

JOSERI

Journal of Sustainable Entrepreneur Regional Industry

| ISSN (Online) xxxx - xxxx |



Article

Strategy for Development of Creative Weaving Industry During the Covid 19 Pandemic

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Article Info

Volume 1 Issue 1

Received: 8 November 2023

Accepted: 10 Desember 2023

Publish Online: 1 Januari 2024

Online: at

<https://journal.ypmki.com/index.php/joseri>

Keywords:

Development;

SWOT;

Stratgey

Abstrak

Penelitian ini bertujuan untuk mengetahui bagaimana strategi pengembangan industri tenun di Kota Pekanbaru selama masa Covid-19 dan untuk mengetahui alternatif yang cukup efektif dalam mempertahankan usaha di saat perekonomian melemah, sehingga para pengusaha khususnya di sektor tenun, dapat menentukan strategi seperti apa yang akan digunakan. Metode pendekatan yang digunakan dalam penelitian ini menggunakan pendekatan deskriptif kuantitatif. Jenis data yang digunakan dalam penelitian ini adalah data primer dan data sekunder, dimana data primer diperoleh langsung dari responden melalui wawancara, kuesioner, dan dokumentasi. Sedangkan data sekunder diperoleh melalui instansi pemerintah seperti Dinas Perdagangan dan Perindustrian Kota Pekanbaru. Metode analisis yang digunakan dalam penelitian ini adalah strategi pengembangan industri dengan menggunakan analisis SWOT. Berdasarkan diagram SWOT, IFAS, dan EFAS, hasil kajian matriks internal-eksternal metode yang digunakan oleh usaha tenun wan Fitri berada di sel V yang artinya "menjaga dan memelihara" yaitu dengan melakukan presentasi pasar strategi pada produk jasa yang ada di pasar saat ini dengan melakukan upaya pemasaran yang lebih besar. Pengembangan produk adalah strategi untuk meningkatkan penjualan dengan memperbaiki atau memodifikasi produk

Abstract

This study aims to find out how the strategy for developing the weaving industry in Pekanbaru City during the Covid-19 period and to find out an alternative that is quite effective in maintaining business during a weakening economy, so that entrepreneurs, especially in the weaving sector, can determine what kind of strategy will be used. The approach method used in this study uses a quantitative descriptive approach. The types of data used in this study are primary and secondary data, where the primary data is obtained directly from the respondents through

interviews, questionnaires, and documentation. At the same time, secondary data was obtained through government agencies such as the Department of Trade and Industry of Pekanbaru City. The analytical method used in this research is industrial development strategy using SWOT analysis. Based on the SWOT, IFAS, and EFAS diagrams, the results of the study on the internal-external matrix of the method used by the wan Fitri weaving business are in cell V which means "keep and maintain," namely by implementing a market presentation strategy on a service product that is in the current market by undertaking greater marketing efforts. Product development is a strategy to increase sales by improving or modifying products

1. INTRODUCTION

State clearly the background as well as the major questions of your paper in this section. Please follow this paragraph style. Please be as effective as possible in detailing your ideas, and do not use the complex, sentences.

Planning is a continuous process of utilizing and using resources optimally for the desired goals. The purpose of planning is to explain the reference direction or focus that is being carried out, a map (framework) of each movement and step, a reference for comparison with the progress of other parties. In order to increase the rate of growth, increase income distribution, and strengthen the economy as a whole, a number of measures collectively known as "economic development" must be taken. Various efforts continue to be made to encourage economic growth, and one of the targets is the industrial sector.(Jahrizal, 2017).

In today's interconnected world, the industrial sector is an economic power on prime that can generate many job opportunities. Micro, small and medium enterprises (MSMEs) in Indonesia are already feeling the impact of the coronavirus pandemic. COVID-19). Most of the cooperatives affected by COVID-19 are addressing basic needs, while the food and beverage industry has been hardest hit among micro, small and medium enterprises (MSMEs). According to the Ministry of Cooperatives and MSMEs, the COVID-19 pandemic has the worst impact on cooperatives engaged in services and production. Cooperative managers face declining sales, lack of capital, and distribution bottlenecks. However, the creative industry and agriculture are two other MSME sectors affected by the COVID-19 pandemic.

Wan Fitri's Malay Weaving business is still classified as a family business. Songket craftsmen in this wan Fitri weaving business were given the task of weaving only. Songket craftsmen in this wan Fitri songket weaving business will get the results of their work within once every two weeks. In addition, when orders from consumers have been completed, the owners and administrators of the wan Fitri weaving business continue to assign tasks to the craftsmen to continue weaving songket cloth, consumers can buy ready-made fabrics and consumers just buy without choosing the motif and color of the songket according to what is available. (Rahmayani, 2020).

Weaving in the Riau style is an important part of the Malay heritage that needs to be protected. In the past, weaving and batik were only used for special occasions such as festivals. However, during its formative years, Tenun and Batik Riau were adopted by various communities; this led to the socialization of art forms and the production of various modifications, none of which strayed far from the aesthetics of the original character. Batik weavers and artists are working harder than ever to showcase their wares in response to the growing demand for woven fabrics. Pekanbaru city is home to a thriving weaving industry, and one of the most developed forms is the wan Fitri style. Small businesses in Pekanbaru City are the engine of the city's economic development.

There are 332 formal SMEs (which have permits) from 2017-2018 and various types of businesses in Pekanbaru City, according to information/data obtained from the Pekanbaru City Industry and Trade Office. The description of industrial businesses in Pekanbaru City include:

1. Home furnishings industry
2. Recording media printing and reproduction industry
3. Industry of rubber, rubber goods, and plastic goods
4. Wood and wood products industry
5. Textile / apparel / leather industry
6. Food / food and beverage industry

Table 1.1: Pekanbaru City Woven Fabric Craft Industry Data in 2020

No	Name Company	Labor (org)	Investment Value (Rp 000)	Production capacity		Production Value (Rp. 000)
				Amount	Unit	
1.	Wan Fitri	50	350,000	250	Sheet	2,040,000
2.	Wan Hamidah	3	21,000	5	Set	168.000
3.	Mr Hasanah	5	60,000	15	Sheet	94,000
4.	Salbiah	4	48.000	12	Set	288.000
5.	July Lastika	1	7,000	4	Sheet	22,000
6.	Yati	1	7,000	4	Sheet	32,000
7.	Mariana	3	21,000	9	Set	162,000
8.	Zuriana	1	12,000	3	Set	38.000
9.	Dayang Daepa	9	55,000	10	Sheet	399,000
10.	Heni Afriani	3	21,000	7	Sheet	318.000
11.	Desi	1	8.000	5	Sheet	28,800
12.	Winda	25	177,400	75	Sheet	720,000
13.	Winda	10	70,000	30	Sheet	288.000
14.	Mis	6	42,000	23	Sheet	176,000
15.	Mangosteen	20	140,000	35	Sheet	234,000
16.	Junaida	1	12,000	3	Sheet	43,200

Source: Pekanbaru City Industry and Trade Office, 2020

From the table above, it can be seen that based on the highest investment value, Wan Fitri is Rp. 350,000,000 while the lowest is Juli Lastika and Yati, which is Rp. 7,000,000, as well as the highest production value is Wan Fitri, which is Rp. 2,040,000,000. while the lowest was Juli Lastika, which was Rp. 22,200,000 in a year. The company's production value reflects the annual sales target. Each company has its own strategy in controlling the market so that there is intense competition, therefore Wan Fitri has the highest investment value and production value.

Wan fitri weaving is one of the weaving in Pekanbaru, this industry really feels the impact of Covid-19 on its business. Before the Pandemic, Wan Fitri's Malay songket weaving business income experienced good development. But during the pandemic, Wan Fitri's income experienced a decline in income and limited production. Wan Fitri's songket weaving business gets the results of its work once every two weeks. During the pandemic Wan Fitri's Songket Weaving Business still assigns tasks to craftsmen to sell, so that if there are consumers who need fabrics, consumers can buy ready-made fabrics and consumers just go ahead. buy without choosing the motif and color of the songket in accordance with what is already available. (Algazali, 2020).

The purpose of this study is to describe business conditions, development strategies for Wanfitri weaving by looking at strengths, weaknesses, opportunities, and threats so that they are able to continue to survive and become more responsive to changes in the business climate, especially during COVID-19, and the most appropriate strategy is to use SWOT analysis.

2. METHODS

In this study, the research location was carried out in SMEsconducting research is a typical Riau handicraft business Weaving cloth in Pekanbaru. The reason the author took the research location on Jl. Kayu Manis, Pekanbaru is due to the advancement of the business that makes Malay woven fabrics. These studies were completed in a span of 6 months.

The population that has been used is all businesses of Riau Typical Weaving Fabrics as many as 23 businesses. Determination of the sample to simplify the research, one weaving business was taken in Pekanbaru City with the criteria of a weaving business that is always growing by using a purposive side technique, namely sampling with a specific purpose. One of the main economic drivers of Pekanbaru City, the Siak Wan Fitri weaving center is the largest in the country today.

Primary and secondary information can be used in the study. Interviews, questionnaires, and direct or online observations are examples of primary data collection methods. Observations made in previous studies

were used as secondary sources.

Specifically, a SWOT analysis was performed for this investigation. Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis helps businesses choose the best course of action to take. IFE matrix, EFE matrix, IE matrix, SWOT matrix, and grand strategy matrix are used as analytical tools in developing strategies (SWOT diagram matrix), (David, 2004).

3. RESULT AND DISCUSSION

Based on the results of research and observations made by researchers, there are several factors that inhibit the growth of the wan fitri weaving business during the Covid-19 period in Pekanbaru City, one of which is:

1. Lack of ability to attract investors to invest.

This means that the wan fitri weaving business does not have sufficient experience to attract potential investors in Pekanbaru City to participate in making investments from both the government and the private sector, so that with a fairly wide market share, the wanfitri weaving business should have a special strategy in attracting potential investors to make weaving business can continue to grow. At this time the weaving business has capital that comes from the personal funds of the business owner, but if investors are interested in investing in the weaving business, this will certainly increase the market share of the wan fitri weaving business.

2. There are several similar companies that have started marketing their products through the internet.

Based on the results of research conducted by researchers, it can be seen that one of the problems that arise is that there are similar companies that have started to promote and sell using social networks such as Facebook, Instagram, WA, and other platforms that can be used as an effort to reach more consumers. large. So that by carrying out this strategy by competitors, it will have an impact on the sales results of the wan fitri weaving business during the Covid-19 pandemic in Pekanbaru City. Moreover, with the implementation of social and distance restrictions, all transactions are carried out online.

3. Production materials still have to be obtained from outside the city

As it is known that the raw materials obtained by the wan fitri weaving business come from suppliers who are outside the city, so unexpected things can happen such as natural disasters, transportation damage, and delays in the delivery of raw materials. Of course, if this happens, the production operation of the wan fitri weaving business will be hampered and will result in the stock of weaving in the wan fitri weaving business being empty.

4. Employees have not fully mastered the use of weaving machines

As it is known that human resources become one of the most important aspects in running a business, if the human resources that are owned do not have sufficient abilities and skills of course it will hamper the company's production operation rate, so there needs to be training carried out by the wan fitri weaving business so that The use of looms can be used according to the user's procedures.

It is important to first identify the internal and external factors before moving on to a proper SWOT analysis.

Identification of Internal Factors

The Internal Factor Evaluation (IFE) matrix is obtained based on the identification of the company's internal strategy factors which are the company's strengths and weaknesses. The results obtained from the identification of IFE there are 5 strength factors and 5 weakness factors. The factors of strength and weakness are given weights and ratings by the respondents.

The influence of internal factors The causes of the company's strengths and weaknesses (S and W) that have an internal influence on the company's decision making are called the S and W formation factors. important factor that has an impact on the company. (Mayang, 2020)

The IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices consist of columns, weights, ratings and total values which are the result of multiplying the weights and ratings. For the weight and rating column, it is filled in according to the value which is the result of grouping internal and external factors based on their level of importance. (David, 2009).

Table 1.2 Results of Weighting Matrix IFE (Internal Factor Evaluation)

Internal Strategy Factor (Strength)	Respondents Response		
	Weight	Rating	Score
1. The capital owned is large enough and available for long-term business.	0.12	4	0.48
2. The market share of wan fitri weaving continues to grow even out of town.	0.13	1	0.13
3. The time-consuming production process is quite fast and efficient	0.12	4	0.48
4. Wan Fitri's business is quite easy in obtaining competent workers in the weaving sector.	0.10	2	0.20
Internal Strategy Factor (Weakness)			
1. Lack of ability to attract investors to invest.	0.15	3	0.45
2. There are several similar companies that have started marketing their products through the internet.	0.13	4	0.52
3. Materials in making weaving still have to be obtained from outside the city so that production takes a long time.	0.12	1	0.12
4. Employees have not fully mastered the use of weaving machines.	0.13	2	0.26
Total Score	1.00		2.64

The IE matrix can be determined by looking at the values in the IFE and EFE matrices obtained. The results of the IFE matrix obtained a value of 2.64 which means that the company's internal position is classified as moderate. While the EFE Matrix score is 3.17, which means that the company also responds moderately to the opportunities and threats that occur. The position of this wan fitri weaving business if seen in the IE matrix is in cell IV. The IE matrix can be defined as follows:

IE Matrix Table

	Strong 4.0	3.0 Height	Medium 2.0	Weak 1.0
Strong 4.0	I	II		III
3.0 Height	IV	V		VI
Medium 2.0			2.64: 3.17	
Weak 1.0	VII		VII	IX

By weaving business wan fitri is in cell v which means guard and maintain, namely by implementing a penetration strategy that seeks to increase the market for a product or service that is currently in the market by making greater marketing efforts. Product development is a strategy that is sought to increase sales by improving or modifying products

4. CONCLUSION

The following are some conclusions that can be drawn from the observations and empirical results of

this study:

1. Problems faced by the wan fitri weaving business

The problems faced by the company will certainly be a scourge for the company, especially the wan fitri weaving business to develop and spread its wings to consumers. The problems that arise are as follows:

- Lack of ability to attract investors to invest.
- There are several similar companies that have started marketing their products through the internet.
- Production materials still have to be obtained from outside the city
- Employees have not fully mastered the use of weaving machines.

2. Internal and External Analysis of the Wan Fitri Weaving Business During the Covid-19 Pandemic.

- Internal Environment
- The strength that can be done by the wan fitri weaving business is to increase supervision and provide a division of tasks to each employee to be able to prevent weaving production results that are not optimal.
- External Environment
- The opportunity lies in collaborating with workers to increase customer loyalty, while the risk lies in avoiding delays in the delivery of raw materials.

3. Wan Fitri Weaving Business Development Strategy

The wan fitri weaving company can use its strengths to pursue opportunities outside the company as a means to expand its operations. The following are some of the methods that can be applied:

- Making product innovations by adding the types of weaving sold by Wan Fitri. So that consumers have more consideration.
- Dividing tasks to each employee to provide direct service to consumers and producers to save time.
- Rearrange the work schedule of each employee to improve the quality of employee work discipline.
- Increase owner supervision to a maximum of three times a week.
- Strengthening and developing long-term cooperation in the Wan Fitri Weaving Business in ensuring the continuity of the availability of goods.
- Expanding the market for purchasing raw materials for the wan fitri weaving business

5. ACKNOWLEDGMENTS

We would like to thank for Hilmah his comments and suggestions regarding the analysis. We also would like to thank Dr. Jahrizal for fruitful discussions as well as his support and encouragement

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