



Elevating the Small and Medium Enterprises at Bongan Village by Optimizing the Use of Gonda Plant

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ABSTRACT

Purpose – This study aimed at exploring the strategies to elevate the small and micro enterprises (SMEs) at Bongan Village by optimizing the use of Gonda Plants as a unique culinary product to support the economic and tourism sector. **Methodology** – The research was carried out using a descriptive qualitative research method in which the data used were obtained through observation, interviews, and literature studies. The interview process involved the Bongan people who are running Gonda Plant SME. The data were analyzed using SWOT analysis to find out the suitable strategies by considering its strengths, weaknesses, opportunities, & threats. **Findings** – Based on the results of the analysis, the strategies that can be implemented to elevate the enterprises are increasing the skills, knowledge, and motivation to run the SMEs, building branding and doing promotion, creating a hygiene production house, improving the management, and being active in grabbing the opportunities. Besides, the involvement of the government and other parties is needed to supervise and mentor the SMEs run by the Bongan people. **Novelty** – The sustainability of SMEs run by the Bongan people can be done alone, it needs help from other parties, especially the government in guiding, facilitating, and supervising.

Keywords: SMEs, business, culinary, strategies of business

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INTRODUCTION

Bongan Village is a tourist village located in Tabanan Regency, Bali. This village is known to have natural resources in the form of extensive rice fields. Bongan Village has an area of 208 hectares of agricultural land out of a total of 445 hectares of the village area. The main agricultural product of Bongan Village is rice, so it is not surprising that the Bongan people make a living as farmers. In addition to producing rice, agricultural products in Bongan Village are also Gonda plants. Gonda plant is one type of pest found in rice fields. However, this plant can be consumed as a vegetable. In Bali, Gonda plants are traded in traditional and modern markets. This plant is processed into various kinds of vegetables, such as water spinach.

Seeing that Gonda plants can be consumed as vegetables by the people of Tabanan in particular and the people of Bali in general, the people of Bongan Village plant Gonda plants as a trading commodity. Each paddy field in Bongan Village has a special land for growing Gonda plants. The community hopes that planting Gonda plants can help agricultural products and also the family's economy because Gonda plants can not only be sold in the market as a commodity but can also be

consumed for the family. Gonda plants are harvested within four weeks. Based on the short planting period, it is said that the Gonda plant does not have a harvest season. Gonda crop yields can be found every day. Every harvest, the people of Bongan Village get abundant results. Abundant harvests do not always have a positive impact on the economy of the Bongan people because Gonda plants cannot be stored for a long time. To maintain freshness, Gonda plants can only be stored for only 24 hours. Gonda plants will not be fresh anymore after being stored for more than 24 hours. Buyers are not interested anymore to purchase it.

Based on the results of observations and descriptions of these problems, it can be said that the Gonda crop yields are not utilized and managed optimally because until now the Bongan people have only used Gonda plants as a trading commodity in the form of fresh plants. This is following what Taib & Rawsita (2018) said the Indonesian people have not been able to maximize and optimize agricultural products to support the family and regional economy. In connection with this statement, the Gonda crop yields in Bongan Village have not been developed and processed creatively and innovatively by the community to provide added value to the harvest. Indirectly, the creative and innovative processing of Gonda plants can improve the economy.

Currently, there are two people in Bongan Village have turned Gonda plants into other culinary products. They process the Gonda plant into tea and chips. They made innovations to turn the Gonda plant into high-value culinary products. One of them processes the Gonda plant into chips which are sold at other sellers and stalls. Meanwhile, another one processes Gonda plants into tea. However, these businesses have not been carried out and run optimally. The chips and tea businesses are side businesses. They do not focus on running the business because they are still working for other companies as the main jobs.

Agustini (2022) found several obstacles faced by the community in running and managing a business using the Gonda plant in Bongan Village, namely the community's motivation is still low to run a business, and the quality of production still needs to be improved, the cleanliness of the production site needs to be considered, and the absence of official lab test for the product. These constraints come from internal factors of business actors. The Gonda plant products developed are not widely known by the public, so the number of products sold is not much. This causes the community's low motivation to make the Gonda plant business their main livelihood. However, Agustini (2022) also found Gonda plant business opportunities that can be utilized by the community, namely the number of abundant harvests and the support from the Politeknik Internasional Bali to guide the community in developing the business.

Based on the results of Agustini's (2022) research, the Gonda plant processing business has a great opportunity to be carried out by the people of Bongan Village. This is the background for conducting this study. This study aimed to explore the right strategy to increase and develop small and medium enterprises (SMEs) in the Bongan Village community by optimizing the Gonda plant. Studies on strategies for developing (SMEs) in Bongan Village are still very limited. In addition, the people of Bongan Village need assistance and guidance to develop their businesses, so it is expected that the results of this research can contribute to the people of Bongan Village.

LITERATURE REVIEW

The discussion about SMEs in Indonesia is currently a very hot issue. This is inseparable from the efforts of the Indonesian government through the Ministry of Tourism and Creative Economy which are intensively and massively increasing to develop the SMEs sector in Indonesia as a strategy to improve the family, regional and national economy. SMEs can be defined and interpreted in various ways. Many experts also express opinions about the definition of SMEs. According to the Decree of the Minister of Finance No. 316/KMK.016/1994 issued on 27 June 1994, SME is a business that has been run and operated with a maximum income of Rp. 600,000,000/year and consists of business entities and individuals. Based on this definition, SMEs are businesses that do not have a high annual income considering that this definition provides a maximum annual income. In addition, SMEs are not limited to a business entity. Businesses run by individuals, such as farmers, craftsmen, home industries, fishermen, breeders, adders, traders of goods and services, and forest encroachers can also be categorized as SMEs.

In addition, The Organization of Economic Co-operation and Development (OECD) cited from Permana (2017) said that SMEs are independent business entities that employ less than a certain

number of employees set in each country. The definition of SMEs according to the OECD is more general and broad in nature which provides flexibility for each country in the world to regulate according to the circumstances and situations in that country. Delmayuni, Hubeis, and Cahyadi (2017) argued that SMEs are an economic activity that can produce goods or services that can be traded. Based on the three definitions of SMEs that have been described, SME is a business or economic activity carried out by a business entity or individual to produce goods or services that can be commercialized.

SMEs in people's lives and the economic sector have five important roles, namely (1) SMEs are the main players in various economic sectors, (2) SMEs are the largest providers of employment, (3) SMEs play an important role in community empowerment and improving the regional and local economy, (4) SMEs are centers of innovation and creativity, and (5) SMEs can indirectly reduce poverty (Tedjasuksmana, 2014). The five important roles of SMEs in people's lives and the economy are a strong reason to develop Indonesian SMEs so that they have highly competitive values and empower the community, especially rural communities to be able to see the opportunities and have the courage to develop SMEs.

The competitiveness of SMEs in Indonesia, especially in Bali, needs serious attention from the government and other interested parties. In addition, the competitiveness of SMEs should also be known and understood by businessmen and women. Russel & Millar (2014) mentioned five components of competitive priority or five priority components that must be considered in order to be able to compete with other businesses.

a. Cost

Cost is one of the priority components to increase the competitiveness of SMEs and other businesses. Cost components include production, labor productivity, use of production capacity, and inventory. To be able to compete with other businesses, businessmen and women have the ability to use costs effectively or in other words be able to reduce the costs spent. The effective use of costs can be done by lowering production costs, maximizing labor productivity, maximizing the use of production capacity, and other efforts that can help reduce costs. With the low costs spent, the prices offered to consumers can also be competitive.

b. Quality

Another priority component so that SMEs can compete is quality. A business or SME needs to pay attention to the quality of the products or services produced. The quality of the product or service produced should be able to meet the needs and desires of customers. Quality includes product appearance, product suitability, product durability, taste, and other indicators. A business must be able to produce products or services that have good and high quality to be able to compete with other businesses.

c. Flexibility

The third priority component is flexibility. Flexibility in a business is closely related to the ability to adapt according to the circumstances and needs of consumers. The needs and trends in society change rapidly, business actors are expected to be flexible and able to adapt to circumstances. Business actors who are unable to adapt will be abandoned by customers.

d. Innovation

The fourth priority component is innovation or the ability of business actors to see existing opportunities and create new products and services that can simplify human life. Innovation in the business world is very important to do so as not to be left behind by other business actors and to meet customer needs.

e. Delivery or time

Delivery or time is the last priority component. To be able to compete with other business actors, it must be able to deliver products and services needed by customers and the community on time. In addition, the delivery component or time is also related to the waiting time.

Research related to the strategy of increasing the competitiveness of SMEs in Indonesia has been carried out by many previous researchers. Sedyastuti (2018) conducted a study to find strategies to increase the competitiveness of SMEs in the global area. The study used a descriptive exploratory

approach by using a literature study. In addition, the study also examined the problems faced by the community in running SMEs. The results of the analysis found that the problems faced by the community in running SMEs were limited capital or fund, low human resource skills, and lack of skills in operating technology. This is a big obstacle for SMEs businessmen and women to develop their businesses because the businesses they run do not have high competitive values. However, several strategies can be applied to increase the competitiveness of SMEs which are providing easy access to information, providing funding opportunities, and increasing the skills and motivation of business actors to always try to develop their business.

Another research related to this research topic was conducted by Suteja & Wahyuningsih (2019) to explore the Strategy for Developing Local Culinary Potential to Support Tourism Activities in the Mandalika Special Economic Zone, Central Lombok Regency. This study aimed at determining the potential and strategies for developing local culinary potential in supporting tourism activities in the Mandalika SEZ. The study used a qualitative descriptive method. The results showed that the development strategy that can be carried out was the SO Strategy with an inventory and programs that strengthen the existence of local culinary. The WO strategy was to increase the weaknesses they have into opportunities by training the community to be able to pack culinary tourism potential and fill tourism business opportunities. The strategy is to utilize the power to ward off threats by optimizing the role of the community in preserving and increasing militancy toward local culture. WT by changing weaknesses to ward off threats by increasing the knowledge of the community and culinary tourism actors so that they can preserve local cuisine in the form of products of economic value. This research is supportive because both reveal the involvement of the role of groups or residents in their activities, and explain more deeply the potential of local culinary. The difference lies in the research location.

Research by I Nyoman Tri Sutaguna (2017), with the title Development of Tape Processing as a Culinary Tourist Attraction in the Bongkasa Pertiwi Tourism Village, Abiansemal Badung, also has a connection with this research. The purpose of this research is to find out what forms of culinary tourism are in the processing of tape in Bongkasa Pertiwi Tourism Village that can be developed as a tourist attraction and what efforts are being made to develop it. This research is qualitative descriptive research. The results showed that the forms of culinary tourism on tape processing in Bongkasa Pertiwi Tourism Village consisted of sweet sticky rice tape, apem tape, and sponge tape. All types of food after being analyzed based on the criteria of uniqueness, diversity, product quality, operational limitations, originality, and financial/commercial purposes are eligible to be developed into a tourist attraction. Efforts made to develop culinary tourism on tape processing in Bongkasa Pertiwi Tourism Village as a tourist attraction include the preparation of raw materials for food processing, processing of food ingredients that are ready to be cooked into food that is ready to be eaten or enjoyed, and efforts -Efforts to improve the presentation of the intended food to make it more attractive. This research is used as a reference because it is similar to the author's research which discusses culinary tourism products. The difference is in the research objectives, which in this study discuss specifically the forms of culinary tourism in tape processing and its efforts to develop it. While the researchers themselves are more focused on efforts to utilize the gonda plant so that it can be produced and marketed according to existing product standards.

METHOD

This study used a qualitative descriptive research method. According to Sugiyono (2014), the descriptive method is a method used to describe or analyze a research result but is not used to make broader conclusions. Qualitative research methods use sentences and actions as the main form of data which is called qualitative data. Qualitative data used in this study were: a) a general description of the research location, b) information data on Gonda plant harvesting activities, c) data on the production area of Gonda tea and chips, d) data from interviews regarding tea and Gonda chips processing activities.

The data in the study were obtained using three techniques, namely observation, interviews, and literature review.

1. Observations were carried out by making direct observations at Bongan Village and also the production area of Gonda tea and Gonda chips. In conducting observations, researchers used an observation guide in the form of a checklist.
2. The second data collection technique was interviews with Gonda farmers in Bongan Village and SMEs of Gonda tea and Gonda chips. Researchers used interview guides to help conduct interviews so that the information obtained was appropriate to the research objectives.
3. Literature review was also used to obtain relevant data and information through literature in the form of books, magazines, websites, and also official documents.

This study used three techniques in analyzing the data, namely:

1. Data reduction: data reduction was done by summarizing the data from interviews and observations in the field
2. Data analysis: the results of subsequent data reduction were linked together according to the theoretical basis and literature review used.
3. Concluding: researchers in this regard sharpen the conclusions that have been made to arrive at the final conclusion.

The data collected in this study were analyzed using a SWOT (strengths, weaknesses, opportunities, and threats) analysis. The content data obtained from the interviews were entered into the SWOT analysis formula. To analyze more deeply about SWOT, it is necessary to look at external and internal factors as an important part of a SWOT analysis.

RESULT AND DISCUSSION

Based on the results of the data analysis carried out, it was found the strengths, weaknesses, opportunities, and threats faced by the Gonda SMEs in Bongan Village, and the strategy was developed to increase the competitive values of the Gonda SMEs in Bongan Village. The results of the research in this section will be divided into three, namely the general description of the Gonda SMEs in Bongan Village, the weaknesses, strengths, opportunities, and threats that exist, and the strategy for elevating the Gonda SMEs in Bongan Village.

A. The Overview of SMEs of Gonda at Bongan Village

The gonda chips business in Bongan Village is still being carried out by a resident of Banjar Bongan Jawa Kawan named Ida Ayu Mirah Dewi Antari or better known as Mamak Ferlin or Ibu Fajar. Mamak Ferlin has been running the chips business for 12 years, to be precise, starting around 2009 in the form of peanut chips and *Banten* snacks (Balinese snacks). As for the Gonda chips, the initial production began 4 years ago, to be exact, in the middle of 2017. Mamak Ferlin once had four employees who helped in the production process. However, the protracted pandemic caused 3 employees to be laid off and only 1 employee is still actively working. With the current condition, Mamak Ferlin also works as a casual worker in a villa in Canggu to be able to cover her household needs.

The Gonda chips business run by Mamak Ferlin has not received a special response from the surrounding community. Even though the local people know that Gonda can be processed into chips, the community has not been motivated to do business as Mamak Ferlin did. This was confirmed by Ibu Bulan and Ibu Winantri, two other representatives of the Bongan community. Bulan and Winantri said that they did not dare to establish their own Gonda chips businesses as Mamak Ferlin did. On the other hand, Bulan and Winantri also said that currently, they prefer to be involved in Mamak Ferlin's Gonda chips production as daily employees. When there are orders for chips in sufficient quantities, Bulan and Winantri are used to help Mamak Ferlin in the production (Interviews with Bulan and Winantri, April 2021). This lack of courage is due to fears of not being able to sell the Gonda chips produced, especially in the current pandemic situation.

During the pandemic, Mamak Ferlin said that she would continue to try to survive to continue her chip business, even though she didn't produce it every day, but the chips she produced had regular

customers. This can be seen from the average production carried out in the range of 12-15 times in 1 month, with a yield of approximately 13 packs per production (1 pack contains 13 small packets of chips) with a selling price of Rp. 9,000 per pack for resellers and Rp. 10,000, - for consumers. The unit price when retailed is IDR 1,000 per pack of chips. The capital required for 3x production ranges from IDR 250,000 - 300,000. (Interview with Ida Ayu Fajar Dewi Antari, April 2021).

Based on the facts above, the production of processed Gonda plants in the form of Gonda chips is very promising to be developed by maximizing the available resources. Gonda chips business opportunity is quite large because this product appears as a snack product whose main ingredient is Gonda plant, better known as Gonda leaf vegetable. The general perception of the public when hearing the word vegetables are healthy foods, like other snacks, namely spinach chips, bitter melon chips, carrot chips, mushroom chips, and so on, then Gonda chips will be another choice of culinary tourism for snack lovers.

The production of Gonda chips is not only carried out regularly according to the existing schedule to fulfill customer orders (2 shops in the Sanglah market, Bali Bagus shops, and 5 resellers). It is also produced according to the time of order. Sometimes there are customers from out of town who place orders, and also for activities such as culinary exhibitions (SMEs) held by the government or other agencies.

Meanwhile the business of Gonda tea production business was carried out for the first time by one of the Bongan residents, namely Nengah Makir around December 2019. The initial production was carried out by seeking information related to tea processing techniques from plants that are commonly used in processing tea, such as tea leaves, rosella flowers, and so on. Nengah Makir said that his main reason for producing Gonda leaves as tea was the abundant availability of Gonda plants from his own farm and the limited supply from collectors so the Gonda plants could not be marketed well enough, which eventually ended as waste. From incidents that have been repeated over a long period of time, Nengah Makir and his family have tried to gradually process Gonda leaves to become an alternative to other existing fresh drinks. Nengah Makir carried out harvesting and sorting, washing, cutting, and boiling activities, up to the manual drying stage (drying Gonda leaves in the hot sun). Furthermore, the sorting is carried out again to obtain the best dry leaves which are then carried out by the process of brewing hot water without other additional mixtures.

Nengah Makir said that it took a long time to get the sequence of the Gonda tea processing activities. The production of Gonda tea has been consumed routinely by the Nengah Makir's family until now and has also been served to people visiting his house and some travelers coming to Bongan Village. To neutralize the dominant bitter taste of Gonda leaves, Nengah Makir tried to mix it by adding ginger to give a new taste when drunk and cause a warm feeling on the body of the person who drank it. (Interview with Nengah Makir, April 2021). In contrast to Gonda chips, Nengah Makir has not succeeded in marketing Gonda tea products because this Gonda leaf brewed beverage can be said to be the first and only one in Indonesia so the information obtained by potential customers is limited. Other limitations that Nengah Makir faced were the lack of specific product knowledge, limited time, packaging, marketing, and so on. This limitation was also experienced by the Bongan community who are members of Grembengan, a community in Bongan Village. The Chief of the village said that the Bongan Village government had conducted training with all Gerembengan members in producing Gonda tea. But the community did not continue the production of Gonda tea because the tea produced could not be marketed. Knowledge of products and marketing is the main obstacle to the sustainability of Gonda tea production. This was confirmed by Ni Made Sukastini, who is one of the other Grembengan members. Sukastini said that the main obstacle for members to continue producing Gonda tea was because they did not know how to market it. After being produced, Gonda tea was only enjoyed by themselves, that was why the Bongan people who had practiced producing it stopped making Gonda tea. People choose to carry out their previous work routines to earn money (Interviews with Gede Kartika and Ni Made Sukastini, April 2021).

Based on the results of the interview, special assistance and guidance are needed to grab business opportunities in the form of Gonda tea fresh drink products. In the future, if specific lab tests have been carried out regarding the nutrition of Gonda leaves, it can be used as a basis for product development, such as changing the designation of the market segment from fresh drinks to healthy drinks if Gonda leaves contain a nutritional value that represents a healthy drink. For now, to support

the utilization of Gonda plants as Gonda tea products, food certification will be carried out so that customers can feel safe and confident about the products they will consume. In addition, it will also make it easier for Gonda tea business actors to market it because they already have a standard of eligibility for a product in the form of food certification (PIRT) for Gonda tea.

B. The Strengths, Weaknesses, Threats, and Opportunities

Strengths, weaknesses, opportunities, and threats faced by Gonda SMEs in Bongan Village can be analyzed using five indicators as proposed by Russel & Millar (2014).

1. Mutual

The first indicator that becomes a key component is the quality of the products produced by the Gonda SMEs in Bongan. A SWOT analysis of product quality is very necessary to find the right strategy to increase the competitive value of Gonda SMEs products in Bongan Village. In terms of quality, Gonda UMKM products in Bongan Village have several advantages, namely (a) because the product is a home industry product, the materials used are natural and without additional additives, (b) the quality of the Gonda plant produced in Bongan Village is well known good quality so that the product uses high-quality raw materials, and (c) the taste of the product is good so that it is liked by customers.

But on the other hand, the Gonda SMEs products in Bongan Village also have weaknesses, namely (a) they have never been tested in a laboratory so the nutrition contained is unknown and (b) the cleanliness of the product area has not been maintained so that it can have an impact on the quality of the product produced. This weakness needs serious attention from business actors as well as the business community and the Bongan Village government so that the Gonda UMKM in Bongan Village can be improved in quality.

Gonda SMEs in Bongan Village have various opportunities to develop and increase their competitive value to compete with other businesses. The results of the analysis showed that the opportunities owned by Gonda SMEs in Bongan Village are (a) product quality will increase along with increasing information and skills in producing products and (b) laboratory tests can be carried out so that the nutrients in Gonda leaves can be known. However, the Gonda SMEs actors in Bongan Village need to be aware of threats that may arise in the future, namely stagnant product quality because business actors do not focus on working.

2. Cost

The second key component is cost. Cost can affect the competitive value of a business. The results of a SWOT analysis of the costs required by Gonda SMEs in Bongan Village found several weaknesses, advantages, opportunities, and threats. The strengths of Gonda SMEs in Bongan Village are (a) the cost of new materials is low because they are harvested on their own land and (b) labor costs are not high because they are done by the family. While the weakness faced is the absence of a standard recipe used for production it affects the required costs.

In addition to having strengths and weaknesses, Gonda SMEs in Bongan Village also have opportunities related to costs, namely selling prices that can compete with competitors. However, Gonda processing business actors in Bongan Village need to pay attention to threats that may arise in the future, such as (a) an increase in the price of materials needed in the production process, (b) the emergence of additional costs in the form of shipping costs to consumers, and (c) an increase in costs. the workforce in the future.

3. Flexibility & Innovation

In addition to the cost and quality components, the flexibility and innovation of Gonda processed entrepreneurs in Bongan Village also need to be considered to be able to increase the competitiveness of Gonda SMEs in Bongan Village. Regarding flexibility, the results of the SWOT analysis find strengths, weaknesses, opportunities, and also threats that can be faced. The

strength possessed by Gonda SMEs in Bongan Village is that Gonda plants can be processed into various processed products. However, this strength must be maximized to produce the best results and there is a need for good knowledge from entrepreneurs. On the other hand, Gonda SMEs in Bongan Village also have weaknesses in the form of (a) lack of knowledge of entrepreneurs about the Gonda plant so that the resulting innovation cannot run quickly and (b) MSME entrepreneurs do not focus on running their business because it is still a side business so that the time it takes is limited. owned to develop limited products.

In addition to strengths and weaknesses, Gonda's SMEs in Bongan Village have various opportunities in the future, namely (a) Gonda can be developed into various processed snacks so that Gonda's processed production will vary, (b) there is assistance from other parties, especially the Politeknik Internasional Bali who can assist entrepreneurs in developing their businesses, (c) the existence of a government program on the development and improvement of the competitiveness of SMEs, (d) the development of Bongan Village as a tourist village, (e) an increasing recognition of Gonda processed products by the community. Apart from that, the threat that can arise is the emergence of new competitors with various refined innovations.

4. Time

In terms of production and delivery times, Gonda SMEs in Bongan Village also have strengths, weaknesses, opportunities, and threats. Its strengths are (1) the raw materials are easy to find so it doesn't take a long time to produce and (2) the harvest period for the Gonda plant is short so it doesn't affect the production process. Meanwhile, the weaknesses they have are (a) the long production time required by Gonda tea production because it is done manually and (b) the Gonda chips entrepreneur still uses Gonda's processing business as a sideline so that the production time adjusts to the entrepreneur's working time.

However, Gonda SMEs in Bongan Village has great opportunities, such as (a) more people can be absorbed into the workforce so that production time can be shortened and (b) use of technology in the production process to shorten production time. While the threat that can arise is the emergence of competitors who can produce similar products in a short time.

The strengths, weaknesses, opportunities, and threats of Gonda SMEs in Bongan Village can be summarized as follows.

Tabel 1. The Summary of Strengths, Weaknesses, Opportunities, & Threats

Strengts	Weaknesses	Opportunities	Threats
1. Using natural ingredients; 2. High quality raw materials; 3. Good taste 4. Low material cost; 5. Low labor cost; 6. It can be processed into many snacks; 7. Easy to find the material; 8. Short harvest time.	1. No laboratory test; 2. Lack of cleanliness of product area; 3. No standard recipe; 4. Long time of production.	1. Quality improvement; 2. Nutrition information; 3. Competitive selling price; 4. Various products can be processed; 5. Supports from other parties; 6. Government program; 7. The development of tourism in Bongan; 8. Wider market.	1. Stagnation in term of quality; 2. Additional cost on shipping; 3. Increase of raw material prices; 4. The emergence of new competitors.

Source : Data Analysis (2021)

C. Strategies to Elevate the Gonda SMEs in Bongan Village

The results of the analysis of the strengths, weaknesses, opportunities, and threats owned by the Gonda SMEs in Bongan Village are a source for developing and exploring strategies that can be implemented by entrepreneurs to improve their businesses. The strategy developed in this study was

generated using SWOT analysis. The following is an overview of the SWOT Analysis carried out in the study.

Table 2. Strategies to Elevate the Gonda SMEs in Bongan Village

	Strengths	Weaknesses
Opportunities	<ol style="list-style-type: none">1. Improving the information, knowledge, and skills of the entrepreneurs to maximize the quality of Gonda plants as well as to produce more variants of snacks using Gonda leaves;2. Carrying out laboratory test to find out the nutrition contained;3. Optimizing the support from government and other parties to develop the SMEs.	<ol style="list-style-type: none">1. Improving the information, knowledge, and skills of the entrepreneurs to maximize the quality of Gonda plants as well as to produce more variants of snacks using Gonda leaves;2. Improving the cleanliness of the production area;3. Finding out funding or grants or investors.
Threats	<ol style="list-style-type: none">1. Collaborating with suppliers providing good quality and low process materials;2. Improving the information, knowledge, and skills of the entrepreneurs to maximize the quality of Gonda plants as well as to produce more variants of snacks using Gonda leaves.	<ol style="list-style-type: none">1. Improving the information, knowledge, and skills of the entrepreneurs to maximize the quality of Gonda plants as well as to produce more variants of snacks using Gonda leaves;2. Utilizing technology in the production process;3. Developing standard recipe for every product.

Source : Data Analysis (2021)

Based on the table above, the main strategy is improving the information, knowledge, and skills of the entrepreneurs to maximize the quality of Gonda plants as well as to produce more variants of snacks using Gonda leaves. This is inline with the results of Sedyastuti's research (2018) finding out that the strategy to develop the SMEs is improving the skills and motivation of the entrepreneurs. Besides, the strategy to elevate the Gonda SMEs in Bongan village also needs the support from other parties, such as government and higher institution to provide trainings and fund for the community to develop their own SMEs by utilizing Gonda Plants.

CONCLUSION

Based on the results of data analysis, it can be concluded that the development of Gonda SMEs in Bongan Village takes the willingness of the community or entrepreneurs themselves as well as the support from the government and other parties. The Gonda SMEs in Bonga Village should be able to improve their skills, knowledge, dan information about Gonda plants and business in order to be able to produce various products using Gonda plants and able to market the products in the wider areas. The Gonda SMEs in Bongan Village also need to pay attention on their production area that should be clean and hygiene. Beside, they also need to develop standard recipe to create efficient cost. They also should be able to grab the opportunities provided by government and other parties in the forms of trainings and fundings. The Gonda SMEs in Bongan Village is a promising business for the community.

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