



Strategy for Developing Entrepreneurial Business of Cincau Ice Drink in Unaaha City

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Abstract: *The purpose of this study is to analyze the development strategy in the grass jelly drink business as an effort to make the grass jelly ice drink business a strong and competitive business so that the business is able to create added value for the surrounding environment as well as for grass jelly drink entrepreneurs. In the ice jelly drink business development strategy, the techniques used as data collection are primary and secondary data, namely by conducting interviews, distributing questionnaires and processing data. The first stage is to input data to determine the value of IFAS and EFAS, then use the SWOT matrix to find alternative strategies. Based on the research results, the grass jelly drink business business has 5 strengths, 5 weaknesses, 5 opportunities and 4 threats. The strategy for developing the grass jelly drink business is in quadrant I, indicating that the grass jelly drink business faces an environment that has relatively greater opportunities to overcome its weaknesses, namely in the position of the Strength-Opportunity (SO) strategy. This position provides an indication that there is an opportunity for business development to be carried out, and has a strong position to develop.*

Keywords: *Strategy, Entrepreneurship, Beverage Business.*

1. INTRODUCTION

The demand for ready-to-drink beverages in Indonesia has increased significantly, seen from the amount of consumption of packaged tea drinks in Indonesia which is in second place after mineral water. Sales of soft drinks in 2012 reached IDR 180 trillion-IDR 200 trillion or increased by 10% compared to the previous year. The national ready-to-drink tea soft drink market grew by 7.5% to 1.67 billion liters in 2012 compared to 2011 which was 1.55 billion liters. The main driver for the growth of the tea soft drink market is the young population in the country. Young people are a productive population. The increasing trend of soft drink consumption among young people and population growth have driven sales growth this year (ASRIM, 2012).

In a company, several strategies are needed to achieve and realize the vision, mission, and goals of the company, one of which is a business development strategy. In marketing a product, a company needs the right strategy so that the products it offers do not sink amidst market competition which shows a sharp increase every day. In facing increasingly tight business competition, now we are required to be able to develop our business so that it can progress and grow and become successful entrepreneurs, good business development starts from ourselves even though we face many obstacles in the business world, therefore a strategy

is needed in business development so that the business can last a long time and not go bankrupt (Rambe, 2018).

Currently, the business prospects for iced grass jelly drinks in Unaaha City are very good, drinks made from processed palm sugar from Unaaha City with a combination of grass jelly are one of the people's favorites and their delicious taste when drunk when relaxing is the reason people consume iced grass jelly drinks, especially without any preservatives used. However, in terms of durability, iced grass jelly drinks do not last long and go stale easily if not stored in a cooler or refrigerator. The role of small businesses in Unaaha City is very much needed and needs to be developed. Small businesses can increase employment opportunities in Unaaha City, Konawe Regency. Unaaha City is the capital of Konawe Regency, located in Southeast Sulawesi Province, which is a center for various culinary delights ranging from box drinks, traditional drinks, traditional culinary delights to modern cafe restaurants. Most of the residents in Unaaha City depend on the economy as farmers, civil servants (PNS), and entrepreneurs.

As time goes by, the fruit juice and box drink business is increasingly popular, especially after the Covid-19 pandemic, changes that cannot be controlled by various beverage entrepreneurs, the emergence of new competitors with quality and quality products and better packaging make the grass jelly drink business in Unaaha City continue to decline, Business development strategies for grass jelly drinks are currently very much needed in facing competition. Therefore, business development is needed for grass jelly drinks and is based on hard efforts to continue to innovate so that the products produced have advantages over their competitors. So that it can make the grass jelly drink business a tough business and can increase income and welfare levels of grass jelly drink business entrepreneurs.

The formulation of strategy is based on a comprehensive analysis of the influence of external and internal environmental factors of the company. The external environment of the company changes rapidly at all times, giving rise to various opportunities and threats, both from major competitors and from the ever-changing business climate. The consequences of changes in external factors also result in changes in the company's internal factors, such as changes in the strengths and weaknesses of the company (Rangkuti, 2014).

2. LITERATURE REVIEW

Entrepreneur

Entrepreneurs are innovators who are able to utilize and transform opportunities into ideas that can be sold or marketed, providing added value by utilizing effort, time, cost, skills, with the aim of gaining profit. They are independent thinkers who have the courage to have different backgrounds in various general matters. Entrepreneurs are changemakers in the business world who do not easily give up in various difficulties to pursue the success of a planned pioneering business (Suryana and Bayu, 2010).

According to Hartanti (2008), entrepreneurial spirit is the lifeblood of entrepreneurship which in principle is an entrepreneurial attitude and behavior demonstrated through the nature, character and disposition of a person who has the will to creatively realize innovative ideas into the real world.

Entrepreneurship is stated in the Regulation of the Minister of State for Cooperatives and SMEs, Number: 06/Per/M.KUKM/VIII/2012 with the hope of encouraging and accelerating the empowerment of Cooperatives and SMEs and increasing competitiveness. Small businesses are the mainstay that is expected to take a strategy by making independent, healthy, strong, competitive businesses and developing themselves to increase economic growth, and support the expansion of employment opportunities in realizing economic democracy. Improving the quality of institutions is carried out in stages through efforts to awaken, empower, develop, and strengthen (Sukirman, 2017).

Development Strategy

Strategy is a tool to achieve goals. In other words, strategy is a planning process carried out by a company or person with consideration of internal and external factors of the company to achieve the desired goals, so as to be able to excel over its competitors. Strategic planning almost always starts from "what can happen" rather than starting from "what happened". The occurrence of new market innovation speed and changes in consumer patterns require core competencies. Companies need to find core competition in the business they run (Rangkuti, 2014).

In principle, strategies can be grouped based on the types of strategies, namely as follows:

a. Management Strategy

Management strategy includes strategies that can be carried out by management with a macro strategy development orientation. For example, product development strategy,

pricing strategy, acquisition strategy, market development strategy, financial strategy, and so on.

b. Investment Strategy

This strategy is an activity that is oriented towards investment. For example, does the company want to carry out an aggressive growth strategy or try to penetrate the market, a survival strategy, a strategy to rebuild a new division or a divestment strategy and so on.

c. Business Strategy

This business strategy is often also called a functional business strategy because this strategy is oriented towards the functions of management activities. For example, marketing strategy, production or operational strategy, distribution strategy, organizational strategy, and strategies related to finance.

In choosing the right strategy to be implemented by a business, business actors need to see the market situation and conditions and assess the position or position of the business in the market. This can be done by analyzing the business environment, both external and internal, usually called SWOT analysis. According to Rangkuti (2014) SWOT analysis is the systematic identification of various factors to formulate a company strategy. The strategic decision-making process is always related to the development of the company's mission, goals, strategies, and policies. Thus, strategic planning (strategic planner) must analyze the company's strategic factors (strengths, weaknesses, opportunities and threats) in the current conditions. This is called situation analysis. The most popular model in situation analysis is SWOT analysis.

According to David (2011) SWOT (Strength-Weakness-Opportunity-Threat) Analysis is an important matching tool that helps managers develop four types of strategies, namely:

- a. SO (Strength-Opportunities) strategy utilizes the company's internal strengths to take advantage of external opportunities. All managers certainly want their organization to be in a position where internal strengths can be used to take advantage of external trends and events.
- b. WO (Weakness-Opportunities) strategy aims to improve internal weaknesses by taking advantage of external opportunities. Sometimes, great opportunities arise, but the company has internal weaknesses that prevent it from taking advantage of them.
- c. ST (Strength-Threat) strategy uses a company's strengths to avoid or reduce the impact of external threats. This does not mean that a strong organization must always face threats directly in the external environment.

- d. WT (Weakness-Threat) strategy is a defensive tactic aimed at reducing internal weaknesses and avoiding external threats. An organization that faces various external threats and internal weaknesses is truly in a dangerous position. In reality, such companies may have to fight for survival, merge, downsize, declare bankruptcy, or opt for liquidation.

Ice Grass Jelly Drink Business

According to Yohana (2015), a business plan is very useful for identifying consumer needs, the most desired product attributes and ensuring the company's plan in various aspects, such as production, distribution, pricing, and marketing. If there are obstacles in starting a business, a business plan is very useful for re-examining the goals and resources of the business unit so that it can overcome these problems. Moreover, a written business plan is the legitimacy of a business that will be established. A good business plan makes investors or partners believe in the potential of the business so that they are interested in working together. From the results of this training, participants have knowledge and practical skills regarding making a business plan.

The ice grass jelly drink business is one of the trending businesses that are widely available in box stall businesses, especially in Unaaha City, Konawe Regency. The box stall business is a place to do culinary business of food and drinks that are served in a more modern and varied way so that it is more attractive to consumers as a place to relax or vacation or have a discussion. The existence of the box stall business provides an opportunity for the community to implement skills in innovating in creating types of ready-to-eat food and drinks that are attractive and healthy and provide a forum and opportunity for the community to develop their entrepreneurial potential. The Box Stall Business in Unaaha City can be used as an effort to overcome various problems that occur in society to increase income and welfare and reduce unemployment. One of the businesses in the box stall is the availability of various fresh, healthy and non-preservative drinks, one of which is ice grass jelly drinks that have been packaged in ready-to-drink bottles.

3. RESEARCH METHOD

The research method used is qualitative, by knowing the business conditions of grass jelly ice drinks in Unaaha City, Konawe Regency. This study will use informants as research subjects using purposive sampling techniques. According to Sugiyono (2015) purposive sampling is a technique for taking data sources with certain considerations. These certain

considerations, for example, the person who is considered to know the most about what we expect, or perhaps certain people who hold power so that it will be easier for researchers to explore the objects or social situations being studied. The informants or subjects in this study were 10 grass jelly ice entrepreneurs in Unaaha City, Konawe Regency, Southeast Sulawesi Province.

In this study, the method used was SWOT analysis, with several approaches following the process in strategic management.

IFAS & EFAS Matrix

IFAS and EFAS matrices are used to analyze internal and external environmental conditions that aim to determine the strengths, weaknesses, opportunities and threats in the grass jelly drink business.

SWOT Matrix

SWOT Matrix is used to analyze strategies in the grass jelly drink business so that it can produce SO, WO, ST, WT strategies, which are then adjusted based on the results of the SWOT diagram.

SWOT Diagram

SWOT diagram is done after knowing the alternative strategies that have been obtained in the SWOT matrix, after that the position of the grass jelly drink business in the SWOT diagram quadrant is known.

4. RESULTS AND DISCUSSION

Ifas Matrix

Based on the results of the study, the strengths and weaknesses of the internal environmental conditions of the grass jelly ice drink business have been obtained. Internal factors will be used as a measuring tool for weighting, after that weighting and determining the rating through SWOT analysis. So that the IFAS matrix is formed and produces a value calculation as in the following table:

Table 1. Strengths and Weaknesses Factors of the IFAS Matrix

	EFAS			
No.	Strength	Rating	Bobot	Skor
1	Cheaper Price	3.7	0.12	0.444
2	Strategic Business Location	3.6	0.12	0.432
3	Fresh and Preservative-Free Cincau Ice Products	4	0.13	0.52
4	Raw Materials Available	3.7	0.12	0.444
5	The Production Process is Still Natural	4	0.13	0.52
	Weakness			
1	Insufficient Promotion	2	0.06	0.12
2	Limited Flavor Variants	2.2	0.07	0.154
3	The expiration date for Es Cincai products is short	2.8	0.09	0.252
4	Official Outlets for Ice Cincau Drinks Not Yet Available	2.8	0.09	0.252
5	Insufficient Capital to Support	2.2	0.07	0.154
	Total	31	1	3.292

In table 1 above, the grass jelly ice drink business in Unaaha City has five strengths that can be utilized (table 1). The biggest strength factor is a cheaper price with a score of 0.444, a cheaper price is the most determining factor in the smoothness of selling a product and the smoothness of a business. The strength factor is followed by a strategic business location with a score of (0.432), this will affect customer purchasing power. Then the Fresh Grass Jelly product and free of preservatives with a score of 0.520. Furthermore, raw materials are available with a score of 0.444 and the production process is still natural with a score of 0.520, the natural manufacturing process is the most important thing for the health and long term of consumers of grass jelly ice drinks.

The grass jelly ice drink business also has a weakness factor, namely inadequate promotion with a score of 0.120, one of the difficulties in developing the grass jelly ice drink business is the marketing of grass jelly ice drinks that has not been intensive. Another weakness is the limited flavor variants with a score of 0.154, with only palm sugar flavor variants, consumers will be bored of consuming grass jelly ice drinks so that there needs to be innovation in flavor variants as an alternative choice for consumers. Then the expiration date of the Grass Jelly Ice product is short or does not last long with a score of 0.252. The unavailability of an official outlet for Grass Jelly Ice drinks with a score of 0.252. The last is the capital that is not yet strong enough to support the development of Grass Jelly Ice drinks with a score of 0.154. The total IFAS score for the grass jelly ice drink business is 3.292, illustrating that the company's internal position is above the average value of 2.50. Therefore, grass jelly ice drink

entrepreneurs must utilize their strengths in overcoming their main weaknesses so that the company can continue to grow.

Efas Matrix

Based on the research results, the factors that become opportunities and factors that become threats to the external environmental conditions of the grass jelly ice drink business were obtained. External factors that will be a measuring tool to be used as weighting, after carrying out weighting and determining the rating through SWOT analysis. So that the EFAS matrix is formed and produces a value calculation like the following table:

Table 2. EFAS Matrix Opportunity and Threat Factors

EFAS				
No.	Opportunity	Rating	Bobot	Skor
1	Public Awareness of Consuming Preservative-Free Drinks	4	0.15	0.6
2	Increasing People's Purchasing Power	3.4	0.13	0.442
3	The trend of ready-to-drink packaged drinks is starting to become popular	3.8	0.14	0.532
4	Have Regular Customers	3.5	0.13	0.442
5	Cincau Ice Business Does Not Use Large Production Capital	4	0.15	0.6
Threat				
1	The existence of similar competitors creates competition	2.8	0.1	0.28
2	Change of Weather	1.9	0.07	0.133
3	Consumer Bargaining Power	1.6	0.06	0.096
4	Raw material prices are unstable	2	0.07	0.14
Total		27	1	3.265

Table 2 above shows that the grass jelly ice drink business in Unaaha City has five opportunities that can be utilized for business development. The opportunity factor can be utilized by entrepreneurs with the highest score being public awareness of consuming drinks without preservatives with a score of 0.60. Increasing public purchasing power with a score of 0.442, this is because there are still few sellers who sell ready-to-drink drinks but non-preservatives. The trend of ready-to-drink packaged drinks that have started to become popular with a score of 0.532. Furthermore, having regular consumers is very important with a score of 0.442, having regular or loyal consumers is very important because loyal consumers have a great influence on the long-term grass jelly ice drink business. Then the Grass Jelly Ice business does not use large production capital with a score of 0.60.

The grass jelly ice drink business in Unaaha City has four threats. The biggest threat to the grass jelly ice drink business is the presence of similar competitors that create competition

with a score of 0.280, because with the emergence of new competitors that are more modern in their presentation methods will affect the sales of grass jelly ice drinks and the impact of decreasing income obtained and could start losing customers. to the business. Then the change in weather with a score of 0.133, in the rainy season will have an impact on the sales of grass jelly ice drink products because consumers usually prefer warm or hot drinks such as sarabba and hot coffee. Consumer bargaining power with a score of 0.096, consumer bargaining power can reduce or reduce the level of profit for grass jelly ice drink entrepreneurs. Finally, the price of raw materials is unstable with a score of 0.140.

The total EFAS score for the grass jelly ice drink business in Unaaha City is 3.265, indicating that the external conditions of the grass jelly ice drink business are above the average of 2.50. Therefore, grass jelly ice drink entrepreneurs must be able to take advantage of all existing opportunities to overcome all existing threats so that the company continues to grow.

Swot Matrix

After knowing the results of the EFAS and IFAS analysis, the next step is to formulate a strategy using the SWOT matrix. This matrix produces several alternative strategies: SO strategy, ST strategy, WO strategy and WT strategy that can be run and implemented by grass jelly drink entrepreneurs.

Table 3. SWOT Matrix of Ice Cincau Drink Business

IFAS EFAS	Strength (S) 1. Cheaper Price 2. Strategic Business Location 3. Fresh Cincau Ice Products and Preservative-Free 4. Raw Materials Available 5. Natural Production Process.	Weaknesses (W) 1. Insufficient Marketing 2. Limited Flavor Variants 3. Short Expiration Period for Es Cincai Products 4. Official Outlets for Es Cincau Drinks Not Yet Available 5. Insufficient Capital to Support
Opportunities (O) 1. Public Awareness Consuming Preservative-Free Drinks 2. Increasing Public Purchasing Power 3. Trend of Ready-to-Serve Packaged Drinks that have started to become popular 4. Having Regular Consumers 5. Ice Cincau Business Does Not Use Large Production Capital	S-O STRATEGY 1. Maintain and develop product quality and expand cooperation with various parties 2. Expand marketing reach, try to enter markets outside the city and affordable product prices.	W-O STRATEGY 1. Increase demand for grass jelly ice drink products by conducting promotional activities. 2. Ensure raw materials are always available on time and in the right amount.

Threats (T)	STRATEGY S-T	W-T STRATEGY
<ol style="list-style-type: none"> 1. Existence of Similar Competitors 2. Creating Competition 3. Weather Changes 4. Consumer Bargaining Power 5. Unstable Raw Material Prices 	<ol style="list-style-type: none"> 1. Guaranteeing prices according to the quality of products obtained by consumers. 2. Increasing customer satisfaction 3. Conducting an evaluation of the marketing of ice cincau drink products. 	<ol style="list-style-type: none"> 1. Extending the shelf life of grass jelly ice drink products by utilizing technology.

Based on the calculation results of the rating value and weight of the Internal and External factors of the grass jelly ice drink business, the results of the Strength Factor Score have a total score of 2.36 and the weakness factor has a total score of 0.93. The result of subtracting the total score between the strength factor minus the weakness factor is 1.43. which is used as the X axis. The result of subtracting the total Opportunities Factor Score and the total Threats Factor Score. The result of the subtraction is $2.62 - 0.65 = 1.97$ which is used as the Vertical axis or Y axis, then the X axis in the SWOT Diagram is 1.43.

Based on these results, the position of the grass jelly ice drink business is in quadrant I, indicating that this grass jelly ice drink business faces an environment that has a relatively greater chance of overcoming its weaknesses. The SWOT diagram above shows that the strategic position for developing the grass jelly ice drink business is in quadrant I, namely in the Strength-Opportunity (SO) strategy position. This position provides an indication that there is an opportunity for business development to be carried out, and has a strong position to grow.

4. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the research results, the grass jelly ice drink business has 5 strengths, 5 weaknesses, 5 opportunities and 4 threats. The strategy used in the grass jelly ice drink business is in quadrant I, indicating that this grass jelly ice drink business faces an environment that has a relatively greater chance of overcoming its weaknesses. The strategy for developing the grass jelly ice drink business is in quadrant I, namely in the Strength-Opportunity (SO) strategy position. This position indicates that there is an opportunity to carry out business development, and has a strong position to develop.

Suggestions

- a. To sellers of grass jelly ice drinks, they should be more creative and innovative in managing their business, have a digital marketing application to be better known by consumers and establish cooperation with several culinary business outlets.
- b. To the local government and related agencies to play a greater role in small businesses as an effort to improve the community's economy through the provision of business capital and easy business licensing procedures.

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