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## TRADITIONAL HERBAL PROCESSING BUSINESS DEVELOPMENT STRATEGY IN GERANTING - BATAM CITY

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### *Abstract*

*Traditional herbal businesses have prospects for growth, but are still not able to because of limitations. The aim of this research is to analyze internal and external environmental factors as well as to formulate a strategy for developing a traditional herbal processing business in Geranting, Batam with a SWOT analysis. The results of the strategy formulation with SWOT analysis are obtained by optimally capturing opportunities by empowering the re-sources/strengths they have, such as increasing production, capital, technology, licensing and services. Covering weaknesses by building cooperation in terms of machinery, management, products, infrastructure and transportation. Overcoming obstacles with strengths such as increasing promotions, sales, purchasing contracts, information on herbal properties, prioritizing support needs. Strategies to survive in weak conditions and many obstacles, namely by joining technology, holding on to existing advantages, following other management, reducing infrastructure, setting agendas for the city.*

**Keywords:** Strategy, development, SWOT, herb.

### INTRODUCTION

Indonesia is rich in natural resources and potential herbal ingredients and its people have the ability to prepare herbal medicines or herbal medicines for consumption in order to maintain health and fitness (B2P2TOOT, 2020). However, this potential has not been utilized optimally. Batam as a city with an island region, this autonomous city has other potential for local residents in the field of Traditional Herbal Processing which has been known and trusted for a long time by the community for its herbal properties (BPS Kota Batam, 2021). People's lifestyles tend to want to be healthy by using natural ingredients (back to nature), so the increasing trend of switching to the use of natural ingredients has an impact on the use of herbal products produced by businesses. However, business owners have not been able to fulfill all requests due to limitations which have an impact on business development (Salim & Munadi, 2017).

The availability of natural herbal ingredients is very abundant, armed with mixing skills, herbs can become a productive opportunity (Kemenkes RI, 2017). Efforts to help improve business development strategies in this location need to be studied intensively in line with the Batam City strategic plan for 2016-2021 (DKUMKM Kota Batam, 2016). The rationale is that if herbal businesses can produce and continue to develop. They can provide great benefits, including increasing income for business actors, opening up employment opportunities and improving the economy and health

care for the surrounding community (Khoiriyah, 2019). To capture business development opportunities, an analysis of the internal and external environmental factors that support and hinder the business must be carried out. Then it is necessary to analyze the position of the business and then formulate a strategy for developing the traditional business herbal processing. A research aims to analyze the strategy for developing a traditional herbal medicine business (with SWOT) creating a business development strategy by increasing the online market through designing a diversity of choices in its products to attract more consumers, neatly arranging product display containers, applying a polite service system to customers by saying hello and greetings, and providing the most affordable price level for all customers (Arrafi et al., 2020).

A study on traditional herbal medicine business in a city aims to analyze the income, feasibility and development strategies of traditional herbal medicine businesses, finding that the average income for traditional herbal medicine is around 2 million rupiah and is feasible to continue, has high strengths and opportunities so that it can cover weaknesses and overcome existing threats. SWOT analysis produces development strategies such as capturing opportunities by creating various product variations, using voice and social media platforms in promotions so as to increase consumer appeal (resulting from a combination of strengths and opportunities). Respond to threats by avoiding making supplies of materials that are vulnerable to weather, looking for strategic locations, writing down brands and composition. To address weaknesses by making attractive packaging, increasing the durability of the material by drying and grinding it, accepting a delivery system involving a third party. Meanwhile, in weak conditions and there is a threat of limited capital due to unstable raw material prices by following counseling from the program provider agency (Rafni, 2019).

The relevance of previous studies to the current research design is that they both analyze herbal medicine business development strategies. However, there is a real difference between previous research and current research, namely in its focus. This research focuses more on the managerial policy side of business organizations. It is not limited to just marketing strategies that can be formulated for development strategies, but the scope is broader, namely related to the managerial strategy side of the business, product design, financial strength/funding, production, workforce, and so on. The formulation of business development strategies is optimized to produce more comprehensive strategic choice directions so that they can help maximize more strategic offers.

Herbs are defined as plant calcifications whose contents (partial, whole or cell composition) can be used as an antidote, ingredient or mixed with other ingredients to make it (Salim & Munadi, 2017). Herbal consumption is not intended as a cure for disease but rather as prevention because its function is to increase the body's immune system (Drajat et al., 2020). Traditional herbal processing household businesses have quite good income (Zakaria et al., 2017). Although factors in the level of income generation depend on location, market segmentation, increases in material prices, transportation and the size of family responsibilities (Khoiriyah, 2019). However, this herbal business exists as a form of entrepreneurial impact, namely bringing creativity and innovation, maintaining and preserving local traditions and culture (Yulia, 2021). The impact of entrepreneurship also contributes to opening up employment opportunities and community economic development (Kereh et al., 2017).

Strategy is the art of winning a war/competition through the process of preparing long-term strategic and action plans to achieve business goals. The principle is to design things that might happen, not what happens because it is about designing something before it happens to influence attitudes and provide added value. Development strategy is understood as a set of action plans that require business leaders to realize greater business development by measuring dimensions in the company's internal and external environment (Prasojo, 2019).

SWOT analysis is a matrix that combines strengths, weaknesses, opportunities and threats to produce the best strategy for the business (Nazarudin, 2020). The basis used is the logic of maximizing the use of existing strengths and opportunities in order to minimize weaknesses and avoid threats. The purpose of the analysis is to provide an overview of the strategy resulting from grouping a combination of factors into a business strategy. Judging from factor control, in SWOT analysis external factors are more difficult to control than internal factors because their origins are outside the business's control (Taufiqurokhman, 2016).

There are several examples of the results of certain business development strategies, namely promotion, service, use of technology for production, marketing expansion, increasing capital, creating innovation, registering products, maintaining quality and taste (Ambarwati et al., 2019). In this research, SWOT analysis is a tool for analyzing herbal business development strategies at the research location. SWOT analysis can help business actors formulate strategies that can be implemented for their business. There are four strategy quadrants in the SWOT analysis matrix which show the strategy groups resulting from the matching process, namely the SO, WO, ST and WT strategy quadrants. Each quadrant displays aggressive, diversification, turn around and defensive strategies (Yulia, 2021).

## **METHODS**

This research uses a qualitative approach, namely by exploring as much information as possible for analysis purposes. As Quinn Patton, 1990, qualitative research generally has a narrative nature related to data, procedures and results obtained from informants, documentation and field notes (Pradono et al., 2018). Data collection techniques were carried out using interviews, observation, document analysis and focus discussions. All data was collected using verbatim techniques, namely pouring it out in the form of transcripts (records of data collection results) (Firman, 2018).

The stages after data collection is complete are as follows, starting from compiling a summary of general findings obtained from using interview/discussion techniques. Next is a verbatim transcript of the entire interview/discussion process carried out. Continue organizing and tidying the data in soft file form. Design coding according to section groupings and arrange the results in matrix form then analyze the data (Fadhilah et al., 2018).

To check and establish validity, a triangulation process of methods, sources and theories is used. Interviews and observations ensure that the validity of the data sources obtained is believed to be supported by theory so that appropriate conclusions can be drawn. The analysis stage was carried out using various relevant analysis models in depth to obtain comprehensive research results (Rahardjo, 2017).

The researcher discusses the results of the analysis regarding the problems faced by traditional herbal processing businesses in Geranting-Batam, so that they have not

developed well. The study of this problem provides information regarding the factors that support and hinder the business, making it easier to carry out the next stage of factor identification. The Traditional Herbal Processing business owned by a business actor in Geranting, Batam City has become a source of income for the business actor and can open up job opportunities for the surrounding community and can help the economy of the people there. Therefore, discussing strategies for developing traditional herbal processing businesses in these locations is interesting and important to carry out in order to realize this goal. The SWOT analysis presents the formulation of strategies for developing traditional herbal processing businesses (Sagitaningrum & Afandi, 2015).

## RESULTS AND DISCUSSION

### *Business Profile*

Geranting Traditional Herbal Business, Batam City has been established since 1980. This business is a family legacy. Since ancient times, traditional herbal medicine has gained the trust of its people. The choice of herbal medicine was also motivated by the distance to access health facilities, even though there were government efforts to provide health facilities, they were still very limited. This traditional herbal business has become an alternative choice for people to maintain their health. Traditional herbal medicine is studied in terms of theoretical knowledge and the practice of mixing it to overcome the problems of healing after illness and childbirth as well as fitness. Family business actors are known to study traditional herbal medicine from various reference sources to mix herbs from natural sources, both vegetable and animal sources. Among the vegetable sources are obtained from medicinal plants, including leaves, roots, wood stems, fruit, flowers, and so on, while animal sources are obtained from gamat (sea cucumbers).

The level of public trust in the efficacy of local traditional herbal medicine is very high. I have long felt the health benefits for the body. This creates a positive image for the products being made. Among the types of herbal medicines for business actors are:

- a. *'Ubat Mantah Mak Ana'* which is a herbal medicine that is crushed, mixed in water and drunk. Its benefit is that it can help with the healing period after childbirth. Other benefits for fitness are to treat post-work fatigue for everyone who wants to consume it.
- b. *'Ubat Periuk Mak Ana'* is a herbal medicine that is boiled from coarsely chopped herbal ingredients that have health benefits.
- c. *'Minyak Gamat Mak Ana'* is believed to have many benefits as a massage oil for sprains, relaxation and can even be used as a topical medicine to speed up wound healing.

Mrs Rohana Geranting's traditional herbal processing business - Batam City. Aspects that can be known are aspects of business identity and location; financial aspect; product aspects; production aspects; marketing aspects; human resources (HR) aspects; aspects of supporting facilities and infrastructure; and legal aspects.

### *Strategy Formulation with SWOT Analysis*

In an effort to design the best strategy for business actors, SWOT Matrix Analysis can be carried out. This analysis is a set of tools to formulate a strategy for developing traditional herbal processing businesses in Geranting - Batam City. The results of the SWOT analysis show the formulation of a strategy for developing

traditional herbal processing businesses in Geranting - Batam City. The results of the strategy formulation are divided into four strategy quadrants as follows:

a. Quadrant I Strategy: SO Strategy

From the results of strategy formulation by matching the strength factor (S) with the opportunity factor (O), the following strategies are produced:

1) Increase production of herbal products

This strategy to increase production of herbal products starts from a situation where the business has a good image in the eyes of consumers. Besides that, there is a tendency for people to choose traditional herbs as ingredients to improve their health. The owner, who also acts as a concocter, is known for his expertise in concocting herbs that are beneficial for the body. He also developed a determination to mix good quality herbs from selected ingredients. The use of various natural herbal ingredients makes the product perceived differently from other products. The product has received a stamp or label from the customer, namely the herbal medicine '*Mak Ana*'. This label has been passed on by word of mouth so that many people have become familiar with the herbal product.

2) Increase capital from providers

For development by increasing the amount of production, of course, it has logical consequences in the form of additional capital. Business actors can do this by implementing a strategy to increase capital obtained from parties who provide opportunities to increase business capital. Among the parties who open capital opportunities are individuals, banks and the government. The provincial government offers additional business capital loans with profit sharing subsidies to capital providers borne by the government. Banking offers business capital loans with a profit sharing system with collateral. Business actors can offer investment to parties who have built trust with business actors such as family, colleagues and friends. Collaboration system with a profit sharing scheme and return of business capital within a certain time.

This business has been running for a long time and the owner can convey his success and assure that the prospects for developing his business are very promising. Apart from that, business actors can also apply for capital assistance to policy makers such as the government with existing programs and people's representatives from their electoral districts to express their aspirations. Likewise, universities always provide community service in the form of assistance with tools and capital for business actors who are the object of their service.

3) Utilization of technology in business

Utilizing technology in the business world is a necessity. The use of technology can make work easier so that difficult and heavy work can be done by using technology. Technology can increase the quantity and quality of products produced. By using machines, the specifications for the expected results from product planning can be achieved. The machine has a working system that can be adjusted as desired. Machines do not have the feeling of human power which can reach boredom and exhaustion if it works too much. This makes the machine more capable of working in larger quantities.

4) Carry out business licensing

Business actors initially did not have any type of business license. However, through conveying the situation regarding licensing processing, we now finally have a business identification number (NIB) from the government. Businesses that are equipped with permits can reach marketing through large retailers. The NIB management is accompanied by a researcher who manages it

online via [oss.go.id](http://oss.go.id). NIB processing requires filling in personal data by attaching KTP, NPWP and BPJS. Then fill in the business data, business field and product data. Before getting an NIB, there are several statements that must be approved by business actors, including SPPL (statement of ability to control environmental impacts) and others. After that, the NIB is issued and can be printed by business actors.

This research also examines the procedures for obtaining permits that must be obtained by traditional herbal business actors. To obtain a distribution permit, business actors must arrange it at BPOM. Management can be done offline and online via the application provided by BPOM. For this traditional herbal business to be included in the micro category, the distribution permit is called UMOT (Traditional Medicine Micro Business). The types of products that can be submitted are powder, pills, external medicinal liquid and chopped. The main requirement for processing a distribution permit is for the NIB to have access to the system. Apart from that, it must be included in the appropriate KBLI, namely the classification of the traditional medicine industry sector. After that, enter the PBUMKU application to obtain a distribution permit and a certificate for how to make good traditional medicine (CPOTB) in stages. The management application is [e-ertification.pom.go.id](http://e-ertification.pom.go.id). When you have completed and received the Phased CPOTB certificate, the next step is to enter the next application, namely [asrot.pom.go.id/asrot](http://asrot.pom.go.id/asrot).

To apply for a halal certificate via the SIHALAL BPJPH application, namely via [ptsp.halal.go.id](http://ptsp.halal.go.id). The main requirement for processing a halal certificate is NIB, then filling in business actor data and submitting certification. Currently, business actors have applied for halal certificate processing accompanied by researchers online. Submission of halal certificates for business actors has entered the Fatwa Hearing Process stage. There are only a few stages left until the halal certificate is issued.

#### 5) Improve loyal customer service

Currently, business actors already have customers who always order products if the business actor produces them. Customers are always waiting for business actors to be able to produce their products, so it is rare for these herbal products not to sell. From information from business actors, it is not always possible to make products every time there is a request due to the limitations of the business actors. However, to maintain customers, business actors need to carry out strategies to provide services to loyal customers. The effort is to try to produce it if loyal customers order it. Most of these loyal customers are in Geranting and its surroundings, a small portion come from outside Geranting.

After giving birth, most of the residents of Geranting order business products, namely herbal drink powder (*Ubat Mantah Mak Ana*), traditional drink (*Ubat Priuk Mak Ana*) and herbal powder (*Bedak Sejuk Mak Ana*). This herb is used during the 40 day postpartum period in their term 'Before the Day Off'. It is believed that the properties of this herbal can help accelerate post-natal recovery, repair body organs that are affected by pregnancy and childbirth. For workers, several types of herbal medicine taken are believed to restore fitness, improve the digestive tract and increase appetite. Meanwhile, massage oil (*Minyak Gamat Mak Ana*) is believed to help restore sprains with the help of massage. This oil is also believed to speed up wound recovery, eliminate irritation such as baby diaper rash and so on. By improving service you can maintain customer loyalty.

b. Quadrant II Strategy: WO Strategy

From the results of strategy formulation by matching weakness factors (W) with opportunity factors (O), the following strategy is produced:

1) Building cooperation in machine procurement

Conditions where business actors experience limitations in using traditional machines and equipment while there are opportunities to provide technological machines and equipment, the strategy of building cooperation with these providers becomes important so that business actors obtain machine procurement. The aim of building this collaboration is that both parties can make mutually beneficial agreements, for example with an installment payment system. Several providers offer to purchase products with this system, this may be something businesses can do if they need to procure machines and equipment with this technology.

2) Consultation on improving business management

To obtain updates in management, business actors can consult with various parties. In terms of getting product development in the form of a label, you can consult with relatives who understand management science. Apart from that, you can also consult via the online consultation service to obtain permits from BPOM regarding the organizational structure of traditional herbal businesses. For marketing management, you can consult with vendors who provide online promotion and sales services. Apart from that, business actors can learn auto didactically through referrals.

3) Product development collaboration

In product development efforts, business actors carry out developments in terms of product distribution permits, halal certificates, product design and packaging. To develop product labels, you can consult with relatives who understand how to make label designs in designing labels for attractive products. To process product distribution permits, business actors can consult with online consultation services for processing permits and halal certification facilitation providers regarding the characteristics of good and safe products that can be met.

4) Cooperation in improving infrastructure

Business actors cannot be separated from needing assistance from other parties who provide infrastructure that can support business operations. For packaging needs, there are providers who can customize packaging according to what business actors want. Conduct discussions with packaging machine providers regarding packaging specifications regarding capacity, shape, material, model and size according to the type and durability of the product. The aim is to get good packaging, not susceptible to damage, easy and cheap according to the business actor's capabilities. And it is also possible that there are packaging providers who can also place product labels on the packaging.

5) Utilization of transportation

Due to the weakness of not having their own transportation for business access outside the business location and business-related matters with related parties, business actors need to optimize the use of local transportation provided by their providers. Some things that are impossible without traveling to the city are bringing products to outlets located in the city, obtaining permits, purchasing raw materials available at the market in Batam city. For this reason, business actors can still take advantage of the available transportation services.

c. Quadrant III Strategy: ST Strategy

From the results of strategy formulation by matching strength factors (S) with challenge factors (T), the following strategies are produced:

1) Increase the quantity and quality of promotions

To face the emergence of competition, whether it is a standardized medicine and herbal business or not, as well as the emergence of standardized medicine and herbal products or not, business actors need to increase the quantity and quality of promotions. Promotions can be carried out through business actors' social media accounts. The frequency of uploading promotions must be increased and be able to reach many people. Besides that, it is necessary to design promotional content that is more interesting and makes people happy to see or hear it.

2) Increase sales targets

To develop a larger business, business actors need to set maximum sales targets along with a strategy to increase production capacity according to the set target time. Currently, in one production period the maximum production and sales volume of the business is 25 liters of massage oil, 10 kg of herbal drink powder, 10 kg of chopped herbal drinks and 2 kg of herbal powder. The plan to increase production carried out by business actors is to increase 50% of average production. So sales targets are also set based on production numbers. The difference is that if the original production was to meet customer demand, this time the additional 50% of production is aimed at potential new consumers. Of course, this increase in sales is followed by promotional strategies. This 50% addition is also followed by considering the emergence of other herbal businesses and products as competition for business actors.

3) Establish a forward purchase contract

To overcome the challenges of fluctuating raw material prices, business actors need to enter into purchasing contracts so that they can avoid price fluctuations from suppliers. This purchase contract can be made by agreeing to provide sufficient stock for a certain production period at a fixed price. Apart from that, in the contract, business actors can agree to prioritize raw materials for business actors. Business actors can also determine economical purchasing quantities for longer supplies that are safe to face multiple production periods so they can save on ordering and transportation costs. However, the consequence is that business actors need to regulate their material inventory management.

4) Increase information on herbal properties

To increase public understanding and trust in traditional herbal medicines, business actors need to improve the delivery of information regarding the properties of traditional herbs. Disseminating information on the benefits of these herbs can be done through reporting on social media, inclusion on product packaging or through product brochures and pamphlets. Apart from that, it can also be done verbally to everyone who visits or meets. This strategy can attract people to take traditional herbal products from business actors.

5) Prioritize the need for supporting infrastructure

Supporting facilities and infrastructure can indeed help smooth business operations. However, to obtain these facilities and infrastructure requires a number of additional costs that cannot be determined. If the supporting infrastructure is provided through another party, the costs will be determined by



the provider. For example, for processing a distribution permit, in its implementation there is a laboratory examination carried out by an independent institution which has set a number of rates for the examination. Likewise, processing distribution permits, other needs such as using online promotional services, using packaging services, providing machinery and equipment also have costs. For this reason, business actors need to develop a priority scale for the need for supporting facilities and infrastructure so that more important needs can be prioritized.

d. Quadrant IV Strategy: WT Strategy

From the results of strategy formulation by matching weakness factors (W) with challenge factors (T), the following strategies are produced:

1) Join technology with other business actors

Geranting traditional herbal businesses do not yet have technological machines and equipment, whereas competitors already have them. In weak conditions, while the competitive position is quite strong, business actors are unable to compete by providing machines and equipment with technology like those of these competitors. Business actors can make offers to join technology with other business actors by offering to share their advantages so that they can increase mutual advantages.

Geranting traditional herbal business actors need to carry out this strategy with other similar business actors or other business actors who have machines and tools that have the same function. For example, using spice grinding equipment with spice business actors at the Ciptapuri market to grind herbal ingredients so that production can be done more quickly and in large quantities. Apart from that, join in using oil cooking stoves and larger cooking containers so that you can produce oil with greater production capacity. Likewise, join in using equipment to design labels on packaging.

2) Stick to the existing product composition

When business actors are no longer able to carry out product development while competitors' products are better, business actors can carry out a strategy to survive on product composition that reaches maximum peak quality. Business actors need to think about strategies that are more likely to be implemented, for example increasing promotions or reducing selling prices.

3) Follow advanced business management

Business actors can follow the good management possessed by competitors and apply it in their business. For example, how competitors successfully promote their products through social media, business actors can also follow marketing management like this. Competitors who already have an organizational structure and have developed a vision, mission, strategy and program before they run their business, such management can also be carried out by business actors. Registering a business with the agency that oversees MSMEs by preparing organizational tools such as AD-ART, Structure, Work Program as a basis for being registered with the agency can be done by business actors.

4) Reducing non-essential infrastructure

If there is use of infrastructure facilities that are not really needed, business actors can reduce their use. On the other hand, changing the use of supporting infrastructure to prioritize matters that can increase business excellence. Business actors need printers to print packaging labels, but procurement of knives and machetes as well as vacuum sealer machines is more

necessary to cover products so they are safer when marketed to consumers. To overcome label printing that cannot be done with your own machine, you can use the services of another party. Printing costs are smaller than the cost of procuring a printer machine.

5) Prepare an agenda for city needs

Because we don't have our own sea transportation fleet and we anticipate that the frequency of departures to the city will be too frequent, it would be best to rearrange the agenda for going to the city by reducing the frequency of going and combining several matters at one time in the city. Because according to information from business actors, transportation costs are quite large for one trip home, reaching IDR 100,000. If the frequency is too frequent, it can cause more costs than adding production capacity which is much more important.

## **DISCUSSION**

From the results of the strategy formulation, a strategy for the Geranting traditional herbal processing business can be formulated, reflected in each strategy quadrant S-O, W-O, S-T, and W-T. The four strategy quadrants in the SWOT analysis matrix show the strategy groups resulting from the matching process, namely the SO, WO, ST and WT strategy quadrants (Siregar et al., 2014). Each quadrant of this strategy has its own characteristics but is bound to support each other. Because in the strategy implementation stage a set of real action concepts is also carried out as a derivative of the strategy within a specified time period (Maryani, 2020). Each quadrant displays the strategy design according to the influence of the integrated factors. The SO quadrant formulates an aggressive strategy, the WO quadrant produces a diversification strategy, the ST quadrant produces a turn around strategy and the WT quadrant produces a defensive strategy (Sari, 2019).

The aggressive strategies that can be carried out by herbal processing businesses in Geranting - Batam City are increasing the production of herbal products; increase capital from providers; use of technology in business; carry out business licensing arrangements; and improve loyal customer service (Mutmainah et al., 2022). The diversification strategy is to build cooperation in machine procurement; business management improvement consulting; product development collaboration; cooperation in improving infrastructure; and utilization of transportation (Yulia, 2021). The turnaround strategy is to increase the quantity and quality of promotions; increase sales targets; establishing forward purchase contracts; increasing information on herbal properties; and formulate priorities for supporting infrastructure needs. Defensive strategy, namely joining technology with other business actors; sticking to the existing product composition; following advanced business management; reducing non-essential infrastructure; and preparing an agenda for city needs (Sagitaningrum & Afandi, 2015).

## **CONCLUSION**

The results of strategy formulation using SWOT analysis showed several main strategies, including the S-O strategy: Increasing production of herbal products; Increase capital from providers; Utilization of technology in business; Carry out business licensing; and Improve loyal customer service. W-O Strategy: Building cooperation in machine procurement: Consulting to improve business management; Product development collaboration; Cooperation to improve infrastructure: and Utilization of transportation. S-T Strategy: Improving promotional quality; Increase sales targets; Establish forward purchase contracts; Increasing information on herbal

properties; and Setting priorities for supporting needs. Meanwhile, W-O Strategy: Join technology with other business actors; Stick to the existing product composition; Following advanced business management; Reducing non-essential infrastructure; and Prepare an agenda for city needs. The results of the strategy formulation were based on the situation being experienced by the business at the time the research was conducted. However, in research the process of factor analysis is based on conditions from when the business was built until now depending on the relevant situation.

Research can be used as a set of strategic recommendations that are expected to be useful for business actors in order to develop their business to become even bigger. Business actors can incorporate the results of this strategy formulation into their business implementation. Each formulation result is based on conditions that actually occur in the business so the possibility of this strategy being correct is very large. The best strategy is one that can be implemented into real action as a derivative of the strategy within a specified time period.

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