

Management Strategy of Creative Souvenir Micro Enterprise for The Empowerment of Craftsmen Peasant

¹ DUMASARI, ² TRI SEPTIN MUJI RAHAYU

¹ Agribusiness, Faculty of Agriculture, University of Muhammadiyah Purwokerto, Dukuh Waluh Street

² Management, Faculty of Economic, University of Muhammadiyah Purwokerto, Dukuh Waluh Street
email: ¹ dumasarilumongga@yahoo.com; ² septinharyanto@gmail.com

Abstract. This research aimed to find a model of the development of management strategy of micro enterprise with souvenir creative product to empower the craftsmen peasant. The research location determined by purposive area technique in Subdistrict of Baturaden, Banyumas Regency and Subdistrict of Purbalingga Wetan, Purbalingga Regency, Central Java Province. The research method is a descriptive case study with qualitative and quantitative approach. The research result revealed that respondents implementing management strategies are simple, spontaneous and conventional so its difficult to improve productivity. The respondents rarely get the proper value of profit. The model of the development of management strategies are needed to improve the ability of respondents to manage micro enterprises properly. In the model attached elements to improvisation of behavior based on local resources. The dominant elements in the model are promotion and marketing techniques. The development of management strategies need a plan with phases: identification of problems and needs, strategy formulation, implementation, analysis, monitoring and control. The model is participatory so its potential to support the empowerment of craftsmen peasant.

Keywords: management strategy, micro enterprise, creative souvenir, empowerment, craftsmen peasant.

Introduction

Renewal efforts in the agricultural sector remains to be one of the priorities in the dynamics of sustainable national development. The agricultural sector has a strategic role in recruiting or gaining employment and also being national food provider. During 2010-2014 period, the contribution average of the agricultural sector in Gross Domestic Product (GDP) reached 10.26 percent with growth of about 3.90 percent (Anonymous, 2015). Nevertheless, a series of problems in the process of agricultural development still can not be fully resolved, especially when it is relevant to vulnerability of poverty on farmers in rural area. Therefore, the empowerment of poor farmers remains important and should be conducted intensively by authorized party (Dumasari and Watemin, 2013).

The ability of the agricultural sector

in freeing the peasant from the bondage of poverty intrinsically are undoubtedly. Considering that this matter has an important and crucial value, the diverse agricultural development programs as a form of empowerment of farmers have been implemented by the government and other parties in a planned and systematic way. One of the potential empowerment of farmers has done through the efforts to diversified the development of living pattern to be more productive and creative.

The realization of these efforts require consistency, so that the activities diversification of livelihood is not only about the activities on the farm but also off farm. On farm activities with regard to the process of production or cultivation. Meanwhile, off farm activities related to the preparation process of inputs, post-harvest handling

Received: February 17, 2016, **Revision:** March 24, 2016, **Accepted:** June 23, 2016

Print ISSN: 0215-8175; **Online ISSN:** 2303-2499. Copyright©2016. Published by Pusat Penerbitan Universitas (P2U) LPPM Unisba Accredited by Kemenristekdikti, No.040/P/2014, valid 18-02-2014 until 18-02-2019

process (processing and marketing). Efforts to diversify the development of productive and creative patterns of livelihood for farmers requires a synergy on both activities simultaneously. Babatunde (2013) suggests that the effects of farm household income which received from off farm activities are complementary and not a substitute to income derived from the on farm business. From the research result, it is known that the off farm activities developed by farm households in 40 villages in Kwara Nigeria has a direct contribution to total revenue from majority of respondents and it reaches up to 50 percent.

Research results by Santosa and Priyono (2012) also showed that strategic rural community empowerment should be developed through strengthening the capacity of social relationships which has associative character in order to improve access of peasant to the new technologies so they are able to utilize local resources and to manage a variety of creative and productive agrotourism business in rural areas. The variety of potential business that simultaneously peasant work for agro management may include the activities on farm and off farm. Other efforts in the development of diversified pattern of living a productive and creative activities off the farm, can be reached by moving the motivation of farmers to utilize various types of local resources that are available in the their environment, such as coconut waste as raw material in providing products which has economic value as souvenirs creative (Dumasari, 2014). Thereby, this sector will be more be trusted and has important role indeed in order to reduce the poverty in rural areas than urban areas (Hermawan, 2012).

Although the agricultural sector has great potential to empower peasant from poverty problem, but what we need to realize are various obstacles from both internal and external can also inhibit the achievement of objectives. Especially in order to improve economic conditions of peasant and their families to be more feasible. Internal constraints can either include low quality of human resource as peasant, the level of thinking to produce innovative products that are less, lack of entrepreneurship and low competitiveness, resignation and a weak bargaining position. Another several internal constraints are the limitation of production capital, social mobility that are still low, less independence, lack of responsiveness and low access to information product types of market trend.

The external constraints such as it's information of the price and facilities service, market with global or local competition, additional production capital and technology tend to be limited. In addition, other external constraints is concerning the issue of rare business partners, support from local authorities and investors have not been adequate and the guarantee of product market is still rare to be found.

Various constraints require alternative solutions that are innovative and well targeted so that problems can be solved. In addition to a variety of obstacles, there are several determining factors supporting and inhibiting the efforts of livelihood diversification development patterns of peasant living in rural areas. Based on the results of research conducted by Zohonogo (2011) in rural Burkina Faso is known that there are several factors that influence the decision-making of peasant who actively participate in the development of livelihood diversification on subsistence activities on farm and off farm. Some of the factors that strongly influence and can be explained is income, agricultural production technology, age and education. Not much different, Bedemo, et al., (2013) argued about the active work participation of peasant in rural Ethiopia which tends to be determined factors associated limitations of farm household characteristics, also the access to credit and farm size.

The results of this study further explains that the management of productive enterprises in off farm is able to reduce the economic problems due to the results of on farm production that was low. Likewise Babatunde, et al., (2010) found several limited factors which can influence the active participation of poor peasant households in productive off farm activities in rural Nigeria, that includes: Narrowing of the land availability, the amount of labor in the household, household head gender, household head education, education of other household members, the amount of productive assets, access to electricity, water pipes and the distance to the closest urban areas.

The existence and power of some of the determinant factors need to consider while developing livelihood diversification of peasant. Research results by Dumasari, et al., (2013) found that craftsmen peasant indeed earn additional income from micro enterprises creative souvenir made from coconut waste refined in rural Baturaden and Purbalingga Wetan. However, the amount of

revenue obtained by craftsmen peasant are still limited and almost no profit because it is used for family consumption costs of basic needs (Dumasari and Rahayu, 2014). Total income of the average craftsmen peasant of micro enterprises is relatively low intermittent between Rp. 650,000-Rp. 1,3 million per month. Rarely peasant who also work for making creative souvenir gain a surplus revenue for their savings as capital reserves of production.

The difficulties of craftsmen peasant to gain profit was influenced by several socio economic factors resistor, for instance the relatively low price, limited access to markets, weak entrepreneurial capabilities, high dependence on middlemen, weak bargaining power, lack of promotional techniques and management strategy of marketing is low. As for inhibit socio-economic factors which have the most influence on the level of productivity of micro enterprises is low and weak management strategy. Craftsmen farmers manage micro enterprises using ordinary management system, spontaneous and conventional as well as characterized agrarian culture in most field at social system of community in Indonesia. This problem is one of the reason why its need to conduct research on the theme of developing a management strategy of creative souvenir micro enterprise to empower craftsmen peasant in rural Baturaden and Purbalingga Wetan.

This study aims to assess the effective promotion techniques for the development of management strategic of micro enterprise with souvenir creative product. Another goal is to find a good model of the development of management strategy of micro enterprise with creative souvenir product to empower of craftsmen peasant.

The research location determined by purposive technique in the Subdistrict of Purbalingga Wetan, Purbalingga Regency, Central Java Province. The research method is a descriptive case study with qualitative and quantitative approach. The study population includes all peasant that once a manager of micro enterprise with creative souvenir product in both location. Total population in Baturaden is 32 craftsmen peasant and in Purbalingga Wetan as many as 34 craftsmen peasant. The total study population of 66 craftsmen peasant. Respondents determined by purposive sampling technique. From Baturaden represented 14 craftsmen peasant and 15 craftsmen peasant from

Purbalingga Wetan. The total number of survey respondents is 29 craftsmen peasant. Besides the respondents, other primary data sources that a group of key informants selected using the snowball rolling techniques. Key informants from among merchant wholesalers/ retailers, community leaders and government officials districts.

Data collected in the research are include primary and secondary data. The primary data obtained through interviews with respondents. Another primary data collection techniques is through observation of several management activities done by respondents when managing microenterprise creative souvenirs. Discussions focused along with respondents and key informants including primary data collection techniques. Secondary data collected by the content analysis technique.

Data collected was analyzed quantitatively and qualitatively. Quantitative data were analyzed using descriptive statistical techniques: the percentage, frequency distribution, scoring, tabulation and graphic display. Qualitative data were analyzed by using the Interactive Model of Analysis (Miles and Huberman, 1991). Preparation of models equipped Reflection Test. The results of the data analysis are interpreted and then presented in descriptive terms.

The Effective Promotion Techniques

Promotion activities is one of the important activities for the respondents in order to marketing creative souvenir products which they create regularly. The promotion activities has a valuable function for respondents in both research location because through promotion, respondents can have opportunities for spreading away, introducing, and offering variety of creative souvenir products with the intention to gain potential consumers or market so they willing to buy products in certain price. Statement of the respondents about the important function of the promotion is not so different from the meaning expressed by Kotler and Keller (2009), which outlines the promotional activities as a core material in its marketing campaigns that consist of a collection of incentives tools which mostly targeted for the short term and designed to stimulate purchases faster or larger on specific products or services by customers or commerce. Promotional techniques is one of the keys to be success in the development of

management strategies.

Implementation of promotional techniques that had been done by respondents both in Baturaden and Purbalingga Wetan divided into three categories: First, self-promotion techniques or individuals. Second, the collective promotion techniques and the third promotion techniques that combined independently and collectively. The three types of promotional techniques are done by the respondents with a variety of reasons. For those respondents who use self promotion techniques are based on capabilities in social communicative relationships with potential customers, traders, retailers, *tiban* market managers and tourist market.

Entrepreneurial abilities of respondents with self-promotion techniques show flexibility because they are more courageous looking for different segments of the market for creative souvenir product marketing. Various types of media campaign utilized by respondents in disseminating information models and motifs of creative souvenir products which produced by craftsmen peasant. The strong desire of respondent to offer creative souvenir products directly to consumers and a wider customer. Respondents also has a network of cooperation with various parties that take place in the bond business partnerships. The market segments not only in the local and regional of Purbalingga, but they already reach some of the market opportunities outside Java (Borneo and Sumatra). The respondents utilize online social media experience to promote creative souvenir products.

Among the respondents who use the collective promotion techniques that are based on several reasons, especially related to the problem of limitation in establishing business relationships with market participants. The respondents are less able to personally seek a breakthrough consumer and new customers. Allocation of time are more devoted to the interests of creative souvenir production processes. Marketing of products tend to be handed over to the group. It was never happened or rarely to be found that respondents sought a communicative and close relationship with prospective customers and consumers. Social relations between respondents with traders and retailers are also likely to be limited. Their access to the *tiban* market managers business and tourist market is still weak. Some respondents acknowledged there will be awkward feeling, reluctant, embarrassed and

scared to interact with other parties in order to achieve successful promoting purposes of creative souvenir products.

For some particular respondents, prefer to do promotional technique either independently or collectively. This action is adopted because respondent had started to be aware, some day when self-promotion techniques were jammed or not working well, they should decide to do promotional collective techniques. According to the respondent explanations, sometimes there are fears feeling that unable to adopt promotional independently techniques. Therefore, respondents should take another techniques to gained assurance and markets creative souvenir product to consumer which none other than is adopt promotional collective techniques.

More than half (52 percent) of all respondents chose and utilize promotion collectively techniques to offer a variety design and motif of creative souvenirs. It is closely related to the strength of the social value of community (*paguyuban*) or togetherness value that characterizes the existence and dynamics of the respondents in managing micro enterprises creative souvenir from coconut waste. Respondents have high collectivity reflected from togetherness of working group member of craftsmen farmer managers who produce creative souvenirs made from coconut waste. In PurbalinggaWetan was found Manunggal Karya Group with active members 34 craftsmen peasant. Nonetheless, the respondent has reluctance to disseminate information about the various designs and motifs of the creative souvenir product that appropriate with market trend in the group.

The dependency to craftsmen peasant who have a role as a liaison with customers, traders, retailers, *tiban* market managers and market tourist is relatively high. The group of respondents rarely questioned about price level of the product. They easily get surrender and accept things that shown in any marketing transaction of creative souvenir products. The problems associated with the bargain price of craftsmen peasant since the price is handed over to liaison mediator, which is usually will be the chairman of the working group. In Table 1 contained detail descriptions of the distribution of respondents according creative souvenir promotional techniques that adopted either in Baturaden and Purbalingga Wetan.

Based on the information contained in Table 1, only a few (17 percent) of

Table 1
Distribution of Promotional Techniques Creative Souvenir Products

No.	Typical Promotional Techniques	Information				Mean
		Baturaden*		Purbalingga Wetan**		
		Total (People)	Percentage (%)	Total (People)	Percentage (%)	Percentage (%)
1.	Independent	2	14	3	20	17
2.	Collective	7	50	8	53	52
3.	Independent-collective	5	36	5	33	34
	Total	14	100	15	100	100

Source: primary data in 2015

Information: *Total respondent from Baturaden 14 people

**Total respondent from Purbalingga Wetan 15 people

respondents who dared to independently promote creative souvenir to a variety of customers, consumers, retailers, traders, *tiban* market managers and market tourist managers. The principles for daring to bear the risk should have been attached to the respondents so can be more open to offer variety of product models through a variety of communication media in this era.

The number of respondents who tried to introduce and offer the products by utilizing both promotion techniques at the same time as much as 34 percent. For the respondents, the goal of the promotion is to immediately get the opportunity to sell various creative souvenirs more quickly at reasonable prices. Utilization of both promotion techniques intended to secure markets in order to get the assurances.

Respondents were aware that promotional activity has some important purposes for the continuation of micro enterprises which they manage. Promotional activities are not only used to deploy and offer information about product processed by coconut waste but there are also other objectives, namely to improve the volume sales of a variety of creative souvenir products. This promotional activity helped the respondents to access and reported another value of the products in order to attract the attention of potential customers so they are willing to buy products in a certain volume. Variety purpose of promotion activities that have to be achieved by respondents both in Baturaden and Purbalingga Wetan shown the detail in Table 2.

Details of purposes of promotional activities which respondents described as shown in Table 2 is essentially different from the statements by Tjiptono (2002); Kotler

and Armstrong (2001) told that actually the purpose of promotion is very diverse and broad. Various promotional techniques can be utilized in order to attract, encourage and influence customers, new customers to buy creative souvenirs products. Effective promotion techniques which can capable of expanding market segment.

At any promotion techniques done by respondents, there are some media that are used in delivering messages to target potential users, customers, traders and creative souvenir market target. The media is most often used by the respondent in the three techniques that promotion activity is a direct connection through conversation, otherwise known as the type of word of mouth (*gethok tular*) promotion technique. This promotional techniques is most preferred and favored for easy implementation without costly much. The respondents explain the benefits from word of mouth promotion techniques is it can be done anytime, anywhere and with anyone. However, the network of social relations that could lead to a business motifs and rarely to be found so that the respondents had difficulty to do word of mouth promotion technique. Word of mouth technique usually lasts from one particular party conversation and then forwarded to a conversation with the other party. Utilization of word of mouth promotion technique undertaken by the respondents while meet people on various occasions intentionally or unintentionally, they immediately convey information about creative souvenir processed by coconut waste. Sales promotion of creative souvenir by promotion technique word of mouth an effective way of achieving the purposes. This is understandable because, according to Cummins (2010) promotion that is used to achieve the target sales/ marketing products

Table 2
Variety Purpose Promotion Activities That Have to Be Achieved
by Respondents Both In Baturaden And Purbalingga Wetan

No.	Deatils of Purposes	Information			
		Baturaden		Purbalingga Wetan	
		Total* (People)	Percentage (%)	Total** (People)	Percentage (%)
1.	Spreading information about offers variety of creative souvenir product to consumer audiences and the broader market at a time of potential	14	100	15	100
2.	To increase sales volume	12	86	15	100
3.	Increase income microenterprises creative souvenirs	14	100	15	100
4.	Obtain certainty, assuredness and confidence of customers	10	71	12	80
5.	Keeping certainty and assuredness product market	9	64	13	87
6.	Deliver information about overload/excellence creative souvenir	6	45	10	67
7.	Giving description to consumers that creative souvenir refined palm waste is environmentally friendly	4	29	7	47
8.	Preach to consumer audiences and the market about the existence of craftsmen peasant services	4	29	9	60

Source: Primary data in 2015

Information: *Total respondent from Baturaden 14 people

**Total respondent from Purbalingga Wetan 15 people

and services should be cost-effective but provide significant added value to market opportunities.

The intensity of the use of the other media by respondents in promoting various creative souvenir products are short messages through souvenir stalls located in the region, especially the tourist market and bus terminal. Respondents from Baturaden are the most respondents who interested in this media for souvenir kiosk location that relatively close to the residence.

Respondents entrust their samples in souvenir stalls of subscriptions. If there is an order then the respondent have to process it with motifs and designs according to consumer's order. Meanwhile, the intensity of

the use of the media campaign with souvenir stalls on respondents from Purbalingga Wetan are lower. It happened because of the distance of souvenir stalls where located in the tourist area is relatively far from the residence of respondents. Figure 1 shows the activities some respondents by word of mouth promotion technique and creative souvenir exhibition in Baturaden and Purbalingga Wetan. Among the respondents in Purbalingga Wetan, there is a tendency of media use short messages with mobile phones and exhibition has higher function than souvenir stalls.

All of the respondents already have mobile phone facilities can be easily communicate via short messages with various parties as a potential consumer/ buyer, prospective customers and others.



Figure 1
Word Of Mouth Promotion Technique and Creative Souvenir Exhibition
in Baturaden And Purbalingga Wetan

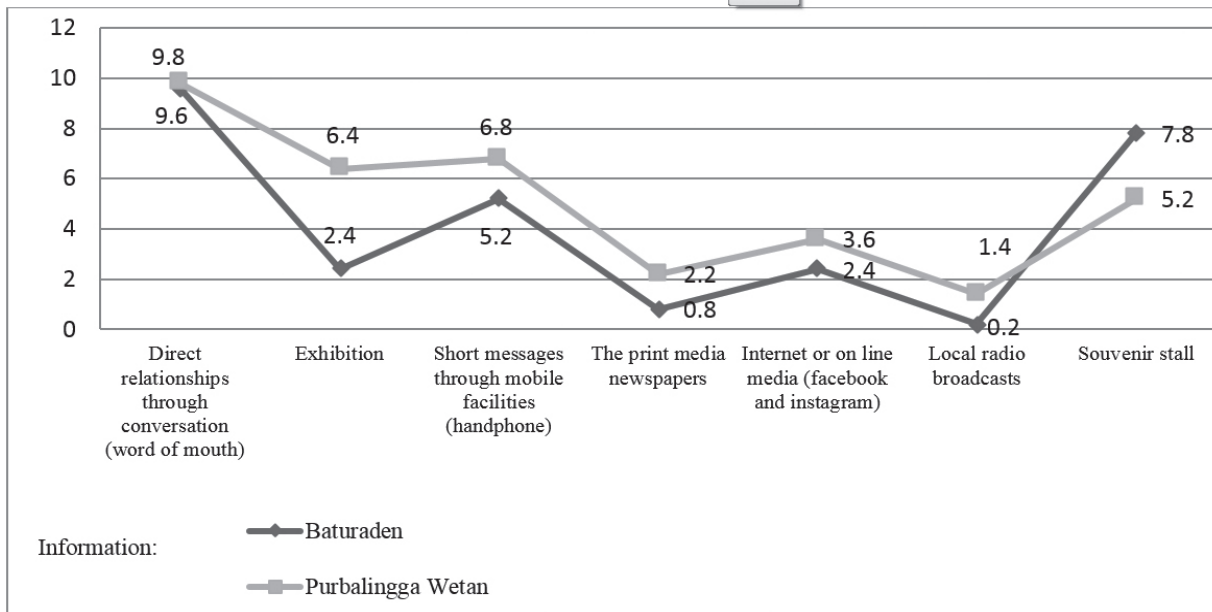


Figure 2
Intensity The Use of Promotion Media of Creative Souvenir from Coconut Waste

If there is a promotional invitation offers at the exhibition, respondents from Purbalingga Wetan will always be actively participate. The exhibition, which followed usually take place in the city of Purbalingga, Semarang and Jakarta. Solicitation exhibition of product offers submitted by the Regional Government Purbalingga. Different conditions found amid the social structure of respondents in Baturaden. Among these respondents rarely use short messaging and exhibitions as a media campaign. This is because the conditions that indicated are not all the respondents have mobile phones. In addition, it was very rarely that other parties offer or solicitation in order to invite to participate on the exhibits occasion.

Other media that can be utilized by the respondents in promoting creative souvenir are the medium of internet (facebook and instagram), print media (newspapers) and local radio broadcasts. However, the intensity of the use of different types of media is relatively low. Some of the things that inhibit the respondent to use three types of media promotions include: Networking with managers of the newspapers (journalists) are still weak, internet facilities scarcity, limited ability to manage facebook and instagram low, rarely or there is no chance of respondents to proclaim product information creative souvenirs in local radio broadcasts. However, respondents in Baturaden and PurbalinggaWetan still try to do promotional techniques mainly through word of mouth.

From the description of the respondents, there is noted that any promotion done by respondents it contains solicitation messages to buy creative souvenirs with a variety of conveniences such as providing volume discounts when ordering products in large quantities (tens or hundreds). The amount of discounts depends on the number of orders. The more volume of orders, the price cuts are also increasingly high. Thus social reality is a natural thing in the marketing process for price cuts not to harm or still give low returns for the respondents.

Circumstances of the respondents in carrying out promotional techniques according the idea of Lee and Johnson (2004) who stated that the activities or promotional material acts as solicitation, which can provide incentive and added value to the prospective parties: Consumers, retailers, and sellers who will buy the product. Therefore, it is not wrong to affirm that promotional activities is also a marketing communication process with the motivating various messages (Lamb, et al., 2001). In Figure 2 contained a description of the intensity of media use in the promotion of creative souvenir processed by coconut waste both in Baturaden and PurbalinggaWetan area.

Effective promotional techniques for management strategic development process of micro enterprises creative souvenir was not similar to the facts of that people needs and are likely conducted by the respondents in both sites. At each site there is also another

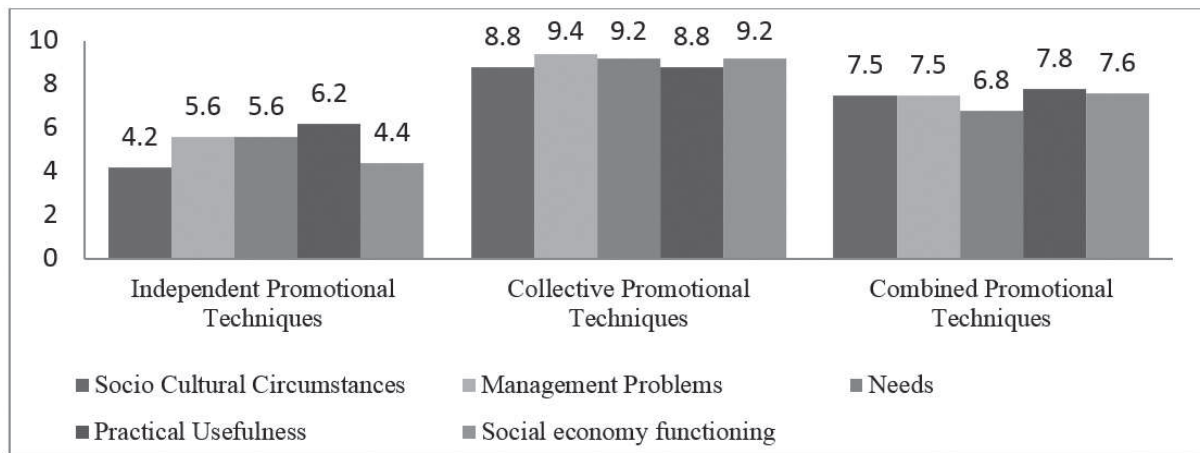


Figure 3
Effectiveness of The Three Promotional Techniques in Baturaden

effective promotional techniques.

Determination of the effectiveness of each technique was based on the promotion of feasibility test on social and cultural conditions, problems and needs. In addition, the effectiveness is also determined by the functioning of the economic and social benefit from three promotional techniques namely: independent, collective and combined (self-collective).

For those respondents who live in Baturaden area, it turns out that the most effective way is the collective promotion techniques. This promotion techniques need to be managed optimally in order to support the development of management strategy of

creative souvenirs micro enterprises.

Social and cultural circumstances of respondents living with adjacent and still bound kinship with high dependence on traders, includes in a series of things that encourage collective promotion techniques and most effectively carried out jointly by the respondents. This condition is also based on the reason that the comparable of price level product for every kind of designs and motifs.

The decision to choose the next collective promotional techniques due to the quality of products have not been through the finishing stages so it does not ready to be marketed directly to the customer or the tourist market. Creative souvenir

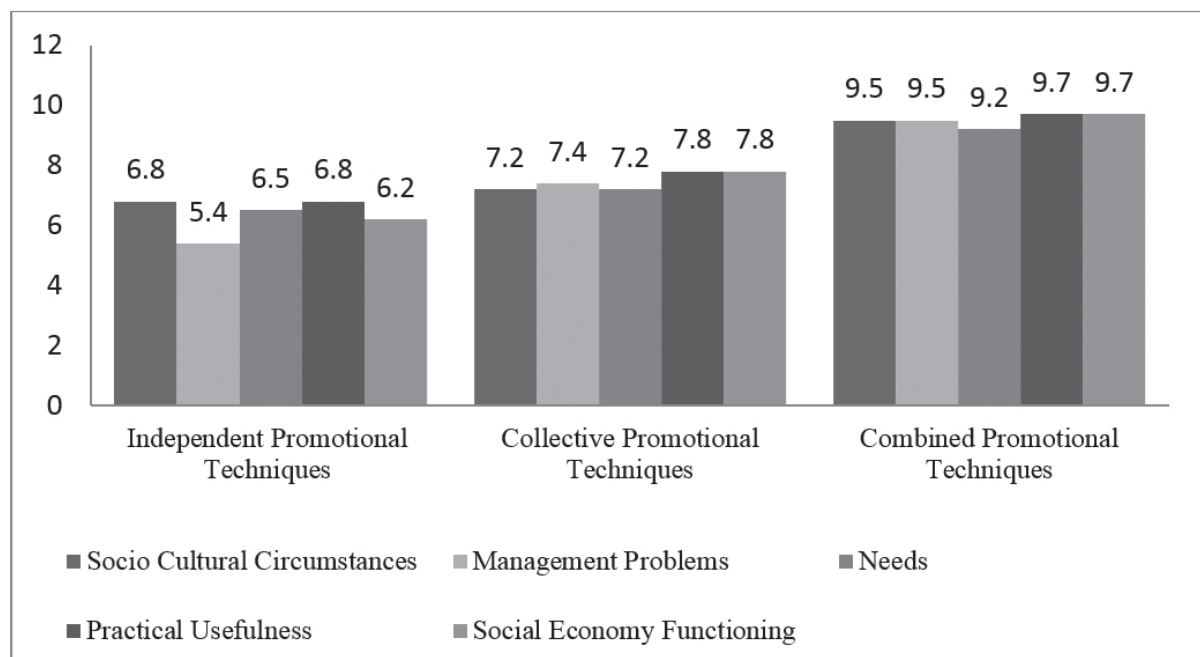


Figure 4
Effectiveness of The Three Promotional Techniques in Purbalingga Wetan

product by processed coconut waste quality was still half-finished. In Figure 3 shows differences in the effectiveness of the three promotional techniques for the development of management strategy in Baturaden.

Effective promotional techniques for the development of management strategy micro enterprise in the Purbalingga Wetan area is a combination between the independent and self-collective because of this promotional technique once can maximizing revenue of respondents, as well as strengthen collectivity ties among members of the working group to dealing with a variety of management issues microenterprise creative souvenirs. For the majority of respondents, joint promotion techniques are able to provide social economic benefit functioning in higher than the two other types of promotional techniques. The differences of effectiveness of the three techniques promotion in Purbalingga Wetan shown in Figure 4.

Development Model of Management Strategy

For respondents both in Baturaden and PurbalinggaWetan, management strategy conducted in managing micro enterprise creative souvenir processed from coconut waste are still tend to be simple, spontaneously and conventional or traditional. According to the explanation of some of the respondents micro business management strategies have been carried out by preparing several plans and targeted to be implemented to achieve the purposes which is to take advantage or benefit from the revenue increase.

Micro enterprises management strategy developed by the majority of respondents who tend to be adaptive to the conditions of subsistence, causing reluctant to bear the risk. However, there are some respondents who have been aggressive in opening up a market breakthrough and tried to attract potential new customers with brave attitude to take the risk.

Management strategies undertaken by the respondents are still going on in the atmosphere of an agrarian culture. Management of micro enterprise controlled by the majority of respondents like managing a household unit of farmers in the countryside. Head of the family (husband) as a strategic role in any decisions related to the procurement of equipment and raw materials, technology adoption, determination and motif design,

production, packaging until the marketing of creative souvenirs. Even if there are any family member who participates, their role could be limited only as workers who helped the processing and packaging.

The results shown three objectives focused management strategy that constantly stressed by several respondents in managing micro-enterprises. If it is associated with the idea of Porter (1996), the three focus can be explained as follows:

- (1) Micro enterprises producing a small portion (subset) of a creative souvenir products processed from coconut waste. This focus can be called as a variety-based positioning because it comes from product selection, not based on customer or market segmentation. Variations in the type of design and motives of creative souvenirs are more dependent on the ability of farmer skills of craftsmen and availability of raw materials such as coconut waste.
- (2) Micro enterprises managed by the respondent to serve most or even all of the needs of a particular group of consumers. The second focus is known based positioning.
- (3) Respondents as managers of micro enterprise customers that can be accessed in different ways. The third focus is referred to as an access based positioning.

For the majority of respondents in both sites who are innovative, micro-enterprise management strategy creative souvenir is a gradual process that begins with the actions of the respondents to identify, recognize and formulate a strategy that can be realized and used to expand the market and customer networks. After having a few simple plan, respondents choose the strategy which most likely to be implemented to facilitate the marketing activities of various designs and motifs of creative souvenir products to various market segments and customers.

Respondents do not hoping too much from simple management strategy, especially regarding marketing choice. However, in deciding the best strategy is likely based on the following reasons: cheap, easy, profitable, and the results are clear and proven could expand markets and increase the volume of sales of creative souvenirs. At a later stage, respondents evaluate the achievement of marketing strategy selection.

The process of realization of management strategy development for micro enterprise with creative souvenir outlined in the tentatively model. The formulation of models arranged a participatory manner together with the respondent at Baturaden and Purbalingga Wetan. Formulation of

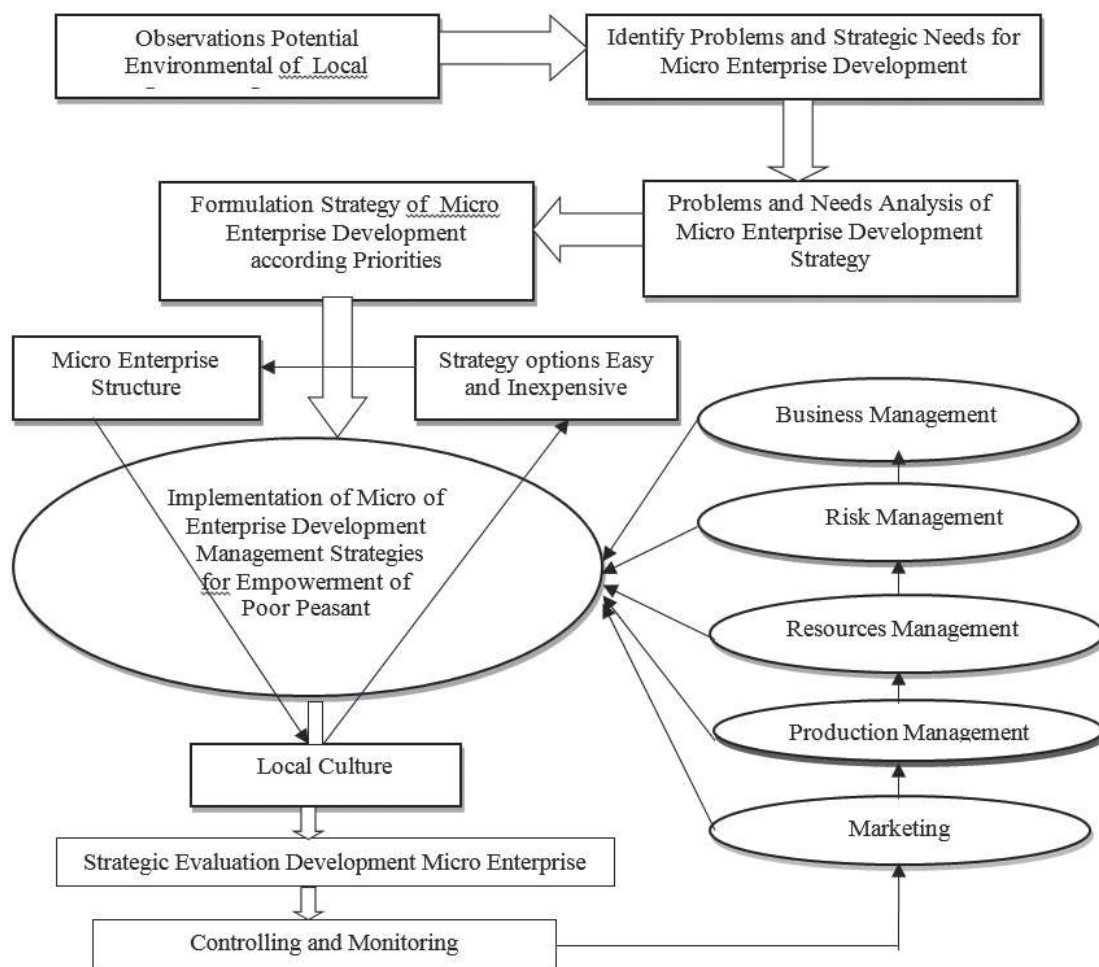


Figure 5
Model of Development of Management Strategy

tentative model included are detailed in Figure 5. In the model explained that initial activities need to make observations on the environmental potential of local resources. After that, an important step which needs to be done is to identify problems and strategic needs for micro enterprise development. This step requires precision and sensitivity to the real state of the micro enterprises with souvenir creative managed by craftsmen peasant.

In the model it is observed that the motion of development process of micro businesses strategy management researched also connected with the possibility that respondents has rivals that also produce creative souvenir products from different production locations. Therefore, the respondents from an early age has been anticipating and preparing creative souvenir products that are competible. Only a small number of respondents who are not sensitive to the potential rivals with other products. Although the implementation of

the management strategy is simple and ordinary but it is still not as something harmful. Respondents were supposed to keep the mechanism of performance: business management, risk management, resource management, production management and marketing management in tandem.

The issues of market product assuredness becomes a special thing that characterizes consciousness of respondents according their abilities of management strategy. Evaluation, monitoring and controlling are included in stages through when developing micro-business management strategy of creative souvenirs. During this time, some of these stages is only done briefly by observing and thinking about the achievements of the increase in sales volume and market products assuredness which definitely more affordable. Evaluation is not executed in written way by the respondents. However, more likely the result of their introspection activities through observation. The simple fact that characterizes the management strategy from

conventional character of the respondents in Baturaden and Purbalingga Wetan evidently was not different from explanation by David (2009). Process management strategy continues through three stages as revealed by David, namely: Strategy formulation, strategy implementation, and evaluation of strategies.

Conclusions

Creative souvenir product promotion techniques done by respondents both in Baturaden and Purbalingga Wetan, include: Independent, collective and combined basis (self-collective). Effective promotional techniques for respondents in Baturaden is a collective way. As for the respondents in Purbalingga Wetan, promotional techniques effectively done is combined basis (self-collective).

Model development of management strategy comprising more oriented towards the improvement of respondents behavior based on local resources, technical promotion and market expansion. The model also explained the urgency ability of respondents to maintain the mechanism of performance management business, risk management, resource management, production management and marketing management simultaneously. Another thing that necessitated in the formulation of the model is the development of management strategies need to be implemented through the following stages: Identification and analysis of problems and needs, strategy formulation, strategy implementation, strategic analysis, monitoring and controlling.

Acknowledgements

Thanks to Director along with all ranks within the Directorate of Research and Community Service. Directorate General of Strengthening Research and Development. Kemenristekdikti RI for the trust given to the team of researchers to encourage the implementation of this research so the research can run well as expected.

References

Anonim. (2015). *Rencana Strategis Kementerian Pertanian Tahun 2015-2019. Kementerian Pertanian Republik Indonesia. Jakarta.*
 Babatunde, R., (2013). On Farm and

Off Farm Works: Complement or Substitute? Evidence from Rural Nigeria. Paper Presented at the 4th International Conference of the African Association of Agricultural Economists, September 22-25, 2013, Hammamet, Tunisia.
 Babatunde, R., Olagunju, F., Fakayode, S., and Adejobi, A., (2010). Determinants of Participation in Off Farm Employment Among Small Holder Farming Households in Kwara state, Nigeria. *Production Agriculture and Technology. Vol. 6, No. 2: 1-14.*
 Bedemo, A., Getnet, K., Kassa, B., and Chaurasia, S. (2013). Off Farm Labor Supply Decision of Adults in Rural Ethiopia: Double Hurdle Approach. *Journal of Agricultural Economics and Development. Vol. 2, No. 4: 154-165.*
 Cummins, Julian. (2010). *Promosi Penjualan.* Penerbit. Binarupa Aksara. Tangerang.
 David, Fred R., (2009). *Strategic Management: Concepts and Cases.* Pearson Education. Upper Saddle River, N.J.
 Dumasari. Tri Septin Muji Rahayu dan Sulistyani Budiningsih. (2013). *Pengembangan Usaha Mikro Suvenir Olahan Limbah Kelapa dengan teknologi Modifikasi Desain Produk Sesuai Trend Pasar untuk Pemberdayaan Petani Miskin.* Laporan Hasil Penelitian Hibah Unggulan Perguruan Tinggi Tahap I. DP2M-DIKTI. Jakarta.
 Dumasari dan Watemin. (2013). *Karakteristik Sosial Ekonomi Petani Miskin dalam Pengelolaan Usaha Mikro "Tourism Souvenir Goods".* *Jurnal Mimbar Vol. 29, No. 2 (Desember, 2013): 205-214.*
 Dumasari. (2014). *Kewirausahaan Petani dalam Pengelolaan Bisnis Mikro di Pedesaan.* *Jurnal Inovasi dan Kewirausahaan. Vol. 3, No. 3, (September 2014): 196-202.*
 Dumasari dan Tri Septin Muji Rahayu. (2014). *Pengembangan Usaha Mikro Suvenir Olahan Limbah Kelapa dengan teknologi Modifikasi Desain Produk Sesuai Trend Pasar untuk Pemberdayaan Petani Miskin.* Laporan Hasil Penelitian Hibah Unggulan Perguruan Tinggi Tahap II. DP2M-DIKTI. Jakarta.
 Hermawan, Iwan. (2012). *Analisis Eksistensi Sektor Pertanian terhadap Pengurangan Kemiskinan di Pedesaan dan Perkotaan.* *Jurnal Mimbar Vol. 28, No. 2 (Desember, 2012): 135-144.*
 Kotler, Philip dan Gary Armstrong. (2001). *Prinsip-Prinsip Pemasaran.* Penerbit Erlangga. Jakarta.
 Kotler, Philip dan Kevin Lane Keller. (2009). *Manajemen Pemasaran.* Penerbit Erlangga.

- Jakarta.
- Lamb, Charles W., Joseph. F. Hair, dan Carl McDaniel. (2001). *Pemasaran*. Penerbit Salemba Empat. Jakarta.
- Lee, Monle dan Carla Johnson. (2007). *Prinsip-Prinsip Pokok Periklanan dalam Perspektif Global*. Penerbit Kencana. Jakarta.
- Miles, M. B., and A. M., Huberman. (1991). *Designing Qualitative Research*. Mac Graw Hill Company. New York.
- Porter, Michael. (1996). "What is Strategy?". *Harvard Business Review*.
- Rangkuti, Freddy. (2009). *Analisis SWOT Teknik Membedah Kasus Bisnis*. Gramedia Pustaka Utama. Jakarta.
- Santosa, Imam dan Rawuh Edy Priyono. (2012). *Diseminasi Model Pemberdayaan pada Masyarakat Desa melalui Pengelolaan Agrowisata*. *Jurnal Mimbar* Vol. 28, No. 2 (Desember, 2012): 181-190.
- Tarigan, Doah Dekok. (2008). *Diversifikasi Usahatani Kelapa Sebagai Upaya Untuk Meningkatkan Pendapatan Petani* Artikel Dimuat pada *Jurnal Perspektif* Vol. 4, No. 2, (Desember, 2005). Balitbang Deptan. Bogor.
- Tjiptono, Fandy. (2002). *Strategi Pemasaran*. Penerbit Andi. Yogyakarta.
- Zahonogo, P., (2011). *Determinants of Non Farm Activities Participation Decisions of Farm Households in Burkina Faso*. *Journal of Development and Agricultural Economics*. Vol. 3, No. 3: 174-182.