents and consumers. (W4, W6, O1, O2, O3) TAS = 5.62
5. Partnership with agents using a mutually agreed work contract. (S5, S6, T3) TAS = 5.39
6. Establish partnerships with production input providers. (S1, S4, T1) TAS = 5.52
7. Carry out financial administration/bookkeeping. (W2, T2) TAS = 5.66
8. Complete the means to expand the market so that you can increase income to maintain your business position. (W1, W4, T2, T3) TAS = 5.13

The QSPM analysis above shows that the strategy that has the highest Total Attractive Score (TAS) value is the second strategy. The strategy that produces the highest TAS value comes from a combination of strengths and threats from the Wingko UD agroindustry. Bintang Jaya. The strategy that can be a top priority is to improve product quality and create new products with different flavors and sizes of wingko. With new product innovation, it is hoped that it can improve the performance and productivity of the Wingko UD agro-industry. Bintang Jaya. So that it can increase the profits of the wingko agroindustry.

D. CONCLUSION

Based on the results of the research that has been carried out, the SWOT analysis shows an IFAS value of 2.89 and an EFAS value of 2.68. This value is in quadrant V (growth). The external internal matrix is included in the white area, so the strategy that can be implemented is the S-O strategy. The S-O strategy is a strategy used to maximize the strengths and opportunities that one has. The S-O strategy includes increasing production volume and maintaining the availability of raw materials, as well as improving product quality and creating new products with different flavors and sizes of wingko. Based on the results of the QSPM analysis, it was found that alternative strategies were the main priority to be implemented in the Wingko UD agro-industry. Bintang Jaya is the second S-O strategy, namely improving product quality and creating new products with wingko flavor and size variants with a TAS value of 5.92. With product innovation, it is hoped that it can improve the performance and productivity of Wingko UD's agro-industry. Bintang Jaya, Babat District, Lamongan Regency. So that it can increase the profits of the wingko agroindustry.

E. REFERENCES

- Anjani, & Yasa. (2019). The role of product innovation in mediating the influence of entrepreneurship orientation on marketing performance (A study on silver craft MSMEs in Celuk, Gianyar). *Journal of Business Management and Economic Research*, 3(3), 1–18.
- Ansoff. (1965). Strategi Perusahaan. *Manajemen*, 44.
- Assauri, S. (2011). *Manajemen Pemasaran, Dasar Konsep dan Strategi*. Jakarta: Rajawali Pers.
- David. (2009). *Strategic Management, Manajmene Strategis Konsep*. Salemba, Jakarta.
- David, F. R. (2011). *Manajemen Strategi, Konsep Terjemahan*. Jakarta: PT. Indeks Kelompok Gramedia.
- Direktorat Jendral Perkebunan. (2020). Statistik Perkebunan Unggulan Nasional 2020-2022. *Sekretariat Direktorat Jendral Perkebunan*, 1–572.
- Direktorat Jendral Pertanian. (2021). *Analisis Kinerja Perdagangan Komoditas Kelapa*. 11(1F), 60.
- Fendy, H. (2020). Strategi Pertumbuhan dan Pembangunan Ekonomi Daerah. *Strategi Pertumbuhan Dan Pembangunan Ekonomi*, 1–11.
- Fred R. David. (2011). Competitive Profile Matrix. *Strategic Management*, 7(2), 1–6.
- Ginting. (2006). Perumusan Strategi Perusahaan PT X Menggunakan Matriks Evaluasi Faktor. *Jurnal Sistem Teknik Industri*, 7(1), 1–5.
- Hunger, J. D., & Wheleen, T. L. (2003). *Manajemen Strategis*. Andi. Yogyakarta.
- Ihalauw. (2017). Strategi Pemasaran. *Salatiga: Fakultas Ekonomika Dan Bisnis Universitas Kristen Satya Wacana*.
- Juliani, Harsojuwono, & Satriawan. (2017). Strategi Pengembangan Usaha Minuman Barjaz Tea di Barjaz Company. *Jurnal Rekeyasa Dan Manajemen Agroindustri*, 5(4), 41–50.
- Kamsariaty. (2017). Strategi Pemasaran pada Produk Minuman Oxy Blue (Oxygenated Pure Water) dalam Penentu Kepuasan Konsumen. *Jurnal Ilmiah Ekonomi Bisnis*, 3(1), 1–6.
- Kotler. (2009). *Manajemen Pemasaran*. Erlangga.
- Maulana, K. (2019). Peran Kelompok Tani Terhadap Kondisi Perekonomian Petani. *Jurnal Pendidikan Teknologi Pertanian*, 5(2), 67. doi: 10.26858/jptp.v5i2.9671

- Mauliza, B. N., & Sulistyawati, E. (2021). Strategi Pengembangan Umkm Melalui Digital Marketing Sebagai Peningkatan Pemasaran Dimasa Pandemi Covid-19. *Opinia de Journal*, 1, 108–127. <https://ejournal.stainumadiun.ac.id/index.php/opinia/article/view/12%0Ahttps://ejournal.stainumadiun.ac.id/index.php/opinia/article/download/12/12>
- Narastika, & Yasa. (2017). Peran Inovasi Produk dan Keunggulan Bersaing Memediasi Pengaruh Orientasi Pasar Terhadap Kinerja Pemasaran. *Jurnal Ilmu Mahasaraswati*, 7(1).
- Ningrum, M. S. (2019). Pemanfaatan Tanaman Kelapa (*Cocos nucifera*) oleh Etnis Masyarakat di Desa Kelambir dan Desa Kubah Setang Kecamatan Pantai Labu Kabupaten Deli Serdang. *Skripsi Fakultas Biologi, Universitas Medan Area*, 1–59.
- Nugroho, T., & Rusydiana, A. S. (2018). Mengembangkan Agroindustri Jawa Timur: Pendekatan Metode Analytic Network Procces. *Jurnal Ilmu Ekonomi Terapan*, 3(1), 39–53. <https://doi.org/10.20473/jiet.v3i1.8025>
- Prastiti, R. A. (2012). Strategi Pengembangan Agribisnis Sapi Potong di Kabupaten Blora. *E-Jurnal Agrista. Program Studi Agribisnis. Fakultas Pertanian. Universitas Sebelas Maret. Surakarta*.
- Rangkuti, F. (2013). *Analisis SWOT Tehnik Membedah Kasus Bisnis*. Gramedia Pustaka.
- Rangkuti, F. (2015). *Personal SWOT Analysis*. Gramedia Pustaka Utama.
- Ratnasari, M., Hartadi, R., & Ridjal, A. (2016). Analisis Pemasaran Dan Strategi Pengembangan Usahatani Kubis Di Desa Sumberjo Kecamatan Ambulu Kabupaten Jember [Analysis Of Marketing And Development Strategy Of Cambbage In Farming Village Sumberjo Ambulu District Jember]. *Agritrop Jurnal Ilmu-Ilmu Pertanian*, 14(1), 66–79.
- Sanjaya, V. F., Shelawati, D., & Ghati, L. (2020). IFE EFE dan Grand Strategy Industri Kuliner. *Jurnal Manajemen Bisnis Islam*, 1(2), 159–170.
- Sarfin, Budiman, & Prima. (2021). Perumusan Strategi Bersaing Produk UMKM Talas Kunti Menggunakan Metode SWOT, CPM dan QSPM. *Jurnal TIM Universitas Tanjungpura*, 5(1).
- Sidi, Abdul, & Shamir. (2018). The Mediating Effect of Cost Leadership on the relationship between market penetration, market development and firm performance. *Journal of Business and Retail Management Research*, 12(3).
- Soekartawi. (2002). *Analisis Usahatani*. Jakarta: Universitas Indonesia.
- Soekartawi. (2005). *Agroindustri dalam Perspektif Sosial Ekonomi (Edisi Kedua)*. PT Raja Grafindo Persada.
- Sofjan, A. (2011). *Strategic Management Sustainable Competitive Advantages*. PT Raja Grafindo Persada.
- Suryani, E., & Supriyati. (2006). Peranan, Peluang dan Kendala Pengembangan Agroindustri di Indonesia. *Pusat Analisis Sosial Ekonomi Dan Kebijakan Pertanian*.
- Suwandi. (2022). Peranan dan kendala Pengembangan Agroindustri di Indonesia. *Jurnal Inovasi Penelitian*, 2(10), 3185–3192.
- Tjiptono, F. (2008). *Strategi Pemasaran*. Yogyakarta: ANDI.
- Wahdiy, Walid, M., Wahyuni, P. R., & Pramasari, I. F. (2020). Analisis Efisiensi Dan Nilai Tambah Gulali Gula Merah Di Desa Nyabakan Barat Kecamatan Batang- Batang. *Journal of Food Technology and Agroindustry*.
- Yudhoyono. (2004). *Pembangunan Pertanian Modern*. Rineka Karya. Jakarta.