Scale Up Program Urgency for IKM Mitra Gula Semut at Gunung Kukusan Hargorejo, Kokap Kulonprogo

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Abstract. The development of Small and Medium Industry (IKM) centers is one of the priorities in Kulonprogo Regency, including ant sugar centers. Nyawiji Mulyo is an ant sugar center that has problems in terms of institutions and organizational management, especially governance, HR, and marketing. This PKM program aims to increase the business capacity of the Nyawiji Mulyo Center through assistance in the preparation of governance, improvement of management of human resources, preparation of business processes, organizational administration, and marketing. The methods used are Focus Group Discussion, training, counseling, and coaching. The target of the program is the newly formed Nyawiji Mulyo Board, but it does not have organizational insight, institutional insight, or marketing. Program outputs are publications in mass media, national journal publications, and national dissemination of Service Results. Until this Report is prepared, the activities that have been carried out are Focus Group Discussion on organizational governance, strengthening organizational structure with division of tasks, and business differentiation literacy. Activities that have not yet run are business equipment grants which are currently still being discussed. The grant given in the first phase is the purchase of new packaging and initial capital for a trial of a flavor differentiation product.

Keywords: gula semut, program urgency, economic value

1 Background

Regency Kulonprogo is one of the districts in the Special Region of Yogyakarta Province. In tune with the condition majority of the area is in the rural region, the development region based on local wisdom becomes the next priority of government programs lowered on the whole Organization Device Existing area (OPD).

One focus of attention in the program as an acceleration to create an independent, prosperous, characterized, and cultured society is the development of an economic sector based on local wisdom. In this case, Kulonprogo Regency has enormous economic potential that has not been utilized optimally. For this reason, the movement to develop business centers has become one of the breakthroughs, one of which is the Ant Sugar IKM center in the Kulonprogo region.

The Nyawiji Mulyo Center have a high potential for business development and economic development. The number of members or farmers as well as producers of "coconut shell molded brown sugar" is quite a lot, approximately 185 people, with an average per week producing 15 kg of ready-to-sell sugar. This potential can be optimized by establishing partnerships with other centers as suppliers of raw materials in the form of sap or sugar.

Based on the problems faced by SMEs, identification beginning between others:

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a. Not many members produce ant sugar, so production is not sufficient to meet market needs. Members are still not interested in producing ant sugar because it is difficult in terms of marketing.

b. The partnership that has been carried out so far has experienced problems. Sentra Nyawiji Mulyo usually carries out the marketing model for ant sugar by becoming a supplier to other ant sugar groups, such as the Jatirogo Cooperative, for export abroad, but currently experiencing marketing difficulties due to difficult and expensive organic certificates.

c. From the internal aspect, the Nyawiji Mulyo Sentra Centers have weaknesses in the aspects of governance, HR, and business processes.

The institutional aspect is a central issue for the majority of SMEs, SMEs, and cooperatives in Indonesia. The mentoring program needs to start with institutional strengthening as the basis for implementing effective and efficient business processes and management. Institutional problems generally faced by small and medium industries include managers who often change so that the management structure does not work, work that is only carried out by the chairman, or by several dominant people so that group awareness is low and unable to create a shared trust system, understanding of business processes professionals who are still weak because they have not been able to distinguish between business and social organizations. The system of giving rewards to members who don't work so that members feel at a loss when they are active in the group. In addition to institutional problems, other problems such as product quality, product variety, quality standards, brands, and packaging are problems for IKM.

Based on the phenomenon or general problems and specific problems faced by the Nyawiji Mulyo Sentra, this assistance is directed at strengthening institutions, strengthening human resources, understanding business processes, finance and marketing.

The purpose of carrying out this work is to increase the knowledge and skills of IKM managers in providing business services to IKM in the general public in an effort to develop IKM in business centers. The target activities are: 1). IKM center managers can improve the business activities of IKM centers so that they can develop as expected; 2). Center managers are able to compile a business process document that is in accordance with the characteristics of each IKM center and is used as a reference for carrying out business activities within the IKM center. The target participants are the managers of the Nyawiji Mulyo Center located at Hargorejo, Kokap, Kulonprogo.

2 Methodology

This program is carried out through Business Management Training activities, and Direct Guidance by assistant staff at SME center locations, and discussions and preparation of business processes (business plans).

1. Business Management Training. This Business Management Training is conducted to increase the knowledge and skills of members of the Nyawiji Mulyo Sentra regarding several aspects, including:
   a. Management Business
   b. Governance and HR
   c. Management Finance
   d. Management Marketing Business

2. Direct Guidance is carried out through mentoring and mentoring of business processes carried out by SMEs, in particular in plan production, management quality production, assistance online marketing, defining price tree production, and diversification products.
3. Preparation of Business Processes, carried out by providing assistance regarding the preparation of business processes from groups with the aim of increasing efficiency and the most optimal production pattern.

**Implementation method**
The mentoring program is carried out using the following method:

![Diagram showing implementation method]

**Results**

**Identification**
This stage is carried out to equalize perceptions about business development needs and problems. The results are presented as follows:

1. Stock production is very minimal
2. Production is not every day
3. Production equipment aided by the team is rare, and some have never been used
4. IKM in condition passive business
5. Institutional weak management, no road
6. Leadership business low
7. Business marketing Not yet done massively
8. Packaging not yet variable; one type with pouch
9. Products are usually for sale in form bulk, one taste, namely original. However, at this moment, the distributors lost in the result.

**Focus Group Discussions**
1. FGDs were conducted in an administrator cooperative chaired by Mr. Sudiman and Mrs. Sri Purwanti. The event was attended by the Chairman, Secretary, Treasurer, Marketing Division, and Production Division. Results of the FGD:
The management of the new center was reformed after the center experienced internal problems.
2. Trust between members is not developed enough.
3. Institutions are still not strong, but there is no work mechanism, division of tasks, evaluation, or management processes.
4. IKM is in a passive business condition. Production is rarely carried out.
5. Leadership business is low.
6. There is no marketing effort yet, relying on large export distributors
7. Lost hosting distributors _ results business
8. The center received packaging equipment assistance, but it had not been used and was damaged.
9. Motivation still leads to export sales, and orientation to the local market has not been well-developed.
10. All members do not have knowledge of the market.
11. Members cannot yet do marketing of Gumeko products.
12. Own packaging, one type.
13. Pricing is based on estimates. There is no HPP calculation yet.
14. Online marketing is only done by one of the members.
15. The packaging design is good, but some revisions are needed.

**SWOT Analysis**

Based on the identification of problems that have been prepared during the observation process, which is supplemented by FGDs, a SWOT analysis is prepared as follows.

<table>
<thead>
<tr>
<th>Strength</th>
<th>Weaknesses</th>
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</thead>
<tbody>
<tr>
<td>1. Motivation Strong (S1)</td>
<td>1. Fragile Business Management/Governance (W1);</td>
</tr>
<tr>
<td>2. Experience production (S2)</td>
<td>2. Literacy Financial Weak (W2);</td>
</tr>
<tr>
<td>3. Ability to produce competitive products (S3)</td>
<td>3. Weak Digital Literacy (W3);</td>
</tr>
<tr>
<td>4. Produce goods based on production oriented (S4)</td>
<td>4. Network Marketing Weak (W4);</td>
</tr>
<tr>
<td>5. Production daily (S5)</td>
<td>5. Business Capital limited (W5);</td>
</tr>
<tr>
<td>6. Production management according to capacity (S6)</td>
<td>6. Limited Production Equipment Support (W6);</td>
</tr>
<tr>
<td>7. The advantage good (S7).</td>
<td>7. Strategy Marketing effective (W7);</td>
</tr>
<tr>
<td>8. Control Raw Material (S8)</td>
<td>8. Synergy between stakeholders has not been formulated</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>SO strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Kulonprgro as “New City Airport” Market Available ( Hotel , Central souvenirs , industry food , restaurant )</td>
<td>2. Assistance - Good Parenting</td>
</tr>
<tr>
<td>3. High Local Government Support (P3)</td>
<td>3. Marketing Drive through Digital Platforms</td>
</tr>
<tr>
<td>4. Digital Platforms</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WO strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Governance Assistance_</td>
</tr>
<tr>
<td>2. Enhancement Capacity Business</td>
</tr>
<tr>
<td>3. Real Policy Partnership program between stakeholders</td>
</tr>
<tr>
<td>4. Cooperation Marketing Business</td>
</tr>
<tr>
<td>5. Parenting Style : Supplier Industry : Hospitality , etc</td>
</tr>
</tbody>
</table>
Training

Training is a planned effort carried out to facilitate learning related to employee competencies (Noe et al., 2020).

Extension

Counseling is business non-formal education to individuals or groups society did in a systematic manner, planned and directed to change the process behavior among group target to know, to have will, and have the ability to do change (Noe et al., 2020).

In this case, counseling was carried out at the Nyawiji Mulyo Center to change the behavior of members so that they have a more professional small business orientation. The aim of the extension is to increase production, income or profits, and welfare of members.

Accompaniment

To improve the quality and quality of human resources, so that they are able to identify themselves as part of the problems experienced and try to find alternative solutions to the problems faced (KBBI). Human resource capabilities are greatly influenced by their own empowerment. Therefore, empowerment activities are very necessary in every mentoring activity. Mentoring is one strategy that can support the success of community empowerment programs (Suharto, 2005). In addition, mentoring can also be a strategy that prioritizes “making the best use of client resources” (Payne, 1986).

The purpose of assistance includes two things as follows (Suharto, 2005):

a. Ensuring that concrete changes occur in the environment.
b. Enabling the people who are invited to work to combine trust and ability to solve problems.
c. Business governance assistance is assisting IKM in strengthening the organizational structure and compiling job analysis, which includes job descriptions and job specifications for administrators, with the aim of strengthening management and compiling business leadership so that the Nyawiji Mulyo Center can run the business smoothly and develop. The HR Management Assistance for the IKM Group is carried out to assist in the preparation of a member recruitment mechanism by using the concepts of openness, volunteerism, and mutual cooperation. In this mentoring process, mechanisms, rights, and obligations of members are prepared, which will serve as the basis for running the Nyawiji Mulyo Ant Sugar IKM business process. Business Management Assistance is intended to provide alternative solutions to
problems that often arise in empowering SMEs in the aspect of business management. This aspect describes the ability of IKM to carry out business by implementing a professional Business Process, including planning, organizing, directing, and supervising. Business Management Assistance begins with formulating and strengthening the Vision and Business Mission as the basis for preparing work programs, business development, and market development.

This Community Service Program has a positive impact on the Nyawiji Mulyo Center in many aspects, as described as follows:

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Criteria</th>
<th>Before Accompaniment</th>
<th>After Accompaniment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional</td>
<td>Structure Organization</td>
<td>It already exists but is not running, and there is no clear division of tasks,</td>
<td>There is already a collective agreement, there is a job description, and a division of authority.</td>
</tr>
<tr>
<td></td>
<td>Mechanism Work</td>
<td>Done. No structured</td>
<td>The role of the Chair and Deputy is stronger in preparing work mechanisms</td>
</tr>
<tr>
<td>HR</td>
<td>Leadership</td>
<td>Not yet seen, trust chairman, deputy, treasurer No seen</td>
<td>The leadership of the core administrators is running, the self-confidence of the administrators is higher, the task delegation is running</td>
</tr>
<tr>
<td></td>
<td>Member</td>
<td>Relatively inert, difficult to move/manage</td>
<td>Starting to be able to carry out membership functions and management (quality, marketing, product)</td>
</tr>
<tr>
<td></td>
<td>Initiative, enthusiasm member</td>
<td>Not yet seen, not yet seen participation</td>
<td>Dynamics group start to run, initiative, and accept the risk</td>
</tr>
<tr>
<td>Product</td>
<td>Orientation Business</td>
<td>The orientation of export sales through agents, as a supplier, has not yet seen many people looking at the local market, while there are problems with difficult organic marketing certification, the decision is left to one of the members.</td>
<td>Began to focus and commit to developing the local market by developing several packages and developing a variety of flavors</td>
</tr>
<tr>
<td></td>
<td>Diversification</td>
<td>Produce one type of sugar original ant.</td>
<td>Flavor diversification according to market demand: sour turmeric, ginger, Javanese ginger, original</td>
</tr>
<tr>
<td></td>
<td>Packaging</td>
<td>Using one package for all segments</td>
<td>Pouch and bottle packaging variations, making it more exclusive</td>
</tr>
</tbody>
</table>

**Conclusion**

Community Service Programs conducted by universities provide significant benefits for partners. In this case, the program provides business management literacy and survival motivation owned by the Ant Sugar Center group. Continuous assistance is needed so that maximum results can be maximized.

**Acknowledgments**

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