

MARKETING STRATEGY ANALYSIS OF RECYCLED PRODUCTS IN IMPROVING INDEPENDENT GRADUATION OF HOPE FAMILY PROGRAM GROUP

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ABSTRACT. Even though it is supported by the Smart City label, as the capital city of West Java Province, Bandung is still having trouble handling waste. The plan to use incinerator technology at the Sarimukti landfill has never been built because it is considered a threat to the environment and public health. Furthermore, biodigester technology from Japan was initiated, but it did not materialize. As a result, waste becomes an unresolved problem. Therefore, according to Law no. 18 of 2008 concerning Waste Management, the paradigm of waste management must be changed from collect-transport-dispose to reduction at source and recycling through the 3R principle (reduce, reuse, recycle). "Pasigaran Handmade and Crafts" was established on July 16, 2019, having its address at Pasigaran Village, Citeureup Village, Dayeuhkolot District, Bandung Regency, West Java Province. This business was founded on the anxiety of companions because more and more poor people need government assistance but cannot be covered by the government budget, in addition to the abundance of paper waste that is no longer used so that the idea of turning newsprint into a variety of recycled products such as wall clocks, bags was born. , tea sets and various containers. The essence of planning is how to determine various programs and activities aimed at gradually achieving long-term goals. Therefore, the preparation of programs and activities must be based on organizational goals, both short term (0-2 years) and long term (2-5 years). Performance measures are carried out by setting indicators of success, both short term and long term

Keywords: Social Empowerment; Recycling; Marketing Strategy

ANALISIS STRATEGI PEMASARAN PRODUK DAUR ULANG DALAM MENINGKATKAN GRADUASI MANDIRI KELOMPOK PROGRAM KELUARGA HARAPAN

ABSTRAK. Meski ditunjang label Smart City, sebagai Ibu Kota Provinsi Jawa Barat, Bandung masih kesulitan menangani sampah. Rencana penggunaan teknologi insenerator di tempat pembuangan akhir Sarimukti tak kunjung dibangun karena dianggap mengancam lingkungan dan kesehatan masyarakat. Selanjutnya, teknologi biodigester dari Jepang pun digagas, tapi tidak terwujud. Akibatnya, sampah menjadi masalah yang tak kunjung tuntas. Oleh karena itu, menurut Undang-Undang No. 18 tahun 2008 tentang Pengelolaan Sampah, paradigma pengelolaan sampah harus dirubah dari kumpul-angkut-buang menjadi pengurangan di sumber dan daur ulang melalui prinsip 3R (reduce, reuse, recycle). "Pasigaran Handmade and Crafts" didirikan pada tanggal 16 Juli 2019, beralamat di Kampung Pasigaran Desa Citeureup Kecamatan Dayeuhkolot Kabupaten Bandung Provinsi Jawa Barat. Usaha ini berdiri atas kegelisahan pendamping karena semakin banyaknya masyarakat miskin yang membutuhkan bantuan pemerintah tapi tidak dapat tertutupi oleh anggaran pemerintah, selain itu berlimpahnya limbah kertas yang sudah tidak digunakan sehingga teretus ide untuk mengubah kertas koran menjadi beraneka ragam produk daur ulang seperti jam dinding, tas, tea set dan aneka wadah. Inti dari perencanaan adalah bagaimana menentukan berbagai program dan kegiatan yang ditujukan secara bertahap mencapai tujuan jangka panjang. Oleh karena itu penyusunan program dan kegiatan harus didasarkan pada tujuan organisasi baik bersifat jangka pendek (0-2 tahun) dan jangka panjang (2-5 tahun). Ukuran kinerja dilaksanakan dengan menetapkan indikator keberhasilan, baik itu jangka pendek maupun jangka panjang.

Kata kunci: Pemberdayaan Sosial; Daur Ulang; Strategi Marketing

INTRODUCTION

Garbage is a serious problem experienced by every country in the world. Several countries in the world have been able to recycle and make non-organic fuels for the needs of their citizens. Especially for garbage in waters such as rivers and seas. In 2014, Indonesia produced 3.2 million tons of plastic waste, of which 1.3 million tons came from garbage collected from seas and rivers, while the Indonesian Government's target by the end of 2025 is to reduce waste production by 70% (Levinas, 2019); (Sulaiman, 2017).

West Java Province is the largest contributor of hazardous and toxic waste (B3) in Indonesia where the metal smelting industry is the largest contributor. Provinces that also contribute the largest waste in Indonesia after West Java are East Java and Central Java. Garbage is an important problem experienced by most cities in the capital city of West Java. Based on the results of the calculation of data collected by the Central Statistics Agency (BPS), it shows that waste production from Bandung City, Cimahi City, and Bandung Regency reached 3,950 tons/day. Meanwhile, only 2,750 tons/day can be transported. The Ministry of Environment and Forestry (KLHK)

found the pattern of waste management in Indonesia based on the results of studies conducted in several cities such as being transported and stored in landfills (69%), buried (10%), composted and recycled (7%), burned (5 %), and the rest are not managed (7%). Currently, more than 90% of districts/cities in Indonesia are still using the open dumping system (Utari, 2018).

Even though it is supported by the Smart City label, as the capital city of West Java Province, Bandung is still having trouble handling waste. The plan to use incinerator technology at the Sarimukti landfill has never been built because it is considered a threat to the environment and public health. Furthermore, biodigester technology from Japan was initiated, but it did not materialize. As a result, waste becomes an unresolved problem. Therefore, according to Law no. 18 of 2008 concerning Waste Management, the paradigm of waste management must be changed from collect-transport-dispose to reduction at source and recycling through the 3R principle (reduce, reuse, recycle) (Sasmito and Nawangsari, 2019); (Ninditama, et al, 2020).

The Family Hope Program (PKH) is a program of providing conditional social assistance to Poor Families (KM) and the vulnerable poor with certain conditions where they are registered in the Social Welfare Integrated Data (DTKS). PKH is one of the government's efforts in accelerating poverty reduction and specifically aims to break the intergenerational poverty chain. The Social Protection Program which is also known internationally as Conditional Cash Transfers (CCT) has proven to be quite successful in tackling poverty faced in these countries, especially the problem of chronic poverty. Since its launch in 2007 the Government of Indonesia through PKH has contributed to reduce poverty and encourage the independence of recipients of social assistance, hereinafter referred to as Beneficiary Families (KPM) (Pertiwi, et al, 2019); (Permana, et al (2018).

Through PKH, Beneficiary Families (KPM) are encouraged to have access to and utilize basic (complementary) social services such as health, education, food and nutrition, care and assistance, including access to various other social protection programs which are complementary programs on an ongoing basis. PKH is directed to be the epicenter and center of excellence for poverty reduction that synergizes various national social protection and empowerment programs is an ongoing effort to achieve the welfare of PKH KPM.

Since its launch in 2007, the number of KPM PKH has gradually increased. PKH is implemented on an ongoing basis starting in 2007 in 7 provinces. As

of 2020, PKH has been implemented in 34 provinces and covers 514 districts/cities and 6709 sub-districts. The development of the number of recipients and the allocation of the PKH budget from 2007 to 2020 can be seen in Figure 1.



Ministry of Social Affairs, 2021

Figure 1. Scope of PKH from 2007 to d. 2020

According to the Central Statistics Agency (BPS) the number of poor people in Indonesia in September 2020 was still at 10.19% or an increase of 0.41% against March 2020 and an increase of 0.97% against September 2019 (BPS, 2021). The number of poor people in September 2020 was 27.55 million people, an increase of 1.13 million people against March 2020 and an increase of 2.76 million people in September 2019. BPS recorded a poverty rate of 9.78% in March 2020, with the number of poor people as many as 26.42 million people. This figure increased from the previous year which was 9.41% or 25.14 million people. This poverty rate assessment will also develop, especially with the Covid-19 pandemic, so PKH is used as a social safety net by expanding coverage, recipients, and increasing the benefit index.

PKH has a role in increasing consumption in the family. This is evidenced by the 2019 microsave study which showed that PKH had an impact on changes in household consumption, increasing 3.8% higher than non-KPM PKH household consumption. (Ministry of Social Affairs, 2021).

The percentage of the urban poor in March 2020 was 7.38%, increasing to 7.88% in September 2020. Meanwhile, the percentage of the rural poor in March 2020 was 12.82%, increasing to 13.20% in September 2020. Compared to March 2020 In September 2020, the number of urban poor people increased by 876.5 thousand people (from 11.16 million people in March 2020 to 12.04 million people in September 2020). Meanwhile, in the same period the number of rural poor people increased by 249.1 thousand people (from 15.26 million people in

March 2020 to 15.51 million people in September 2020). The government has set a poverty reduction target of 7-8% in 2019, as stated in the 2015-2019 RPJMN. PKH is expected to contribute significantly to reducing the number of poor people, reducing inequality (gini ratio) while increasing the Human Development Index (IPM).

The PKH KPM component consists of 3 parts, namely the components of education, health and social welfare. Each family is required to have a minimum of two components. Each component must be registered and present at the nearest health and education facility. The obligations of KPM PKH in the health sector include obstetric checks for pregnant women, provision of nutritional intake and immunization as well as weighing of children under five and preschool children aged 5-6 years. Meanwhile, the obligation of KPM PKH in the field of education is to register and ensure the presence of PKH family members to educational facilities according to school age levels. The last component is social welfare, namely people with severe disabilities and elderly people aged 70 years or more (Husna, 2019).

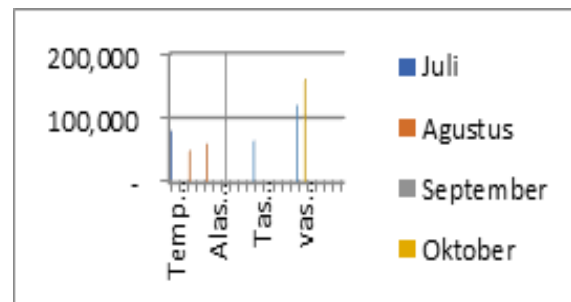
PKH in West Java was started in 2007 with 4 districts as pilots. The districts that received the assistance task were Bandung Regency, Ciamis Regency, Indramayu Regency, and Banjar Regency.

At the beginning of the assistance assignment in Bandung Regency, there were 4 sub-districts involved, namely Soreang, Pameungpeuk, Canguang, and Ngamprah sub-districts with a total of 584,789 beneficiaries and 8 assistants.

Empowerment according to the linguistic meaning is a process, method, act of empowering, namely the ability to do something or the ability to act in the form of reason, effort or effort (Anwas, 2017). Society is a unit of human life that interacts according to a certain system of customs that is continuous, and which is bound by a sense of shared identity (Katie Nelson, 2020). In several studies on community development, community empowerment is often interpreted as an effort to give power so that their voices are heard in order to contribute to planning and decisions that affect their community (Yulianti and Wati, 2019), while in other terms empowerment is a transition process from a state of powerlessness to a state of relative control over one's life, destiny, and environment (Najidah & Lestari, 2019); (Rahmawati and Kisworo, 2017).

The creative industry in this case is the manufacture of handicrafts made from recycled paper as a real effort to save the environment from waste, especially paper waste. The recycling craft business is one of the most classy businesses and is

increasingly in demand by business people, because in addition to being able to generate high profits, craftsmen also have the convenience of obtaining raw materials and there are still opportunities for crafters to enter the craft market. In recent years, there have been more and more artisans from various communities who use recycled materials to make various craft materials that are highly marketable and artistic. "Pasigaran Handmade and Crafts" is one of the new players in the creative industry business.



Source: Sales Data "Pasigaran Handmade and Crafts" in 2019

Figure 2. 2019 Sales Data

The graph above shows that the sales of handicrafts at "Pasigaran Handmade and Crafts" are still very small, the sales target of handicrafts is Rp. 500,000/month. Based on this data, the researcher hopes that this can be the basis for why it is necessary to design a marketing strategy in an effort to increase the number of sales of handicrafts at "Pasigaran Handmade and Crafts" and the number of additional trained craftsmen, considering that this business was only opened on July 16, 2019.

"Pasigaran Handmade and Crafts" provides various kinds of handicraft products such as tissue boxes, plates, bowls, wedding souvenirs and various kinds of household displays with attractive designs and affordable prices. Based on the background that has been described, the researcher is interested in conducting research in the Beneficiary Group (KPM) of the Family Hope Program (PKH) as a case study. (Kholif, et al, 2019); (Khoiriyah, 2019).

"Pasigaran Handmade and Crafts" is located in a strategic location because it is in the office area of Citeureup Village, Dayeuhkolot District with a fairly large number of PKH beneficiaries, namely 283 families. The number of recycled craft craftsmen is 10 people because this business, although just opened, is a development of social empowerment from PKH which has collaborated with the Association of Retired Wives since 2019. This craft business has quite complete facilities compared to similar businesses in the Dayeuhkolot District, because "Pasigaran Handmade and Crafts" has an abundant stock of

raw materials that come from the beneficiaries themselves, a representative gallery, training for beneficiaries every month and this craft business is already affiliated with craft trainers who have exported handicrafts abroad.

METHOD

The type of data used in this study is secondary data in the form of a research perspective, in this case the researcher's perspective on the level of freedom to respondents in providing data or information to be presented. Based on the problems in this study, the method adopted in this study is a descriptive research method with a qualitative approach (Sugiyono, 2018).

The perspective of the research approach taken in this research is descriptive qualitative (Creswell, 2019), namely describing the condition of the objective condition of the current position of the "Pasigaran Handmade and Crafts" craft business, then analyzed by several methods so that the selected strategy design is obtained as an effort to increase the number of sales of handicrafts.

The data used in this study are primary data. Primary data were obtained from observations of researchers in the field and interviews with resource persons in the craft business "Pasigaran Handmade and Crafts" which were selected purposively by researchers with the assumption that the resource persons understood the material to be asked by the researchers and that their daily activities were directly related to the things that were being asked. will be investigated by researchers.

RESULTS AND DISCUSSION

The following describes the results of interview analysis in narrative form. To make it easier to read, the data will be described, analyzed and interpreted per respondent. Interpretation will be elaborated using the items contained in the interview guide and the results of the environmental analysis.

Interview result

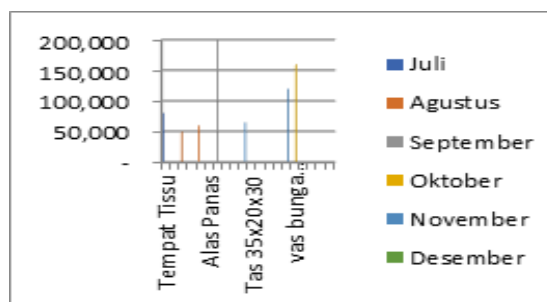
In this session, we will discuss the processing and analysis of data that has been obtained from the results of research conducted at "Pasigaran Handmade and Crafts", where the data was obtained by the author through interviews as the main method in order to obtain an objective decision. In addition, the authors also use the method of observation and documentation as a method of support in order to complete the data that the authors have obtained

through the method of documentation (Dewi, 2020; Priatna, 2020). In analyzing this data, the author uses data reduction (data reduction), data display (presentation of data) and conclusion drawing or verification (Roswinna, 2020).

The following are the results of an interview with Ms. Feny Mirdaliani, S.Si as PKH Facilitator in Citeureup Village as follows: Ms. Feny as PKH facilitator gave a statement that the Head of Citeureup Village often helps us assistants in preparation for P2K2 meetings and business development, before the facilitator makes a meeting schedule, The village head often gives directions to the assistants so that the P2K2 process creates an effective atmosphere. In this way, we assistants feel more cared for and given direction by the village head.

In addition, village heads often provide assistance to assistants in the process of P2K2 activities. The village head tries to raise enthusiasm for KPM and companions to be more enthusiastic in participating in PKH activities so that what is expected can be achieved as expected. The village head also helps assistants in using learning resources, places and media, there are some RW heads who allow the RW hall to be used for community activities.

The owner of the "Pasigaran Handmade and Crafts" business said that: village heads and PKH assistants held meetings so that PKH KPMs could use them in the learning and training process. The village head provides facilities, media, and places to support the achievement of an effective training process. The village head also gave an understanding regarding the importance of P2K2 meetings and entrepreneurial training in increasing individual capacity. "Pasigaran Handmade and Crafts" is one of the new players in the creative industry business.



Source: Sales Data "Pasigaran Handmade and Crafts" in 2019

Figure 3 Sales Data in 2019

The graph above shows that the sales of handicrafts at "Pasigaran Handmade and Crafts" are still very small, the sales target of handicrafts is Rp. 500,000/month. Based on this data, the researcher hopes that this can be the basis for why it is necessary to design a marketing strategy in an effort to increase the number of sales of handicrafts at "Pasigaran

Handmade and Crafts” and the number of additional trained craftsmen, considering that this business was only opened on July 16, 2019.

This study provides a scientific reference on how the PKH community can increase its sales both from the point of view of segmenting, targeting and positioning, as well as marketing strategies through increasing products, prices, promotions and product displays.

Internal Environment

The strength of the recycling business “Pasigaran Handmade and Crafts” can be seen from the increasing number of paper raw materials around your home environment, Products produced according to consumer needs, business locations are representative for exhibitions, training, and sales, Abundant raw materials, The price of raw materials is cheaper than the price of the product.

Table 1. Mean Strength of “Pasigaran Handmade and Crafts”

No	Strength	Mean	Exp.
1	Products produced in accordance with consumer needs.	2,6	High
2	the business location is representative for conducting exhibitions, training, and sales	2,8	High
3	Abundant raw materials	3,2	High
4	The price of raw materials is cheaper than the price of the product	2,8	High
5	the amount of paper raw materials is increasing around your home environment	3,6	High
Total		3,00	High

Source: Processed Research Results

Overall, the average strength of the “Pasigaran Handmade and Crafts” business activity is 3 in the high category. This shows that the strength of “Pasigaran Handmade and Crafts” is high. In the five aspects of strength, the amount of paper raw materials is increasing around your home environment with an average of 3.6 at intervals of 3.26-4.00. Another strength that is classified as high is the abundance of raw materials with an average of 3.2 at intervals of 2.50-3.25. In the management of the “Pasigaran Handmade and Crafts” recycling business, there are five weaknesses, on table 2.

Overall, the average weakness of the “Pasigaran Handmade and Crafts” business activity is 1.92 in the high category. This shows the weaknesses of “Pasigaran Handmade and Crafts” including high. In these five aspects of weakness, there is a lack of support for the participation of the local government to promote SME products with an average of 1.4

at an interval of 1.00-1.75. Another weakness that is classified as high is the flexibility of crafters in making craft ideas and entrepreneurship programs that do not develop with an average of 1.8 at intervals of 1.76-2.50. These weaknesses are factors that must be overcome by the owner of the “Pasigaran Handmade and Crafts” business”.

Table 2. Mean Weaknesses of “Pasigaran Handmade and Crafts”

No	Weakness	Mean	Exp.
1	Insufficient business promotion.	2,6	High
2	Undeveloped entrepreneurship program	1,8	High
3	Limited budget for business development and promotion costs	2	High
4	Craftsman flexibility in making craft ideas	1,8	High
5	Lack of support for local government participation to promote SME products	1,4	Extremely High
Total		1,92	High

Source: Processed Research Results

External Environment

In the management of the recycling business there are various opportunities and threats. This opportunity will encourage local governments, among others, to develop the local economy, increase investment and create a clean and healthy environment.

Table 3. Mean Opportunity “Pasigaran Handmade and Crafts”

No	Opportunity	Mean	Exp
1	Support the surrounding community to start a business.	3,7	High
2	Easy access for visitors	2,8	High
3	There is flexibility in developing business potential	2	High
4	There is no similar business based on social empowerment	3	High
5	Easy to get access to coach	3,4	Extremely High
mean		2,98	High

Source: Processed Research Results

The overall average opportunity owned by the “Pasigaran Handmade and Crafts” business activity is 2.98 in the high category. This shows that the opportunities that “Pasigaran Handmade and Crafts” have are high. In the five aspects of strength, the support of the surrounding community to start a business with an average of 3.7 at intervals of 3.26-4.00. Another opportunity that is classified as high is the ease of getting access to coaches with an average of 3.4 at intervals of 3.26-4.00.

In the management of the “Pasigaran Handmade and Crafts” recycling business, there are five threats, namely:

Table 4. Mean Threat “Pasigaran Handmade and Crafts”

No	Threat	Mean	Exp.
1	The emergence of various similar businesses	2,6	High
2	Lack of KPM awareness to do self-exploration	1,8	High
3	There is no proper waste sorting system	2	High
4	Supporting capacity of local officials for the promotion of this business	1,8	High
5	High need for showroom	1,4	Extremely High
mean		1,92	High

Source: Processed Research Results

Overall, the average threat of the “Pasigaran Handmade and Crafts” business activity is 1.92 in the high category. This shows that the threat that “Pasigaran Handmade and Crafts” has is high. In the five aspects of the threat, the need for a high showroom with an average of 1.4 at the interval of 1.00-1.75. Another weakness that is classified as high is the carrying capacity of local officials for the promotion of this business with an average of 1.8 at intervals of 1.76-2.50. These threats are factors that must be overcome by the owner of the “Pasigaran Handmade and Crafts” business.

From the results of the analysis of the internal and external environment, identification of the environmental factors of the current condition is carried out by looking at the impact of strengths, weaknesses, opportunities and threats on the organization, namely by using a SWOT analysis (Strengths, Weaknesses, Opportunities, Treats).

Marketing Barriers

In practice, the implementation of marketing strategies is not always smooth, there are many obstacles that can make a marketing strategy fail, especially for newly established businesses such as “Pasigaran Handmade and Crafts”. Barriers are divided into internal and external barriers, namely:

Internal Barriers

- Immature marketing strategy planning
- Target market that is too wide
- Wrong target market
- Unorganized management
- Insufficient number of suppliers
- Price-influenced marketing

External barriers

- Competitive pressures.
- Low quality of human resources

- Lack of and not researching the raw materials used
- Low bargaining ability
- information

Market information is a factor that determines what is produced, where, why, how and for whom products are sold.

SWOT Analysis

By conducting a SWOT analysis, it will be known to what extent the current state of the recycling business development is, it can be seen what strengths the “Pasigaran Handmade and Crafts” craft business has. These strengths must be optimized, the weaknesses of business activities must be minimized, existing opportunities must be exploited and developed, because this is an opportunity to increase gallery revenue, threats to galleries must be watched out, lest this threat can hinder the development of “Pasigaran Handmade and Crafts”.

Table 5. IFAS and EFAS “Pasigaran Handmade and Crafts”

No	Question List	Bobot	Rating	Skor
Internal				
1	The amount of paper raw materials is increasing around your home environment	0.13	3	0.39
2	Products produced in accordance with consumer needs	0.12	4	0.48
3	the business location is representative for conducting exhibitions, training, and sales	0.13	4	0.52
4	Abundant raw materials	0.15	2	0.3
5	The price of raw materials is cheaper than the price of the product	0.1	4	0.4
6	Insufficient business promotion	0.16	3	0.48
7	Undeveloped entrepreneurship program	0.1	3	0.3
8	Limited budget for business development and promotion costs	0	4	0
9	Craftsman flexibility in making craft ideas	0.05	2	0.1
10	Lack of support for local government participation to promote SME products	0.06	3	0.18
Total		1		3,15
1	Support the surrounding community to start a business	0.13	3	0.39
2	Easy access for visitors	0.12	4	0.48
3	There is flexibility in developing business potential	0.13	4	0.52
4	There is no similar business based on social empowerment	0.15	2	0.3
5	Easy to get access to coach	0.1	4	0.4
6	The emergence of various similar businesses	0.16	3	0.48
7	Lack of KPM awareness to do self-exploration	0.1	3	0.3

8	There is no proper waste sorting system	0	4	0
9	Supporting capacity of local officials for the promotion of this business	0.05	2	0.1
10	High need for showroom	0.06	3	0.18
Total		1		3.15

From the results of the IFAS EFAS “Pasigaran Handmade and Crafts” weighting, the IFAS EFAS recycling business matrix can be made, in order to know the position of the recycling business “Pasigaran Handmade and Crafts”.

IFAS and EFAS

From the description above that in the overall strategy, the basic strategy that can be planned is to use the best opportunities, anticipate threats, use strength as the basic capital and maximize the benefits. It can be seen from the calculation results that the recycling business, the strengths and opportunities are greater than the threats with the following values:

Strength-weakness: $2.09 - 1.06 = 1.03$

Odds: $2.09 - 1.06 = 1.03$

It is a systematic identification of various factors to examine the recycling gallery management strategy in increasing sales and the number of KPM PKH who conduct independent graduation in Citeureup Village. From the results of the analysis of the internal and external environment, identification of the environmental factors of the current condition is carried out by looking at the impact of strengths, weaknesses, opportunities and threats on the organization, namely by using a SWOT analysis (Strengths, Weaknesses, Opportunities, Treats).

By conducting a SWOT analysis, it will be known how far the current state of the development of the recycling business is, it can be seen what strengths are already possessed by “Pasigaran Handmade and Crafts”. These strengths must be optimized, the weaknesses of the recycling business must be minimized, existing opportunities must be exploited and developed, because this is an opportunity to increase gallery revenues, threats to galleries must be watched out, lest this threat can hinder the development of the recycling business “Pasigaran Handmade and Crafts”.

To determine the rating of these factors, a questionnaire was used to be distributed to craftsmen, KPM PKH, and village officials. The scale used in each item of the questionnaire uses a rating or score where 1 is the lowest score which means the lowest quality while 4 is the highest score indicates the highest quality of answers, if scores 3

and 4 indicate the highest quality for strengths and opportunities, otherwise the score 1 and 2 show the highest quality for the threats and weaknesses to this recycling business. To determine the level of strengths, weaknesses, opportunities, and threats for the recycling business activity “Pasigaran Handmade and Crafts” is interpreted using descriptive analysis.

In the analysis of the internal environment and the external environment, the first step is to weight each indicator of the internal and external environmental variables whose data is obtained from the answers of the informants. To strengthen the analysis in carrying out the weighting, the researcher involved several resource persons who were influential in policy making and decision makers, such as gallery leaders, gallery management and PKH facilitators.

Highest score (xt): 4

Lowest score (xr): 1

Range formula: $R = xt - xr$

$R = 4 - 1 = 3$

Length of interval $p = R/xt$

$P = 0.75$

By using a class length of 0.75 and the lowest score of 1 meal, it can be seen with the following criteria:

Table 6. Criteria Strengths Weaknesses and Opportunities Threats

No	Interval	Strength and Opportunity	Weakness and Threat
1	3,26-4,00	Extremely High	Very Low
2	2,51-3,25	High	Low
3	1,76-2,50	Low	High
4	1,00-1,75	Very Low	Extremely High

Based on the SWOT analysis matrix of internal and external environmental analysis, the priority scales that can be carried out are:

- Open communication with trainers about the types of crafts that can be made with the latest techniques and contemporary colors.
- Empowering local communities to learn how to roll and market recycled products
- All resource capabilities are massively developed by starting to teach sorting of recyclable waste
- and improve entrepreneurship development programs to attract local residents to entrepreneurship
- Propose assistance to local governments to complement the environmental carrying capacity and facilities in developing product promotions.
- The local government provides flexibility in the development of recycled products, especially for investors

- Providing facilities and infrastructure loans in developing a recycling business

Strategy Determination

The following is an analysis of internal and external factors that are assessed as the strengths, weaknesses, opportunities and threats of “Pasigaran Handmade and Crafts” which can be seen in:

1. Strength
 - a. Products produced in accordance with consumer needs
 - b. the business location is representative for conducting exhibitions, training, and sales
 - c. Abundant raw materials
 - d. The price of raw materials is cheaper than the price of the product
 - e. the amount of paper raw materials is increasing around the house
2. Weakness
 - a. Insufficient business promotion
 - b. Undeveloped entrepreneurship program
 - c. Limited budget for business development and promotion costs
 - d. Craftsman flexibility in making craft ideas
 - e. Lack of support for local government participation to promote SME products
3. Opportunity
 - a. Support the local community to start a business
 - b. Easy access for visitors
 - c. There is flexibility in developing business potential
 - d. There is no similar business based on social empowerment
 - e. Easy to get access to coach
4. Threats
 - a. The emergence of various similar businesses
 - b. Lack of KPM awareness to do self-exploration
 - c. There is no proper waste sorting system
 - d. Supporting capacity of local officials for the promotion of this business
 - e. High need for showroom

From the results of the identification of internal factors and external factors obtained, the existing position shows that the internal environment of the craft business has greater weaknesses than its strengths. However, in the external environment there is a greater opportunity than the threat, meaning that there is a large enough opportunity to improve the performance of the recycling business. For this reason, the strategy that should be chosen is the WO strategy, which is to take advantage of opportunities

to improve the quality of recycled handicraft products “Pasigaran Handmade and Crafts”, by minimizing the gallery’s internal problems so that they can seize better opportunities. The position of this WO strategy is in quadrant III, after which the “Pasigaran Handmade and Crafts” SWOT matrix is made.

Marketing Strategy Formulation

Based on the results of the competitive position analysis and SWOT analysis, strategic objectives can be developed based on the results of the SWOT analysis. A number of alternative strategies have been listed with a more detailed explanation of these strategies. Alternative strategies are taken based on brainstorming with parties who play a role in determining gallery policies.

The strategy choices that are expected to be carried out in “Pasigaran Handmade and Crafts” in the future (0-5 Years), include:

1. Adjustment of the number of human resources to be trained.
2. Improving the quality of “Pasigaran Handmade And Crafts” products with Indonesian National Standards (SNI)
3. Development of gallery crafter training
4. The use of storage information systems that can support the calculation of stock items.
5. HR competency development
6. Making an MoU with the Provincial Office of Industry and Trade related to product marketing and craftsman training.
7. Make work contracts for all craftsmen

After choosing the strategy that will be used in the results of the SWOT analysis, then the next step is to design a marketing strategy with STP (segmenting, Targeting, Positioning with 4Ps (Product, Price, Place, Promotion)).

Marketing strategy

a. Market segmentation / segmenting

Segmentation is determining the target of a group of customers who have similar needs and wants. Based on the above understanding, it can be concluded that segmentation has an important role in the development of a gallery, because:

- 1) Segmentation allows the gallery to focus more on allocating resources, by dividing the market into segments that will provide an overview for the gallery to determine which segments to serve, and allow the gallery to get a clearer picture of the competition map and determine the market position .
- 2) Segmentation is the basis for determining the components of the strategy, segmentation

accompanied by the selection of the target market will provide a reference in determining positioning.

- 3) Segmentation is a key factor to beat competitors, by looking at the market from a unique angle and in a different way than competitors do.

The “Pasigaran Handmade and Crafts” market consists of various buyers who have different needs, buying habits and reactions, therefore galleries must group heterogeneous markets into one homogeneous market unit. The variables seen in this segmentation are:

1. Demographic variables
Judging from the demographics, the population of Citeureup Village is $\pm 25,876$ people.
2. Psychological variables
The residents of Citeureup Village are mostly hard workers in services, trade and industry (factory employees)
3. Buyer behavior variable
From the results of observations and interviews with gallery owners and staff, most of the artisans are local people, meaning that visitors have instilled trust in the gallery. They expect benefits from the gallery, both the benefits of products according to their needs, benefits that in general can anticipate the needs of the community in entrepreneurship.

From the results of observations and data analysis, it can be categorized that the market segment of “Pasigaran Handmade and Crafts is the lower middle class community who have the same interest in finding quality goods at very affordable prices.

Targeting

Targeting is a strategy to enter the market segment that is the target of sales (Kotler, 2016).

This definition of targeting is a target, who is being addressed. In developing this recycling business, targeting must consider the following:

- 1) The gallery must ensure that the targeted market is large enough and will be quite profitable for the gallery, or a small segment that has great prospects for the future. So the gallery must examine the quality of the products around the gallery and their potential to develop.
- 2) The targeting strategy is based on the gallery's competitive advantage so that it has value for buyers.

So based on the above, the target market targeted by “Pasigaran Handmade And Crafts” is:

- 1) Based on demographics:
 - a) All ages
 - b) People with an income of Rp. 500,000 – Rp. 10,000,000.00
 - c) Gender: male and female
 - d) Occupation: farmers, traders, private employees and civil servants, etc.
 - e) Student
- 2) By geography:
The minimum target population is in the Citeureup Village area in particular and Dayeuhkolot District and 5 adjacent Districts in general.
- 3) Based on psychographics:
The target market for the population of the Dayeuhkolot sub-district is the average transmigration population who is dominant as a hard worker. People have a high awareness of handicrafts, people's standard of living has begun to increase, this makes people want affordable and unique products that are environmentally friendly.
- 4) Based on behavior
The target market is new and old buyers who are fanatical about the service of handicraft products, it is hoped that they can give a positive WOM (Word Of Mouth) to the community. Customers who come to visit the gallery looking for benefits in the form of getting quality products and training can be fulfilled in one place. The benefits of the products they need are divided into:
 - a) Future benefits: the creation of an economically independent society.
 - b) Product benefits: people can get environmentally friendly products according to their needs at affordable costs and can compete with factory-made products.
 - c) General benefits: Keeping the surrounding environment clean from waste that can be recycled.

Market positioning / market positioning

Positioning / market positioning is the image formed by a consumer from a company or product name or how a product is in the eyes of consumers that distinguishes it from competing products in this case including brand image, promised benefits and competitive advantage.

“Pasigaran Handmade and Crafts” is in its development to become a reliable recycling craft business, establishing the following market position:

- a) Making galleries able to sell household products in an integrated, easy way at prices that are affordable by the community in one area.

- b) Providing services for people who want to learn to process recycled objects that will be made into crafts.

“Pasigaran Handmade and Crafts” cannot possibly dominate the market as a whole, so the principle of its marketing strategy is to choose a specific pattern of market concentration that will give the gallery maximum opportunity to gain a strong position.

Develop a Marketing Strategy Program

The essence of planning is how to determine various programs and activities aimed at gradually achieving long-term goals. Therefore, the preparation of programs and activities must be based on organizational goals, both short term (0-2 years) and long term (2-5 years).

Performance measures are carried out by setting indicators of success, both short term and long term.

CONCLUSION

From the analysis of the internal environment which describes the strength and weakness factors, the external environment which describes the opportunities and threats in the research at “Pasigaran Handmade and Crafts”. Based on this, that management is still very lacking and there needs to be a thorough improvement including the work system of craftsmen.

From the results of competitive position analysis and SWOT analysis, then the stages of marketing strategy (Segmenting, Targeting, Positioning) and marketing mix (marketing mix), the choice of strategies to be achieved by the recycling business activity “Pasigaran Handmade and Crafts” is intensive business promotion, More massive entrepreneurship programs are developed, budget assistance for business development costs and promotion and training for crafters so that their insight into the development of recycled products can be developed. Based on the SWOT analysis, “Pasigaran Handmade and Crafts” is in the first quadrant and the strategy used is SO, with the consideration that this business has entrepreneurial potential to be developed but is not yet optimal. For this reason, in managing this business, you can use strength, to take advantage of opportunities. The strategy that can be applied in this condition is to support an aggressive policy (growth oriented strategy).

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