



Icon-LBG 2016

**The Third International
Conference on Law,
Business and Governance**

PROCEEDINGS

Hosted by
Faculty of Law, Faculty of Economics and Faculty of Social Science
Bandar Lampung University (UBL)

Icon-LBG 2016

THE THIRD INTERNATIONAL CONFERENCE
ON LAW, BUSINESS AND GOVERNANCE 2016

20, 21 May 2016
Bandar Lampung University (UBL)
Lampung, Indonesia

PROCEEDINGS

Organized by:



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PREFACE

The Activities of the International Conference are in line and very appropriate with the vision and mission of Bandar Lampung University (UBL) to promote training and education as well as research in these areas.

On behalf of the Third International Conference on Law, Business and Governance (3th Icon-LBG 2016) organizing committee, we are very pleased with the very good response especially from the keynote speaker and from the participants. It is noteworthy to point out that about 46 technical papers were received for this conference.

The participants of the conference come from many well known universities, among others : International Islamic University Malaysia, Unika ATMA JAYA, Shinawatra University, Universitas Sebelas Maret, Universitas Timbul Nusantara, Universitas Pelita Harapan, Universitas Bandar Lampung, Universitas Lampung.

I would like to express my deepest gratitude to the International Advisory Board members, sponsor and also to all keynote speakers and all participants. I am also grateful to all organizing committee and all of the reviewers who contribute to the high standard of the conference. Also I would like to express my deepest gratitude to the Rector of Bandar Lampung University (UBL) who give us endless support to these activities, so that the conference can be administrated on time

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AN ANALYSIS OF BUSINESS STRATEGY TO INCREASESUSTAINABLE COMPETITIVENESSIN STREET VENDORS (STUDIES IN MANG UDIN ICE BUSINESS IN BANDAR LAMPUNG)

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Abstract

Street Vendors is one small business that is growing rapidly in Bandar Lampung. One of them is the Mang Udin Ice business located in front of Pasar Mangga Dua Bandar Lampung. The formulation of the problems of this study are: Business strategy what can be done to increase sustainable competitiveness? The purpose of this study was to determine the business strategy of what can be done to increase sustainable competitiveness. This study used a qualitative descriptive method by using primary and secondary data; and data collection techniques by observation, interviews, documentation and questionnaires; as well as qualitative analysis method by SWOT analysis (Strengths, Weakness, Opportunities And Threats). Based on the analysis diagram Cartesian SWOT obtained Mang Udin Ice Business located in Quadrant I, business strategies can be implemented to increase sustainable competitiveness is the generic strategies are: Cost Advantage Strategy (buy raw materials in large quantities and reduce the cost of labor), Differentiation Strategy (multiply choice pruduk and increase product quality, adding a type of food products, open new business branches and do joint ventures), Focus Strategy (maintain the quality products and always maintain the cleanliness). Based on the analysis Strategic SWOT matrix, the highest scores were effective to increase sustainable competitiveness is Strength Opportunity Strategy (SO) with a score of 3.07, followed successively by Weakness Opportunity Strategy (WO) with a score of 2.57, Strength Threats Strategy (ST) with a score of 2.02 and Weakness Threats Strategy (WT) with a score of 1.52. Business strategy that can be performed on SO are: increase the quality of products that are superior to the competitors, increase product choice, keep clean; the WO are: increase the choice of products, open new business branches, add facilities (seating), and increase the number of workers who can be trusted; in ST are: increase the quality of products that are superior to the competitors, always maintain cleanliness and to reassess the business; and the WT are: product innovation in order to increase the variety and quality of products, as well as doing a good joint venture with the owners of capital or other business

Keywords: Business Strategy, Generic Strategy, Differentiation Strategy, Focus Strategy, Competitiveness, SWOT Analysis (Strengths, Weakness, Opportunity and Threats).

1. INTRODUCTION

Today the Micro and Small Businesses (MSB) business in Indonesia is experiencing rapid growth. The rapid developmental MSB resulted in intense competition businesses to be more superior. This requires an integrated strategy and appropriate to enhance the ability to compete. The rapid development of MSB, causing popping up a wide range of MSB, one of which is the street vendors in Bandar Lampung were selling drinks namely Mang Udin Ice Business which is the object of this study. This business is located in front of Pasar Mangga Dua Bandar Lampung established since 1990 and until today still able to survive. This business is a lot of progress, which was previously only mobile vendors now have a place to trade. This effort has also developed its products from becoming Es Es Dogan Dogan Oranges that many consumers demand. Citrus orange used is Java and Kalimantan were previously using lime

Besides orange dogan ice there are also other types of beverages are offered as can be seen in Table 1.

Table 1
 Type of Products Mang Udin Ice Business

No.	Product name	Price/glass (Rp)
1	KopyorIce+ Milk	14.000,00
2	Kopyor Ice	14.000,00
3	Oranges Dogan Ice	9.000,00
4	Teler Ice	9.000,00
5	Avocado Ice	9.000,00
6	Teler Ice+ Milk	9.000,00

Source: Owners of Mang Udin Ice Business, 2012

Based on observations and interviews researchers, this effort has several advantages: Mang Udin Ice name has been known to the public Bandar Lampung, the location is easily accessible, situated in front of the market, do not pay trade places so as to minimize costs, and no promotion. On the other hand, it faces many obstacles, that is: 1) Lack of capital led to this business difficulties in developing. Several times apply for bank loans to no avail, because of a lack of trust from the bank. 2) It is difficult to get quality raw materials and high raw material prices. 3) Lack of human resources, are still insufficient numbers of workers and no workers were trusted to manage the business when opening a new business. 4) The land area measuring only a narrow effort 4m x 5m, is only able to accommodate 12 people and lay out procedures that are less precise, so workers had to alternate with other workers in serving customers, and consumer sometimes have to queue. 5) The high level of competition. Over time, more and more new merchants to appear, so the competition even higher, even up to now attempt Mang Udin Ice was flanked by six (6) business other ice within a radius of less than two hundred meters, namely: Jimmy Ice Business, Pak Muri Ice Business, Mung Bean Porridge Ice Business, Mixed Ice Business + Various Flavors of Coffee, Avocado Mixed Ice and Coffee Ice Business. Of the six contenders, Jimmy Ice Business is the closest competitor for only ± 15 meters, in addition to the price and types of products sold almost the same.

To face the high competition, Mang Udin Ice Business doing business strategies, that is: give good service to consumers, the workers are friendly and courteous in serving customers, maintaining the raw material to keep it fresh, affordable price, the purchase of raw materials in large quantities so costs can be reduced, cleanliness is always welcome. However, no guarantee Mang Udin Ice Business always crowded. These circumstances show that the efforts Mang Udin Ice Business still do not have enough competitiveness. The high competition affect the development of the number of consumers Mang Udin Ice Business. Data growing amount of consumers from 2008 to 2012 can be seen in Table 2

Table 2
 Total of Consumer Data Years 2008-2012

Year	Total of Consumers (person)	Development (%)
1 2008	108.363	-
2 2009	95.431	(11,93)
3 2010	79.342	(16,86)
4 2011	62.581	(21,13)
5 2012	42.098	(32,73)
Average		(16,53)

Source: Owners of Mang Udin Ice Business, 2012

From Table 2, it can be seen the total of consumers from 2008 to 2012 decreased to an average reduction of 16.53% per year, or 1.38 per month. Reduce the total of consumers have an impact on income. Developments of business income of Mang Udin Ice business 2012 are presented in Table 3.

Table 3
Income of Mang Udin Business In 2012

No	Month	Income (Rp)	Developments (%)
1	January	35.919.000	-
2	February	35.226.000	(1,93)
3	March	34.425.000	(2,27)
4	April	33.255.000	(3,4)
5	May	33.966.000	2,14
6	June	32.805.000	(3,42)
7	July	32.256.000	(1,67)
8	August	33.102.000	2,62
9	September	30.390.000	(8,19)
10	October	29.124.000	(4,17)
11	November	27.846.000	(4,39)
12	December	27.351.000	(1,78)
Average		32.138.750	(2,21)

Source: Mang Udin Ice Business 2012

From Table 3 it can be seen that the amount of income Mang Udin Ice Business January - December 2012 fluctuating tends to decrease with an average decline of 2.21%. Based on the above, it is known problems encountered are: 1) Total of consumers decreased with an average reduction of 16.53% per year. 2) Total income declined by an average decrease of 2.21% per month. 3) The business strategies that do not quite have a sustainable competitiveness. Based on the above problems, the formulation of research problems are: business strategy what should be done and thus increasing sustainable competitiveness? The purpose of this study is: To know the business strategy of what can be done to increase sustainable competitiveness.

FRAMEWORK

Business strategy According to Wheelen and Hunger (2006; 145) in (<http://library.binus.ac.id/eColls/eThesis/Chapter2/2012-1-00601-SI%20Bab%202.pdf>): "Business Strategy is a focus on improving the position to compete with the company or other business unit in terms of both products and services within the industry or market segment of the company or business unit corresponding".

TYPE OF BUSINESS STRATEGY

Marketing Mix. According to Kotler (2002; 18) in (<http://elib.unikom.ac.id/files/disk1/300/jbptunikompp-gdl-mrikisyahr-14994-3-bab2la-i.pdf>): "The marketing mix is a set of marketing tools that can be used by companies to run to-pai marketing objectives in the target market" [2]. Jerome Mc Carthy formulate marketing mix becomes 4P (Product, Price, Promotion and Place) (Tjiptono, 2004) in (<http://elib.unikom.ac.id/files/disk1/300/jbptunikompp-gdl-mrikisyahr-14994-3-bab2la-i.pdf>) [3]. Explanation of the meaning of the 4P as follows: 1) *Product* "The product is anything that can be offered to the market to look for, obtained and used or consumed in order to meet the needs and desires include physical goods, services, people, places, organizations, ideas and ideas". 2) *Price*, is: "The amount of money spent for a product or service or the number of values that consumers redeem to benefit from the use of products or services". (Kotler and Armstrong, 1999; 302) in (<http://elib.unikom.ac.id/files/disk1/300/jbptunikompp-gdl-mrikisyahr-14994-3-bab2la-i.pdf>) [4]. 3) *Place*, a decision concerning the distribution and ease of access for customers. The place where the products are available in a number of distribution channels and outlets that allow consumers to easily obtain the product. 4) *Promotion*. According Buchari Alma in Hurriyati Ruth (2005; 58-61) in the <http://elib.unikom.ac.id/files/disk1/300/jbptunikompp-gdlmrikisyahr-14994-3-bab2la-i.pdf>: "Promotion is a form of marketing communication is a marketing activity that seeks to spread information, influence, persuade, or remind the target market for the company and its products to be willing to accept, purchase, and loyal to the products offered business concerned" [5]. Services Strategy. Kotler (2002; 83) in (<http://elib.unikom.ac.id/files/disk1/300/jbptunikompp-gdl-mrikisyahr-14994-3-bab2la-i.pdf>): ". Services is a producer behavior in order to meet consumer needs and

desires in order to achieve customer satisfaction in itself. Services as services delivered by the owners in the form of services that ease, speed, relationships, abilities and friendliness shown through attitude and the nature of providing services for customer satisfaction" [2]. Strategi Generik. According to Porter in David, (2001; 180-182) in (<http://abilyudi.wordpress.com/2012/09/23/-makalah-manajemen-strategi/>) : generic strategies enable companies gain competitive advantage from three basic ie: cost leadership, differentiation, and focus. Cost leadership emphasis on standardized products with the cost per unit is very low. Differentiation is a strategy that aims to produce products and services that are unique in the industry. Focus means producing products and services that meet the needs of a small group of consumers [6]. Competitiveness. "The competitiveness means the power to excel in certain things that a person, group or institution" (Tumar Sumiharjo, 2008) in (http://repository.upi.edu/operator/upload/s_pek_0700318_chapter2.pdf) [7]. According to Cravens (1996; 18) in the (http://repository.upi.edu/operatorupload/s_pek_0700318_chapter2.pdf): "Competitiveness is the ability to be able to compete with its competitors" [8]. According to Henry Faizal Noor in Yuli Fitriyanti (2007; 400) in Error! Hyperlink reference not valid states that: "Competitiveness is the ability or toughness in vying for the attention and loyalty of consumers" [9]. Factors Affecting Competitiveness. According to Tulus Tambunan (2008; 5) in (http://repository.upi.edu/operator/upload/spek0700318_chapter2.pdf), The competitiveness of companies affected by many factors are: skill or education level of workers, employers expertise, availability of capital, organizational systems and good management (as per business requirements), availability of technology, availability of information, and the availability of other inputs such as energy and raw materials. A business that competitiveness can be seen from several indicators, among others: the growing number of sales, the increasing number of consumers, the increasing amount of revenue, the creation of customer satisfaction, the consumer loyalty and a self-sustaining [10].

2. CONCEPTUAL FRAMEWORK

Based on the literature review above, can be described the conceptual framework in Figure 1.

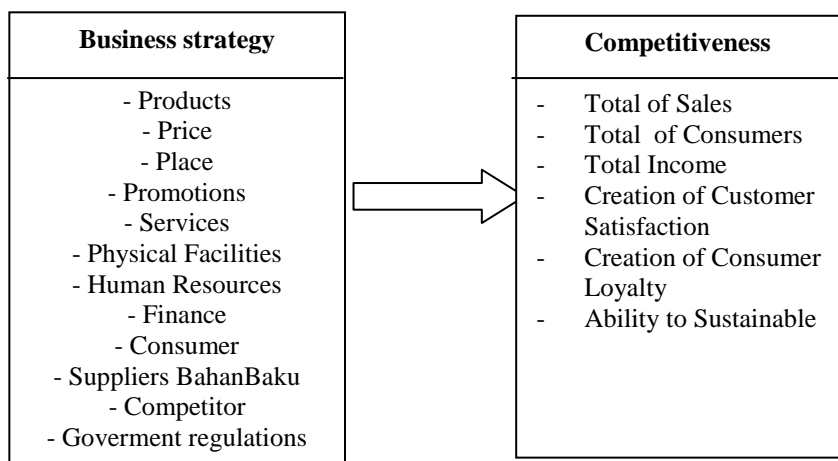


Figure 1.
 Conceptual Framework

3. RESEARCH METHODS

This type of research is the library research and field research) with the design of qualitative descriptive study with survey method. This study uses primary data directly from Mang Udin Ice Business, Jimmy Ice Business, and Pak Muri Ice Business and secondary data obtained from company documents, literature, journals, previous studies, and the Internet. Data collection techniques used were: observation interview, document and questionnaires. This study uses the independent variables is Business Strategy and the dependent variable is Competitiveness. Business strategy is: focus strategy (oriented) on the marketing, production / operations, human resources, and finance in improving and strengthening the position of the product to compete and achieve long-term profitability. The element of business strategy are: Product, Price, Location, Promotion Services, Facilities/ Equipment, Human Resources, Finance, Consumer, Raw Materials Suppliers, Competitors, and government regulation.

Competitiveness is: The ability or the strength to strive to excel so that it can compete with its competitors.

Analysis Method. This study uses qualitative analysis by means of SWOT analysis (Strengths, Weakness, Opportunities And Threats), which is an analytical tool used to determine the company's strategy by first identifying internal factors into strengths and weaknesses as well as external factors into the opportunities and threats (Rangkuti, 2006; 18) [11]. In a SWOT analysis used SWOT Matrix is a tool to draw up the strategic factors that these companies produce four strategic are: 1) SO Strategies (Strengths-Opportunity), utilize all the power to seize and take advantage of market opportunities as possible. 2) WO Strategies (Weakness-Opportunity), aims to minimize weaknesses and take advantage of opportunities. 3) ST Strategies (Strengths-Threat), strive to be able to avoid and reduce threats. 4) WT Strategies (Weakness-Threat), a tactic to survive to reduce weaknesses and avoiding threats (Rangkuti, 2006; 31) [11]. According to Rangkuti (2006: 19): There are two factors to in the SWOT analysis, external factors and internal factors.

Faktor Eksternal. According to Kotler (2001; 101-119) in (<http://library.binus.ac.id/ecolls/ethesis/Chapter2/2009-2-00753-mn%20bab%202.pdf>) analysis of external factors seen from several elements, are: 1) Demographic: such as age, sex, race, density, livelihoods, and others forth. 2) Economic: are factors that affect the purchasing power and consumer buying patterns. 3) Natural: involving the natural resources needed as inputs marketers or marketing activities. 4) Technological: the creation of technologies to make products and new market opportunities. 5) Political: relating to the state, the government and kolompok that affect and limit the company and and society. 6) Cultural: environment shaped by institutions and other forces that affect the basic values, perceptions, preferences, and behaviors of society [12]. Internal factors. According to Kotler (2001: 95-99) in (<http://library.binus.ac.id/ecolls/ethesis/Chapter2/2009-2-00753-mn%20bab%202.pdf>) analysis of internal, are: 1) company: marketing planning, marketing management, to include other groups in the company, research and development, purchasing, public section and accounting. 2) Supplier: provide the resources required to produce goods and services. 3) Marketing: companies that help promote, sell and distribute products. 4) Customers: customers who make a purchase. 5) Competitors: Another company that produces and sells the same product with the same conditions. 6) Society: groups with interests of actual and potential that could affect the company [12]. The process of SWOT analysis through three stages: 1) Data Collection, activities to collect data and information the internal and external factors. 2) Analysis, the value of internal and external factors spelled out in Cartesian diagram SWOT analysis (Figure 2) and arranged in the SWOT matrix (Table 4), then analyzed to obtain a business strategy that is effective, efficient, and competitive. 3) Decision Making and preparation of a strategic plan to guide activities (Rangkuti, 2006; 21) [11].

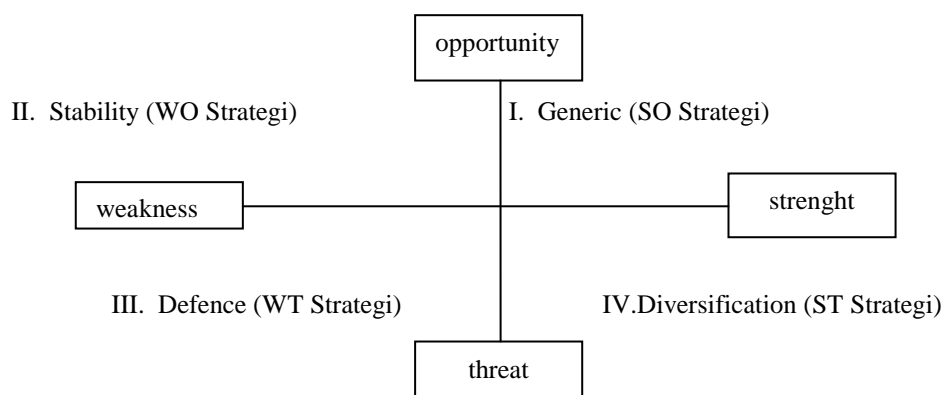


Figure 2. Diagram Cartesian SWOT Analysis
 Source: Prawirokusumo (2000)

Table 4
 Combination Strategies SWOT Matrix

	SW	Strengths (S)	Weaknesses (W)
OT			
		Strategy- SO	Strategy- WO
Opportunities (O)		Creating a strategy of using strength to take advantage of opportunity	Create strategies to cope weakness by utilizing the opportunity
		Strategy- ST	Strategy - WT
Threats (T)		Creating a strategy of using strength to avoid the threat	Creating strategies and avoid the threat zoomed weakness

Sumber: Rangkuti (2006)

4. ANALYSIS AND DISCUSSION

ANALISIS SWOT (STRENGTH, WEAKNESS, OPPORTUNITY AND THREAT)

Factors Internal and External. To get the data Internal factors (strengths and weaknesses) and external factors (opportunities and threats) is done by giving questionnaires to Mang Udin Ice Business and closest competitors, namely Jimy Ice Business and Pak Muri Ice Business. Based on the results of such comparisons can be known internal factors into strengths and weaknesses as well as external factors into the opportunities and threats. *Internal factors.* Strength factor, involving elements: 1) The products are always sold out, 2) Always have a fresh raw materials, 3) Ease obtaining raw materials, 4) The place of business is quite clean, 5) Insufficient capital. Weakness factor: 1) Lack of choice of pro-ducts, 2) A business area of narrow, 3) Seating less, 4) The total of workers is not sufficient, 5) Workers can not be trusted, 6) Do not conduct financial records, 7) The difficulty of getting capital business. *External Factors.* Opportunities factors, involving : 1) Have a lot of loyal customers, 2) Consumers often buy products in large quantities, 3) Having a supplier of raw materials remained, 4) Delivery of raw materials a scheduled and timely, 5) The quality of raw materials sent by suppliers are always nice. Threat factors: 1) The pricing does not attention consumers, 2) Not suitability of the amount of raw material delivered, 3) It has many competitors, 4) The similarity of products with competitors, 5) There suitability of locations business with existing regulations.

Internal and External Factors Analysis Using IFAS and EFAS. After internal and external factors are known, then compiled Table Internal Factor Analysis Summary (IFAS) and Table External Factor Analysis Summary (EFAS). Each factor is weighted on a scale from 0.0 (not important) to 1.0 (very important), all of the total weight does not exceed 1.00. The next stage of calculating the rating of each factor on a scale from 1 (below average) to 4 (excellent). The next stage multiplying the weight by the rating to obtain a score. Calculation Table IFAS and EFAS can be seen in Table 5 and 6.

Table 5
 Table Internal Factor Analysis Summary (IFAS)

External Factors Strategies	Weights	Rating	Score
Strengths (S)			
1. The products are always sold out	0,08	4	0,32
2. Always have a supply of fresh raw materials	0,10	4	0,40
3. Ease in getting raw materials	0,05	3	0,15
4. The effort is clean enough	0,05	4	0,20
5. Capital insufficient	0,10	3	0,30
Sub Total	0,38		1,37
Weaknesses (W)			
1. Lack of product selection	0,10	2	0,20
2. The room was cramped effort	0,12	1	0,12
3. Facility (seating) less	0,10	1	0,10
4. Consumers are often queuing	0,06	2	0,12
5. The number of workers is not sufficient	0,05	2	0,10
6. Lack of confidence to workers	0,04	2	0,08
7. Do not conduct financial records	0,05	1	0,05
8. Poor access to venture capital	0,10	1	0,10
Sub Total	0,62		0,87
Total	1,00		2,24

Source: Data processed in 2013

Table 6
Table Eksternal Factor Analysis Summary(EFAS)

External Factors Strategies	Weights	Rating	Score
Opportunities (O)			
1. Many consumers are loyal	0,15	4	0,60
2. Consumers are buying in large quantities	0,15	3	0,45
3. Has a fixed raw material supplier	0,10	4	0,40
4. Delivery of raw materials and timely terskedul	0,05	4	0,20
5. Quality of raw materials delivered good	0,05	3	0,15
Sub Total	0,50		1,70
Threath (T)			
1. Prices do not pay attention to the ability of consumers	0,05	1	0,05
2. The amount of raw materials that are sent do not match	0,05	2	0,10
3. Having a lot of competitors	0,15	1	0,15
4. The similarity of products with competitors	0,15	1	0,15
5. Not suitability of locations with existing regulations	0,10	2	0,20
Sub Total	0,50		0,65
Total	1,00		2,35

Source: Data processed in 2013

Based on Table 5, strength factors has the total score 1.37 and weakness has a total score 0,87. The total score of all the internal factor = 2.24. Based on Tabel 6, opportunity factors has the total score 1.7 and threat factors has the total score 0,65 and the total score of all external factors = 2,35.

Combination strategies SWOT Matrix. Based on Table 5 and Table 6, it can be prepared the SWOT matrix to analyze the formulation of strategic alternatives strength-opportunity (SO), weakness-opportunity (WO), strength-threat (ST), and weakness-threat (WT), that can be seen in Table 7.

Table 7
Combination Strategies SWOT matrix

	Strength (S)	Weakness (W)
Internal factors	<ol style="list-style-type: none"> The products are always sold out Always have a supply of fresh raw materials Ease of getting raw materials 	<ol style="list-style-type: none"> Lack of product selection The room was cramped effort Facility (seating) less
External factors	<ol style="list-style-type: none"> Purchase of raw materials in large quantities so as to minimize costs The place of business clean Capital insufficient 	<ol style="list-style-type: none"> Consumers are often queuing Total of workers is not sufficient Lack of confidence to workers Do not conduct financial records The difficulty of getting capital
Opportunity (O)	SO Strategi	WO Strategi
<ol style="list-style-type: none"> Many consumers are loyal Consumers are buying in large quantities Has a fixed supplier Delivery of raw materials a scheduled and timely The raw materials Quality 	<ol style="list-style-type: none"> Maintaining and increase product quality Adding a product selection Maintain the quality of raw materials Maintain stability THE availability of of raw material Always keep the quality of taste Always keep cleanliness 	<ol style="list-style-type: none"> Adding produk2 choice. Overcome the narrow area by opening a new branch Adding facilities (seating) Increase the total of workers who can be trusted Make financial record
Threat (T)	ST Strategi	WT Strategi
<ol style="list-style-type: none"> Prices not attention consumers The Total of raw materials that are sent do not match Having a lot of competitors The similarity of products with competitors Not suitability of locations with regulations. 	<ol style="list-style-type: none"> Improving product quality is superior to competitors Always keep Review the the place of business that is not in accordance with regulations to anticipate the possibility of unwanted. 	<ol style="list-style-type: none"> Perform product innovation in order to increase the variety and quality of products so as to meet the needs of consumers Conducting joint ventures either with capital or other business owners.

Source: The results of our analysis in 2013

Cartesian Diagram SWOT Analysis. Cartesian diagram SWOT analysis is a further analysis phase after Table IFAS and EFAS made. Based on Table IFAS and EFAS known value of the above Strength Weakness value with the difference of 0.5 and above its value Opportunity Threat by a margin of 1.05. Furthermore, it can be described SWOT analysis Cartesian diagram in Figure 3.

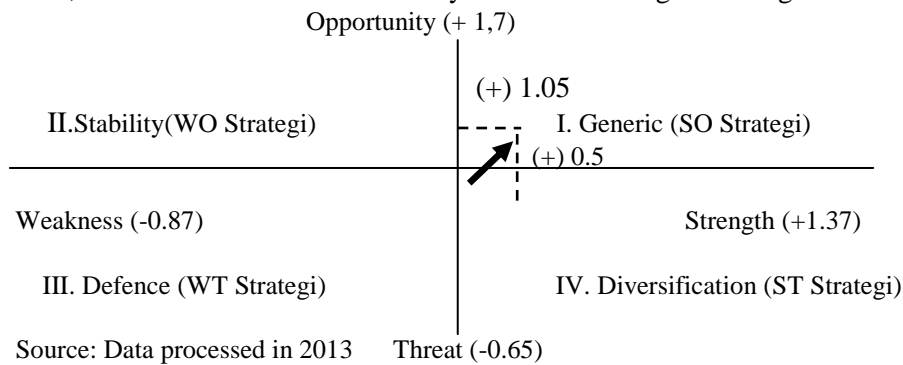


Figure 3
 Cartesian Diagram SWOT Analysis Mang Udin Ice Business

Based on Figure 3 above it can be seen Mang Udin Ice Business is in the first quadrant, namely Generic. In this quadrant, Mang Udin Ice Business has the opportunity and the power that can take advantage of existing opportunities. *Formulation Strategies SWOT matrix.* Of the total value of each factor can also be described in combination formula SWOT matrix in Table 8.

Table 8
 Formulation Strategies SWOT Matrix

IFAS EFAS	Strength (S)	Weakness (W)
Opportunity (O)	SO Strategi = 1,37 + 1,7 = 3,07	WO Strategi = 0,87 + 1,7 = 2,57
Threat (T)	ST Strategi = 1,37 + 0,65 = 2,02	WT Strategi = 0,87 + 0,65 = 1,52

Based on Table 8 above, the skor of the result of a combination of strategies SWOT as follows: Strength-Opportunity (SO) = 3.07, Weakness-Opportunity (WO) = 2.57, Strength-Threat (ST) = 2.02 and Weakness-Threat (WT) = 1.52.

Alternative Planning Strategies Quantitative SWOT Analysis Diagram.

Based on the SWOT matrix formulation in Table 8, it can be done analysis of quantitative models of strategy formulation. Making quantitative model analysis is based on the number of value scores for each strategy both on strategy SO, WO, ST and WT then be described a quantitative model formulation of strategies that can be seen in Table 9. Based on Table 9 above, the planning matrix combination of quantitative strategy shows that businesses need to take advantage of Es Mang Udin SO strategy that has the highest score value of = 3,07 strategy followed WO = 2.57, ST = 2.02, and WT = 1, 52.

Table 9
 Combination of Strategic Planning Matrix

IFAS EFAS	Strength (S)	Weakness (W)
Opportunity (O)	Strategi SO: Using the strength to take advantage of opportunities = 3,07	Strategi WO: Minimize your weaknesses to take advantage of opportunities = 2,57
Threat (T)	Strategi ST: Using the strength to overcome the threat = 2,02	Strategi WT: Minimize your weaknesses to avoid threats = 1,52

Source: Data processed in 2013

5. CONCLUSION

SWOT analysis is based on Cartesian Diagram Mang Udin Ice Business located in Quadrant I, it is a business strategy that can be implemented is a generic strategy. The Generic strategies that can be done that: 1) Cost Advantage Strategy: Business owners can reduce the total cost by purchasing a number of raw materials in large quantities so that the raw material prices could be lower, the owner can reduce labor costs through the use of labor more efficient and effective. 2) Differentiation Strategy: Owners can expand the choice of products and increase product quality so that consumers really feel satisfied with the products offered. Owners can also add products such foods as snacks or fried. To overcome the narrowness of the location, the owner can open new business branches with a similar product, but in opening a new business branch is certainly required capital is not small. If the owner of Ice Mang Udin does not have enough capital and the difficulty meminjam money in the bank, then the owner can do joint ventures or cooperation with other capital owners. 3) Strategy Focus: Owners retain the name Mang Udin Ice Business, who has been known by many consumers, owners should maintain product quality by always maintaining the freshness and flavor of the products existing. Always keep this is done so that the visitors feel comfortable. Try the workers are always friendly in serving consumers. Based on the analysis of SWOT matrix formulation of a combination of strategies that can be seen in Table 10, the business strategy of effective Ice Mang Udin obtained by the SO strategy with the highest score is 3.07, followed by WO strategy with a value of 2.57, ST strategy with a value of 2, 02 and WT strategy with a value of 1.52. Business strategy that can be performed on SO are: increase the quality of products that are superior to the competitors, increase product choice, keep clean; the WO are: increase the choice of products, open new business branches, add facilities (seating), and increase the number of workers who can be trusted; in ST are: increase the quality of products that are superior to the competitors, always maintain cleanliness and to reassess the business; and the WT are: product innovation in order to increase the variety and quality of products, as well as doing a good joint venture with the owners of capital or other business.

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