

## **BUSINESS DEVELOPMENT STRATEGY IN CV. BANGKIT JAYA**

**Umar<sup>1</sup>, David Sukardi Kodrat<sup>2</sup>**

Universitas Ciputra Surabaya  
INDONESIA

Email: <sup>1</sup> [umarbfgh@gmail.com](mailto:umarbfgh@gmail.com), <sup>2</sup> [david.kodrat@ciputra.ac.id](mailto:david.kodrat@ciputra.ac.id)

### **ABSTRACT**

*This Research is written to find a business development strategy with fluctuating, specific, and easily damaged skin constraints in CV. Bangkit Jaya. Based on analysis on fluctuating demand for domestic buyers can be overcome by exports that have many pending requests. There are requests from export with certain quality raw materials and using certain recipes / cooking processes so CV. Bangkit Jaya must control the supplier trust and also chose the raw materials carefully based on quality, because Old stock risks being damaged. Old stock can be processed into a finish product that can last longer so that the company does not get losses from the remaining raw materials.*

**Keywords:** *Demands, Raw Materials, Requests, Product, Quality Product*

### **INTRODUCTION**

The development of livestock sub-sector business is one of the parts integrated with agricultural development in an effort to develop and improve as one of the efforts in the community's need for animal protein which has strategic value, among others in meeting the increasing food needs due to increasing population, increasing average income and creating employment opportunities. The large potential of Indonesia's natural resources enables the development of the livestock subsector so that the new growth of the Indonesian economy.

The strategy of livestock development has a good prospect in the future, because the demand for materials derived from livestock will continue to increase along with the increase in population, income, and public awareness to consume highly nutritious feed as an effect of the increase in the average population education level (Santoso, 1997). Development in agriculture which includes development in the field of animal husbandry, where one of the livestock businesses that many people in rural areas do is raising beef cattle, which are in the form of people's livestock business. In Animal Husbandry, especially cattle, goats and sheep is a need for people to eat. Generally, people buy for nutritional needs that they must fulfill. The following is the data on the number of animals slaughtered in slaughterhouses on the island of Java in 2013-2017.

On farms, especially slaughterhouses (cows, goats and sheep) there are always skins that they rarely use. Usually small skin traders take these skins and they collect the skin. Taking this small leather trader averages 1000-3000 pieces of skin per month. They will sell back to wholesalers. In this study, CV. Bangkit Jaya is a wholesaler that has a quantity of leather of 20,000-50,000 pieces per month. Which will later be deposited to large factories.

Raw skin from the island of Java is the best in the world. Therefore, the Dutch government banned the role of the private sector. Private started to establish leather factories in the 1950s. Since then, leather factories have started to appear, especially in Jakarta. However, regional leather factories and the government are increasingly deteriorating due to losing competition with the private sector. In 1970, there was a conflict between leather factories and raw leather exporters. The conflict cannot be resolved until now.

At present, CV. Bangkit Jaya only serves five leather factories in Java with specific standards and needs according to their needs (such as skin type, thickness and size). For large traders, CV. Bangkit Jaya has 7 competitors. Leather tanning factories that are large and export have

fluctuating demands. They also made a Make to Order (MTO) system. Therefore, CV. Bangkit Jaya which supplies their needs must provide a stock that is able to anticipate their needs because if the stock is sufficient, the factory will give a lot of orders, and vice versa. If the demand is small, the item must be kept in the company's warehouse.

If the stock in the company is not able to meet factory demand, then they will take the skin from competitors. Competitors also provide similar items that make factories have alternative choices of suppliers to meet their needs at competitive prices. Conversely, there are also leather factories that buy leather according to their standards at high prices, making most other leather factories unable to compete.

There are also small industries such as "drums" that have large skin requirements but at a price 2 times higher. Unfortunately, their needs are few. These things make prices damaged in small traders. As a result, large traders must buy at high prices even though the price of leather in the tanning plant does not change.

So from that the importance of this research is as a form of dedication to the author of CV. Bangkit Jaya as a family company that has given many things to the author. So the authors have very high expectations for the success of this research and have a large impact on the CV. Bangkit Jaya in developing its business. On this basis the author gave the title of this research "Business Development Strategy in CV. Bangkit Jaya (case study at CV. Bangkit Jaya)" as the writing of a scientific thesis to obtain a Master of Management degree.

## LITERATURE REVIEW

### 2.1 Strategy

#### 2.1.1 Definition of Strategy

Strategy is a large-scale plan that has a range of distant future and is set in such a way as to enable the organization to interact effectively with its environment in competitive conditions which are all directed towards optimizing the achievement of objectives with the various objectives of the organization concerned. Chandler (in Anoraga, 2004: 339) strategy is the long-term goals and objectives of a company, and the direction of action and the allocation of resources needed to achieve those goals and objectives. Strategy is the strengths of resources, capabilities and core internal competencies to achieve company goals in a competitive environment.

The objective of the strategy is when all employees and levels of the company are committed to achieving specific and significant performance criteria. Some argue that the objective of the strategy is to give employees the only valuable goal for personal effort and commitment to shift the best position, or remain the best in the world. Strategic goals have been shaped effectively when people believe in a burning passion for their products and industries and when they focus fully on the company's ability to overcome its competitors

### 2.2. Business Development

#### 2.2.1. Definition Business Development

In connection with business development, this depends on the ability of entrepreneurs and managers in their business every day. This is like what was stated by (Schumpeter, 2013) that development is a spontaneous and intermittent change that is always changing and changing the balance situation for the previous time. and stated by Kellog (in Moekijat, 2001: 20) that development as a change in the person that allows the concerned person to work effectively.

#### 2.2.2. Type of Business Development

Strategy is a tool to achieve company goals in relation to long-term goals, follow-up programs, and priority allocation of resources (Rangkuti, 2009: 4). Glueck believes that the company's strategy can basically be categorized into four generic strategies, namely: stability, expansion, retrenchment, and combinations of the three. (Umar, 2003).

1. Stability
2. Expansion
3. Retrenchment
4. Combination

## 2.3 SWOT Analysis

### 2.3.1 Definition SWOT

SWOT analysis is a systematic identification of various factors to formulate a company's strategy (Rangkuti, 2014: 19). SWOT analysis is a summary of company strengths and weaknesses that are associated with environmental opportunities and threats. By thinking about the advantages and disadvantages of a company's organization, it is hoped that it will be able to help management to structure the organization's strategy relative to its competitors. The SWOT analysis framework develops insights or views, that a company can only improve its performance, if the company can process the use of opportunities while minimizing its environmental threats. This analysis is based on logic that can maximize strengths and opportunities, but can simultaneously minimize weaknesses and threats. Strategic decision making processes are always related to the development of mission, goals, strategies, and company policies. Thus a strategic planner (strategic planner) must analyze the company's strategic factors (strengths, weaknesses, opportunities, and threats) in the current conditions. SWOT analysis compares the external factors of Opportunity with Threats with internal factors Strengths and Weaknesses.

Image 2.1 SWOT Analysis



Source : [https://en.wikipedia.org/wiki/SWOT\\_analysis](https://en.wikipedia.org/wiki/SWOT_analysis)

Quadrant 1: a very favorable situation, the company has opportunities and strengths so that it can take advantage of the opportunities. The strategy that must be applied in this condition is to support aggressive growth policies. Stability strategy.

Quadrant 2: Despite facing various threats, this company still has internal strength. The strategy that must be implemented is to use the power to take advantage of long-term opportunities by means of expansion strategies.

Quadrant 3: the company faces a huge market opportunity, but on the other hand it faces several internal obstacles / weaknesses. The company's strategic focus is to minimize the company's internal problems so that it can seize better market opportunities with a combination strategy.

Quadrant 4: This is a very unfavorable situation, the company faces various threats and internal weaknesses using a shrinking strategy.

To carry out a SWOT analysis, an analysis of Internal Factor analysis Strategy (IFAS) and External Factor analysis Strategy (EFAS) is needed. EFAS analysis is done by PEST analysis, while IFAS analysis is done with 5 Forces Porter Analysis.

Table 2.1 SWOT MATRIX

Internal Strengths External Strengths	Strength (S)	weakness (W)
Opportunity (O)	<b>SO STRATEGY</b> Creating strategies that use strength to take advantage of opportunities.	<b>WO STRATEGY</b> Create strategies that minimize weaknesses to take advantage of opportunities
Threats (T)	<b>ST STRATEGY</b> Create a strategy that uses strength to overcome threats	<b>WT STRATEGY</b> Create strategies that minimize weaknesses and avoid threats

Source : Rangkuti (2014)

## 2.4. PEST Analysis

### 2.4.1. Definition PEST Analysis

According to Ward and Peppard (2002, 70-72) PEST analysis is an analysis of external business environment factors that cover the political, economic, social and technological fields. PEST is used to assess the market from a business unit or organizational unit. The direction of PEST analysis is a framework for assessing a situation, and assessing a strategy or position, company direction, marketing plan or idea. Where this analysis can be taken a new opportunity or threat for the company.

1. Politics Factors
2. Economy Factors
3. Social Factor
4. Technology Factor

## 2.5 Porter's Five Forces

### 2.5.1 Definition Porter's Five Forces

Competitive analysis using the five 'forces porter' model is an approach used to develop strategies in many companies (David, 2010). The competition according to Porter is as follows are:

1. Threat of new entrants. This power determines how easy (or difficult) it is to enter certain industries. If the industry can get high profits with a few obstacles then competitors will soon emerge. The more rival companies (competitors) that compete in the same market, the profit or profit will decrease. On the contrary, the higher the barriers to entry for newcomers, the more our company's position in the industry will benefit. Some obstacles for newcomers include, for example:
  - a. Requires high funds or capital
  - b. High technology
  - c. Patents, Trademarks
  - d. Economic Scale
  - e. Customer Loyalty
  - f. Government Regulations
2. Bargaining Power of Suppliers. The strong bargaining power of suppliers allows suppliers to sell raw materials at high prices or sell low-quality raw materials to buyers. Thus, the company's profits will be low because it requires high costs to buy high- quality raw materials. Conversely, the lower the bargaining power of suppliers, the higher the profitability of our company.
3. Bargaining Power of Buyers. This power assesses the bargaining power or supply strength of buyers / consumers, the higher the bargaining power of buyers in demanding lower prices or higher product quality, the lower the profit or profit that will be obtained by the producer company. Lower product prices mean that revenue for companies is also lower. On the one hand, the Company

requires high costs in producing high quality products. Conversely, the lower the bargaining power of the buyer, the more profitable it is for our company.

4. Threat of Substitutes. These obstacles or threats occur when buyers / consumers get cheaper substitute products or substitute products that have better quality with lower transfer costs. The fewer substitute products available on the market will increasingly benefit our company.
5. Rivalry among existing competitors. This strength is the main determinant, companies must compete aggressively to gain a large market share. Our company will increasingly benefit if our company position is strong and the level of competition in the same market is low. Tighter competition will occur if there are many competitors who win the same market share, low customer loyalty, products can be quickly replaced and many competitors have the same ability to face competition.

## **RESEARCH METHODS**

### **3.1 Sample**

The population in this study amounted to 6 informants assuming the informant understood clearly about the company CV. Bangkit Jaya.

### **3.2 Data Collection Methods**

The data collection method used in this study is through documentation research and field research. Documentation research or literature studies are conducted to find written sources that can be used as a theoretical basis to strengthen data analysis in this study.

### **3.3 Research Measurement**

The instrument of this research is the researcher himself to collect research data. in principle, the research instruments used are very dependent on what type of data is needed. What data will be used is determined by what the research problem formulation is proposed.

## **DATA ANALYSIS**

This study analyzes the factors of the company's business environment in general. The factors analyzed include political, economic, social and technological factors using PEST analysis. Through this analysis data strengths and weaknesses will be obtained. After obtaining data on strengths, weaknesses, opportunities and threats the company can develop a strategy through the making of a SWOT matrix.

## **RESULTS AND DISCUSSION**

### **5.1. PEST Analysis**

In terms of politics, CV. Bangkit Jaya has two very influential things, namely in terms of exports and also imports. The first is in terms of exports, the government increases its export tax by 25% for raw and semi-finished goods.

In terms of Economy, basically economic conditions have an influence on the condition of the development of a business. Even though it is indirect in nature, if economic conditions tend to be stable and even show growth in a positive direction, these conditions will help smooth business.

In Social Terms, Products with leather are a luxury requirement or a high lifestyle community. So that consumers are very limited. If the economy improves, the need will increase. And vice versa, if the economy declines to eat needs will also decrease.

In technology terms found by synthetic technology by the Chinese state that can produce synthetic leather with quality that is almost the same or resembles skin with low cost. For example: bags and imitation shoes, currently 80% are similar to leather. In terms of color texture, and almost the same strength. But the difference is the price is much cheaper. So that many consumers are turning to imitation products because the price is more affordable. In the PEST analysis that has been carried out, the results that show opportunities and threats

for CV. Bangkit Jaya, namely:

1. Opportunity (opportunity)
  - a. With a high dollar value, the price of exports is also high and is very likely.
  - b. The process of materials with low quality can be changed to pretty good quality in the leather finish material.
2. Threats
  - a. Imports have been hampered by the high dollar.
  - b. Synthetic articles increasingly resemble leather articles.

### 5.2 Porter's Five Analysis

The Bargaining Power of Supplier depends on how big the CV is. Bangkit Jaya requires or relies on its suppliers. There are raw materials that may be obtained with all different suppliers. There are also those that can only be obtained by certain suppliers. In CV. Bangkit Jaya has many suppliers, making prices very competitive. This makes bargaining power in the leather industry very low.

Bargaining Power of Buyers will focus on buyers who play a large role. Buyers have many choices in large traders, because they have the same type but different qualities. From this, Bargaining Power of Buyer is very high. In CV. Bangkit Jaya has several buyers with different and uncertain requests.

In the Threat of Substitution, it will analyze the replacement of the products produced by the company. Replacement products are products made from imitation or synthetic materials. Given the increasingly sophisticated technology of today, making synthetic leather more like genuine leather and also has a price that is much lower than genuine quality leather. Competition in this industry is still growing until now and the competition is quite tight.

This can be seen from the increasing number of tannery factories that begin to go out of business. With the reduction of promising buyers, the competition is also increasing. Of all wholesalers, they have the same goods and specifications. But distinguishing is seen from the durability and quality of different materials.

The threat of new entrants is not very influential because CV. Bangkit Jaya is a big trader who has been in the leather industry for a long time. CV. Bangkit Jaya itself has a good name in the eyes of buyers and suppliers who have for years been doing trade relations with CV. Bangkit Jaya.

In Five forces analysis, which was done before, the results showed strengths and weaknesses for CV. Bangkit Jaya, namely:

1. Strength
  - a. Can choose raw materials with quality and price choices.
  - b. At least competitors.
  - c. Supplier trust.
  - d. The quality of good cuisine and low yield.
2. Weakness (weakness)
  - a. Buyers have varied requests.
  - b. Old stock risks being damaged.
  - c. Payments from old buyers.
  - d. The existence of substitute goods.

### 5.3 EFAS (External Factor Analysis Strategic)

EFAS Factors	Weight	Rate	Score
<i>(Opportunities)</i> /O			
a. a. With a high dollar value, the price of exports is also high and is very likely.	0,35	3,5	1,23
b. b. The process of materials with low quality can be changed to pretty good quality in the leather finish material.	0,225	2,75	0,62
Total O	<b>0.575</b>		<b>1,85</b>

<i>(Threats)/T</i>			
a. Imports have been hampered by the high dollar.	0,225	2,75	0,62
b. Synthetic articles increasingly resemble leather articles.	0,2	2	0,40
Total T	<b>0,425</b>		<b>1,02</b>
<b>Total</b>	<b>1</b>		<b>2,87</b>

In the table above, it can be seen that there are 2 opportunity indicators and 2 threat indicators that are owned by CV. Bangkit Jaya. From these indicators it can be seen that the highest weight with a value of 0.35 is a high dollar value, the price of exports is also high and has a chance of ranking 3.5. And the lowest is synthetic articles that resemble leather articles with a value of 0.2 and with a rating of 2.

5.4 IFAS (Internal Factor Analysis Strategic)

IFAS Factors	Weight	Rate	Score
<i>(strength)/S</i>			
a. Can choose raw materials with quality and price choices.	0,167	3,5	0,58
b. At least competitors.	0,146	3	0,44
c. Supplier trust.	0,132	3,75	0,49
d. The quality of good cuisine and low yield	0,201	4	0,81
Total S	<b>0,55</b>		<b>2,32</b>
<i>(weakness)/W</i>			
a. Buyers have varied requests.	0,139	2,75	0,38
b. Old stock risks being damaged.	0,042	2,25	0,09
c. Payments from old buyers.	0,118	2,75	0,32
d. The existence of substitute goods.	0,056	2,25	0,13
Total W	<b>0,45</b>		<b>0,92</b>
<b>Total</b>	<b>1</b>		<b>3,24</b>

In the table above, can be known there are 4 strength indicators and 4 weakness indicators that are owned by CV. Bangkit Jaya. From these indicators, it can be seen that the highest weight with a value of 0.201 is the quality of good cuisine and low yield with rating 4. And the lowest is the old risky stock with a value of 0.042 and with a rating of 2.25.

5.5. Internal and External Matrix

Internal Strength	<i>Strength (S)</i> CV. Bangkit Jaya	<i>weakness (W)</i> CV. Bangkit Jaya
External Strength <i>Opportunity (O)</i> CV. Bangkit Jaya	<p>1.a. With so many choices of raw materials we can choose according to export demand at high prices.</p> <p>2.a. we can export stocks that accumulate when there are no buyers who order.</p> <p>3.a. old domestic buyer payments can be replaced with cash exports.</p> <p>4.a. most exports ask for ingredients with good quality of food that can be fulfilled with the quality of cuisine from the company.</p> <p>1.b. There are many choices of raw materials from suppliers that we can choose materials with low quality, then we will be better.</p> <p>2.b. at least competitors make suppliers unable to sell low quality goods except to if the company buys. Most companies buy at low prices.</p> <p>3.b. with the trust of suppliers, each supplier sends goods to the company, they send goods with all the quality from good to bad. Then we can use bad quality to be processed into better finished products.</p> <p>4.b. Low quality leather is processed with recipe ingredients that the company has to become a better item and has a high selling price.</p>	<p>5.a. the variety of requests from buyers can we use the rest for exports.</p> <p>6.a. available stock can be used for export</p> <p>7.a. payments from long-time domestic buyers can be utilized with exports where payment is cash.</p> <p>8.a. we can use the rise of synthetic goods sold in the Indonesian market by using overseas markets with exports.</p> <p>5.b. the rest of the goods are of low quality, where we can use a variety of requests from buyers by making materials with more selling value.</p> <p>6.b. Most of the stock is of low quality, we can process it into finished products with high selling prices.</p> <p>7.b. most low-quality materials are quite difficult to demand, better sold even though payment from old buyers.</p> <p>8.b. with the substitution of goods at low prices, companies can compete with original but low quality leather that has been processed into finished materials.</p>
<i>Threats (T)</i>	<p>1.c. the high price of imported leather can be utilized with many local leather choices and good prices.</p> <p>2.c. with few competitors, there are still many domestic goods and we can get them despite high import prices.</p> <p>3.c. supplier trust, the company does not need to bother importing with cash.</p> <p>4.c. with high import prices, companies can reduce prices with their cooking processes reduced by chemicals.</p> <p>1.d. the high quality and price choices can make the company have a standard that is far higher than the best synthetic articles.</p> <p>2.d. at least competitors, companies can have a large and varied stock. Then synthetic articles can be rivaled with leather articles that have low prices but better quality than synthetic.</p> <p>3.d. the trust of suppliers to companies can continue to support to continue supplying goods to warehouses and will continue to suppress sales of synthetic products.</p>	<p>5.c. we can fulfill various demand with imports.</p> <p>6.c. with the large amount of stock in the warehouse it does not require companies to export.</p> <p>7.c. if the company imports and the price of goods is high enough, the company can still sell to buyers who receive high prices but long payments.</p> <p>8.c. companies can import low quality goods to reduce substitution materials.</p> <p>5.d. varied demand from the buyer will leave the stock for the company. This stock can be utilized to make finished products at prices that compete with synthetic products.</p> <p>6.d. the presence of stock can be used to make finished products at prices that compete with synthetic products.</p>



	4.d. the quality of good cuisine is still incomparable with even the best synthetic ingredients	7.d. raw materials purchased by buyers with long payments are better processed into finished products at prices that compete with synthetic products. 8.d. with the existence of better substitution products, companies must improve the quality of production to be better.
--	---	--

5.6. SWOT Analysis

Based on the results obtained from internal and external analysis in the previous table of analysis, the results can be summarized as follows:

- 1. Score Total Strength = 2.32
- 2. Total Weakness Score = 0.92
- 3. Total Opportunity Score = 1.85
- 4. Total Threat Score = 1.02

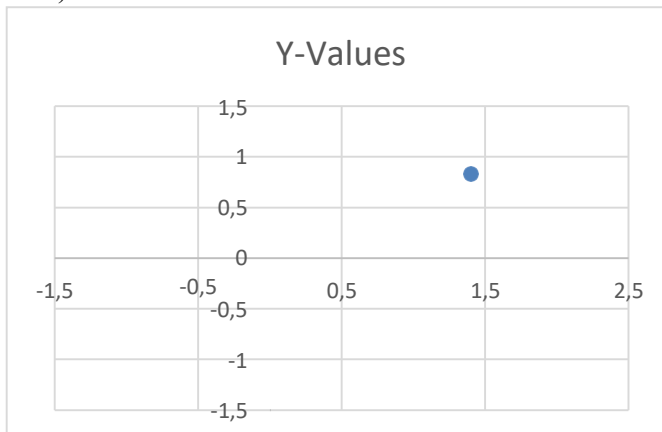
From the results of the calculation above, in the calculation of the strategy requires an affirmation of the position in the cross axis, namely between strengths and weaknesses, as well as opportunities and threats, all of which are represented in positive and negative lines. This resulted in a fixed total strength score of 2.32 total weakness scores to 0.92. While the total score of odds is 1.85, and the total threat score is 1.02.

To find out the company's growth position in the growth quadrant, the calculation is done to find out the position of the CV. Bangkit Jaya in the SWOT quadrant is as follows:

$$\text{Strength} - \text{Weakness} = 2.32 - 0.92 = 1.4$$

$$\text{Opportunity} - \text{Threat} = 1.85 - 1.02 = 0.83$$

Based on the above calculations, the SWOT growth quadrant analysis is in crude (1.4; 0.83).



Based on the picture above, it can be seen that the right strategy for setting CV. Bangkit Jaya is a strategy (SO) in quadrant I. And it is included in the stability strategy.

In this quadrant one is a position that is profitable for the company. Where companies are able to use their abilities to take advantage of existing opportunities. The company's strategy is recommended to carry out stable and gradual development, namely by understanding the growth of the leather industry.

5.7. Strategy Determination

Internal Strength	<i>Strength (S)</i> CV. Bangkit Jaya	<i>weakness (W)</i> CV. Bangkit Jaya
External Strength		
<i>Opportunitiy (O)</i> CV. Bangkit Jaya	<ul style="list-style-type: none"> <li>a. fluctuating demand from domestic buyers can be overcome by exports that have a lot of demand.</li> <li>b. There are requests from export with certain quality raw materials and using certain recipes / cooking processes.</li> <li>c. Old stock can be processed into a finish product that can last longer.</li> </ul>	The remaining items of low quality because of the varied and specific demand from the buyer, can be utilized by the company by making finished materials that have high selling value.
<i>Threats (T)</i>	With the high price of imported leather, companies can take advantage of local leather which has many choices and good prices.	Variety of requests from buyers, it will leave stock for the company. The stock can be used by companies to make finished products at prices that compete with synthetic products.

Determination of the strategy seen from the position of the company on the results of the analysis, the company is in quadrant I, which means the company must set a strategy in quadrant I, namely the SO strategy. Where the SO strategy in quadrant I is the same as research from (Aisyah, 2017) which states that PT. Asyifak Graha Medika uses SO strategy development in quadrant I. SO strategy on CV. Rising this glory are:

- a. fluctuating demand from domestic buyers can be overcome by exports that have a lot of demand.
- b. There are requests from export with certain quality raw materials and using certain recipes / cooking processes.

Old stock can be processed into a finish product that can last longer.

**CONCLUSIONS AND RECOMMENDATIONS**

**6.1. Conclusions**

Based on the results of the analysis that has been done on the CV. Bangkit Jaya, conclusions are obtained, namely:

1. Based on internal analysis on CV. Bangkit Jaya uses Five's Porter Analysis, then CV. Bangkit Jaya has the following strengths and weaknesses:

- a. Power
  - 1) Can choose raw materials with selected quality and price.
  - 2) At least competitors.
  - 3) Supplier trust.
  - 4) Quality of good cuisine and low yield.
- b. Weakness
  - 1) Buyers have varied requests.
  - 2) Old stock risks being damaged.
  - 3) Payments from old buyers.
  - 4) The existence of substitute goods

While based on external analysis using PEST analysis on CV. Bangkit Jaya, then CV.

Bangkit Jaya has the following opportunities and threats:

- 1) Opportunities
  - a. With a high dollar value, the price of exports is also high and is very likely.
  - b. The process of materials with low quality can be changed to pretty good quality in the leather finish material.
- 2) Threats
  - a. Imports have been hampered by the high dollar.

- b. Synthetic articles increasingly resemble leather articles.
2. CV business development strategy. Bangkit Jaya based on analysis of the calculation of IFAS and EFAS matrices, found a matrix of SWOT analysis and also SWOT diagrams. Then CV. Rising up is in quadrant I, the SO strategy. Where the SO strategy is as follows:
  - a. fluctuating demand from domestic buyers can be overcome by exports that have a lot of demand.
  - b. There are requests from export with certain quality raw materials and using certain recipes / cooking processes.
  - c. Old stock can be processed into a finish product that can last longer.

## 6.2. Recommendations

- 6.2.1. For CV Bangkit Jaya  
The suggestions that can be given to CV. Rising up in the development of its business, are:
  - 6.2.1.1. Strategy CV. Bangkit Jaya is advised to develop a stable and gradual development, namely by understanding the growth of the leather industry.
  - 6.2.1.2. CV. Bangkit Jaya should be able to provide training to several employees to improve their ability to sort and regenerate needs.
- 6.2.2. For Future Research
  - 6.2.2.1. For further research to understand more about the SWOT analysis and can use other matrices to determine the position of the company or business being studied so that it can produce the right strategy for the company or business it studies.
  - 6.2.2.2. Researchers suggest that further researchers can use interviews from various different sources in order to get more in-depth answers, opinions from respondents so that researchers can provide explanations.

## 6.3. Research Limitation

In this study it has been tried and implemented in accordance with scientific procedures, but in a study there is certainly a limitation. In this study, the limitations experienced by researchers are recognizing the preparation of supporting data relating to the internal company. Management that has not been computerized makes the company's internal data not properly recorded.

## REFERENCES

- Aisyah, Daulika Nur. (2017). Analisis SWOT Tahun 2017 Sebagai Pertimbangan Menetapkan Strategi Tahun 2018-2020 Pada PT. Asyifak Graha Medika. Universitas Nusantara PGRI. Kediri.
- Alwi, Hasan. (2007). Kamus Besar Bahasa Indonesia. Balai Pustaka: Jakarta.
- Anoraga, P dan Widiyanti, N. (2004). Psikologi dalam Perusahaan. Jakarta: Rineka Cipta.
- Arikunto, Suharsimi. (2010). Manajemen Penelitian. Jakarta: Rineka Cipta.
- David Fred. (2010). Manajemen Strategis Konsep. Jakarta: Salemba Empat.
- Hardiansyah. (2011). Kualitas Pelayanan Publik. Yogyakarta: Gava Media.
- Husein Umar, (2003), Metodologi Penelitian Untuk Skripsi dan Tesis Bisnis, Jakarta: PT. Gramedia Pustaka.
- Joseph A. Schumpeter. (2013). Kapitalisme, Sosialisme dan Demokrasi, terjemahan dari Capitalism, Socialism, and Democracy, Alih bahasa: Teguh Wahyu Utama, Yogyakarta: Pustaka Pelajar.
- Moekijat. (2001). Asas-asas Perilaku Organisasi. Bandung: CV. Mandar Maju.
- Puspitasari dan Indriyani. (2014). Perancangan Strategi Bersaing PT. Asia Inovasi Dimensi. Universitas Kristen Petra. Surabaya.
- Putra, Imano Santoso. (2017). Analisis Strategi Bersaing Pada PT. Anugerah Dwi Abadi. Universitas Kristen Petra. Surabaya.
- Rangkuti, Freddy. (2014). Personal SWOT Analisis. Jakarta: Gramedia Pustaka Utama. Rangkuti,

- Freddy. (2001). Analisis SWOT: Teknik Membedah Kasus Bisnis. Jakarta: Gramedia Pustaka Utama.
- Saparudin. (2012). Pengaruh Earning Per Share (EPS) dan Dividen Per Share (DPS) Terhadap Harga Saham Pada Perusahaan Coal Mining Yang Terdaftar di Bursa Efek Indonesia Pada Tahun 2007-2010.
- Simbolon, P., Kartika. (2007). Analisis Faktor-Faktor yang Mempengaruhi Audit Delay Pada Perusahaan yang Terdaftar di Bursa Efek Indonesia.
- Siyoto, Sandu., & Sodik, Ali. (2015). Dasar Metodologi Penelitian. Yogyakarta: Literasi Media Publishing.
- Sugiyono. (2012). Metode Penelitian Kuantitatif Kualitatif dan R&B. Bandung: Alfabeta.
- Ward, John. Peppard, Joe. (2002). Strategic Planning for Information System, 3<sup>rd</sup> Edition. John Wiley and Sons, Inc, New York.
- [https://id.wikipedia.org/wiki/Analisis\\_SWOT](https://id.wikipedia.org/wiki/Analisis_SWOT)
- <https://www.bps.go.id/publication/2017/direktori-perusahaan-pertanian-rumah-potong-hewan--rph--dan-tempat-pemotongan-hewan--tph--2017.html>.
- <http://www.kemenperin.go.id/>