

DEVELOPMENT STRATEGY FOR SMALL AND MEDIUM ENTERPRISES (SME) BASED ON SUNDA CULTURE IN CIBADUYUT FOOTWEAR INDUSTRY

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Abstract

Industry pedestal foot Cibaduyut is one of industry which produce product various kinds of footwear such as sandals, flip-flops, boots or casual shoes, which the main raw material is leather. In carrying out its business activities the footwear industry Cibaduyut faces several obstacles, especially those concerning the manufacture or process production and financial management, especially those concerning financial records neat and perfect in accordance with financial management standards, apart from other obstacles is para perpetrator effort not yet can develop product shoe which based on to application values culture Sunda which famous with draft reparation Sharpen, please love, take care, this turns out to be able to weaken the competitiveness of footwear products in the arena International. Method study which worn in study this is method qualitative with using descriptive analysis, the data collection method used is the method observation direct (observation), interview which deep (in-depth interviews) as well as direct interviews with several informants, in processing the data using triangulation, namely based on the results of interviews, observing the analysis of researchers so as to produce research results, and snowball sampling in determining informants. Based on the results of the study indicate that the marketing strategy carried out by the the perpetrators of Cibaduyut footwear in the city of Bandung based on the Sundanese culture of penance, penance, compassion, parenting still has some problems, especially in marketing which is still traditional so that not yet can Empower competitive nature global.

Key words : *Competitiveness, Sundanese Culture*

1. Introduction

There have been many studies on the development of small and medium-sized enterprises (SMEs) in the Cibaduyut footwear industry conducted by researchers in the past in

In the last 10 years, however, the research still looks at the development of SMEs, not related to Sundanese cultural values. For example, research on SMEs in increasing product competitiveness, so that the attention

is only on commodities that have high competitiveness, while research on SMEs based on Sundanese cultural values are still very little done, especially related to penance, compassion, and parenting, which means loving each other, improving each other and protecting each other. Sundanese cultural values are seen as very important for applied in the development and sustainability of Cibaduyut SMEs, so that Cibaduyut footwear entrepreneurs can survive because they can maintain consumer confidence in terms of

quality, characteristics, and can develop networks both on a local, national and international scale.

Philosophy the main being base shaper score culture Sunda is "repentance" sharpen, repair love, please foster, value wisdom local this reflect character shrimp Sundanese always _ each other support one each other with base love love and mutual have. Contained meaning _ in philosophy is important for shrimp Sunda always hone potency yourself and help fellow in develop potential, for results maximum performance. _ The meaning of "silih" which means each other in philosophy this interpreted that shrimp Sunda in To do something achievement must bring usefulness for each other and able Becomes motivation for could together reach success.

In accordance with the Pasundan University Research Master Plan 2016 – 2020, that the development of the Cibaduyut Footwear Industry as a distinctive icon of the city of Bandung is a leading field of research. Therefore, SME research related to social capital can increase the competitiveness of footwear production, namely increasing the country's foreign exchange and increasing people's income.

Small and medium industries have a very important role in economic development and growth, not only in developing countries such as Indonesia but also in developed countries such as Japan, the United States and European countries. In Indonesia, it has often been stated in many seminars and workshops, it was discussed in the mass media that SMEs in Indonesia are very important as a source of growth in employment and income opportunities.

In the face of global market competition, companies in Indonesia are required to enter the arena of global corporate organizations such as the WTO (World Trade Organization), GATT (General Agreement Tariff and Trade), AFTA (Asean Free Trade Area), ACFTA (Asean China Free Trade Agreement). Study related to the development of SMEs with local culture, also carried out by Dedeng Abdul Gani Amrulloh (2019), regarding study Philosophical characteristics of the urang sundanese entrepreneur, this research focuses on the Sundanese culture as a value system and the Sundanese urang background that forms the

distinctive characteristics of the Sundanese urang. The cultural approach in entrepreneurship has been carried out in various studies with mixed results, in general from these studies consistently found a relationship Among national/regional and ethnic culture specific to entrepreneurship. While the research that the researcher will do will study on Small Business Development and Medium (UKM) based on Sundanese Cultural Values, this research is based on the idea that basically the value system and philosophy that exists in Sundanese culture is an indication of pushing towards the development of SMEs, especially the Cibaduyut Shoe Industry, to remain West Java's leading commodity in the manufacture of quality shoes.

For ensure opinion this so then required existence study more scientific _ deep and comprehensive. . Refer to the article journal from muhammad Aqros syaiful blessing culture Sunda is culture that has there is since then and still life until now with supported by interaction development culture Sundanese consisting of from system belief, livelihood, art, kinship, language, science knowledge, technology as well as custom customs. To seven system the give birth to culture Sundanese called _ with make up for it love [mutually] love], reparation sharpen [mutual repair self and reparation foster [mutual protect]. Besides that values attached to culture _ Sunda of them concerning modesty, low heart to each other, inferior to the more old, and love to more _ small. Togetherness and mutual cooperation make culture sundabyang have characteristic its own special. Study draft culture Sundanese who pointed out draft make up for it sharpen, pay foster care love it turns out already is in the environment of Cibaduyut footwear craftsmen, according to with always sundanese _ work together, work with each other love Dear as well as work for progress together, is a strong capital from the perpetrators Cibaduyut footwear business that can apply draft the in walk his business so that activity make product shoe can last a long time. This can seen from survival of my palaku effort from 1920 to _ now, they entrepreneurship with love and mutual _ appreciate (sili love). But Beside advantages culture there are also sundaes weakness from culture Sunda that alone that is culture Epes

Meer or easy give up , culture this it turns out could weaken power competitive Cibaduyut footwear products , among seen from not enough can compete the product with product coming _ from abroad especially _ from China. Optimal marketing strategy is needed so that the resulting product can Empower competitive with product outside and implement the right strategy in To do activity rehearsal the footwear product .

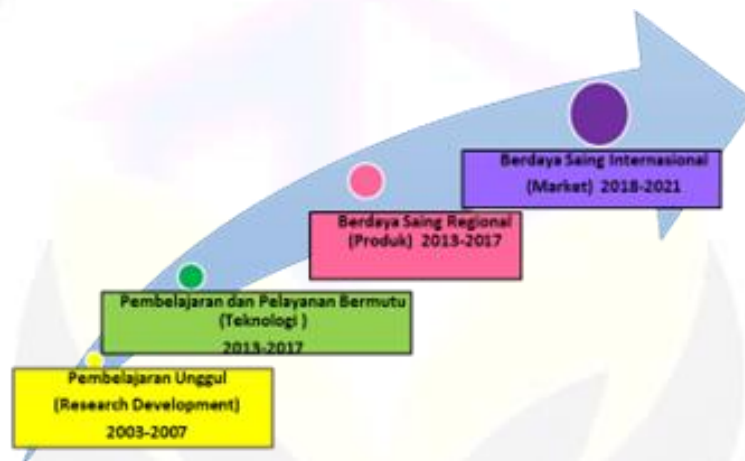
PT . Research Plan and Roadmap

Pasundan University have role important and strategic in skeleton carry the task of the Tri Dharma of Higher Education (Education,

Research and Service) To the Community). As institution education high , Pasundan University must capable coordinate , maintain and improve quantity and quality mastery as well as science and technology development in form service nor cooperation with Public both National and International . in line with plan strategic

University Pasundan 2016-2020, college tall this Keep going try arrange self for focus self at seven field study useful superior I P TEXT research _ for Public wide .

Already many research on schema field superior this , however research conducted _ still need study continued .



Research Roadmap Unpas
 Source: Unpas . Research Master Plan

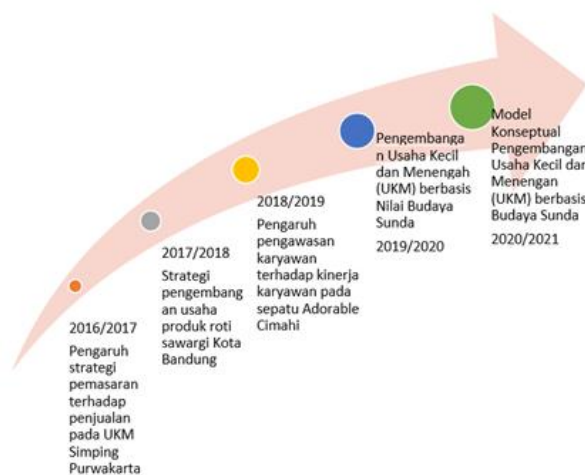


Figure 2. Research Roadmap

many factor , seven some of them are very important is Skill or level education workers , skills entrepreneurs , availability of capital, good organizational and management systems , availability of technology , availability information , and the availability of other inputs such as energy and materials raw .

Besides above theory _ another theory about power competitive and most suitable with draft power competitive proposed by Porter (1993) who is known with NCA theory with various factor power competition namely :

1) Factor Condition

Factor that refers to the input used as factor production like power work, source power nature, capital and infrastructure.

2) Demand Condition

Factors that refer to the availability of a ready domestic market play a role Becomes element important in produce power competitive .

3) Related and Supporting Industries

Factors that refer to availability series and existence linkages strong Among industry support and company , relationship and support this character positive that leads to power competitive company .
industry certain

Domestic capital market and strategy factors influence the company's strategy temporary individual often make decision career based on opportunity and prestige.

Local Economic Development

A region can develop better based on development efforts Economy Local needs something policies that encourage innovation in an integrated industrial structure (Supriyadi R, 2007).

Some factors which must considered for development The local economy is: a). Improving the existence of local economic resources through investment in both physical and human capital; b). Improving the flexibility of the local economy; c). Encourage the development or entry of specialized, specialized business service companies; d). Development of educational and research capacity region; e). The establishment of relationships between local businesses, as well as relationships between local communities and R & D institutions, as well as ties between local communities and educational and R & D institutions; f). Interests in companies from outside the region which enables existing businesses to

continue to succeed from previously available business services; g). Marketing the capabilities and advantages of the region to the business world outside the region; h). Individual and entrepreneurial skills are marketed to achieve quality of life in the region. Blakely (1989) in Supriyadi R (2007) says that local economic development is a process of economic development in which local governments and or community groups play an active role in managing their natural resources. through a pattern of cooperation with the private sector or others, creating jobs, stimulating economic activity in its economic zone. As a process, the role of cooperation between local government institutions, the private sector and the community is very decisive in local economic development education and knowledge sharing), and protecting each other (keeping each other safe). In addition, Sunda also has a number of

The Concept of Sundanese/Local Cultural Values

Sundanese cultural values have characteristics typical certain u who differentiate aware of other cultures. In general, the people of West Java or the Sundanese Tatar, are known as a gentle, religious , and friendly society very spiritual. *silihassuh*; each other love (prioritize compassion), each other perfecting or improving themselves (through education and sharing knowledge), and protecting each other (keeping each other safe). In addition, Sunda also has a number of other values such as politeness, humility towards others, respect for elders, and love for those who are less. In Sundanese culture, the magical balance is maintained by performing traditional ceremonies, while the social balance of the Sundanese people does mutual cooperation for defend it.

Values _ social society sundanese and marketing strategy .

In To do activity shrimp Sunda always consider customs that exist in their respective regions, Habit the will Becomes deep - rooted culture by down hereditary. Sundanese people also have score score society which includes:

1. Harmonisocial
2. Life Association
3. Dialectics of text and context (Koentjoroningrat 1985: 180)

Based on the concept above, it can be seen that there are several appropriate Sundanese urang behaviors with the concept of culture, namely Culture as referring to broadly shared ideals, the value of the formation and use of categories, assumptions about life and goal-directed activities that become consciously accepted as true and correct by people who identify themselves as members of society, Based on the description above, it can be seen that the values of Sundanese culture have existed for a long time, which have been implemented and maintained properly both in the life of the Sundanese people, as well as in the community of Cibaduyut footwear craftsmen, the application of the Sundanese concept is implemented and maintained properly so as to produce shoe products that empower me by using the right marketing strategy so as to produce products that can compete on a global level .

2. Method

Research Approach

Study this use method study qualitative , is something method in research for disclose problem with method describe as well as explain phenomena in the present that are happening in accordance with the facts on the ground , so that could generate poured data into the a scientific paper .

Data source

Data as ingredient support study needed for results study more accurate in accordance with phenomenon real social . _ Source of data by Alwasilah (2012:105) states that : " First , no " there is equality or connection deductive Among question research and methods data collection ". Source of data in the form of survey or questionnaire , experiment , interview , observation , analysis documents , archives , and more . The sources of data on research this consist from Primary Data, namely data source consisting of from observed words and actions or interviewed , so that obtained by direct from informants _ study use guidelines Interview depth (depth interview) .

Small and Medium Enterprises is informant main will _ requested description for give information about situation and background behind research . Secondary Data , namely additional data sources for complete primary

data sources , including : Source written shared on books and magazines scientific , source from archives and documents official . Observation state physique location research .

Data Type

Based on data sources that have been outlined above , then could identified the type of data to be used in study this . The data type will outline based on identification problems and concepts research so that researchers capable describe problems that will researched. Types of data that have been described above, will _ used by researchers as guidelines interview and guide observations that can disclose problems with informants. Informant no only sourced from business actors and also the leadership of the sector UPT Cibaduyut footwear industry . Though thus, which becomes source main informant is SMEs, Head of UPT Cibaduyut, Chairman of APACI Figure society. Informant other only as support for what you want searched and known in study this could achieved

Informant Selection Technique

Subject to be researched in study qualitative called informant . Informants on research this is perpetrator effort small medium-sized enterprises (SMEs) engaged in the footwear industry sector in Cibaduyut , Bandung City. Informant in study this not subject to be present the group , so amount informant not about many or no one can Becomes representative from something group . Discussion about the participants and the location study could covers four aspects stated by Miles and Huberman (1994) in Creswell (2014: 253) , namely .

Settings (location research) , actors (who will observed and interviewed) , events (events) what only what is felt by the actor who will made topics interview and observation) , and process (nature events experienced by actors _ in location research) . Identification locations or individuals on purpose selected by researcher, the idea behind study qualitative is choose with on purpose and full planning (purposive select) which means setting, actor selection, and determination events and processes that are the focus study made with base interest research and planning which ripe so that researchers use technique *purposive sampling*. Purposive sampling according to Suhartono (2011:63) is Purposive sampling

or taking sample based on destination that is taken informants _ as member sample left to consideration data collector according to in accordance with intent and purpose researcher. So, data collectors who have given explanation by researcher will take who just what you think the consideration in accordance with intent and purpose research . Determination sample in purposive sampling technique is very much determined by the purpose and intent research . In other words , customized informants with criteria certain applied _ based on destination research . Informants taken _ that is SMEs . Election informant this obtained from UPT Cibaduyut footwear sector , Bandung City.

Data Collection and Analysis Techniques

Data collection technique

Data collection techniques carried out in study about development small and medium enterprises (SMEs) footwear, among others as following :

- a. Documentation studies are data collection techniques that are not directly shown to the research subject. This technique is used to collect data through documents, archives, newspapers, articles, journals and other written materials related to the research problem.
- b. Field studies are data collection techniques regarding the reality that takes place in the field with the following techniques:

- c. In-depth interview Interview deep (in-depth interview) using a semi-structured interview guide instrument. With in-depth interviews, you can explore and get the data you are looking for from informants Interviews were recorded using a *digital recorder* because the speed of handwriting was always less than the speed of the informant's speech. Interviews were conducted with SME actors, who previously established a comfortable and relaxed atmosphere so that the interview process could run well.

Data Validity

Data validity is necessary conducted for study this . Researcher use technique triangulation for make the data obtained Becomes valid . This thing conducted with meaning for neutralize any possible bias happened to one data sources , researchers and methods certain . According to Creswell (2016: 269-271), there are eight validity strategies compiled _ start from the most frequent and easy used to the rare and difficult applied . from to the eight strategies above , in study this will use four strategies as tool for make it easy in operate research , namely : triangulate (triangulate) data sources , make data rich and dense description (richandthick description), and do ask answer with fellow colleague researchers (peer debriefing).

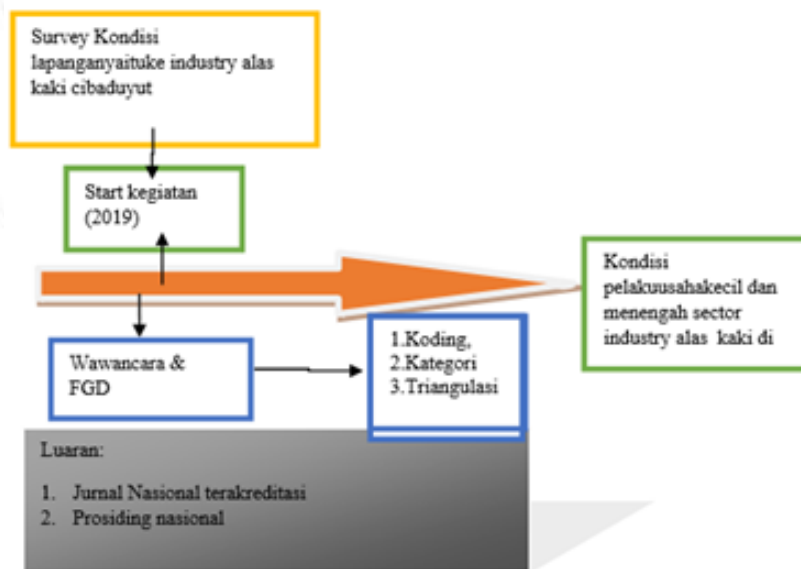


Figure 3. Research Chart

3. Result and Discussion

Cibaduyut at a Glance

Place geographical area Cibaduyut . an area of 14 sq km which is about 5 kilometers to the south the center of Bandung city of course long known _ as “ Shoe Heaven ”. In an area that belongs to the district of Bojongloa South that , visitors can find various stuff made _ from skin . Not only shoes , but also sandals, bags , wallets , to goods other . Cibaduyut , even , already famous until to abroad . Small and medium industry potential shoe Cibaduyut until with In 2006 there were 828 Business Units, absorbing power 3,498 people work with the embedded investment reaches Rp. 14,507,168,000, ingredients raw 6,293,400 feetsq , and capacity production of 2,982,600 pairs. Industry shoe Cibaduyut started in the 1920s and was pioneered by several inhabitant local everyday _ working on a factory shoes in Bandung. with supplies skill and determination, they then start open effort small at home ladder with power work sons and daughters they alone. After order the more a lot , they then recruit worker from neighbor around home . Finally , skills they Keep going spread by down hereditary . Inhabitant around too _ open same effort in 1940 , before _ Japan colonize the country. Moment that , amount craftsman shoe Cibaduyut reached 89 people.

A decade next, sum craftsman Keep going increase and not few of them become _ businessman shoe scale small. At this time , start center shoe Cibaduyut start formed with amount effort about 250 units. At the moment that too, craftsmen and entrepreneurs start feel enhancement needs procurement ingredient raw must - have skin imported from abroad . perpetrators _ business in Cibaduyut shape a receptacle named Combined Village Shoe Entrepreneur Bojongloa (GPSB) use make it easy access import ingredient raw skin . By agreement together , GPSB then change name Becomes Cooperative Indonesian Leather and Shoes (KOPSI) with amount member reach 120 entrepreneurs / craftsmen .

In 1977/1978, the center industry shoe Cibaduyut start get attention from

government center , through Ministry of Industry and Research Institute for Education, Information , Economics, and Social Affairs (LP3ES). Attention that showed in the form of development of the Technical Service Unit (UPT). In 1989, built wartel at UPT so that craftsmen more easy communicate with supplier ingredient raw and streamlined order from outside city and beyond province . For help service distribution , in the 1990s, Department Trading work same with PT Pos Indonesia. Past track this , craftsmen and entrepreneurs get convenience in delivery order shoe to outside area . At this time , the working area craftsman then expand until to Village love and Village Cangkuang , the district . Bandung. After formed autonomy area in 2001, Regional Office Ministry of Trade deliver fully authority and assets to the Provincial Government West Java, including UPT. Based on Governor's Decree West Java Number 33 of 2003, the UPT has changed name Becomes Installation Development Small and Medium Industry (IKM) Shoes . With continuous development _ happen , various industry supporter such as showrooms/outlets, centers trade , shop seller materials and shops other supporters are also growing in the region this .

Based on data from the Department of Cooperatives, Small and Medium Enterprises and Trade Industry (KUKM Perindag) Bandung City, the number of business at the center shoe Cibaduyut in 2008 reached 867 units absorbing effort _ about 3,613 power work. Investments embedded in the center this , it is estimated reached IDR 14.7 billion with capacity production more than 5 million pairs/ year .

Performance of Micro & Small Scale Enterprises in West Java

one _ tool measuring business unit performance in all scale rated from ability in create score plus by macro . Table 6.5 shows score business unit performance based on scale effort During 2016-2018 period . While on the scale Small business , performance highest happens in the business sector Building , Transportation Services , and Industry Processing

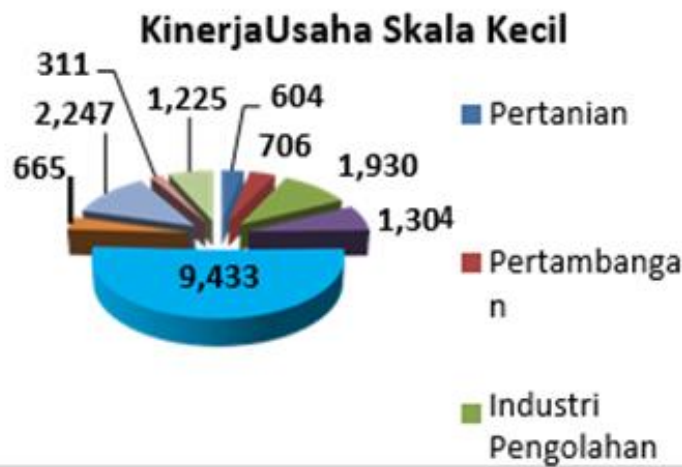


Figure 4. Small-Scale Business Performance // Source : BPS & West Java KUMKM Service , 2019

The Role and Contribution of Micro and Small Enterprises to Income Gross Regional Domestic (GDP) and Rate Economic Growth (LPE) in West Java

Scale effort Micro and Small to GRDP without Oil and Gas in economy province West Java during 2016-2018 period , shows enough role _ significant . Tables 6.6 and 6.7 show role effort scale Micro and Small to GRDP in West Answer, from side value and percentage .

by specific , contribution effort scale Micro to GRDP in the 2016-2018 period , the largest contributed by sector Agriculture , Trade , and Hotel & Restaurant . While in business Small scale , dominated by sector effort Trade , Hotel and Restaurant , such as could seen in graphs 6.8 and 6.9.

From side rate growth During 2016-2018 period , rate growth effort scale Micro , Small and Medium , individually general be

on top Rate Economic Growth (LPE), however so , looks that rate growth experience enough drop _ significant .

Graph 4.10

show rate growth effort scale Micro , Small and Medium Enterprises Large , and LPE in West Java for 2016-2018 period .

Furthermore , in the same period (2016-2018), the contribution of MSMEs to LPE was more big compared with Big Business contribution . However because rate growth

has decreased , the contribution of MSMEs to LPE has also experienced decline . Condition this compare backwards with effort The big one continues experience increase .

Likewise contribution _ rate growth effort scale Micro and Small against LPE in West Java in 2016-2018 period , very significant .



Figure 5. Micro-Scale Business Performance

Small and Medium Enterprise Development Strategy Based on Cultural Values Sunda

Power Strategy Analysis Competition Factor Skill Worker

a. Based on Education/ Skills workers .

Every activity both formal and informal , must be supported with education , as well as speed MSME activities at the center shoe Cibaduyut in operate his business for get the optimal product must be supported with education sufficient so that produce quality product . _

perpetrators _ effort shoe Cibaduyut in develop his business sued for can create powerful product _ competitive so that market wants and desires consumer could fulfilled from produce quality product . _ Based on results Interview with craftsman shoe Cibaduyut , which concerns quality product _ must supported with source suitable power _ with needs , based on level good from level elementary (SD) to with College (Bachelor) . (Interview results with maker shoe Cibaduyut , Mr. Tantan , April 6, 2019, 09.00-11.00 at home production shoes on Jalan Pak Kasub , Cibaduyut .)

For elementary level usually placed in the packing section and the junior high school level was placed in the production and for high school graduates are placed in the administration or part marketing , while for graduate of college tall part big is owner from craftsman shoe the

In activity make shoe it turns out no can only based on experience from Skills just but also in make shoe must also supported by formal education results shoe willmore good and quality . If supported with adequate education _ for example from aspect design will more in accordance with desire consumer moment this (uptodate) while from aspect quality product shoe if made with nice and skilled so will produce product more shoes _ durable and comfortable used (interview result with Mrs. Dina , the Chairperson of UPT Cibaduyut on March 23 , 2019 at 09.00-12.00 at the UPT Cibaduyut office .)

If you see from level education levels , namely elementary, junior high, and high school as well as universities part big maker shoes that don't pay attention formal education consists of various type level namely middle and high school and only part small just maker shoes .

Education level turned out to be very influential to activity business , as well as producers making shoes in Cibaduyut part big level education employee derada at the junior high and high school levels while the perpetrators effort shoe part is on level Bachelor (College) This is in accordance with results survey field and interview with various information . mostly _ many producer shoes that are in the area center general shoe Cibaduyut is high school education (39 people) or 53%, then junior high school as many as 17 people or 23% while SD 8 people

(11%) S1 7 people (10%) and D3 as many as 2 people (3%) in total A total of 73 people.

Data above show That part great craftsmen _ center Cibaduyut part big is especially junior and senior high school levels for the makers shoes . Education level it turns out impact in various field .

Likewise in the field of making shoes . Education level craftsmen , employees , or owner shoe determine to results shoes made .

_ If in making shoe supported with adequate education , then _ will produce product quality and durable shoes _ competitive . From the description above could analyzed that product shoes made in Cibaduyut _ still use simple tool _ with knowledge background craftsman _ behind education still low , though they already enough experienced in make shoes . With see the manufacturing process such shoes _ so product resulting shoes _ not optimal especially in Thing design and innovation product shoe that . When compared with product shoe from China it turns out product shoe Cibaduyut still low quality the product especially those related to creativity and innovation product .

Strategy Analysis Power Competition Factor Skill Businessman

Industry Small and medium-sized enterprises (IKM) include industry crafts and industry house ladder developed for expand opportunity work and opportunities effort , improve more income _ evenly , as well community and ownership his business more healthy , but in practice , the policies issued government so that continuity effort walk continue .

In the 1920s industry shoe Cibaduyut start To do activity effort when Indonesia was still controlled by the Dutch pioneered by several citizens local role _ as worker.on a factory shoes in the city of Bandung, with provisions skills that have been owned , legally down hereditary , they start open effort shoe with rent the place small _ _ as industry house stairs , on residents local , skills in making finally the shoes spread by down hereditary .

Crafting skills shoes in cibaduyut obtained by down hereditary , whose activities started since the Dutch colonial era, but after independent activity making part small shoe cibaduyut permanent continue with the more increase in run that fulfills effort that , its role no limited only as workers

, but also as businessman shoe the more a lot house industry or Public call it as producer (Interview results with Mrs. Dina , the Chairperson of UPT Cibaduyut on March 23 , 2019 at 09.00-12.00 at the UPT Cibaduyut office .)

Activity industry small cibaduyut on at first operate his business by down hereditary that is done at the time free after Public work in the sector agriculture , but on

Progress state the develop continuously so that the craftsmen could produce shoes.own and skills special so that in operate effort this is the production process shoe still permanent done done _ with management by simple without mix hand from government and use equipment traditional so the production process need time relatively long and goods produced _ still very limited.

Skill in making shoe part big got based on experience and got by down hereditary or by autodide k without have knowledge special about making shoe Thing this take effect to results product resulting shoes _ not yet can compete with n products outside , especially product shoe from China. (Interview results with Mr. Aris in Cibaduyut on March 24 , 2019 at 13.00-15.00)

In the management of the craftsmen shoe Cibaduyut as Small Business owner merger or Small Business Operator even though don't small the identical with OwnerBussinesmanager , if scale and scope more big so management no can done alone will but must involve other people. Likewise the craftsmen shoe Cibaduyut in manage activity making shoe need help party another. For example with government , supplier ingredient raw , employee , shop shoes , or parties other related _ with making shoes . Good cooperation and organized will give profit for all party .

Based on description on so could analyzed that the perpetrators effort shoe cibaduyut in operate his business still character traditional, knowledge as well as Skills in make shoe they get by down hereditary. Besides that Skills making the shoes they get no from knowledge special in shoemaking, but _ Skills it is also obtained based on self-taught. reality the cause results product the shoes they earn not optimal, especially regarding fashion development that is not update so that product the no can compete with product shoe from China.

Ability manage source power man is progress to be owned by leadership for manage empower good sources & management _ so that source power man in management so that must walk efficient, economical and powerful use .

In manage existing sources _ especially source power humans, craftsmen shoe Cibaduyut not yet capable manage his optimally, this based on existing needs _ in management that has not standard so in management source power man appropriate management with rule government start from the admission process or recruitment yet applied based on principles __ reception and management effective and efficient employees.

Based on results Interview with seller shoe that in manage employee they not yet use the principles that have been there is so that in management not optimal.

a. Competitiveness invoice analysis based on the entrepreneur's expertise in the field of HR (Human Resources)

In manage Source Power Existing humans, craftsmen _ shoe Cibaduyut still character traditional, for example in reception employee they more prioritize family closest without see background behind education, skills (skills) possessed, so that in empower employee craftsman shoe more often Act not enough professional, especially in Thing setting working hours, and providing environment less work _ comfortable, even effective sober

When compared to management source power man especially producer Chinese shoes turned out to be in China in management source power humans involved _ in the process of manufacture shoe already involve role government local and regulated with good with government local start from the admission process employee to the management process employee . Beside it's in China activities making shoe already Becomes real industry _ managed by professional . This thing cause the resulting product more a lot and already there is management as well as good cooperation _ Among party craftsmen , entrepreneurs , and the government .

b. Analysis of competitiveness factors based on the expertise of entrepreneurs in the field of raw material procurement

As already described a previously that center industry shoe Cibaduyut production shoes made of raw from leather, material raw leather made _ for shoe can from various type skin for example skin sheep, skin cow, leather kangaroo or skin pig. Besides ingredient main skin there are also shoes made from skin synthetic .

Availability ingredient raw for making ingredient base shoe specifically shoe skin can obtained based on order or based on purchase directly at the shops around area Cibaduyut . This thing in accordance with description results Interview with Mr Tantan as producer at a time owner product shoe Cordova brand women , that in procurement ingredient raw specifically skin , he usually work same with shop seller ingredient maker shoes , other than skin ingredient main that is skin , also available ingredient support namely , glue , sole and box for packaging (Packaging) cooperation usually already customer with shop sure as for system the payment can direct there only a little ingredient the required standard but can also _ pay proud , it means craftsman will can also _ pay already there is payment shoe from the order .

Based on description on so could seen that in manage ingredient raw shoes , especially ingredient raw leather , craftsmen shoe cibaduyut equip by directly at the shops that are around Cibaduyut or cooperate with producer the skin is stretched Garut . As for the various ingredient raw for making shoe if classified based on kind there is a number of type namely :

1. Real skin

Ingredient skin original usually used for the most boots and leather used is skin cow . Ingredient raw skin have durable nature _ or durable . Because of that usually ingredient skin it's expensive if compared with ingredient another .

2. Suede

Suede or many say _ velvet is material made _ from the leather is also the one in finishing is n't it surface from skin the but part behind from skin that . the effect seen like hairy but seen interesting .

3. Buck skin

Ingredient this similar with Suede only just the texture rather rough , the difference is in the finishing stage of the tanning process skin , the color also varies .. _ generally used for

ingredient shoe casual, as well as combination on boots _

4. Gub skin

Ingredient skin that doesn't seen like Labourer because looks like skin binding synthetics . _ This thing of course is the finishing of skin that . ingredient skin type this tend waterproof because _ the texture smooth and care easy , no need polished , enough in lap course . Ingredient this usually worn for type PDH shoes

5. Synthetic skin

Synthetic or ingredient from mixture chemistry , materials this many very worn for making shoe because the price is relatively more cheap . Ingredient this many worn for various models of formal shoes , boots, casual , as well as shoe sport good for mature nor children .

6. Denim

Denim or common people mention jeans fabric , is one of the frequent ingredients _ worn for shoes . Ingredient It is relatively strong and durable .

7. Canvas

Ingredient canvas is one _ materials used _ for make shoes are also material this famous because can painted for example used for make shoe sports and shoes school

8. Rubber

rubber which is results processing from sap rubber , can also be used shoes . Generally worn for making shoe women, but moment this too much worn for shoe loafers, as well as casual for man.material rubber tend flexible , waterproof , and durable .

Constraint main is only raw material fluctuating (no stable) so that Thing this take effect to price sell the final shoe will weaken power competitive.

Based on description above _ so could analyzed that procurement ingredient raw for making shoe especially shoe ingredient raw skin obtained from shop local but there are also craftsmen shoes that have been cooperate with the craftsmen skin from area Volunteer Regency Garut .

Availability of Capital

a. Analysis of the competitiveness of financial capital procurement factors.

Every activity effort need various type support one _ of them and is also support , one of them and is also factor main in activity effort is capital.

one _ the element of capital is working capital . Working capital is whole from amount assets smoothly (Riyanto: 2009) for maintain continuity effort then working capital must managed with effective and efficient , because part big source power must _ owned company embedded in working capital where working capital finances all activity operation company . Excessive working capital _ show there are funds that are not productive on the contrary lack of working capital will cause loss opportunity for earn profit.

In capital procurement , craftsmen shoe Cibaduyut most still _ rely on own capital without existence help from party else , thing this in accordance with what did you say bro tantan , as craftsman shoe women with capacity average production

100 pairs per week , he reveal that beginning start make shoe with initial capital of Rp.3,000,000,- the money worn for financing equipment that is machine sew usual Rp2.000.000,- print wood per pair Rp35.000,- x 6 pairs so Rp210,000,- Cost fare agkut goods Rp200,000,- and costs electricity and telephone Rp64,000,- so amount all Rp2,474,000,- cost other that is purchase ingredient raw shoes Rp166.000,- and the rest cost power work for 10 employees , (10x600) so 360,000 total of all initial capital so Rp. 3,000,000,- In view author , which concerns procurement of venture capital for craftsman shoe Cibaduyut especially the producers shoes , they still rely on own capital not yet can take advantage of capital from party other like Cooperation with party bank or other parties like cooperative even though in every financial capital activities is factor main ones most determine to activity success effort , thing this in accordance with results research by sehiffer-Weder (2001) in

Rizali as a whole also strengthen perception that SMEs face obstacle try more _ big than effort big by general obstacle in attempted is source financing .

b. Financial Management

In skeleton support empowerment and development of MSMEs , especially in procurement of funds through distribution credit to MSMEs, various institution government such as Bank Indonesia, among others, through application policy .

See importance information and recording finance so should be entrepreneurs small and

medium enterprises (SMEs) provide recording accountancy for guard availability information for craftsmen / owners of SMEs providing information finance need arranged in accordance with existing guidelines _ like Standard Accountancy Finance (SAK) for information the quality so that could get benefit for users , information _ quality finance _ that must character accurate , easy understandable , relevant , able compared , right time , and can trusted (reliability) so that could utilized in operate his business for get success besides that with existence use information finance these are the perpetrators effort could utilise as source information for creditor or investors for borrow capital for development his efforts .

Analysis Factor Good Organization and Management _

a. Organizational Structure Factor Analysis

A boss / manager company which many experience expected capable supervise more subordinates _ many compared to less have experience or no have experience same once (Wusanto , 2002; 238). Experience could made by the manager company as a learning process good from success nor from failure so that it will have an effect to his perception .

Based on description on could seen that craftsman shoe Cibaduyut in management his business not yet apply good organization and management _ especially in Thing structure organization even though if seen from importance structure the organization this is very much needed Thing this in accordance with opinion from (Robbins and Coulter, 2007:284) structure organization could interpreted as framework organizational form work with _ framework work that tasks profession divided , grouped and coordinated. With thereby a perpetrator effort must permanent based on ability apply functions management so that the business they run could successful with good (Riyanti: 2003). In Thing this research use term entrepreneurial skills which means as entrepreneurial ability in run his business related with management functions , namely planning , organizing , controlling , motivating staffing . because of that managers company small is also the owner and they To do many function managerial start from planning until with supervision , p like This is also experienced by the craftsmen

like Cibaduyut that is manager as owner company working double start from , activities planning until with supervision . This thing is one _ reason institution power competitive product shoe Cibaduyut with product outside , especially product shoe from China.

b. Organizational Development

Activity development organization is effort realize based on data.Data collected _ used by those who provide the data and are used for activity evaluation in To do activities entrepreneur .

In To do activity his business as much as possible mjuga attempted for develop for develop his business source available power _ for example procurement and management raw nor from management managerial others , such as management source power people , and management finance and management marketing product . In Thing provision ingredient craftsmen raw _ cooperate with party shop and party as ingredient raw main , as expressed by the father The challenge that has been there are 30 years To do making shoe woman , he attempted develop his efforts .

Analysis Factor Availability Technology

a. Communication media

In this modern era development technology information the more hurry up , start from development computer development tool communication , gadgets and tool communication other . With the more fast development technology that could make it easy everyone inside _ look for information or just explore the virtual world, progress technology can also help in business processes, start from data processing, search information about competitors, and promote the company the via website company that. Availability technology especially Internet technology is one of the the experienced field very fast development , has many implementing sector _ technology this is one of them in field trade , then appear trade with the internet as means main namely e-commerce (Rahmana . A; 2009).

craftsmen _ shoe cibaduyut it turns out part big not yet use sophisticated technology and still manual or _ not yet computerized even though one implement of e-commerce in the business world that is with a lot sales sites popping up online or _ web business , thing this bring our in culture new in To do

transactions that do not again conventional but bring our to virtual world transactions . With internet usage , coverage the customer is also very broad , starting from circles teenager until mature already use the internet for To do purchase product or look for goods and services needed . The application of e-commerce turns out to be impact on efficiency and effectiveness transactions , as well as could lift product or image from companies that apply draft that .

b. Factor Analysis Based on Entrepreneur's Expertise in Managing Promotion

Manager ability making shoe Cibaduyut other than in the field source power human, craftsmen _ shoes are also required for can promote results production to consumer good consumer Among nor consumer end . Lack of market access make part big craftsman only promote results production with method wait order , thing this stated by Mr. H. Nanang and Mr. Tantan as producer shoe woman with the Cordova brand. Based on description above _ so could analyzed that manage activity promotion / marketing of craftsmen shoe Cibaduyut in promote the product part big craftsman / entrepreneur still depends to the merchants, this occur because part big craftsmen at Cibaduyut Small Industry Center only carry out the production process without To do marketing by direct and only part small just from the craftsmen who went through print media online marketing as well as electronic media so that Thing this could muddy power competitive .

Implication Practical In -Based SME Development Culture Sunda

In reception employee they more prioritize family closest without see background behind education , skills (skills) possessed , so that in empower employee craftsman shoe more often Act not enough professional , especially in Thing setting working hours , and providing environment less work _ comfortable , effective modestly . For interest that , then required skill a businessman for manage source power man in accordance with wisdom local.A region can develop more good with based on effort DevelopmentEconomyLocal need something encouraging policy _ innovation in Blakely (1989) integrated industrial structure in Supriyadi R (2007) says that development economy local is a development process

economy where government area and or group Public play a role active manage source power owned nature _ through pattern cooperation with party private or other , create field work , give stimulation activity economy on economic zone . As a process, a role cooperation institution government regional , private and community very decisive in development economy local . perfect or repair self (via education and sharing knowledge), and mutual protect (mutually) guard safety). Besides that Sunda also has amount other values like __ modesty , low heart to each other , respect to more _ old , and love to more _ small . On culture Sunda balance magical maintained with method To do traditional ceremonies while __ balance social Public Sunda do mutual cooperation for defend it .

Based on results research at UKM Cibaduyut Bandung City based on culture Sunda existence findings field that activity making shoes in Cibaduyut Bandung city yet Empower competitive globally because the actors _ effort or craftsman the in business activities especially production not yet supported by adequate technology _ so that produce product shoes that are not up to date, dimping it's the perpetrators effort not yet can manage finance company optimally .

Cultural values local (Sundanese) developed in run and maintain effort small medium (SME) in the field of footwear business in Cibaduyut , you can endure until moment this , because have a characteristic something that sets it apart from culture _ _ another . by general Public West Java or Tatar Sunda , known as as a gentle , religious , and deeply spiritual society . Trend this looks as in pameosilihasih , silihah and silihah ; each other love (prioritize) nature compassion love), each other perfect or repair self (via education and sharing knowledge), and mutual protect (mutually) guard safety). Besides that Sunda also has amount other values like _ _ modesty , low heart to each other , respect to more _ old , and love to more _ small . On culture Sunda balance magical maintained with method To do traditional ceremonies __ whereas balance social Public Sunda do mutual cooperation for defend it . Based on results research at UKM Cibaduyut Bandung City based on culture Sunda existence findings field that activity making shoes in Cibaduyut Bandung city yet

Empower competitive globally because the actors _ effort or craftsman the in business activities especially production not yet supported by adequate technology _ so that produce product shoes that are not up to date, dimping it's the perpetrators effort not yet can manage finance company optimally.

4. Conclusion

Based on results research, then could concluded that Existence industry small Becomes hope new for part big Public Cibaduyut. Existence industry small footwear in Cibaduyut already there is long ago, and done by down hereditary, with based on system family with prioritize wisdom local value base culture sundanese, reparation sharpen, repar foster care _ love. Score penance , sharpen , with method transform skill in field exchange technology and mastery management and organization company . Based on results study score this not yet maximum can held because of the perpetrator effort small medium still many use _ method traditional, as for technology new provided at UPT Cibaduyut under the auspices of MSME service with capacity limited.

Technology used _ in operate his business especially in the production and marketing processes of the actors Cibaduyut Shoes business not yet supported with adequate technology , so that the resulting product not enough innovative as well as in system marketing not yet using adequate IT , p this result in no efficient and economical cost production so that need cost enough marketing _ high , and the marketing not yet is global.

Compensation value foster applied in work same , gotong royong in build and maintain activity effort by sustainability , and results study can proved with existence activity business export to several countries. This value has also been awaken high creativity , improve _ income community and create opportunity work so that stability industry small (business small and micro) _ no direct will strengthen Indonesian economy . Compensation value love , in results study reflected in the factor of availability of capital, where the capitalized entrepreneur _ big , give attention to businesses _ small

medium (SME) with give help ingredient raw materials , machinery , venture capital and help the marketing .

Powered by value wisdom local (value culture sundanese), has produce merchants who have power good competition , and can maintain continuity footwear production as an icon of the footwear industry center in the city of Bandung.

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